



**Gloucester
City Council**

Cabinet

Meeting: Wednesday, 8th February 2017 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

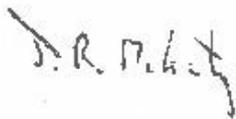
Membership:	Cllrs. James (Leader of the Council and Cabinet Member for Regeneration and Economy) (Chair), Watkins (Deputy Leader and Cabinet Member for Communities and Neighbourhoods), Noakes (Cabinet Member for Culture and Leisure), D. Norman (Cabinet Member for Performance and Resources), Organ (Cabinet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

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	MINUTES (Pages 7 - 14) To approve as a correct record the minutes of the meeting held on 11 th January 2017, parts 1 and 2. PLEASE NOTE: Part 2 contains exempt material as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). If Members wish to discuss material contained within part 2 it will be necessary to notify the Chair to enable a resolution to be passed to exclude the press and public.
4.	PUBLIC QUESTION TIME (15 MINUTES) The opportunity is given to members of the public to put questions to Cabinet Members or Committee Chairs provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or

	<ul style="list-style-type: none"> • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
5.	<p>PETITIONS AND DEPUTATIONS (15 MINUTES)</p> <p>To receive any petitions or deputations provided that no such petition or deputation is in relation to:</p> <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings
6.	<p>LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)</p> <p>Any Member of the Council may ask the Leader of the Council or any Cabinet Member any question without prior notice, upon:</p> <ul style="list-style-type: none"> • Any matter relating to the Council's administration • Any matter relating to any report of the Cabinet appearing on the summons • A matter coming within their portfolio of responsibilities <p>Only one supplementary question is allowed per question.</p>
7.	<p>MONEY PLAN 2017-22 & BUDGET PROPOSALS 2017/18 (Pages 15 - 104)</p> <p>To consider the report of the Cabinet of the Performance and Resources review the Council's Money Plan for recommendation to Council.</p>
8.	<p>BLACKFRIARS AND QUAYSIDE DEVELOPMENT SITES EQUALISATION AGREEMENT (Pages 105 - 114)</p> <p>To consider the report of the Cabinet Member for Regeneration and Economy seeking approval for the City Council to enter into an agreement (the equalisation agreement) with the Gloucestershire County Council dealing with how any receipts from the disposal of both authorities sites will be dealt with.</p>
9.	<p>BLACKFRIARS SITE NOW OCCUPIED BY BARBICAN CAR PARKS (Pages 115 - 122)</p> <p>To consider the report of the Cabinet Member for Regeneration and Economy seeking approval for the disposal of the Council's freehold interest in the Blackfriars Site.</p>
10.	<p>WESTGATE LEISURE AREA (Pages 123 - 128)</p> <p>To consider the report of the Cabinet Member for Environment informing Members on progress that has been made in respect of Westgate Park and to seek authorisation to market test interest in developing leisure related facility in the park and to seek delegated authority to pursue a development solution.</p>
11.	<p>FESTIVALS AND EVENTS 2017/18 AND UPDATE ON PROGRESS 2016/17 (Pages 129 - 142)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure seeking approval for the proposed events, support and associated budgets during 2017/18 which will see a mix of community, and brand building events across the City that are aligned with City council strategies and which will be co-ordinated by Marketing Gloucester Ltd and others.</p>

<p>12.</p>	<p>GROWING GLOUCESTER'S VISITOR ECONOMY ACTION PLAN ANNUAL UPDATE 2016 (Pages 143 - 190)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure updating Members on the progress that has been made in achieving the Growing Gloucester's Visitor Economy Action Plan during 2016.</p>
<p>13.</p>	<p>GLOUCESTER PUBLIC REALM STRATEGY 2017 - PUBLIC CONSULTATION DRAFT (Pages 191 - 248)</p> <p>To consider the report of the Cabinet Member for Regeneration and Economy seeking approval to allow the Draft Public Realm Strategy to progress to a 6 week period of public consultation prior to recommendation of adoption as a Supplementary Planning Document.</p>
<p>14.</p>	<p>RISK MANAGEMENT POLICY STATEMENT AND STRATEGY 2017-2020 (Pages 249 - 268)</p> <p>To consider the report of the Head of Audit Risk Assurance proposing an updated Risk Management Policy Statement and Strategy to become effective from 1st April 2017.</p>
<p>15.</p>	<p>ANTI FRAUD AND CORRUPTION POLICY STATEMENT AND STRATEGY (INCLUDING THE ANTI BRIBERY POLICY AND ANTI MONEY LAUNDERING POLICY) 2017-2019 AND THE CONFIDENTIAL REPORTING PROCEDURE (WHISTLEBLOWING POLICY). (Pages 269 - 306)</p> <p>To consider the report of the Head of Audit Risk Assurance seeking independent assurance on the adequacy of the Council's Anti-Fraud and Corruption response and framework.</p>



Jon McGinty
Managing Director

Date of Publication: Tuesday, 31 January 2017

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.

Access to Information

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

For further details and enquiries about this meeting please contact Atika Tarajiya, 01452 396125, atika.tarajiya@gloucester.gov.uk.

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

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

Recording of meetings

Please be aware that meetings may be recorded. There is no requirement for those wishing to record proceedings to notify the Council in advance; however, as a courtesy, anyone wishing to do so is advised to make the Chair aware before the meeting starts.

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

FIRE / EMERGENCY EVACUATION PROCEDURE

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

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

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CABINET

MEETING : Wednesday, 11th January 2017

PRESENT : Cllrs. James (Chair), Watkins, D. Norman, Organ and Cook

Others in Attendance

Jon McGinty, Managing Director

Jonathan Lund, Corporate Director

Anne Brinkhoff, Corporate Director

Jon Topping, Head of Finance

Shirin Wotherspoon, Solicitor

Atika Tarajiya, Democratic and Electoral Services Officer

APOLOGIES : Cllr. Noakes

55. DECLARATIONS OF INTEREST

There were no declarations of interest.

56. MINUTES

RESOLVED:

That the minutes of the meeting held on the 7th December be confirmed as a correct record and signed by the Chair subject to the following amendment:

The Managing Director advised that as the Council were offering the loan at market rate, the developer was unlikely to get another ~~advantageous~~ loan at a *more advantageous* this-rate and were therefore unlikely to look for further funding.

57. PUBLIC QUESTION TIME (15 MINUTES)

There were non public questions.

58. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions or deputations.

59. LEADER AND CABINET MEMBERS' QUESTION TIME (15 MINUTES)

There were no questions from Members to the Cabinet.

60. PROPOSAL FOR A GLOUCESTER BUSINESS GROWTH GRANT SCHEME

Cabinet considered the report of the Cabinet Member for Regeneration and Economy (Councillor James) which sought approval to establish a new Gloucester Business Growth Grant Scheme from 2017/2018, replacing the current Business Grants scheme.

Councillor James highlighted key areas of the report, noting that existing scheme had demonstrated positive beneficial impact for a significant number of business and had generated 743 jobs. He reported that the new scheme had been designed to simplify the process and incorporated a clause that would allow the grant to become repayable in certain circumstances as outlined in the report. He advised that this money would then be re-invested back into the scheme commenting that funding would support capital costs rather than rent or business rates costs as in the original scheme. He concluded by noting that applicants within the primary retail area would be eligible for up to 50% of funding, whilst those outside of the primary retail area would be eligible for up to 30% funding, to ensure that the City Centre continued to remain the area of focus.

Cabinet Members welcomed the simplification of the overall process and stressed the continued importance of prioritising the City Centre.

RESOLVED:

1. A Gloucester Business Growth Grant Scheme be established as set out in the report.
2. The Scheme Criteria set out in the report be approved
3. £51,685 from the City Centre Investment Fund, together with remaining monies from historic DCLG funding and unallocated income from the Broadband Voucher scheme be allocated to fund the scheme.
4. Authority be delegated to the Regeneration and Economic Development Manager, in consultation with the Head of Regeneration and Economic Development, to make decisions on the award of Business Growth Grants based on assessment against the agreed scheme criteria.

61. FINAL PHASE OF PUBLIC REALM WORKS WITHIN GLOUCESTER DOCKS

Cabinet considered the report of the Cabinet Member for Regeneration and Economy which sought approval for the intended spend by the Council on the final outstanding phase of the public realm works within Gloucester Docks to a maximum of £600k.

Councillor James summarised key areas of the report indicating that the Council was required to complete the works as part of an agreement with the South West Regional Development Agency when the assets were transferred and to create a setting that would ensure the successful regeneration of the site. Councillor James

CABINET
11.01.17

referring to paragraph 3.7 of the report explained that the City Council would enter into contract with Ladybellgate Estates or any associated companies as required.

Cabinet Members expressed support for the proposals noting that the works would be fully funded through the capital receipts generated from the sale of the Commercial Road properties.

RESOLVED:

That the City Council commit a maximum spend of £600k to the completion of the final public realm phase of Gloucester Docks.

62. FIXED PENALTY FINES FOR FLY TIPPING OFFENCES

Cabinet considered the report of the Cabinet Member for Environment (Councillor Cook) which updated Members on the recent changes in legislation to deal with the significant increase in the reported cases of fly-tipping on public land in England in 2013/2014 and which sought permission to impose Fixed Penalty Fines in line with the legislation.

Councillor Cook reported that the proposals aimed at reducing the significant increase of incidents of fly tipping within the City and the associated resourcing costs in a more effective and less costly manner . He noted that that the Council already had a number of preventative programmes in operation aimed at reducing fly-tipping, including educational visits and trade waste agreements with local business. He concluded by reporting that Overview and Scrutiny Committee, at their meeting on Monday 9th January had made the following recommendations which he was happy to accept:

- a) Quarterly updates on the progress and effectiveness of the policy be received by the relevant Cabinet Member.
- b) A further report, evaluating the effectiveness and impact of the policy be presented to Overview and Scrutiny Committee in 12 months.

Councillor Norman (Cabinet Member for Performance and Resources) supported the proposals but expressed concern on how the Council would effectively enforce the policy and prosecute individuals caught fly-tipping.

Councillor Cook reported that current legislation made it extremely difficult for a successful prosecution to be brought forward. He advised that under the new regulations, the process had been streamlined, noting that any money generated from the proposals would be re-invested into resourcing further enforcement action.

Cabinet Members supported enforcement action against anyone caught fly-tipping and stressed the continued importance of preventative programmes for residents and businesses.

CABINET
11.01.17

RESOLVED:

1. Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which came into force on 9th May 2016 be noted.
2. The penalty charge for Unauthorised Deposit of Waste (Fixed Penalty Notices) be set at £400 (four hundred pounds) reduced to £300 (three hundred pounds), if paid within 10 days.
3. That authority be delegated under the Environmental Protection Act 1990 (as amended) to the Corporate Director to make appropriate arrangements for the issuing of fixed penalty notices for the unauthorised deposit of waste.
4. Officers be supported in investigating and utilising additional resources and new technology (mobile CCTV) to reduce incidents of fly tipping across the City.
5. The growing importance of partnership working (including County wide), information sharing, education and tougher enforcement to deal with the growing issue of fly tipping be recognised.
6. Quarterly updates on the progress and effectiveness of the policy be received by the relevant Cabinet Member.
7. A further report, evaluating the effectiveness and impact of the policy be presented to Overview and Scrutiny Committee in 12 months.

63. PROPOSAL TO INTRODUCE A REPLACEMENT WASTE CONTAINER CHARGING POLICY

Cabinet considered the report of the Cabinet Member for Environment which sought approval to introduce a policy to charge for the replacement of waste containers.

Councillor Cook summarised key areas of the report, noting that the charge would incentivise residents to look after their replacement waste container and would additionally benefit the street scene. He commented that over time the size of the container would reduce to encourage residents to recycle, noting that a number of local authorities also had similar charges, which was aimed at reducing the cost of providing the service rather than generating a profit. He concluded by reporting that the Overview and Scrutiny Committee at their meeting on the 9th January 2017, had proposed the following recommendations which he was happy to accept:

- a) Requirement for residents to obtain a police crime number to qualify for a replacement waste container without charge be removed from the policy.
- b) Residents be required to complete a web based form, or via an alternate method if appropriate, to prove the theft or loss of their assigned waste container.

**CABINET
11.01.17**

RESOLVED:

- c) The Draft Replacement Waste Container Charging Policy included at Appendix 3 be approved for introduction on 1st April 2017;
- d) To levy a charge of £40 per black or green wheeled bin where a replacement with delivery is required and a charge of £30 where delivery is not required, to commence on 1st April 2017;
- e) The said charges be annually reviewed as part of the Fees & Charges Review Process.
- f) Requirement for residents to obtain a police crime number to qualify for a replacement waste container without charge be removed from the policy.
- g) Residents be required to complete a web based form, or via an alternate method if appropriate, to prove the theft or loss of their assigned waste container.

64. GARDEN WASTE COLLECTION SERVICE - REVIEW OF CHARGES

Cabinet considered the report of the Cabinet Member for Environment which updated Members on the current charging regime in place in respect of the Council's Garden Waste Collection Service and proposed changes that would continue to ensure that the cost of the service was being met by service users and recognised ongoing financial challenges.

Councillor Cook highlighted key areas of the report, commenting that this was an optional service that the Council continued to provide at a cheaper rate than a number of other local authorities and comparably to neighbouring authorities. He advised that this was the first price increase since the scheme's inception in 2011 and a number of different charging options had been explored. He noted that the proposals would generate £152,000 additional revenue which would contribute to the wider cost of the waste and recycling collection service. He concluded by that in the event of the number of participants exceeding 20,000, it may become necessary to purchase a new vehicle, in which case any surplus income from the scheme would be utilised.

Cabinet Members acknowledged that this was a difficult but necessary decision in the challenging economic climate, noting that the revised prices still demonstrated excellent value, at under £2.00 per collection, which private operators would be unlikely to seek to match.

RESOLVED:

- 1. A fixed annual charge of £42.00 per bin be introduced for membership of the Garden Waste Collection Service in 2017/2018, with a concessionary charge of £24.00, and
- 2. A fixed annual charge of £44.00 per bin be introduced from 2018/2019 with a concessionary charge of £26.00.

65. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

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

66. REGENERATION AT KINGS QUARTER/KINGS WALK

Cabinet considered the report of the Cabinet Member for Regeneration and Economy which noted the progress made on the public consultation for the new Kings Quarter Proposals and the procurement of additional resources to enable a planning application to be made in 2017.

RESOLVED:

Recommendations as laid out in the exempt report.

Time of commencement: 6.00 pm
Time of conclusion: 6.30 pm

Chair

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

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Meeting:	Cabinet Council	8th February 2017 25th February 2017
Subject:	Money Plan 2017-22 & Budget Proposals 2017/18	
Report Of:	Leader of the Council/Cabinet Member for Performance and Resources	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: Yes
Contact Officer:	Jon Topping, Head of Finance Jon.topping@gloucester.gov.uk Tel: 01452 396242	
Appendices:	1. Draft Money Plan 2017/18 – 2021/22 2. Budget Pressures & Savings 3. Savings Programme 4. 2017/18 – 2021/22 Capital Programme 5. Budget Book 6. Fees & Charges 7. Budget Consultation	

FOR GENERAL RELEASE

1.0 PURPOSE OF REPORT

1.1 To review the Council's Money Plan for recommendation to Council.

2.0 RECOMMENDATIONS

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

- (1) That the proposals for the 2017/18 budget included in this report be approved.
- (2) That the implementation of the target budget reductions set in the Money plan 2017/2022 be approved.
- (3) That it be noted that consultation has been undertaken on budget savings proposals to achieve the level of savings required in 2017/18.

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

- (1) That the proposals for the 2017/18 budget included in this report be approved.
- (2) That the implementation of the target budget reductions set in the Money plan 2017/2022 be approved.
- (3) That it be noted that consultation has been undertaken on budget savings proposals to achieve the level of savings required in 2016/17.

3.0 BUDGET ASSESSMENT OF THE SECTION 151 OFFICER

3.1 In accordance with Section 25 of the Local Government Act 2003 the Chief Finance Officer (Section 151 Officer) must report on the following matters;

- 1) the robustness of the estimates made for the purposes of the calculations, and
- 2) the adequacy of the proposed financial reserves.

3.2 The Head of Finance as Section 151 Officer confirms the robustness of the calculations and the adequacy of the proposed financial reserves.

4.0 Introduction

4.1 The Money Plan sets out the Council's strategic approach to the management of its finances and presents indicative budgets and Council Tax levels for the medium term. It covers the General Fund Revenue Budget, the Capital Programme and Earmarked Reserves. It also comments on the significant financial risks facing the Council in the forthcoming years and explains what the Council is doing to reduce those risks.

4.2 The main objectives of the Money Plan are to:

- Explain the financial context within which the Council is set to work over the medium term;
- Provide a medium term forecast of resources and expenditure;
- Identify the financial resources needed to deliver the Council's priority outcomes, in line with the Council's plan;
- Achieve a stable and sustainable budget capable of withstanding financial pressures;
- Achieve a balanced base budget, minimising the use of balances to meet recurring baseline spending, with the General Fund balance being at a minimum of £1.6m by the end of the plan period;
- Where possible, additional investment and spending decisions will be made to reflect Council priorities and strategic commitments; and
- Ensure capital financing is established at a level that maintains ongoing robustness in the capital programme.

5.0 The Local Government Finance Environment

5.1 The Council's Money plan provides the framework within which revenue spending decisions can be made over the medium term. It is reviewed and updated on an annual basis to take into account any alterations that may be required as a result of changed circumstances. The Money Plan covers a five year period up to 2021/22.

5.2 Local Government is facing the toughest financial outlook for many decades. The Local Government Finance Settlement in recent years has seen unprecedented reductions in formula grant.

Local Government Finance Settlement 2017/18

5.3 On the 15th December 2016, the secretary of State for Communities and Local Government announced the provisional Local Government settlement for 2017/18. The announcement confirmed the proposals announced for the 2016/17 settlement. These will be delivered over the spending review period:

- Movement to 100% business rates retention
- Continued flexibility for District Councils to increase Council Tax by £5 a year.
- Confirmation of the 4 year settlement in line with the offer accepted by the Council.
- Revisions to the New Homes Bonus scheme.

- 5.4 In addition to the detailed proposal for 2017/18, the settlement provided indicative figures for each financial year up to 2019/20. However these figures must be treated with caution as proposed changes to New Homes Bonus may further decrease the amount of grant payable to the Council even further.
- 5.5 The Council took up the Government's offer of a 4 year settlement and submitted an efficiency plan prior to the deadline of 14th October 2016. The levels of funding for Revenue Support Grant and Business Rates Baseline were confirmed in the provisional settlement.
- 5.6 The settlement continues with the measurement of core spending power. Core spending power is made up of the following elements;

Settlement Funding Assessments (SFA)

- 5.7 This is made up of;
- Revenue Support Grant
 - Baseline Funding Level
- 5.8 The SFA also details level of Tariff on retained business rates and the Safety Net Threshold.
- 5.9 Instead of cutting all SFA by a set percent, Government have taken into account the ability to raise Council Tax locally. There are now therefore four key variables;
- Funding reductions
 - Split of reductions between tiers
 - Council Tax Base
 - Council Tax Rate

Council Tax Requirement (CTR)

- 5.10 This figure excludes Parish precepts, but has been uplifted by average growth in Council Tax base between 2013/14 and 2015/16. The settlement has assumed an increase equal to the £5 district referendum limit and the last four-year annual average increase in the tax base, council tax is assumed to increase by around 4% in each year from 2017/18 to 2019/20, indicating an assumed increase in tax base of well over 1% per annum. The core spending power assumes district councils will increase Band D Council Tax by whichever is the greater of £5 or 2%.

New Homes Bonus (NHB)

- 5.11 The settlement has made fundamental changes to the allocation of New Homes Bonus. Actual allocations are used for 2017/18, and from 2018/19 future national amounts are allocated to authorities, these are at best indicative.
- 5.12 Details on the revisions to New Homes Bonus are in Section 11 of this report.

6.0 Business Rates Retention

Business Rates and the Gloucestershire Business Rates Pool

- 6.1 The localised regime on Business Rates took effect in April 2013. Gloucester City is part of a Gloucestershire Business Rates Pool, set up as a mechanism to retain more Business Rates growth funding within the Gloucestershire area and to support economic growth within the area of the Local Enterprise Partnership.

- 6.2 Members will be aware of the Virgin Media issue and the impact that backdated appeals have had on a number of Local Authorities who have Virgin Media on their rating list. Tewkesbury Borough Council was one of those affected and had to refund £10.7m to Virgin Media in 2014/15. This resulted in a safety net payment of £3.9m to Tewkesbury from the Pool leaving the Pool in deficit by £2.3m. All Pool members were required to make a contribution to cover the deficit.
- 6.3 In 2015/16 the pool was back in surplus and generated £878k, of which £173k was returned to Gloucester City Council. The pool is also expected to deliver a surplus in 2016/17.
- 6.4 Cabinet resolved that the current Gloucestershire Business Rates Pool be dissolved and a new pool be established excluding Tewkesbury Borough Council.
- 6.5 Stroud District Council as the lead authority notified DCLG on the 31st October 2016 as follows;
- i. The Gloucestershire Business Rates Pool in its current form will continue in 2017/18.
- 6.6 Cabinet's strategy is to continue as a pool member in the reformed pool and to include growth in Business Rates income as a funding source in the Money Plan, as part of its priority to safeguard the delivery of Council services. Based upon the information above it is the opinion of the Head of Finance that the Council will benefit from remaining in the pool for 2017/18. This will result in a reduction of levy payment to Government
- 6.7 Any additional growth arising as a result of pool membership is not guaranteed and is therefore not included in the base budget. Any growth from pooling will be allocated to a reserve at the end of the financial year once the loss incurred to the General Fund at the end of 2014/15 has been recovered.

7.0 General Fund Revenue Budget - Principles and Key Assumptions

- 7.1 The principles underpinning the proposed revenue strategy are:
- i. Annually, a balanced revenue budget will be set with expenditure limited to the amount of available resources;
 - ii. No long term use of balances to meet recurring baseline expenditure;
 - iii. Resources will be targeted to deliver Corporate Plan priorities and value for money. Any additional investment and spending decisions will be made to reflect Council priorities and strategic commitments.
 - iv. Maintaining the General Fund balance at a minimum level of £1.6m by the end of the plan.
 - v. Council Tax increases are kept to a minimum.
 - vi. Year on year savings targets to be met by ongoing efficiency gains, income generation and service transformation.
- 7.2 **Table 1** below, lists the major **assumptions** that have been made over the five years of the strategy:

Table 1	2017/18	2018/19	2019/20	2020/21	2021/22
Council Tax base growth	0.75%	0.75%	0.75%	0.75%	0.75%
Council Tax inflation	£5	£5	£5	1.99%	1.99%
Interest Rates (Earned)	0.5%	0.5%	1.00%	1.50%	2.00%
Inflation – Pay	1%	1%	1%	2%	2%
Inflation – contracts	2.5%	2.5%	2.5%	2.5%	2.5%
Inflation – other income	2.5%	2.5%	2.5%	2.5%	2.5%

8.0 Revenue Budget Increases

Pay and Prices Increases

- 8.1 A 1% pay award allowance has been included for the first three years of the plan (2017/18 to 2019/20) in line with previous announcements by Government. The award for 2017/18 is part of the 2 year settlement agreed for 2016/17. Thereafter a provision for a 2% award is included. It should be noted that pay awards in Local Government are covered by collective bargaining between employers and trade unions and is not subject to direct control from Central Government. However it is reasonable to assume that local government will mirror what happens in the rest of the public sector.
- 8.2 In addition to the increases to reflect employee pay awards, provision has also been made to meet on going additional payments to the pension fund required from the employer to recover the deficit.
- 8.3 The pension fund is subject to a triennial actuarial valuation, the most recent of which has been undertaken by Hymans Robertson LLP during 2016, on behalf of Gloucestershire County Council, the pension fund administrator. A £255k increase has been included for 2017/18 with the same provision in each subsequent year.
- 8.4 Prices inflation has been included on selected non-pay items, namely contractual obligations. All other inflationary increases are expected to be absorbed within base budget which represents a real time reduction through efficiency gains.
- 8.5 Prices inflation is included on selected fees and charges at 2.5% p.a. Fees and Charges for 2017/18 are currently being reviewed and will be reported to Council for approval in February

Cost Pressures and Savings

- 8.6 Cost pressures and saving are included in **Appendix 2** and total a net saving of £664k.
- 8.7 Significant cost pressures that have been highlighted through budget monitoring are shown at Appendix 2
- 8.8 The budget savings identified in Appendix 2 for 2017/18 relate to a number of areas where actions undertaken by the Council have already led to savings that have been delivered.
- 8.9 It is also proposed that a vacancy factor will put in place for each service area. This assumes that between a post becoming vacant and subsequently filled there will be a period of vacancy, that will deliver a saving on salary costs.
- 8.10 The plan also includes the agreed management fee reductions with the councils leisure Trust partner Aspire. These reductions are in the plan up to and including 2018/19.

9.0 Efficiency Savings

- 9.1 The Draft Money Plan forecasts indicate the need for a continued delivery of savings in each year of the Plan.
- 9.2 In February 2016, Council approved the implementation of the target savings for the Money Plan 2016-21. In addition to savings in previous years further savings of £514m in 2016/17 were included.

- 9.3 With the inclusion of settlement figures for 2017/18 and the assumption of further formula grant reductions over the life of the plan, further savings will be required. The financial gap is £1.475m in 2017/18 which rises to £2.861m by 2021/22.
- 9.4 The savings details are summarised on a cumulative basis in **table 3** below:

Table 3	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Savings required in year	1475	489	621	283	(7)
Cumulative efficiency Savings	1475	1964	2585	2868	2868
Targeted Savings	1649	750	700	275	0

- 9.5 The Local Government Finance Settlement 2017/18 has highlighted that the Council will be required to make significant additional savings, particularly in the years 2017/18 and 2018/19. To enable delivery the plan assumes that savings will be front loaded in these years.
- 9.6 Due to the high levels of further savings required the Council put in place a transformation programme called 'Together Gloucester' to deliver required efficiencies in line with the Council's Money Plan. Together Gloucester has been tasked to design organisational transformation while delivering the efficiencies the Council needs to deliver. Together Gloucester has been targeted to deliver £1m of savings in 2017/18 as highlighted in Appendix 3.
- 9.7 Specific actions to achieve the targeted savings will need to be approved as part of the Council's annual budget setting process in each financial year. **Appendix 3** highlights targeted savings for 2017/18 and early proposals for 2018/19. By delivering savings early in the 2017/18 and 2018/19 reduces the total savings required over the life of the plan.
- 9.8 The efficiencies and budget savings target for 2016/17 was £0.607m. Whilst there has been some slippage in implementation of the savings during the year, the full-year impact of the changes will be fully achieved in 2017/18.

10.0 Overall Costs

- 10.1 With the targeted savings included from Table 3, the total costs of the Council (the "Net Budget Requirement"), reduce over the five year period of the Money Plan. The total costs fall from £16.204m in 2017/18 to £14.496m in 2021/22. Any further spending pressures identified in addition to those detailed in **Appendix 2**, over the five year period of the Money Plan, will need to be funded by additional savings.
- 10.2 Budget pages for each service are detailed in **Appendix 5**.

11.0 Revenue Funding

Formula Grant / Localised Business Rates / Revenue Support Grant

- 11.1 Our current grant from Government for 2016/17 comprises two formula driven components - Revenue Support Grant (RSG) and a retained Business Rates target.
- 11.2 The current settlement for 2017/18 is expected to have RSG at £1.092m and retained business rates at £3.685m providing a total of £4.887m. Total funding excluding Council Tax in 2016/17 was £9.693m the plan sees this to reduce to £7.464m in 2017/18.
- 11.3 The indicative figures for RSG see this reducing to £0.090m by 2019/20.

New Homes Bonus

- 11.4 New Homes Bonus is a grant that commenced in the 2011/12 financial year and is effectively a reward for increasing the number of properties within an area. Whereas previously an increase in the Council Tax base is essentially offset by a reduction in formula grant, central government intends to match-fund the additional Council Tax for each new home for a period of six years.
- 11.5 New Homes Bonus is a significant source of funding for Gloucester City Council. The Council received New Homes Bonus in 2016/17 of £3.823m, this is to reduce to £2.687m in 2017/18. A reduction of £1.136m or 30%.
- 11.6 The provisional settlement has made specific changes to the allocation and award of New Homes Bonus. The bonus was previously paid on a basis of 6 years allocation. The settlement announced that New Homes Bonus will reduce to a 4 year allocation from 2018/19 with a transition year in 2017/18 of 5 year allocation.
- 11.7 In addition to the reduction in the number of years New Homes Bonus will be paid, the settlement also announced that an assumed growth (deadweight) is expected to take place prior to any reward for delivery of new homes. The deadweight element in the provisional allocations is 0.4%. As a result of these changes the allocation of New Homes Bonus in the Money Plan is £354k less than the original assumptions
- 11.8 The Council currently utilises 100% of New Homes Bonus received to fund the Net Budget Requirement and therefore support the General Fund. As highlighted earlier in the plan, the level of New Homes Bonus will reduce significantly over the life of the plan. New Homes Bonus is expected to reduce to £1.900m by 2019/20.

Council Tax

- 11.9 The Council had frozen Council Tax from 2011/12 to 2015/16. This freeze in Council Tax had taken into account the difficult economic and financial climate many residents were facing. However during this period of freeze the Council financial position has been put under increasing pressure as core funding has been cut with further to come whilst still having to meet inflationary cost pressures.
- 11.10 The Local Government Finance Settlement 2016/17 has included Council Tax Requirement (CTR) as part of the Councils 'Core Spending Power'. CTR is assumed to grow as part of the settlement as follows;

- based upon an average growth in council tax base, based upon the years 2013/14 to 2015/16,
- and also increase by an assumed growth based upon CPI at an average of 1.75%.
- assumed increase of £5 or 2% whichever the greater

Therefore to maintain CTR in line with government assumptions the minimum year on year increase should in line with bullet points above.

- 11.11 The Government has reaffirmed that if the level of Council Tax rise is greater than 2% or £5, whichever being the higher, a referendum would be required. The Money Plan assumes an increase in Council Tax of £5 for next three years of the plan.

12.0 General Fund Balance

- 12.1 The estimated level of the general fund balance in each financial year is shown in **Appendix 1**. The Money Plan assumes an increase in the General Fund balance in the first 3 years, this is a prudent approach based upon level savings required and potential reductions in funding.

12.2 It should also be noted, that although £1.600m is considered an appropriate level of General Fund balances to retain each year, the position should be reviewed if the Council delivers a budget surplus at year end. The level of savings required over the next few years, is likely to be so significant, that an opportunity to phase the transition by increasing and then utilising General Fund balances, could be considered.

12.3 In the financial year 2017/18 it is proposed contribute £0.174m to the General Fund.

13.0 Capital Programme and Capital Financing

13.1 The key financial details on capital expenditure and financing in the revised money plan for the 5 years from 2017/18, are shown in detail at **Appendix 4**, and summarised below:

1. Capital programme expenditure of £13.414 Some key projects are, The Kings Quarter Development, City Centre Investment, ICT Projects and externally financed housing projects.
2. Capital financing comprises grants, Capital receipts and borrowing.

13.2 The majority of capital financing will be funded through external grants and borrowing. The future financial commitments will be approved based on specific income generating, or revenue saving business cases to fund the cost of the borrowing. The main exceptions to this policy will be essential works on the Council's buildings and ICT systems, which will result in a reduced maintenance liability or potential increase in asset value and ensure security of information and data.

13.3 Wherever possible and desirable, additional one-off capital investments on a business case basis will be made, providing corporate objectives are delivered, and financing is available and affordable within existing budgets, or preferably with the provision of a "spend to save" revenue saving on existing budgets.

13.4 The strategy on borrowing is to ensure that any borrowing is only undertaken on a business case basis, and is affordable and paid off over the life of the asset.

13.5 **Appendix 4** shows the proposed capital budgets for 5 years from 2017/18 incorporating any carried forward capital budgets and new, approved schemes. The capital programme will be updated for any future additions, such as Kings Quarter further development, subject to the required level of approval being made.

13.6 The 2016-17 Local Government Finance Settlement provided, "Statutory guidance on the flexible use of Capital receipts". This requires the Council to publish a strategy setting out details of projects to be funded, this strategy is included at Appendix 8.

14.0 Budget Consultation

14.1 The Council's budget consultation for 2017/18 was through an on-line interactive budget survey, a link to which is been available on the Council's website. Leaflets are also available from the reception at the City Council offices at the Docks, GL1, Oxstalls Sports Park, the Guildhall, and at the Museum of Gloucester and Life museums.

14.2 Any callers to the Council by telephone during the consultation period were also given the opportunity to take part in the survey by customer services staff.

14.3 Throughout this process, views of the public and other partners/stakeholders have been sought on the Council's financial plans including levels of spending, potential efficiencies and budget savings, as well as opinions on the level of Council Tax increases and other fees and charges.

14.4 A summary of the consultation responses are in **Appendix 7**.

15.0 Earmarked Reserves

15.1 The Council has limited earmarked reserves with the balance at 31 March 2016 being £3.577m an increase £1.456m on the position at 31 March 2015, consisting of;

• Insurance reserve	£0.010m
• Historic buildings reserve	£0.053m
• Portfolio reserve	£0.035m
• Shopmobility reserve	£0.029m
• Members Allocation reserve	£0.009m
• 3 Choirs reserve	£0.005m
• Pension contingency	£0.275m
• Repairs reserve	£0.400m
• Environmental reserve	£1.000m
• Regeneration reserve	£0.510m
• VAT Shelter reserve	£0.291m
• Business Rates reserve	£0.200m
• Trading Development reserve	£0.050m
• Land adoption reserve	£0.710m

15.2 Where earmarked reserves are not ring fenced for a specific use such as the regeneration reserve, then if necessary, these reserves may potentially be used to support the General Fund.

16.0 Alternative Options Considered

16.1 The Council must set a budget in time to start collecting Council tax by 1st April 2016. Alternative proposals put forward for budget savings will be considered as part of this process.

17.0 Conclusions

17.1 This report has outlined the proposed approach to further build on the Council's budget consultation arrangements to inform the 2017/18 budget setting process.

18.0 ABCD Implications

18.1 There are no ABCD implications as a result of this report.

19.0 Financial Implications

19.1 Contained in the body of the report.

20.0 Legal Implications

20.1 Legislation places a duty on the Council, as the Billing Authority, to calculate its budget requirement for 2017/18. The Council also has a statutory requirement to set a balanced budget.

21.0 Risk & Opportunity Management Implications

21.1 Covered in the report. The budget is prepared based on the information available at the time of writing. The budget pressures facing the Council have, as far as possible, been built into the budget.

21.2 The risks are set out more fully in the report but in summary centre around the continuing economic situation and the possible impact this is likely to have on the public sector,

changes to Government funding in future years and the level of the Council's spend from 2017/18 onwards.

21.3 In addition to the risks identified in the report, a list of additional identified risks for both the Money Plan and the Budget for 2017/18, along with the mitigations is also shown below:

Risk Identified	Inherent Risk Evaluation		Proposed measures	Residual Risk Evaluation	
<ul style="list-style-type: none"> ▪ Employee related costs will be more than assumed ▪ Other costs will be more than assumed 	Risk Score	6	<ul style="list-style-type: none"> ▪ Figures based on known commitments and estimated future costs. Any further pressures will need to be matched by additional identified savings. 	Risk Score	4
		8			4
<ul style="list-style-type: none"> ▪ Pension fund contributions will be higher than expected. 	Risk Score	8	<ul style="list-style-type: none"> ▪ The financial plan will continue to be reviewed and updated annually for a three year period, based on known changes and informed by the most recent actuarial triennial valuation. 	Risk Score	4
<ul style="list-style-type: none"> ▪ Planned budget reductions will not be achieved ▪ Impact of Legislative changes on Councils ongoing costs 	Risk Score	12	<ul style="list-style-type: none"> ▪ Close monitoring of budgets will be carried out in each financial year. ▪ Continuous monitoring of service pressures and ongoing focus on preventative support. ▪ Previously agreed changes to Council, tax exemptions and discounts, to help fund the shortfall in financing for local support of Council tax. 	Risk Score	6
		6			4
<ul style="list-style-type: none"> ▪ Income from fees, charges and other sources will not be as high as planned 	Risk Score	12	<ul style="list-style-type: none"> ▪ Close monitoring of income budgets will be carried out in each financial year. 	Risk Score	8
<ul style="list-style-type: none"> ▪ Timing of Capital Receipts will be later than anticipated or lower than estimated ▪ Timing of Capital payments may be earlier than estimated 	Risk Score	8	<ul style="list-style-type: none"> ▪ Close monitoring of the timing and payments of capital expenditure/income will be carried out in each financial year. Alternative savings will be identified, or contingency arrangements agreed 	Risk Score	4

22.0 People Impact Assessment (PIA):

22.1 People Impact Assessments will be carried out for each line of the budget savings, to ensure that all relevant considerations are taken into account.

23.0 Other Corporate Implications

Community Safety

23.1 Safety requirements will be addressed by a lead officer/manager within each individual delivered project.

Sustainability

23.2 Sustainability issues will be addressed within individual projects within the action plan.

Staffing & Trade Union

23.3 Not applicable.

Background Documents:

Money Plan 2016-21, February 2016

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MONEY PLAN 2017-22

	1	2	3	4	5
	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
1. BASE BUDGET b/fwd	16,449	14,555	13,743	13,790	14,014
Pay and Price Increases					
Employees pay awards	94	83	84	170	174
Employers Increased Pension Costs	255	255	255	255	255
Price Increases	150	150	150	150	150
Income Inflation	(80)	(91)	(93)	(95)	(97)
Revised Base Budget	16,868	14,952	14,140	14,269	14,496
Cost Pressures/Savings					
Ongoing base pressures	328	(20)	350	0	0
Ongoing base savings	(992)	(439)	0	20	0
Ongoing base pressure/savings	(664)	(459)	350	20	0
2. NET BUDGET REQUIREMENT	16,204	14,493	14,490	14,289	14,496
Sources of Finance					
Revenue Support Grant	1,092	616	90		
Business Rates Retention	3,685	4,129	4,367	4,433	4,499
From Business Rates Reserve	175	32	44		
Revised New Homes Bonus	2,687	2,000	1,900	1,900	1,900
Transitional Grant	10				
Council Tax Surplus	90				
Council Tax	6,990	7,227	7,467	7,674	8,104
3. TOTAL SOURCES OF FINANCE	14,729	14,004	13,868	14,006	14,503
Budget Shortfall	(1,475)	(489)	(621)	(283)	7
4. PROPOSED BUDGET SAVINGS	1,649				
Revised Budget (Shortfall)/Surplus	174	(489)	(621)	(283)	7
5. FUTURE CHANGES					
Efficiency/Transformation/Income Generation		750	700	275	0
Revised Budget (Shortfall)/Surplus	174	261	79	(8)	7
REVISED NET BUDGET REQUIREMENT c/fwd	14,555	13,743	13,790	14,014	14,496
6. GENERAL FUND BALANCE					
Opening Balance	1,663	1,837	2,097	2,176	2,168
Contribution to/(from) General Fund	174	261	79	(8)	7
Closing Balance	1,837	2,097	2,176	2,168	2,176
Cumulative Savings Required	(1,475)	(1,964)	(2,586)	(2,869)	(2,861)

Budget Pressures and Savings**Appendix 2****Description****2017/18 2018/19 2019/20 2020/21****Ongoing base budget increases**

Shopmobility - non delivery savings	50			
Markets - non delivery savings	50			
Cultural Strategy - Arts Council Match Funding		(20)		
Reduced Income Property			350	
Alignment of pension budget	110			
Business Rates Revaluation	57			
Commercial Rents	45			
Contaminated Land Costs	16			
Total ongoing Cost Pressures	328	(20)	350	0

Previously Agreed Items**Budget Savings**

Planning Income Budget Realignment	(100)			
Crematorium Income	(150)			
External Audit Fee reduction	(20)			
Minimum Revenue Provision	(20)			
Financial Instrument Adjustment Account	(100)			
Business Improvement Savings	(128)			
Interest Payable		20		
JCS Budgets	(8)	(202)		
Democratic Services	(20)			20
Vacancy Factor @ 3%	(246)			
Agreed Aspire Management Fee Reductions	(200)	(257)		
Total Ongoing savings	(992)	(439)	0	20

Total

(664)	(459)	350	20
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Portfolio	Service	Details: aim of the project	2017/18 £000	2018/19 £000	Comments
Cabinet Member for the Environment	Neighbourhood Services	Review of garden Waste Charges	(100)	0	Increase Garden Waste charges as part of contribution to overall waste contact
	Neighbourhood Services	Introduce charges for replacement Wheelie Bins	(5)		
	Neighbourhood Services	Energy efficiencies and income generation opportunities		(50)	Identify energy savings which can be delivered through the Council's operational and non-operational estate, including consideration of solar canopies/roofs on all car parks and solar fields on land holdings
Cabinet Member for Housing & Planning	Planning	Introduce fast track premium planning service		(50)	Review of Planning Service to include; Introduce fast track premium planning service. Introduce Local Development Orders (LDOs) for minor planning matters, reducing the number of applications needing to be processed, whilst offering a potentially premium fee service for applicants and reducing resource costs of planning service.
Cabinet Member for Communities & Neighbourhoods	Voluntary Sector	Review of Voluntary Sector Grants	(145)	(50)	Review quantum and future of voluntary sector grants and considering 'whole system' aspects involving other agencies' grant funding of same organisations (including offering to administer grants for e.g. PCC)
Cabinet Member for Regeneration and Economy	Asset Management	Review of Car park Strategy	(150)		Car Park strategy review being completed during 2016/17 to include review of pricing strategy and where further efficiencies can be delivered.
	Asset Management	Accommodation review		(200)	Strategic review of accommodation requirements of the Council
Cabinet Member for Culture & Leisure	Marketing Gloucester	Reduction of Management Fee	(100)	(100)	Phased reduction of management fee to Marketing Gloucester
Cabinet Member for Performance & Resources	Finance	Reduction Quedgeley Parish Council Grant	(27)		Removal of Local Council Tax Support grant
	Customer Services	Reduce postage costs	(20)		Project to move to Digital Mail solution
	Customer Services	Review of support systems	(22)		Removal of subscriptions to various organisations for Customer services.
	Human Resources	Review of Staff Terms & Conditions	(50)		Terms & Conditions review ongoing
	Communications	Review of City Life Magazine including advertising	(30)		Review of alternative delivery methods for City Life magazine
Together Gloucester	All	Organisational Redesign	(1,000)		Transformational and organisational redesign to deliver a Council fit for the future.
Transformation Projects	All	To be identified for 2018/19		(300)	Efficiency projects to be identified for 2018/19
TOTAL			(1,649)	(750)	
SAVINGS REQUIRED			(1,475)	(489)	
Contribution to General Fund			174	261	

GLOUCESTER CITY COUNCIL

FORECAST CAPITAL PROGRAMME AND FINANCING 2017 - 2022

Scheme	Capital Programme						Scheme details
	2017 / 18 £000	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2017 - 2022 £000	
Kings Quarter development	5,302	1,870	0	0	0	7,172	Project costs associated with Kings Quarter development
City Centre Investment Fund	435	54	0	0	0	488	Regeneration within the City Centre, larger projects include Museum phase 2, car parking improvements and Tourist Information Centre relocation.
Regeneration Grant funding	87	0	0	0	0	87	Grant funded regeneration in greater Blackfriars area
GCC Building Improvements	139	100	100	100	100	539	Project funding to ensure GCC buildings remain fit for purpose
ICT Projects	100	100	100	100	100	500	Maintain Council ICT infrastructure / capability. Includes Disabled Facilities Grant which is DCLG funded. Changes to funding arrangements would alter this element of the budget.
Housing projects	1,001	534	534	534	534	3,136	Other housing projects include Housing Market Partnership Grant to improve affordable Housing in Gloucester which is a brought forward budget. The Safe at Home and Warm and Well schemes are also included in Housing.
Drainage and Flood Protection Works	119	100	100	100	0	419	Flood Protection Capital Fund - External grant funded projects to assist with flood protection.
Townscape Heritage Initiative - HLF	191	276	0	0	0	466	Grant funded improvements to Southgate Street, recent work includes building improvements
Ranger Centre Barns/Storage	64	0	0	0	0	64	Creating storage facilities for Countryside Unit.
Robinswood All Paths Projects	15	15	15	15	15	75	Partnership work with Gloucestershire Wildlife trust - improving Robinswood Hill
Horsbere Brook Local Nature Reserve works	10	10	10	10	10	50	Nature Reserve works, part funded by Environment Agency. Project is into 2nd year of 10 year programme.
Play Area Improvement Programme	60	60	60	60	60	300	Concurrent funding improving City play areas
Crematorium Cremator Improvements	0	45	0	45	0	90	Funding to ensure maintenance of crematorium infrastructure
Grant Funded Projects	14	3	3	3	3	27	Includes Alney Island and Longlevens Neighbourhood Partnership grant projects
Total	7,537	3,166	922	967	822	13,414	

Financing Source	Capital Financing					
	2017 / 18 £000	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2017 - 2022 £000
Lottery Grants	131	216	0	0	0	346
External Grants (other)	6,377	2,457	587	587	487	10,494
Capital Receipts	1,029	494	50	95	50	1,718
Borrowing	0	0	285	285	285	855
Sub total	7,537	3,166	922	967	822	13,414

Note: Income generated from Kings Quarter acquisitions will offset project borrowing costs for 2018/19. Project funding includes £3m interest free GIFF loan repayable 31/12/18.

Gloucester **City Council**

REVENUE BUDGET

2017/18

GENERAL FUND SUMMARY 2017/18

Gloucester City Council	Proposed Budget 2017/18	Regeneration and Economy	Communities and Neighbourhoods	Performance			
				and Resources	Environment	Culture and Leisure	Housing and Planning
Service Expenditure / Income							
Employees	8,296,400	1,447,100	987,800	1,712,700	1,205,700	925,900	2,017,200
Premises	2,940,300	1,956,100	87,800	0	483,600	222,300	190,500
Transport	81,200	3,200	5,000	22,200	41,300	3,400	6,100
Supplies and Services	12,540,900	140,000	159,100	4,389,400	5,888,600	1,133,600	830,200
Third Party Payments	43,582,700	258,500	170,000	42,960,600	58,400	135,200	0
Capital Charges	0	0	0	0	0	0	0
Other Charges	(1,000,000)	0	0	(1,000,000)	0	0	0
Expenditure Total	66,441,500	3,804,900	1,409,700	48,084,900	7,677,600	2,420,400	3,044,000
Contributions	0	0	0	0	0	0	0
Fees and Charges	(7,115,400)	(2,460,000)	(334,600)	(75,200)	(2,922,400)	(199,800)	(1,123,400)
Rents and Lettings	(2,249,800)	(2,188,500)	0	(25,000)	(36,300)	0	0
Grant Income	(42,937,800)	0	0	(42,816,700)	(35,000)	0	(86,100)
Sales Income	(1,351,000)	(3,800)	0	0	(322,800)	(1,024,400)	0
Other Income	(2,057,000)	(106,900)	0	(1,344,900)	(364,300)	(3,100)	(237,800)
Income Total	(55,711,000)	(4,759,200)	(334,600)	(44,261,800)	(3,680,800)	(1,227,300)	(1,447,300)
Service Expenditure	10,730,500	(954,300)	1,075,100	3,823,100	3,996,800	1,193,100	1,596,700
Corporate Expenditure / (Income)							
Interest Payable	457,100						
Interest Receivable	(35,800)						
Corporate Pension Contribution	2,902,300						
Minimum Revenue Provision	440,200						
Insurance Provision	60,000						
Net Operating Expenditure	14,554,300						
Council Tax Precept	(7,080,000)						
Retained Business Rates	(3,860,000)						
Revenue Support Grant	(1,102,000)						
New Homes Bonus	(2,687,000)						
Net Council Position	(174,700)						

Regeneration and Economy Portfolio



Regeneration and Economy	Asset				
	Proposed Budget 2017/18	Senior Management and Corp Support 2017/18	Management and Economic Development 2017/18	Parking 2017/18	Markets and Street Trading 2017/18
Employees	1,447,100	444,700	826,700	48,600	127,100
Premises	1,956,100	0	664,900	1,113,200	178,000
Transport	3,200	1,600	1,400	0	200
Supplies and Services	140,000	4,100	90,400	32,800	12,700
Third Party Payments	258,500	0	13,500	245,000	0
Capital Charges	0	0	0	0	0
Other Charges	0	0	0	0	0
Expenditure Total	3,804,900	450,400	1,596,900	1,439,600	318,000
Internal Recharges Net Total	0	0	0	0	0
Contributions	0	0	0	0	0
Fees and Charges	(2,460,000)	0	(50,900)	(2,366,300)	(42,800)
Rents and Lettings	(2,188,500)	0	(1,718,900)	0	(469,600)
Grant Income	0	0	0	0	0
Sales Income	(3,800)	0	0	0	(3,800)
Other Income	(106,900)	(75,900)	0	(31,000)	0
Income Total	(4,759,200)	(75,900)	(1,769,800)	(2,397,300)	(516,200)
Service Expenditure	(954,300)	374,500	(172,900)	(957,700)	(198,200)

Economic Development and Asset Management	Proposed Budget 2017/18
Employees	826,700
Premises	664,900
Transport	1,400
Supplies and Services	90,400
Third Party Payments	13,500
Capital Charges	
Other Charges	
Expenditure Total	1,596,900
Internal Recharges Net Total	
Contributions	
Fees and Charges	(50,900)
Rents and Lettings	(1,718,900)
Grant Income	
Sales Income	
Other Income	
Income Total	(1,769,800)
Service Expenditure	(172,900)

Service Manager

Anthony Hodge

Portfolio

Regeneration and Economy

Portfolio Holder

Councillor Paul James

Summary By Service Area 2017-18	Total Expenditure	Total Income	Net
Economic Development	397,300	0	397,300
Commercial Property	121,400	(1,718,900)	(1,597,500)
Asset Management	1,078,200	(50,900)	1,027,300
Net Service Expenditure	1,596,900	(1,769,800)	(172,900)

Parking	Proposed Budget 2017/18
Employees	48,600
Premises	1,113,200
Transport	0
Supplies and Services	32,800
Third Party Payments	245,000
Capital Charges	
Other Charges	
Expenditure Total	1,439,600
Internal Recharges Net Total	
Contributions	
Fees and Charges	(2,366,300)
Rents and Lettings	
Grant Income	
Sales Income	
Other Income	(31,000)
Income Total	(2,397,300)
Service Expenditure	(957,700)

Service Manager
Portfolio
Portfolio Holder

Anthony Hodge
Regeneration and Economy
Councillor Paul James

Summary By Service Area 2016-7	Total Expenditure	Total Income	Net
Off Street Car Parks	1,331,700	(2,362,000)	(1,030,300)
Castlemeads staff car park	107,900	(35,300)	72,600
Net Service Expenditure	1,439,600	(2,397,300)	(957,700)

Markets and Street Trading	Proposed Budget 2017/18
Employees	127,100
Premises	178,000
Transport	200
Supplies and Services	12,700
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	318,000
Internal Recharges Net Total	
Contributions	
Fees and Charges	(42,800)
Rents and Lettings	(469,600)
Grant Income	
Sales Income	(3,800)
Other Income	
Income Total	(516,200)
Service Expenditure	(198,200)

Service Manager

Lisa Jones

Portfolio

Regeneration and Economy

Portfolio Holder

Councillor Paul James

Summary By Service Area 2017-18	Total Expenditure	Total Income	Net
Farmers Market	0	(5,000)	(5,000)
Eastgate Market	244,400	(371,700)	(127,300)
Kings Square Market	3,100	(20,500)	(17,400)
Hempsted Market	18,500	(65,000)	(46,500)
Street Trading Licenses	52,000	(54,000)	(2,000)
Net Service Expenditure	318,000	(516,200)	(198,200)

Performance and Resources Portfolio

Performance and Resources	Proposed Budget 2017/18	Financial Services 2017/18 *	Revenues and Benefits 2017/18	IT 2017/18	Shared Services 2017/18	Contact Centre 2017/18	Democratic Services 2017/18
Employees	1,712,700	581,200	81,200	0	142,500	641,700	266,100
Premises	0	0	0	0	0	0	0
Transport	22,200	600	200	0	300	9,300	11,800
Supplies and Services	4,389,400	312,900	1,976,200	1,445,600	44,700	33,300	576,700
Third Party Payments	42,960,600	0	42,138,500	0	822,100	0	0
Capital Charges	0	0	0	0	0	0	0
Other Charges	(1,000,000)	(1,000,000)	0	0	0	0	0
Expenditure Total	48,084,900	(105,300)	44,196,100	1,445,600	1,009,600	684,300	854,600
Internal Recharges Net Total	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0
Fees and Charges	(75,200)	(12,500)	0	(27,700)	0	(35,000)	0
Rents and Lettings	(25,000)	(25,000)	0	0	0	0	0
Grant Income	(42,816,700)	0	(42,617,300)	0	(85,000)	0	(114,400)
Sales Income	0	0	0	0	0	0	0
Other Income	(1,344,900)	0	(1,344,900)	0	0	0	0
Income Total	(44,261,800)	(37,500)	(43,962,200)	(27,700)	(85,000)	(35,000)	(114,400)
Service Expenditure	3,823,100	(142,800)	233,900	1,417,900	924,600	649,300	740,200

* Savings Target for Together Gloucester is not allocated to individual services. It will be allocated across

Financial Services	Proposed Budget 2017/18
Employees	581,200
Premises	
Transport	600
Supplies and Services	312,900
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	894,700
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(12,500)
Rents and Lettings	(25,000)
Grant Income	0
Sales Income	0
Other Income	
Income Total	(37,500)
Net Service Expenditure	857,200

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Head of Finance	94,900		94,900
Financial Services	405,900	(12,500)	393,400
Treasury Management	109,600		109,600
Procurement	62,600	0	62,600
Corporate expenses	221,700		221,700
Airport Rents	0	(25,000)	(25,000)
Net Service Expenditure	894,700	(37,500)	857,200

Revenues and Benefits	Proposed Budget 2017/18
Employees	81,200
Premises	
Transport	200
Supplies and Services	1,976,200
Third Party Payments	42,138,500
Capital Charges	
Other Charges	0
Expenditure Total	44,196,100
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	0
Rents and Lettings	0
Grant Income	(42,617,300)
Sales Income	0
Other Income	(1,344,900)
Income Total	(43,962,200)
Net Service Expenditure	233,900

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Revs and Bens Contract	1,782,700		1,782,700
Contract Administration	274,900	(1,344,900)	(1,070,000)
Housing Benefit and subsidy	42,138,500	(42,617,300)	(478,800)
Net Service Expenditure	44,196,100	(43,962,200)	233,900

IT	Proposed Budget 2017/18
Employees	0
Premises	
Transport	
Supplies and Services	1,445,600
Third Party Payments	
Capital Charges	
Other Charges	0
Expenditure Total	1,445,600
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(27,700)
Rents and Lettings	0
Grant Income	
Sales Income	0
Other Income	
Income Total	(27,700)
Net Service Expenditure	1,417,900

Service Manager
Portfolio
Portfolio Holder

Jon Topping
Performance and Resources
Councillor David Norman MBE

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
IT Contract	605,400		605,400
Photocopying	137,600		137,600
Phones	89,200	0	89,200
Hardware and Software Costs	613,400	(27,700)	585,700
Net Service Expenditure	1,445,600	(27,700)	1,417,900

Shared Services	Proposed Budget 2017/18
Employees	142,500
Premises	
Transport	300
Supplies and Services	44,700
Third Party Payments	822,100
Capital Charges	
Other Charges	0
Expenditure Total	1,009,600
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	0
Rents and Lettings	0
Grant Income	(85,000)
Sales Income	0
Other Income	
Income Total	(85,000)
Net Service Expenditure	924,600

Service Manager
Portfolio
Portfolio Holder

Jon McGinty
Performance and Resources
Councillor David Norman MBE

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Internal Audit	181,800		181,800
Communications	86,400		86,400
Legal Services	385,000		385,000
Human Resources and Training	187,700		187,700
Apprenticeship Scheme	168,700	(85,000)	83,700
Net Service Expenditure	1,009,600	(85,000)	924,600

Contact Centre and Customer Services		Proposed Budget 2017/18
Employees		641,700
Premises		0
Transport		9,300
Supplies and Services		33,300
Third Party Payments		
Capital Charges		0
Other Charges		
Expenditure Total		684,300
Internal Recharges Net Total		
Contributions		
Fees and Charges		(35,000)
Rents and Lettings		
Grant Income		
Sales Income		
Other Income		
Income Total		(35,000)
Service Expenditure		649,300

Service Manager

Wendy Jones

Portfolio

Performance and Resources

Portfolio Holder

Councillor David Norman MBE

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Contact Centre	684,300	(35,000)	649,300
Net Service Expenditure	684,300	0	649,300

Democratic Services	Proposed Budget 2017/18
Employees	266,100
Premises	0
Transport	11,800
Supplies and Services	576,700
Third Party Payments	
Capital Charges	0
Other Charges	
Expenditure Total	854,600
Internal Recharges Net Total	
Contributions	
Fees and Charges	
Rents and Lettings	
Grant Income	(114,400)
Sales Income	
Other Income	
Income Total	(114,400)
Service Expenditure	740,200

Service Manager

Tanya Davies

Portfolio

Performance and Resources

Portfolio Holder

Councillor David Norman MBE

Summary By Cost Centre 2015-16	Total		
	Expenditure	Total Income	Net
Civic Admin and Hospitality	39,200	0	39,200
Democratic Services	179,300		179,300
Members support and allowances	378,300		378,300
Elections and Electoral Registration	257,800	(114,400)	143,400
Net Service Expenditure	854,600	(114,400)	740,200

Culture and Leisure Portfolio

Culture and Leisure	Proposed Budget 2017/18	Guildhall 2017/18	Museums 2017/18	TIC 2017/18	Aspire Client 2017/18	Marketing Gloucester 2017/18
Employees	925,900	504,300	163,700	185,900	0	72,000
Premises	222,300	90,100	94,200	35,900	2,100	0
Transport	3,400	2,100	500	800	0	0
Supplies and Services	1,133,600	293,300	58,100	365,200	257,000	160,000
Third Party Payments	135,200	0	0	0	0	135,200
Capital Charges	0	0	0	0	0	0
Other Charges	0	0	0	0	0	0
Expenditure Total	2,420,400	889,800	316,500	587,800	259,100	367,200
Internal Recharges Net Total	0	0	0	0	0	0
	0	0	0	0	0	0
Contributions	0	0	0	0	0	0
Fees and Charges	(199,800)	(105,300)	(64,500)	0	(30,000)	0
Rents and Lettings	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0
Sales Income	(1,024,400)	(567,100)	(29,000)	(428,300)	0	0
Other Income	(3,100)	0	(2,100)	(1,000)	0	0
Income Total	(1,227,300)	(672,400)	(95,600)	(429,300)	(30,000)	0
Service Expenditure	1,193,100	217,400	220,900	158,500	229,100	367,200

Guildhall and Blackfriars	Proposed Budget 2017/18
Employees	504,300
Premises	90,100
Transport	2,100
Supplies and Services	293,300
Third Party Payments	0
Capital Charges	
Other Charges	0
Expenditure Total	889,800
Internal Recharges Net Total	
Contributions	
Fees and Charges	(105,300)
Rents and Lettings	
Grant Income	
Sales Income	(567,100)
Other Income	
Income Total	(672,400)
Service Expenditure	217,400

Service Manager

Sarah Gilbert

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Guildhall Running Costs	396,200	0	396,200
Events	238,600	(235,800)	2,800
Cinema	28,100	(64,500)	(36,400)
Room Hires	25,800	(93,700)	(67,900)
Guildhall Bar and Cafe	121,600	(183,100)	(61,500)
Blackfriars	79,500	(95,300)	(15,800)
Net Service Expenditure	889,800	(672,400)	217,400

Museums	Proposed Budget 2017/18
Employees	163,700
Premises	94,200
Transport	500
Supplies and Services	58,100
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	316,500
Internal Recharges Net Total	
Contributions	
Fees and Charges	(64,500)
Rents and Lettings	
Grant Income	
Sales Income	(29,000)
Other Income	(2,100)
Income Total	(95,600)
Service Expenditure	220,900

Service Manager

Angela Smith

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Museum of Gloucester	134,500	(45,800)	88,700
Gloucester Life Museum	178,600	(46,400)	132,200
Net Service Expenditure	313,100	(92,200)	220,900

Tourist Information Centre	Proposed Budget 2017/18
Employees	185,900
Premises	35,900
Transport	800
Supplies and Services	365,200
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	587,800
Internal Recharges Net Total	
Contributions	
Fees and Charges	
Rents and Lettings	
Grant Income	
Sales Income	(428,300)
Other Income	(1,000)
Income Total	(429,300)
Service Expenditure	158,500

Service Manager

Lucy Chilton

Portfolio

Culture and Leisure

Portfolio Holder

Councillor Lise Noakes

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
TIC Running Costs	232,700	(1,000)	231,700
Commercial Activities	355,100	(428,300)	(73,200)
Net Service Expenditure	587,800	(429,300)	158,500

Aspire Client	Proposed Budget 2017/18
Employees	0
Premises	2,100
Transport	0
Supplies and Services	257,000
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	259,100
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(30,000)
Rents and Lettings	0
Grant Income	0
Sales Income	0
Other Income	0
Income Total	(30,000)
Service Expenditure	229,100

Service Manager

Portfolio

Portfolio Holder

Jon Topping

Culture and Leisure

Councillor Lise Noakes

Summary By Service Area 2017-18	Total Expenditure	Total Income	Net
Aspire Client	259,100	(30,000)	229,100
Net Service Expenditure	259,100	(30,000)	229,100

Marketing Gloucester	Proposed Budget 2017/18
Employees	72,000
Premises	
Transport	0
Supplies and Services	160,000
Third Party Payments	135,200
Capital Charges	0
Other Charges	
Expenditure Total	367,200
Internal Recharges Net Total	
Contributions	
Fees and Charges	
Rents and Lettings	
Grant Income	
Sales Income	
Other Income	
Income Total	0
Service Expenditure	367,200

Service Manager
Portfolio
Portfolio Holder

Anthony Hodge
Culture and Leisure
Councillor Lise Noakes

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Marketing Gloucester General Support	207,200		207,200
Events Programme	160,000		160,000
Net Service Expenditure	367,200	0	367,200

Environment Portfolio

Environment	Proposed Budget 2017/18	Neighbourhood Services 2017/18	Countryside and Allotments 2017/18	Cem and Crem 2017/18	Flooding and emergency planning 2017/18
Employees	1,205,700	528,700	108,900	522,000	46,100
Premises	483,600	205,600	17,600	235,400	25,000
Transport	41,300	400	11,200	29,400	300
Supplies and Services	5,888,600	5,702,000	7,600	158,600	20,400
Third Party Payments	58,400	0	0	0	58,400
Capital Charges	0	0	0	0	0
Other Charges	0	0	0	0	0
Expenditure Total	7,677,600	6,436,700	145,300	945,400	150,200
Internal Recharges Net Total	0	0	0	0	0
Contributions	0	0	0	0	0
Fees and Charges	(2,922,400)	(1,136,000)	(16,100)	(1,770,300)	0
Rents and Lettings	(36,300)	(36,300)	0	0	0
Grant Income	(35,000)	0	(35,000)	0	0
Sales Income	(322,800)	0	0	(322,800)	0
Other Income	(364,300)	(353,000)	0	(11,300)	0
Income Total	(3,680,800)	(1,525,300)	(51,100)	(2,104,400)	0
Service Expenditure	3,996,800	4,911,400	94,200	(1,159,000)	150,200

Neighbourhood Services	Proposed Budget 2017/18
Employees	528,700
Premises	205,600
Transport	400
Supplies and Services	5,702,000
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	6,436,700
Internal Recharges Net Total	
Contributions	
Fees and Charges	(1,136,000)
Rents and Lettings	(36,300)
Grant Income	
Sales Income	
Other Income	(353,000)
Income Total	(1,525,300)
Service Expenditure	4,911,400

Service Manager

Lloyd Griffiths

Portfolio

Environment

Portfolio Holder

Councillor Richard Cook

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Neighbourhood Management	6,616,700	(981,300)	5,635,400
Green Garden Waste	12,000	(686,000)	(674,000)
Bulky Waste		(50,000)	(50,000)
Net Service Expenditure	6,628,700	(1,717,300)	4,911,400

Countryside and Allotments	Proposed Budget 2017/18
Employees	108,900
Premises	17,600
Transport	11,200
Supplies and Services	7,600
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	145,300
Internal Recharges Net Total	
Contributions	
Fees and Charges	(16,100)
Rents and Lettings	
Grant Income	(35,000)
Sales Income	
Other Income	
Income Total	(51,100)
Service Expenditure	94,200

Service Manager

Meyrick Brentnall

Portfolio

Environment

Portfolio Holder

Councillor Richard Cook

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Allotments	18,700	(16,100)	2,600
Countryside Unit	126,600	(35,000)	91,600
Net Service Expenditure	145,300	(51,100)	94,200

Cemeteries and Crematorium	Proposed Budget 2017/18
Employees	522,000
Premises	235,400
Transport	29,400
Supplies and Services	158,600
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	945,400
Internal Recharges Net Total	
Contributions	
Fees and Charges	(1,770,300)
Rents and Lettings	
Sales Income	(322,800)
Other Income	(11,300)
Income Total	(2,104,400)
Service Expenditure	(1,159,000)

Service Manager

Julienne Reeves

Portfolio

Environment

Portfolio Holder

Councillor Richard Cook

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
The Arbor	129,800	(156,200)	(26,400)
Cem and Crem Support	139,500	0	139,500
Cemeteries	357,200	(302,600)	54,600
Crematorium	318,900	(1,645,600)	(1,326,700)
Net Service Expenditure	945,400	(2,104,400)	(1,159,000)

Flooding and Emergency Planning		Proposed Budget 2017/18
Employees		46,100
Premises		25,000
Transport		300
Supplies and Services		20,400
Third Party Payments		58,400
Capital Charges		
Other Charges		
Expenditure Total		150,200
Internal Recharges Net Total		
Contributions		
Fees and Charges		0
Rents and Lettings		
Grant Income		
Sales Income		
Other Income		0
Income Total		0
Service Expenditure		150,200

Service Manager

Wayne Best

Portfolio

Environment

Portfolio Holder

Councillor Richard Cook

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Flooding prevention	71,600	0	71,600
Drainage Levy	58,400	0	58,400
Emergency Planning	20,200	0	20,200
Net Service Expenditure	150,200	0	150,200

Communities and Neighbourhoods Portfolio

Communities and Neighbourhoods	Proposed Budget 2017/18	Voluntary Sector Grants 2017/18	Community Strategy and Other Projects 2017/18	Licensing 2017/18	Environmental Health 2017/18	Health and Safety 2017/18	Shopmobility 2017/18
Employees	987,800	0	188,800	156,800	409,500	169,200	63,500
Premises	87,800	0	83,000	0	0	0	4,800
Transport	5,000	0	500	200	2,800	1,500	0
Supplies and Services	159,100	0	65,500	13,600	52,500	15,900	11,600
Third Party Payments	170,000	170,000	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Other Charges	0	0	0	0	0	0	0
Expenditure Total	1,409,700	170,000	337,800	170,600	464,800	186,600	79,900
Internal Recharges Net Total	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0
Fees and Charges	(334,600)	0	0	(272,500)	(37,500)	0	(24,600)
Rents and Lettings	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0
Sales Income	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Income Total	(334,600)	0	0	(272,500)	(37,500)	0	(24,600)
Service Expenditure	1,075,100	170,000	337,800	(101,900)	427,300	186,600	55,300

Voluntary Sector Grants	Proposed Budget 2017/18
Employees	
Premises	
Transport	
Supplies and Services	
Third Party Payments	170,000
Capital Charges	
Other Charges	
Expenditure Total	170,000
Internal Recharges Net Total	
Contributions	
Fees and Charges	
Rents and Lettings	
Grant Income	
Sales Income	
Other Income	
Income Total	0
Service Expenditure	170,000

Service Manager
Portfolio
Portfolio Holder

Isobel Edwards
Communities and Neighbourhoods
Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Voluntary Sector Grants and SLAs	170,000	0	170,000
Net Service Expenditure	170,000	0	170,000

Community Strategy and Other Projects	Proposed Budget 2017/18
Employees	188,800
Premises	83,000
Transport	500
Supplies and Services	65,500
Third Party Payments	
Capital Charges	
Other Charges	
Expenditure Total	337,800
Internal Recharges Net Total	
Contributions	
Fees and Charges	0
Rents and Lettings	
Grant Income	0
Sales Income	
Other Income	0
Income Total	0
Service Expenditure	337,800

Service Manager

Ed Pomfret

Portfolio

Communities and Neighbourhoods

Portfolio Holder

Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Community Safety	128,500	0	128,500
Community Strategy and Engagement	124,300	0	124,300
CCTV Revenue Budget	85,000	0	85,000
Net Service Expenditure	337,800	0	337,800

Licensing	Proposed Budget 2017/18
Employees	156,800
Premises	0
Transport	200
Supplies and Services	13,600
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	170,600
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(272,500)
Rents and Lettings	0
Grant Income	0
Sales Income	0
Other Income	0
Income Total	(272,500)
Service Expenditure	(101,900)

Service Manager
Portfolio
Portfolio Holder

Lisa Jones
Communities and Neighbourhoods
Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Hackney Carriages	81,300	(123,500)	(42,200)
Other Licensing	89,300	(149,000)	(59,700)
Net Service Expenditure	170,600	(272,500)	(101,900)

Shopmobility	Proposed Budget 2017/18
Employees	63,500
Premises	4,800
Transport	0
Supplies and Services	11,600
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	79,900
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(24,600)
Rents and Lettings	0
Grant Income	0
Sales Income	0
Other Income	0
Income Total	(24,600)
Service Expenditure	55,300

Service Manager

Gill Ragon

Portfolio

Communities and Neighbourhoods

Portfolio Holder

Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Shopmobility	79,900	(24,600)	55,300
Net Service Expenditure	79,900	(85,000)	55,300

Environmental Health	Proposed Budget 2017/18
Employees	409,500
Premises	0
Transport	2,800
Supplies and Services	52,500
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	464,800
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(37,500)
Rents and Lettings	0
Grant Income	0
Sales Income	0
Other Income	0
Income Total	(37,500)
Service Expenditure	427,300

Service Manager

Gill Ragon

Portfolio

Communities and Neighbourhoods

Portfolio Holder

Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Food Safety	188,000	(4,500)	183,500
Pollution Control	200,700	(33,000)	167,700
Head of Public Protection	76,100	0	76,100
Net Service Expenditure	464,800	(37,500)	427,300

Health and Safety	Proposed Budget 2017/18
Employees	169,200
Premises	0
Transport	1,500
Supplies and Services	15,900
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	186,600
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	0
Rents and Lettings	0
Grant Income	0
Sales Income	0
Other Income	0
Income Total	0
Service Expenditure	186,600

Service Manager
Portfolio
Portfolio Holder

Gill Ragon
Communities and Neighbourhoods
Councillor Jennie Watkins

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Health Administration	26,400	0	26,400
Health and Safety	160,200	0	160,200
Net Service Expenditure	186,600	0	186,600

Housing and Planning Portfolio

Housing and Planning	Housing and		
	Planning	Housing 2017/18	Planning 2017/18
Employees	2,017,200	1,032,000	985,200
Premises	190,500	185,000	5,500
Transport	6,100	3,300	2,800
Supplies and Services	830,200	506,000	324,200
Third Party Payments	0	0	0
Capital Charges	0	0	0
Other Charges	0	0	0
Expenditure Total	3,044,000	1,726,300	1,317,700
Internal Recharges Net Total	0	0	0
	0	0	0
Contributions	0	0	0
Fees and Charges	(1,123,400)	(259,300)	(864,100)
Rents and Lettings	0	0	0
Grant Income	(86,100)	0	(86,100)
Sales Income	0	0	0
Other Income	(237,800)	(237,800)	0
Income Total	(1,447,300)	(497,100)	(950,200)
Service Expenditure	1,596,700	1,229,200	367,500

Housing Services	Proposed Budget 2017/18
Employees	1,032,000
Premises	185,000
Transport	3,300
Supplies and Services	506,000
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	1,726,300
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(259,300)
Rents and Lettings	
Grant Income	0
Sales Income	0
Other Income	(237,800)
Income Total	(497,100)
Service Expenditure	1,229,200

Service Manager

Helen Chard / Julie Wight / Mary Hopper

Portfolio

Housing and Planning

Portfolio Holder

Councillor Colin Organ

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Housing Strategy	147,100	(15,000)	132,100
Private Sector Housing	397,900	(76,100)	321,800
Homelessness Prevention	1,181,300	(406,000)	775,300
Net Service Expenditure	1,726,300	(497,100)	1,229,200

Planning	Proposed Budget 2017/18
Employees	985,200
Premises	5,500
Transport	2,800
Supplies and Services	324,200
Third Party Payments	0
Capital Charges	0
Other Charges	0
Expenditure Total	1,317,700
Internal Recharges Net Total	0
	0
Contributions	0
Fees and Charges	(864,100)
Rents and Lettings	0
Grant Income	(86,100)
Sales Income	0
Other Income	0
Income Total	(950,200)
Service Expenditure	367,500

Service Manager
Portfolio
Portfolio Holder

Anthony Wilson
Housing and Planning
Councillor Colin Organ

Summary By Service Area 2017-18	Total		
	Expenditure	Total Income	Net
Development Management	475,000	(741,400)	(266,400)
Planning Policy	598,700	(26,100)	572,600
Building Control	46,200		46,200
Historic Buildings	60,200	(27,700)	32,500
Land Searches	69,200	(155,000)	(85,800)
Head of Service	68,400		68,400
Net Service Expenditure	1,317,700	(950,200)	367,500

Gloucester **City Council**

FEES and CHARGES

2017/18

CONTENTS

<u>Portfolio/Service</u>	<u>Page Number</u>
Foreword	1
<u>Regeneration</u>	
Gloucester City Museum/Folk Museum	2
Guildhall Arts Centre	3
Planning application Fees	4
Car Parking	5,6
Miscellaneous Items	7
Facilities	8
Street trading	9
<u>Resources</u>	
Land Charges	10
<u>Services and Neighbourhoods</u>	
Leisure Services	11
Environmental Health	12,13,14
Hackney Carriages	15
Licences	16,17,18,19
No Smoking Policy	20
Allotments/Park Events	21
Stray Dogs	22
Cemeteries and Crematorium	23,24,25,26,27,28
Bulky Item/Green Waste Collections	29

FEES AND CHARGES 2017/18
FOREWORD

The following pages give a comprehensive list of fees and charges levied by Gloucester City Council and Government on chargeable services provided to the public, within the city.

Members agreed a general increase of 2.5% although some increases vary from this to reflect supply and demand for the service and the need to conform to pricing policies.

Should you have any queries regarding these charges then please contact the relevant officer whose name is shown at the back of the book.

CULTURAL SERVICES

Exempt from VAT

	2016/2017	2017/2018	Increase
	<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
<u>GLOUCESTER CITY MUSEUM & ART GALLERY AND THE FOLK MUSEUM</u>			
Admission			
Children Under 5	Free	Free	0.00%
Individual membership ticket to both museums (day ticket)	£5.00	£5.00	0.00%
Family membership ticket to both museums(day ticket)	£12.00	£12.00	0.00%
Concessionary membership ticket to both museums (day ticket)	£3.00	£3.00	0.00%
Individual membership ticket to both museums (per year)	£5.00	£5.00	0.00%
Family membership ticket to both museums(per year)	£12.00	£12.00	0.00%
Concessionary membership ticket to both museums (per year)	£3.00	£3.00	0.00%
Individual 'Museums Pass' for Soldiers of Gloucester, Waterways, Folk and City Museums (per year)	£10.00	£10.00	0.00%
Family 'Museums Pass' for Soldiers of Gloucester, Waterways, Folk and City Museums (per year)	£20.00	£20.00	0.00%

CULTURAL SERVICES cont.

Gloucester Guildhall

<u>MEETING ROOMS</u>		<u>2016/2017 Charge £</u>		<u>2017/2018 Charge £</u>			
		<u>Exempt from VAT</u>		Increase		Increase	
<u>Blue Coat Room</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£20.00		£14.00	£20.00	0.00%	£15.00	7.14%
Premium	£30.00		£14.00	£30.00	0.00%	£15.00	7.14%
<u>George Hunt Room</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£15.00		£12.00	£15.00	0.00%	£12.00	0.00%
Premium	£25.00		£14.00	£25.00	0.00%	£14.00	0.00%
<u>Studio</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£20.00		£14.00	£20.00	0.00%	£15.00	7.14%
Premium	£30.00		£14.00	£30.00	0.00%	£15.00	7.14%
<u>Henley Room</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£15.00		£12.00	£15.00	0.00%	£12.00	0.00%
Premium	£25.00		£14.00	£25.00	0.00%	£14.00	0.00%
<u>Potter Room</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£10.00		£10.00	£10.00	0.00%	£10.00	0.00%
Premium	£20.00		£14.00	£20.00	0.00%	£14.00	0.00%
<u>Cinema</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£25.00		£22.00	£25.00	0.00%	£22.00	0.00%
Premium	£45.00		£25.00	£45.00	0.00%	£25.00	0.00%
<u>Theatre</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£35.00		£28.00	£35.00	0.00%	£28.00	0.00%
Premium	£65.00		£38.00	£65.00	0.00%	£38.00	0.00%
<u>Trier Room</u>							
	First Hour		Each hour after	First Hour		Each hour after	
Standard	£10.00		£10.00	£10.00	0.00%	£10.00	0.00%
Premium	£20.00		£14.00	£20.00	0.00%	£14.00	0.00%

Minimum one hour booking then charged per half hour after that

SERVICE CHARGES- VAT inclusive at standard rate

		<u>2016/2017</u>		<u>2017/2018</u>	
Technician	Flat rate	£160.00	Flat rate	£160.00	0.00%
Security		£15.00		£15.00	0.00%

Concessions:

Available to:
 Juniors (under 16s)
 Students
 People with a disability
 Over 65s
 Groups - film group or focus group
 HM Armed forces

these concessions are available for Guildhall cinema entry only

Amount of concession:
 Around 15%
 Around 15%
 Free ticket for carer available only
 Around 15%
 Around 15%
 Around 15%

PLANNING APPLICATION FEES

	Non business for VAT purposes		2017/2018			
	2016/2017		Local Planning Authority Advice	% increase	Additional Meetings	% increase
Permitted Development						
Householder	£35.00	N/A	£36.75	5.00%	N/A	0.00%
Other	£50.00	N/A	£53.00	6.00%	N/A	0.00%
Pre-Application Advice						
Householder	£40.00	£20.00	£42.00	5.00%	£20.00	0.00%
Residential Development						
1-4 Dwellings (Less than 0.5 ha) *	£410.00	£100.00	£430.50	5.00%	£100.00	0.00%
5-9 Dwellings (0.6 ha - 0.99 ha)	£515.00	£100.00	£540.75	5.00%	£100.00	0.00%
10-49 Dwellings (1.0 ha - 1.25 ha)	£1,130.00	£155.00	£1,187.00	5.04%	£155.00	0.00%
50-199 Dwellings (1.26 ha - 2.0 ha)	£2,050.00	£205.00	£2,152.50	5.00%	£205.00	0.00%
200+ Dwellings (More than 2ha)	£3,075.00	£255.00	£3,228.75	5.00%	£255.00	0.00%
Non residential or commercial **						
Less than 500m ² (Less than 0.5ha)	£205.00	£100.00	£215.25	5.00%	£100.00	0.00%
501-999m ² (0.6 - 0.99ha)	£310.00	£100.00	£325.50	5.00%	£100.00	0.00%
1000 - 4999m ² (1.0 - 1.25ha)	£920.00	£155.00	£966.00	5.00%	£155.00	0.00%
5000 - 9999m ² (1.26 - 2.0ha)	£1,640.00	£205.00	£1,722.00	5.00%	£205.00	0.00%
10000m ² + (More than 2ha)	£2,560.00	£310.00	£2,688.00	5.00%	£310.00	0.00%
Others						
Advertisements	£50.00	£30.00	£53.00	6.00%	£30.00	0.00%
Change of Use	£100.00	£75.00	£105.00	5.00%	£75.00	0.00%
Telecommunications	£100.00	£75.00	£105.00	5.00%	£75.00	0.00%
Other ***	£100.00	£50.00	£105.00	5.00%	£50.00	0.00%
Copy Consent (Dev. Control) ****	£15.00	£15.00	£15.75	5.00%	£15.00	0.00%

* Includes one-for-one replacements and conversions to/ sub-divisions to

** Measured externally

*** Includes all other development proposals not falling within any of the above categories eg.

Variation or removal of conditions

Car parks and roads

Certificates of lawfulness

**** Statutory Fees

Note: The initial costs include up to two meetings, the charge for additional meetings would apply after the first two meetings have occurred. Where a development proposal falls within one category or more then the higher fee will apply. The relevant fee will be determined by the number of dwellings/floor area proposed or by the development site area whichever is greater.

Exemptions

Advice sought on the following categories does not incur a charge

- Building Conservation advice eg works of repair to listed buildings and Conservation area consents
- Works to trees covered by a TPO or trees located within a conservation area.
- Advice on how to submit a planning application or a fee enquiry
- Planning discussions in relation to enforcement investigations
- Where the enquiry is made by a local authority or county council
- Where the enquiry is made by a parish or town council
- Where the enquiry is made by a housing association, registered social landlord, or an equivalent affordable housing provider or an architect/agent acting directly on their behalf on a solely affordable housing proposal.
- Where the development is for the benefit of a disabled person (and as there would be no fee incurred to make the planning application)
- Initial advice where Gloucester City Council are working with local independants setting up a new business and/or are grant aiding them through business support grants

CAR PARKING

GLOUCESTER TOWN CENTRE OFF STREET CAR PARK CHARGES

Including Vat

		<u>2016/2017</u>	<u>2017/2018</u>	<u>Increase</u>
		<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
DAILY CHARGES	<u>Period of wait</u>			
Westgate Street Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 3 hours	£2.00	£2.00	0.00%
	Up to 4 hours	£3.00	£3.00	0.00%
	Up to 5 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	All day	£2.00	£2.00	0.00%
Coaches only - Any period	No charge	No charge	0.00%	
Hare Lane South Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	Up to 4 hours	£2.00	£2.00	0.00%
Note: A maximum stay of four hours applies to this car park				
St Michaels Sq Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 3 hours	£2.00	£2.00	0.00%
	Up to 4 hours	£3.00	£3.00	0.00%
	Up to 5 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	After 4pm (untimed)	£1.00	£1.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
All day	£2.00	£2.00	0.00%	
Station Road Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 3 hours	£2.00	£2.00	0.00%
	Up to 4 hours	£3.00	£3.00	0.00%
	Up to 5 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	After 4pm (untimed)	£1.00	£1.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
All day	£2.00	£2.00	0.00%	
Longsmith Street Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	All day	£2.00	£2.00	0.00%
Eastgate Centre (roof top), Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	All day	£2.00	£2.00	0.00%

CAR PARKING (continued)

GLOUCESTER TOWN CENTRE OFF STREET CAR PARK CHARGES (continued)

Including Vat

		<u>2016/2017</u>	<u>2017/2018</u>	Increase
		<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
DAILY CHARGES				
North Warehouse	Monday to Friday			
	up to 30 mins	£0.50	£0.50	0.00%
	up to 2 hours	£2.00	£2.00	0.00%
	Saturday and bank holidays			
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	Over 4 hours	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	All day	£2.00	£2.00	0.00%
	Great Western Road Car Park	Monday to Sunday		
All Day		£3.00	£3.00	0.00%
Sunday £2.00 all day				
Barbican Way Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
	All day	£2.00	£2.00	0.00%
Castlemeads Car Park (weekends & Bank holidays only)	All Day	£2.00	£2.00	0.00%
GL1 Leisure Centre Car Park	Monday to Saturday			
	Max stay 2.5 hours	£4.00	£4.00	0.00%
Hare Lane North Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 4 hours	£2.00	£2.00	0.00%
	All Day	£3.00	£3.00	0.00%
	Sunday Rate: All day	£2.00	£2.00	0.00%
Hampden Way Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	After 4pm (untimed)	£1.00	£1.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
All day	£2.00	£2.00	0.00%	
Kingswalk Multi Storey Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
Up to 4 hours	£2.00	£2.00	0.00%	
Ladybellegate Street Car Park	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 2 hours	£2.00	£2.00	0.00%
	Up to 3 hours	£3.00	£3.00	0.00%
	Up to 4 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
Up to 4 hours	£2.00	£2.00	0.00%	
Southgate Moorings Car Park (Docks)	Up to 1 hour	£1.30	£1.30	0.00%
	Up to 3 hours	£2.00	£2.00	0.00%
	Up to 4 hours	£3.00	£3.00	0.00%
	Up to 5 hours	£4.00	£4.00	0.00%
	All Day	£6.00	£6.00	0.00%
	Sunday Rate: Up to 1 hour	£1.00	£1.00	0.00%
All day	£2.00	£2.00	0.00%	
SEASON TICKETS (12 Weeks)				
		<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
Hare Lane North		£216.00	£216.00	0.00%
Longsmith Street (multi-storey)		£315.00	£315.00	0.00%
Station Road		£220.50	£220.50	0.00%
Barbican Way Car Park		£315.00	£315.00	0.00%

Concessions:

People with a disability (a blue badge holder) free for 3 hours max stay receive 100% concession

Miscellaneous Items

Non business for VAT purposes

	<u>2016/2017</u> <u>Charges £</u>	<u>2017/2018</u> <u>Charges £</u>	<u>Increase</u> <u>%</u>
<u>MISCELLANEOUS ITEMS</u>			
Bus Station Departures (per departure)	£0.63	£0.63	0.00%

Facilities Fees

<u>Room Hire</u>		2016/2017 <u>Charge £</u>	2017/2018 <u>Charge £</u>	Increase <u>%</u>
Civic Suite:				
Per hour		£40.00	£40.00	0.00%
Morning (8.00 - 12.30)		£160.00	£160.00	0.00%
Afternoon (12.30 - 5.00)		£160.00	£160.00	0.00%
Whole Day (8.00 - 5.00)		£310.00	£310.00	0.00%
Evening (5.00 - 11.00)		£310.00	£310.00	0.00%
Evening per hour		£55.00	£55.00	0.00%
Saturday:	8.00 - 12.30	£247.50	£247.50	0.00%
	12.30 - 5.00	£247.50	£247.50	0.00%
	5.00 - 11.00	£310.00	£310.00	0.00%
MEETING ROOM 1				
Per hour		£35.00	£35.00	0.00%
Morning (8.00 - 12.30)		£140.00	£140.00	0.00%
Afternoon (12.30 - 5.00)		£140.00	£140.00	0.00%
Whole Day (8.00 - 5.00)		£270.00	£270.00	0.00%
Evening (5.00 - 11.00)		£285.00	£285.00	0.00%
Evening per hour		£47.50	£47.50	0.00%
Saturday:	8.00 - 12.30	£213.75	£213.75	0.00%
	12.30 - 5.00	£213.75	£213.75	0.00%
	5.00 - 11.00	£285.00	£285.00	0.00%
MEETING ROOMS 2 & 3				
Per hour		£20.00	£20.00	0.00%
Morning (8.00 - 12.30)		£90.00	£90.00	0.00%
Afternoon (12.30 - 5.00)		£90.00	£90.00	0.00%
Whole Day (8.00 - 5.00)		£160.00	£160.00	0.00%
Evening (5.00 - 11.00)		£285.00	£285.00	0.00%
		£47.50	£47.50	0.00%
Sheriff's Room				
Per hour		£25.00	£25.00	0.00%
Morning (8.00 - 12.30)		£112.50	£112.50	0.00%
Afternoon (12.30 - 5.00)		£112.50	£112.50	0.00%
Whole Day (8.00 - 5.00)		£200.00	£200.00	0.00%
Evening (5.00 - 11.00)		£285.00	£285.00	0.00%
Evening per hour		£47.50	£47.50	0.00%
Multi Media Projector		£50.00	£50.00	0.00%
Laptop		£25.00	£25.00	0.00%
Flip Chart & Pens		£10.00	£10.00	0.00%
Catering:				
Kitchen		£100.00	£100.00	0.00%
Tea/Coffee per head		£1.25	£1.25	0.00%
Tea/Coffee/Biscuits per head		£1.60	£1.60	0.00%
Fruit Juice per head		£0.85	£0.85	0.00%
Seasonal Fruit Basket per head		£1.10	£1.10	0.00%
Various menus per head				
Menu 1		£5.00	£5.00	0.00%
Menu 2		£6.00	£6.00	0.00%
Menu 3		£9.00	£9.00	0.00%
Menu 4		£11.00	£11.00	0.00%
Menu 5		£6.75	£6.75	0.00%
Menu 6		£6.00	£6.00	0.00%
Menu 7		£8.50	£8.50	0.00%
Menu 8		£8.00	£8.00	0.00%
Menu 9		£15.00	£15.00	0.00%

All room hire is exempt from VAT but facility, catering and service charges are subject to VAT at the standard rate.

STREET TRADING LICENCES

<u>Street Trading Fees (VAT Exempt)</u>	<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	Increase %
City Centre Catering			
City Centre Catering annual fee (Everyday)	N/A	£8,000.00 Per Annum	0.00%
City Centre Catering annual fee (up to 5 days)	N/A	£6,400.00 Per Annum	0.00%
City Centre Catering seasonal daily rate (January - October)	£25.00	£25.00	0.00%
City Centre Catering seasonal daily rate (November - December)	£25.00	£30.00	20.00%
Catering Applications outside City Centre			
Catering outside City Centre annual fee (4 or more days)	N/A	£3,120.00 Per Annum	0.00%
Catering outside City Centre daily rate	£10.00	£15.00 Per day	50.00%
Retailers City Centre			
Retailers City Centre Annual fee (4 or more days)	N/A	£4,000.00	0.00%
Retailers City Centre Seasonal daily rate (Jan - October)	£15.00	£20.00 Per day	33.33%
Retailers City Centre Seasonal daily rate (Nov - December)	£15.00	£25.00 Per day	66.67%
Retailer Applications outside City Centre			
Retailers outside City centre annual fee (4 or more days)	N/A	£2,080.00 Per Annum	0.00%
Retailers outside City centre daily rate	£10.00	£10.00 Per day	0.00%
Ice-Cream Mobile vendors			
Mobile Ice-cream annual fee	£400	£400.00	0.00%
New Additional fees			
New application fee	N/A	£115.00	0.00%
Renewal Fee	N/A	£50.00	0.00%
Buskers Fee (per week)	N/A	£5.00 Per Week	0.00%
Badge fee for applicants and assistants (last 3 years)	N/A	£50.00	0.00%
Replacement Badge	N/A	£15.00	0.00%
Copy of paper licence	N/A	£10.50	0.00%
Note - Electricity where supplied, additional charge			
Electricity Supply			
Full electricity Supply	£3.60 Per day	£3.60 Per day	0.00%

Land Charges

	<u>2016/17</u>	<u>2017/18</u>
	<u>Charge £</u>	<u>Charge £</u>

LAND SEARCHES

Search Fees	LLC1	£17.00	£17.00	0.00%
	CON29R	£93.00	£93.00	0.00%

VAT will be charged on CON29R Fees from 4th July 2016.
No Vat is chargeable on LLC1 Fees.

Fees may change as from 01.07.2016 due to introduction of new process.
Any changes to these fees will be disclosed on the Council website.

LEISURE SERVICES

<u>BLACKBRIDGE ATHLETICS TRACK</u>		**	2016/2017 <u>Charge £ phr</u>	2017/2018 <u>Charge £ phr</u>	Increase <u>%</u>
Shared with Public			N/A	N/A	0.00%
			2016/2017 <u>Charge £</u>	2017/2018 <u>Charge £</u>	Increase <u>%</u>
<u>Cricket</u>		<i>Including VAT</i>			
	Matches - Pitch only weekends		£48.70	£48.70	0.00%
	Matches- Pitch only weekdays		£23.85	£23.85	0.00%
	Practice wickets (evenings only)		£17.95	£17.95	0.00%
	Changing rooms	<i>Exempt from VAT</i>	£7.15	£7.15	0.00%
	Teams under 17 half price				
<u>Football</u>		<i>Including VAT</i>			
	Pitch only weekends		£42.00	£42.00	0.00%
	Pitch only weekdays		£21.50	£21.50	0.00%
	Changing rooms	<i>Exempt from VAT</i>	£7.15	£7.15	0.00%
	Teams under 17 half price				
<u>Rugby</u>		<i>Including VAT</i>			
	Pitch only weekends		£42.00	£42.00	0.00%
	Pitch only weekdays		£21.50	£21.50	0.00%
	Changing rooms	<i>Exempt from VAT</i>	£7.15	£7.15	0.00%
	Teams under 17 half price				
<u>HARD PLAY AREA</u>		**			
	Widden Street	<i>Including VAT</i>	£6.00	£6.00	0.00%
<u>SPECIAL TENANCIES (Seasonal Bookings)</u>					
	Pitch per season	Senior	£205.00	£205.00	0.00%
	Pitch per season	junior	£101.50	£101.50	0.00%

All income from the above is retained by our Streetcare contractor

** Charges are standard rated unless the letting is for over 24 hours or it is part of a series of lets when it is exempt from VAT.

ENVIRONMENTAL HEALTH

All Non Business for VAT purposes unless where stated

			<u>2016/2017</u>	<u>2017/2018</u>	Increase
			Charge £	Charge £	%
Rodent Control:	Including VAT				
Domestic Premises	per visit	1st Visit:	£40.00	£40.00	0.00%
		2nd Visit:	£18.00	£18.00	0.00%
		3rd Visit:	£40.00	£40.00	0.00%
Commercial/ Industrial	per visit	1st Visit:	£45.00	£45.00	0.00%
		2nd Visit:	£23.00	£23.00	0.00%
		3rd Visit:	£45.00	£45.00	0.00%
Residents receiving Council Tax or Housing Benefit	per visit	1st Visit:	£20.00	£20.00	0.00%
		2nd Visit:	£9.00	£9.00	0.00%
		3rd Visit:	£20.00	£20.00	0.00%
*A 2nd Visit must be booked within one month of the 1st visit to qualify for the 2nd visit rate shown above.					
Disinfestation of Premises:	Including VAT				
Domestic Premises	per visit	1st Visit:	£45.00	£45.00	0.00%
		2nd Visit:	£20.00	£20.00	0.00%
		3rd Visit:	£45.00	£45.00	0.00%
Commercial/ Industrial	per visit	1st Visit:	£50.00	£50.00	0.00%
		2nd Visit:	£25.00	£25.00	0.00%
		3rd Visit:	£50.00	£50.00	0.00%
Residents receiving Council Tax or Housing Benefit	per visit	1st Visit:	£22.50	£22.50	0.00%
		2nd Visit:	£10.00	£10.00	0.00%
		3rd Visit:	£22.50	£22.50	0.00%
*A 2nd Visit must be booked within one month of the 1st visit to qualify for the 2nd visit rate shown above.					
Wasp Nests	Including VAT				
Domestic Premises	per visit		£39.00	£39.00	0.00%
Commercial/ Industrial	per visit		£39.00	£39.00	0.00%
Residents receiving Council Tax or Housing Benefit	per visit		£19.50	£19.50	0.00%
*If two wasps nests are reported at the same domestic property, the charge will be as above, plus an additional £10.					
Work in default fees will be a reasonable charge on a case by case basis		Variable	#	Variable	#
Food Hygiene Training courses	Including VAT				
Level 2 Award Food Safety in Catering					
At Council Offices	£ per Gloucester candidate		£48.00	£49.00	2.08%
	Non-Gloucester Candidate		£60.50	£62.00	2.48%
At the Business Address			£41.00	£42.00	2.44%
N.B. Discounts are available for group bookings					
Health and Safety Training / Workshops					
	Non Gloucester Resident/Business		£30 per 1/2 day	£30 per 1/2 day	
	Gloucester Resident/Business		£25 per 1/2 day	£25 per 1/2 day	
CIEH level 2 award in Health and Safety in the workplace (per delegate)					
	Non Gloucester Resident/Business		£80.00	£80.00	
	Gloucester Resident/Business		£50.00	£50.00	
Environmental Health Officer Rate (Hourly Rate)	Exempt from VAT		£50.00	£50.00	0.00%
Skin Piercing, Acupuncture etc registration	premises		£110.00	£110.00	0.00%
	per person		£110.00	£110.00	0.00%
Tattoo Hygiene rating scheme	Exempt from VAT				
Application and Initial inspection			£100.00	£100.00	0.00%
Request for a revisit to re-score			£50.00	£50.00	0.00%
Annual Inspection			£100.00	£100.00	0.00%
			<u>2016/2017</u>	<u>2017/2018</u>	Increase
			Charge £	Charge £	%
High Hedge Nuisance, Investigation Fee			£392.69	£392.69	0.00%
For people in receipt of Income Support Benefit, Pension Credit Guarantee, or State Pension			£65.48	£65.48	0.00%
High hedge/investigation Concessions:					
Those in receipt of Council tax support or housing benefit receive around 83% concession					
People with a disability receive around 83% concession					
People over 65 years old receive around 83% concession					
Those in receipt of Income Support, Pension Credit Guarantee or State Pension receive around 83% concession					
Fixed Penalty Notices					
Depositing Litter £75 (Reduced fee of £50.00 if paid within 10 days) **					
Failure to comply with a street litter control notice £100 (Reduced fee of £60.00 if paid within 10 days) **					
Failure to comply with a litter clearing notice £100 (Reduced fee of £60.00 if paid within 10 days) **					
Failure to produce waste documents £300 (Reduced fee of £180.00 if paid within 10 days) **					
Failure to produce authority to transport waste £300 (Reduced fee of £180.00 if paid within 10 days) **					
Unauthorised distribution of free printed matter £75 (Reduced fee of £50.00 if paid within 10 days) **					
Failure to comply with a waste receptacles notice £100 (Reduced fee of £60.00 if paid within 10 days) **					
Failure to comply with a Dog Control Order £75 (Reduced to £50.00 if paid within 10 days) **					
Graffiti £75 (Reduced fee of £50.00 if paid within 10 days)					
Fly-posting £75 (Reduced fee of £50.00 if paid within 10 days)					
Exposing vehicles for sale on a road £100 (Reduced fee of £60.00 if paid within 10 days)					
Repairing vehicles on a road £100 (Reduced fee of £60.00 if paid within 10 days)					
Fixed Penalty Notices for Fly-Tipping (£400 reduced to £300 if paid within 10 days).					
Smoking in smoke-free premises or work vehicles (reduced to £30.00 if paid in 15 days) **					
Smoking in smoke-free premises or work vehicles (reduced to £50.00 if paid in 29 days)					
Failure to display no-smoking signs (reduced to £150.00 if paid in 15 days) **					
Failure to display no-smoking signs (reduced to £200.00 if paid in 29 days) **					
* Including Examination of food for voluntary surrender					
# A charge may be charged under the enforcement Act under the Service of Housing Act Notice (part 1 of the Housing Act 2006) but this has yet to be finalised and authorised.					
Environmental Information Regulations: VAT at standard rate					
Personal enquiries (per photocopied sheet) -					
Others (based on 1 hours work) £50.04					

Environmental Health : Permits
All Non Business for VAT purposes

LAPC and LAPPC charges	2016/2017 Charge £	2017/2018 Charge £	Increase %
Application Fees			
A2 Application Fee	N/A	£3,218.00	0.00%
Additional fee for operating without a permit	N/A	£1,137.00	0.00%
Annual Subsistence Charges			
Annual Subsistence (Low)	N/A	£1,384.00	0.00%
Annual Subsistence (Medium)	N/A	£1,541.00	0.00%
Annual Subsistence (High)	N/A	£2,233.00	0.00%
Variation			
Substantial Variation	N/A	£1,309.00	0.00%
Transfer			
Transfer	N/A	£225.00	0.00%
Surrender			
Surrender	N/A	£668.00	0.00%
Standard Part B Fees			
Standard Part B Process	£1,579.00	£1,579.00	0.00%
Additional fee for currently operating without a permit	£1,137.00	£1,137.00	0.00%
Stage I Petrol Vapour Recovery	N/A	£148.00	0.00%
Dry Cleaners	N/A	£148.00	0.00%
Stage I & Stage II Petrol Vapour Recovery	£246.00	£246.00	0.00%
Vehicle Refinishers	£346.00	£346.00	0.00%
Additional fee for operating a reduced fee activity without a permit	£68.00	£68.00	0.00%
Mobile screening and crushing plant	£1,579.00	£1,579.00	0.00%
:- for the 3rd to 7th applications	£943.00	£943.00	0.00%
:- for 8th & Subsequent applications	£477.00	£477.00	0.00%
*Where an application for any of the above is for a combined Part B & Waste application	£297.00 (in addition to above)	£297.00 (in addition to above)	0.00%
Annual Subsistence Charges			
Standard Process (Low)	£739.00 (+£99 Combined Part B & Waste Installation)	£739.00 (+£99 Combined Part B & Waste Installation)	0.00%
Standard Process (Medium)	£1,111.00 (+£149 Combined Part B & Waste Installation)	£1,111.00 (+£149 Combined Part B & Waste Installation)	0.00%
Standard Process (High)	£1,672.00 (+£198 Combined Part B & Waste Installation)	£1,672.00 (+£198 Combined Part B & Waste Installation)	0.00%
Reduced fee activity (Low)	£76.00	£76.00	0.00%
Reduced fee activity (Medium)	£151.00	£151.00	0.00%
Reduced fee activity (High)	£227.00	£227.00	0.00%
Stage I & II Petrol Vapour Recovery			
Petrol Vapour Recovery 1 & 2 (Low)	£108.00	£108.00	0.00%
Petrol Vapour Recovery 1 & 2 (Medium)	£216.00	£216.00	0.00%
Petrol Vapour Recovery 1 & 2 (High)	£326.00	£326.00	0.00%
Vehicle Refinishing			
Vehicle Refinishers (Low)	£218.00	£218.00	0.00%
Vehicle Refinishers (Medium)	£349.00	£349.00	0.00%
Vehicle Refinishers (High)	£524.00	£524.00	0.00%
Mobile Plant			
Mobile Plant - 1st & 2nd Permits (Low)	£618.00	£618.00	0.00%
Mobile Plant - 1st & 2nd Permits (Medium)	£989.00	£989.00	0.00%
Mobile Plant - 1st & 2nd Permits (High)	£1,484.00	£1,484.00	0.00%
Mobile Plant - 3rd - 7th Permits (Low)	£368.00	£368.00	0.00%
Mobile Plant - 3rd - 7th Permits (Medium)	£590.00	£590.00	0.00%
Mobile Plant - 3rd - 7th Permits (High)	£884.00	£884.00	0.00%
Mobile Plant - 8th + Permits (Low)	£189.00	£189.00	0.00%
Mobile Plant - 8th + Permits (Medium)	£302.00	£302.00	0.00%
Mobile Plant - 8th + Permits (High)	£453.00	£453.00	0.00%
:- Part B process subject to reporting in addition to above (under E-PRTR)	£99.00	£99.00	0.00%
Transfer and Surrender			

Environmental Health Cont: Permits

All Non Business for VAT purposes

<u>LA - IPPC charges</u>	<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	Increase %
<u>Environmental Permitting</u>			
<u>Application Fees</u>			
A2 Application Fee	£3,218.00	£3,218.00	0.00%
Additional fee for operating without a permit	£1,137.00	£1,137.00	0.00%
<u>Annual Subsistence Charges</u>			
Annual Subsistence (low)	£1,384.00	£1,384.00	0.00%
Annual Subsistence (Medium)	£1,541.00	£1,541.00	0.00%
Annual Subsistence (High)	£2,233.00	£2,233.00	0.00%
<u>Variation</u>			
Substantial Variation	£1,309.00	£1,309.00	0.00%
<u>Transfer</u>			
Transfer	£225.00	£225.00	0.00%
Partial Transfer	£668.00	£668.00	0.00%
<u>Surrender</u>			
Surrender	£668.00	£668.00	0.00%

HACKNEY CARRIAGES
All Outside the scope of VAT

HACKNEY CARRIAGES/ PRIVATE HIRE		<u>2016/2017</u>	<u>2017/2018</u>	<u>Increase</u>
DRIVERS		<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
1 year New HC & PH Drivers Licences		£113.00	£113.00	**** 0.00%
3 year New HC & PH Drivers Licences		£246.00	£246.00	**** 0.00%
3 yearly DBS Fee *		£44.00	£44.00	**** 0.00%
DVLA check		£7.50	N/A	
HC Deposit Knowledge Test	**	£55.00	£55.00	0.00%
HC Knowledge Test (50% to GHCA)**		£110.00	£110.00	0.00%
PH Knowledge Test		£31.00	£31.00	0.00%
Renewal HC & PH drivers	(1 Year)	£79.00	£79.00	0.00%
	(3 Year)	£206.00	£206.00	0.00%
3 yearly DBS Fee *		£44.00	£44.00	**** 0.00%
Replacement Licence Badge		£10.00	Each £10.00	**** 0.00%
OPERATORS				
1 year PH Operators Licences - up to 2 vehicles		£247.00	N/A	0.00%
Up to 3-5 vehicles		£314.00	N/A	0.00%
Up to 6-10 vehicles		£239.00	N/A	0.00%
11 + vehicles		£958.00	N/A	0.00%
5 Year PH Operators Licences - up to 2 vehicles		£988.00	N/A	0.00%
Up to 3-5 vehicles		£1,256.00	N/A	0.00%
Up to 6-10 vehicles		£2,556.00	N/A	0.00%
11 + vehicles		£3,832.00	N/A	0.00%
1 year PH Operators Licences:				
Micro Operator (up to 3 vehicles)			£300.00	0.00%
Small Operator (4 - 10 vehicles)			£620.00	0.00%
Medium Operator (11 - 30 vehicles)			NEW £1,000.00	0.00%
Large Operator (31 + vehicles)			OPERATOR FEE £1,500.00	0.00%
5 year PH Operators Licences:				
Micro Operator (up to 3 vehicles)			STRUCTURE £1,200.00	0.00%
Small Operator (4 - 10 vehicles)			£2,480.00	0.00%
Medium Operator (11 - 30 vehicles)			£4,000.00	0.00%
Large Operator (31 + vehicles)			£6,000.00	0.00%
Add Premises on Operators Licence	1 year new application	£144.00	£144.00	0.00%
	5 year new application	£450.00	£450.00	0.00%
Add Premises on Operators Licence	1 year Renewal	£103.00	£103.00	0.00%
	5 Year Renewal	£410.00	£410.00	0.00%
VEHICLES				
HC Vehicle Licences		£189.00	£189.00	0.00%
PH Vehicle Licences		£189.00	£189.00	0.00%
Transfer of Ownership		£50.00	£50.00	**** 0.00%
Temprrary Change of Vehicle		£67.00	£67.00	0.00%
Replacement Plates	External Rear	£20.00	Each £20.00	**** 0.00%
	External Front	£15.00	Each £15.00	0.00%
	Internal Window	£15.00	Each £15.00	**** 0.00%
Replacement Licence Certificate		£10.50	Each £10.50	0.00%
Application to notify of change of address		£10.50	£10.50	0.00%
Hackney Carriage Sticker Pack (No Smoking Stickers)		£5.00	£5.00	0.00%
Private Hire Sticker Pack (Bus Lane , Insurance (x3) and no smoking)		£10.00	£10.00	0.00%
Bus Lane Sticker		£3.00	Each £3.00	0.00%

LICENCES (Act 2003)

All Non business for VAT purposes

	<u>2016/2017</u> <u>Charge £</u>		<u>2017/2018</u> <u>Charge £</u>	Increase %		
<u>Sex shop Licences:</u>						
Grant/Renewal	Changed to below					
New Application	£4,420		£4,420	0.00%		
Renewal Application	£2,810		£2,810	0.00%		
Transfer Application	£2,125		£2,125	0.00%		
Variation Application	£2,125		£2,125	0.00%		
Refund to unsuccessful new and renewal applications	£800		£800	0.00%		
Change of Details	£33.50		£33.50	0.00%		
Copy of Licence	£15.50		£15.50	0.00%		
<u>Houses Let in Multiple Occupation (HMO's)</u>						
New or renewed standard applications	£450.00		£450.00	0.00%		
Variations to application	£70.00		£70.00	0.00%		
Additional cost for non-standard applications per hour	£33.00		£33.00	0.00%		
Standard Application Fee Payable every three years	£370.00		£370.00	0.00%		
Non Standard Application Fee Payable on failure to licence at appropriate time	variable based on officer times	---	variable based on officer times	---		
<u>Premises Licences and Club Premises Certificates</u>						
Band A, NDRV £0 - £4,300	Conversion/New/Variation Annual Fee	£100.00	**	£100.00	**	0.00%
	Annual Fee	£70.00	**	£70.00	**	0.00%
Band B, NDRV £4,301 - £33,000	Conversion/New/Variation Annual Fee	£190.00	**	£190.00	**	0.00%
	Annual Fee	£180.00	**	£180.00	**	0.00%
Band C, NDRV £33,001 - £87,000	Conversion/New/Variation Annual Fee	£315.00	**	£315.00	**	0.00%
	Annual Fee	£295.00	**	£295.00	**	0.00%
# Band D, NDRV £87,001 - £125,000	Conversion/New/Variation Annual Fee	£450.00	**	£450.00	**	0.00%
	Annual Fee	£320.00	**	£320.00	**	0.00%
## Band E, NDRV £125,001 and above	Conversion/New/Variation Annual Fee	£635.00	**	£635.00	**	0.00%
	Annual Fee	£350.00	**	£350.00	**	0.00%

Note: Where Premises are used exclusively or primarily for the supply of alcohol for consumption on the premises the fee shall be 2 x the amount specified above

Note: Where Premises are used exclusively or primarily for the supply of alcohol for consumption on the premises the fee shall be 3 x the amount specified above

** Statutory fee

--- Additional charges will be incurred for non-standard applications that will be calculated in accordance with the nature and amount of extra work required.

Note: Gambling Act 2005 may give rise to changes in some of the Fees listed above but however these charges have not been set and the above will apply until further notice.

LICENCES (Act 2003 - Continued)

All Non busines for VAT purposes

		<u>2016/2017</u>		<u>2017/2018</u>		<u>Increase</u>
		<u>Charge £</u>		<u>Charge £</u>		<u>%</u>
<u>Additional Fee for Licensable Activities where the Occupancy is > 5000</u>						
Occupancy -	5,000 - 9,999	£1,000.00	**	£1,000.00	**	0.00%
	10,000 - 14,999	£2,000.00	**	£2,000.00	**	0.00%
	15,000 - 19,999	£4,000.00	**	£4,000.00	**	0.00%
	20,000 - 29,999	£8,000.00	**	£8,000.00	**	0.00%
	30,000 - 39,999	£16,000.00	**	£16,000.00	**	0.00%
	40,000 - 49,999	£24,000.00	**	£24,000.00	**	0.00%
	50,000 - 59,000	£32,000.00	**	£32,000.00	**	0.00%
	60,000 - 69,999	£40,000.00	**	£40,000.00	**	0.00%
	70,000 - 79,999	£48,000.00	**	£48,000.00	**	0.00%
	80,000 - 89,999	£56,000.00	**	£56,000.00	**	0.00%
	90,000 and over	£64,000.00	**	£64,000.00	**	0.00%
<u>Licensing Act 2003 - Other Fees</u>						
Loss or theft of premises licence or summary (Section 25)		£10.50	**	£10.50	**	0.00%
Application for a provisional statement where premises being built etc. (Section 29)		£315.00	**	£315.00	**	0.00%
Notification of change of name or address (Section 33)		£10.50	**	£10.50	**	0.00%
Application to vary licence to specify individual as premises supervisor (Section 37)		£23.00	**	£23.00	**	0.00%
Application for minor variation tp premises licence or club premises certificate		£89.00	**	£89.00	**	0.00%
Application for transfer of premises licence (Section 42)		£23.00	**	£23.00	**	0.00%
Interim Authority Notice following the death etc of licence holder (Section 47)		£23.00	**	£23.00	**	0.00%
Theft, loss etc. of certificate or summary (Section 79)		£10.50	**	£10.50	**	0.00%
Notification of change of name or alteration of rules of club (Section 82)		£10.50	**	£10.50	**	0.00%
Change of relevant registered address of club (Section 83 (1) or (2))		£10.50	**	£10.50	**	0.00%
Temporary Event Notice (Section 100)		£21.00	**	£21.00	**	0.00%
Theft, loss etc. or temporary event notice (Section 110)		£10.50	**	£10.50	**	0.00%
Application for a grant or renewal of personal licence (Section 117)		£37.00	**	£37.00	**	0.00%
Theft, loss etc. of personal licence (Section 126)		£10.50	**	£10.50	**	0.00%
Duty to notify change of name or address (Section 127)		£10.50	**	£10.50	**	0.00%
Right of freeholder etc. to be notified of licensing matters (Section 178)		£21.00	**	£21.00	**	0.00%
**	Statutory fees					

LICENCES (Gambling Act 2005)

All Non business for VAT purposes

			<u>2016/2017</u>	<u>2017/2018</u>	Increase
			<u>Charge £</u>	<u>Charge £</u>	<u>%</u>
<u>Premises Licences and Permit Fees</u>					
New Small Casino	Application	New/Provisional Statement	£5,600.00 *	£5,600.00 *	0.00%
		Annual Fee	£3,500.00 *	£3,500.00 *	0.00%
	Application	Variation	£2,800.00 *	£2,800.00 *	0.00%
	Application	Provisional Statement Holders	£2,100.00 *	£2,100.00 *	0.00%
	Application	Transfer / Reinstatement	£1,260.00 *	£1,260.00 *	0.00%
New Large Casino	Application	New/Provisional Statement	£7,000.00 *	£7,000.00 *	0.00%
		Annual Fee	£7,000.00 *	£7,000.00 *	0.00%
	Application	Variation	£3,500.00 *	£3,500.00 *	0.00%
	Application	Provisional Statement Holders	£3,500.00 *	£3,500.00 *	0.00%
	Application	Transfer / Reinstatement	£1,505.00	£1,505.00	0.00%
Regional Casino	Application	New/Provisional Statement	£10,500.00 *	£10,500.00 *	0.00%
		Annual Fee	£10,500.00 *	£10,500.00 *	0.00%
	Application	Variation	£5,250.00 *	£5,250.00 *	0.00%
	Application	Provisional Statement Holders	£5,600.00 *	£5,600.00 *	0.00%
	Application	Transfer / Reinstatement	£4,550.00 *	£4,550.00 *	0.00%
Bingo Club	Application	New/Provisional Statement	£2,450.00 *	£2,450.00 *	0.00%
		Annual Fee	£700.00 *	£700.00 *	0.00%
	Application	Variation	£1,225.00 *	£1,225.00 *	0.00%
	Application	Provisional Statement Holders	£840.00 *	£840.00 *	0.00%
	Application	Transfer / Reinstatement	£840.00 *	£840.00 *	0.00%
Betting Premises (excluding Tracks)	Application	New/Provisional Statement	£2,100.00 *	£2,100.00 *	0.00%
		Annual Fee	£420.00 *	£420.00 *	0.00%
	Application	Variation	£1,050.00 *	£1,050.00 *	0.00%
	Application	Provisional Statement Holders	£840.00 *	£840.00 *	0.00%
	Application	Transfer / Reinstatement	£840.00 *	£840.00 *	0.00%
Tracks	Application	New/Provisional Statement	£1,750.00 *	£1,750.00 *	0.00%
		Annual Fee	£700.00 *	£700.00 *	0.00%
	Application	Variation	£875.00 *	£875.00 *	0.00%
	Application	Provisional Statement Holders	£665.00 *	£665.00 *	0.00%
	Application	Transfer / Reinstatement	£665.00 *	£665.00 *	0.00%
Family Entertainment Centres	Application	New/Provisional Statement	£1,400.00 *	£1,400.00 *	0.00%
		Annual Fee	£525.00 *	£525.00 *	0.00%
	Application	Variation	£700.00 *	£700.00 *	0.00%
	Application	Provisional Statement Holders	£665.00 *	£665.00 *	0.00%
	Application	Transfer / Reinstatement	£665.00 *	£665.00 *	0.00%
Gaming Centre (Adult)	Application	New/Provisional Statement	£1,400.00 *	£1,400.00 *	0.00%
		Annual Fee	£700.00 *	£700.00 *	0.00%
	Application	Variation	£700.00 *	£700.00 *	0.00%
	Application	Provisional Statement Holders	£840.00 *	£840.00 *	0.00%
	Application	Transfer / Reinstatement	£840.00 *	£840.00 *	0.00%
Copy of Licence			£20.00 *	£20.00 *	0.00%
Notification of Change Fee			£35.00 *	£35.00 *	0.00%
Occasional Use Notice			No Fee	No Fee	
Temporary Use notice			£500.00	£500.00	

* Note :Gloucester City Council prices are set as a guide, and will be subject to variation in accordance with evidence of fairness. However the amount charged will not exceed the Statutory maximum set by Legislation.

LICENCES (Gambling Act 2005)

All Non business for VAT purposes

		<u>2016/2017</u>	<u>2017/2018</u>	<u>Increase</u>	
		<u>Charge £</u>	<u>Charge £</u>	<u>%</u>	
<u>Permit Fees</u>					
Family Entertainment Centre	Application	New/Renewal	£300.00 *	£300.00 *	0.00% each
	Application	Transitional	£100.00 *	£100.00 *	0.00%
		Change of Name	£25.00 *	£25.00 *	0.00%
		Copy of Permit	£15.00 *	£15.00 *	0.00%
Prize Gaming	Application	New/Renewal	£300.00 *	£300.00 *	0.00% each
	Application	Transitional	£100.00 *	£100.00 *	0.00%
		Change of Name	£25.00 *	£25.00 *	0.00%
		Copy of Permit	£15.00 *	£15.00 *	0.00%
Alcohol Licences Premises- 2 or Less machines	Application	New	£50.00 *	£50.00 *	0.00%
Alcohol Licences Premises- More than 2 machines	Application	New	£150.00 *	£150.00 *	0.00%
		Annual Fee	£50.00 *	£50.00 *	0.00%
	Application	Transitional	£100.00 *	£100.00 *	0.00%
	Application	Variation	£100.00 *	£100.00 *	0.00%
		Change of Name	£25.00 *	£25.00 *	0.00%
		Copy of Permit	£15.00 *	£15.00 *	0.00%
Club Gaming Permit	Application	New/Renewal	£200.00 *	£200.00 *	0.00% each
		Annual Fee	£50.00 *	£50.00 *	0.00%
	Application	Transitional/Variation	£100.00 *	£100.00 *	0.00% each
		Copy of Permit	£15.00 *	£15.00 *	0.00%
Club Gaming Machine Permit	Application	New/Renewal	£200.00 *	£200.00 *	0.00%
		Annual Fee	£50.00 *	£50.00 *	0.00%
	Application	Transitional/Variation	£100.00 *	£100.00 *	0.00% each
		Copy of Permit	£15.00 *	£15.00 *	0.00%
Club (fast Track) for Gaming Permit or Machine Permit	Application	New/Renewal	£100.00 *	£100.00 *	0.00% each
		Annual Fee	£50.00 *	£50.00 *	0.00%
	Application	Transitional	£100.00 *	£100.00 *	0.00%

* Note Where Annual Fee, Renewal Fee, Transitional Fee, Change of Name, Copy Permit, Variation, and Transfer if not noted - it is because the fee is not Applicable. For the Permit Type.

** All Fees Listed are Statutory and Set by the Secretary of State and Licensing Authority

No Smoking Policy
(Health Act 2006)
All Non business for VAT purposes

		<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	<u>Increase</u> <u>%</u>
<u>Fixed Penalty</u>				
Failure to Display NO Smoking Signs	(paid within 15 Days)	£150.00 *	£150.00 *	0.00%
	(paid within 29 days)	£200.00 *	£200.00 *	0.00%
Smoking Offences in a Smoke- free Place	(paid within 15 Days)	£30.00 **	£30.00 **	0.00%
	(paid within 29 days)	£50.00 **	£50.00 **	0.00%

* Note that this is a Statutory Penalty under Section 6 of the Health Act 2006

** Note that this is a Statutory Penalty under Section 7 of the Health Act 2006

ENVIRONMENTAL HEALTH

All Non Business for VAT purposes unless where stated

		<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	<u>Increase</u> <u>%</u>
Food Export Certificates		£27.50	£28.00	1.82%
Level 2 Award in Food Safety in Catering Training	Gloucester business candidates	£48.00	£49.00	2.08%
	non-Gloucester business candidates	£60.50	£62.00	2.48%
	At the Business Address (VAT INCLUSIVE)	£41.00	£42.00	2.44%
N.B. Discounts are available for group bookings				
<u>Animal Health Licences</u>		Plus cost of vet ***		
Animal Boarding Establishments		£123.00	£123.00	0.00%
Breeding of Dogs Licence***		£73.00	£73.00	0.00%
Dangerous Wild Animals Licence ***	Initial application	£200.00	£200.00	0.00%
	Renewal application	£150.00	£150.00	0.00%
Pet Shop Licences ***		£70.00	£70.00	0.00%
Zoo Licences ***		£414.00	£414.00	0.00%
Horse Riding Establishment Licence ***		£144.00	£144.00	0.00%
Copy of licence		£10.50	£10.50	0.00%
<u>Scrap Metal Dealers Licence</u>				
Application				
New Site Licence Application		£430.00	£430.00	0.00%
New Collectors Application		£258.00	£258.00	0.00%
Site Renewal Application		£336.00	£336.00	0.00%
Collectors Renewal Application		£212.00	£212.00	0.00%
Variation to Site Application		£230.00	£230.00	0.00%
Variation to Collectors Application		£138.00	£138.00	0.00%
Replacement Vehicle Badge		£20.00	£20.00	0.00%
Copy of Paper Licence		£10.50	£10.50	0.00%
Change of Details		£47.00	£47.00	0.00%

ALLOTMENTS

Exempt from VAT

	2016/17		2017/18		%
	Charge in pence		Charge in pence		Increase
per square metre	16.962	Pence	16.548	Pence	-2.44%

- Age related concessions: 40% reduction (Allotment holder pays 60% of full price)
- Concessions applicable only 1 Allotment per person.
- Plot tenants in receipt of Housing Benefit and/or Council Tax Support and proven are entitled to 40% discount.
- People with a disability are entitled to 40% concession
- Concession is available for men & women over the age of 65.
- Women currently receiving age related benefit before 1/12/14 and below age 65 years will continue to do so.

Hire of Parks for Events

	2016/17		2017/18		
	Charge		Charge		
Application Fee					
This is not refundable and is to be paid on application					
Commercial Promotion	£102.50		£102.50		0.00%
National Registered Charity	£51.25		£51.25		0.00%
Local charity or not for profit organisation	FREE		FREE		0.00%

Exempt from VAT

	2016/17		2017/18		
	Charge		Charge		
Gloucester Park/ Plock Court (Rate per day)					
Commercial Promotion	From £700*		From £700*		0.00%
National Registered Charity	£102.50		£102.50		0.00%
Local charity or not for profit organisation	£51.25		£51.25		0.00%

All Other Public Open Space

Commercial Promotion	From £300		From £300		0.00%
National Registered Charity	FREE		FREE		0.00%
Local charity or not for profit organisation	FREE		FREE		0.00%

*Fees will be negotiable and will be based on the scale and requirements of the event. This will be considered on a case by case basis.

City Centre

Negotiable and will be based on the scale and requirements for the event. This will be considered on a case by case basis.

Cancellation Policy

6 Weeks Prior to Event	10% of total fee	10% of total fee
5 Weeks Prior to Event	20% of total fee	20% of total fee
Less than 5 Weeks	50% of total fee	50% of total fee
Less than 2 Weeks	100% of total fee	100% of total fee
Set up day	25% of total fee	25% of total fee
Breakdown day	25% of total fee	25% of total fee

Bond

Dependant on size of event and equipment used.
Minimum of £500, If large vehicles present on open space - Minimum of £2000

Film Crew

Amateur/Student crew	£50 a day	£50 a day	0.00%
Professional	£250 a day	£250 a day	0.00%

Please note: other charges may apply for additional services or permissions, for example:

- (i) Land use agreement (£150 - £750)
- (ii) Equipment hire
- (iii) Electrical hook-up
- (iv) Provision of water
- (v) Waste management
- (vi) Licences e.g. temporary event notices

Stray Dogs

Excludes VAT

Charge per Day		Charges for 2016/2017	Charges for 2017/2018	
1 Day	1 Hour collection charge	£84.00	£90.00	See Note 1
	2 Hours collection charge	N/A	£125.00	
2 Days	1 Hour collection charge	£128.00	£105.00	See Note 2
	2 Hours collection charge	N/A	£140.00	
3 Days	1 Hour collection charge	£172.00	£120.00	
	2 Hours collection charge	N/A	£155.00	
4 Days	1 Hour collection charge	£216.00	£135.00	
	2 Hours collection charge	N/A	£170.00	
5 Days	1 Hour collection charge	£260.00	£150.00	
	2 Hours collection charge	N/A	£185.00	
6 Days	1 Hour collection charge	£304.00	£165.00	
	2 Hours collection charge	N/A	£200.00	
7 Days	1 Hour collection charge	£348.00	£180.00	
	2 Hours collection charge	N/A	£215.00	

Note 1

Fees will be charged for every part or whole day at the kennel

2017/18 fees based on the following:

Statutory fee	£25.00
Admin fee	£15.00
Collection fee (@ £35 per hour)	£35.00
Daily kennel fee	£15.00
Total	£90.00

One off delivery back to owner fee	£30.00
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CEMETERIES AND CREMATORIUM FEES

<u>A INTERMENT FEE</u>	<i>Exempt from VAT</i>	<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	<u>Increase</u> <u>by 2.5%</u>
1.	Still-born child or child whose age at time of death did not exceed 3 months (to a depth not exceeding 5ft)	£65.00	£67.00	3.08%
2.	Child who at the date of death had exceeded 3 months but had not attained his/her 17th birthday (to a depth not exceeding 5ft)	£234.50 **	£240.00 **	2.35%
3.	Person who at the date of death attained his/her 17th birthday (to a depth not exceeding 5ft)	£670.00 **	£690.00 **	2.99%
4.	Person who at the date of death attained his/her 17th birthday (to a depth not exceeding 7ft)	£969.00 **	£995.00 **	2.68%
5.	Extra depth 7ft - 9ft	£422.50	£435.00	2.96%
6.	Coffin or Casket exceeding 7ft 2" long or exceeding 32" wide - additional cost of shoring extra wide casket, plus wooden shoring	£940.00 **	£965.00 **	2.66%
7.	Coffin or Casket exceeding 7ft 2" long or exceeding 32" wide - additional cost shoring in a re-open grave space next door is not lost	£280.00 **	£287.50 **	2.68%

Note: Fees numbered 1 and 2 above are not payable by the next-of-kin provided the deceased's normal residence was within the administrative area of the Gloucester City Council. Thus, where a grave is purchased and dug for three and the first interment is that of a child qualifying for free burial the fee payable will be £1260.92 less the appropriate child fee.

Fees or other optional services, eg Organ, Organist's, "Exclusive Right of Burial", etc, remain payable in accordance with those specified below.

		<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	<u>Increase</u> <u>2.50%</u>
Any bricked grave	Standard rated VAT	£8,618.50	£8,834.00	2.50%

<u>B INTERMENT OF CREMATED REMAINS</u>	<i>Exempt</i>			
In an earth grave where the Exclusive Right of Burial has been purchased		£209.50	£215.00	2.63%
To pour ashes into a grave where cremation took place at Gloucester		£49.00	£50.00	2.04%
 <u>C NEW CREMATED REMAINS GARDEN</u>				
Charges for purchase of Burial rights for cremated remains only	<i>Exempt</i>	£261.50	£268.00	2.49%
Interment fee (applicable in addition to the above charge)		£209.50	£215.00	2.63%
Permission for Headstone		£129.00	£132.00	2.33%
			£615.00	
 <u>D SCATTERING OF CREMATED REMAINS ON A GRAVE</u>				
1. Where a cremation has taken place at Gloucester Crematorium with or without an appointment		£49.00	£50.00	2.04%
2. Where cremation has taken place elsewhere, with or without an appointment		£57.75	£59.00	2.16%

**** Statutory fees**

Concessions:

Concessions of 100% apply to the interment or cremation of children aged under 17 whose usual residence was within the City of Gloucester. This concession does not apply to the interment of cremated remains

CEMETERIES AND CREMATORIUM FEES (Continued)

		<u>2016/2017</u> <u>Charge £</u>	<u>2017/2018</u> <u>Charge £</u>	<u>Increase</u> <u>2.50%</u>
E EARTH GRAVE	<i>Exempt from VAT</i>			
1. Exclusive Right of Burial for 50yrs		£660.00	£680.00	3.03%
Exclusive Right of Burial for 75yrs		£1,008.50	£1,035.00	2.63%
Exclusive Right of Burial for 99yrs		£1,680.00	£1,725.00	2.68%
Purchase in Reserve	<i>Exempt from VAT</i>	£1,220.00	£1,250.50	2.50%
F USE OF CHAPEL FOR BURIAL & MEMORIAL SERVICES	<i>Exempt from VAT</i>			
This charge now includes use of organ and organist (whether used or not)		£209.50	£214.75	2.51%
G MEMORIALS, etc. (For the right to erect or place)	<i>Exempt from VAT</i>			
1. Headstone not exceeding 3ft. in height		£296.75	£304.00	2.44%
2. Vase or block of quarried stone not exceeding 10"x10"x10" (free standing)		£82.00	£84.00	2.44%
3. Each inscription after the first £60.00 + £10.50 VAT		£82.00	£84.00	2.44%
4. Raised stone 18"x12"x4" with of without flower container		£129.00	£132.00	2.33%
H GRAVE MAINTENANCE	<i>Standard rated</i>			
1. Keeping tidy per grave annually		£90.00 *	£92.50 *	2.78%
2. Keeping tidy and planting per grave annually		£135.50 *	£138.50 *	2.21%
3. Keeping tidy C.W.G.C. Graves per grave annually		£7.00 *	£7.50 *	7.14%
4. Search Fees - Records		£43.00 *	£44.00 *	2.33%
* Including VAT at standard rate				
WOODLAND BURIALS	<i>Exempt from VAT</i>			
All inclusive charge for a Woodland Burial		£1,437.00	£1,475.00	2.64%

CEMETERIES AND CREMATORIUM FEES(continued)

CREMATORIUM

<i>Exempt from VAT</i>		<u>2016/2017</u>	<u>2017/2018</u>	<u>Increase</u>
		<u>Charge £</u>	<u>Charge £</u>	<u>2.50%</u>
A	<u>CREMATION FEES</u>			
1.	Stillborn child or child whose age at time of death did not exceed 3 months	£63.50	£65.00	2.36%
2.	Child who at the date of death had exceeded 3 months but had not attained his/her 17th birthday	£123.50	£126.50	2.43%
3.	Person who at the date of death attained his/her 17th birthday	£810.00 * #	£830.00 * #	2.47%
*	This charge includes the medical referee fee together with the use of organ and organist's fee (whether used or not)			
#	This charge includes Mercury Abatement Fee			

NOTE: Fees numbered 1 and 2 above, and Medical Referee fees related thereto, are not payable by next-of-kin provided the deceased's normal residence was within the administrative area of the Gloucester City Council.

Concessions of 100% apply to the interment or cremation of children aged under 17 whose usual residence was within the City of Gloucester. This

In Special circumstances a request can be made for a 4.00pm Cremation Service

		£126.50	£130.00	2.77%
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B SCATTERING OF CREMATED REMAINS

1.	Where cremation has taken place at Gloucester Crematorium, by appointment	£49.00	£50.00	2.04%
2.	Where cremation has taken place elsewhere, with or without appointment	£57.75	£59.00	2.16%

C ADDITIONAL CREMATION CERTIFICATES

		£21.00	£22.00	4.76%
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D MEDICAL REFEREES FEES

		£51.80	£53.10	2.50%
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E CREMATORIUM CASKETS

	Polytainer	£11.50	£12.00	4.35%
	Lawnswood Urn	£29.00	£30.00	3.45%
	Derby Casket	£58.00	£60.00	3.45%

F LOAN OF SCATTERING URN

		£36.00	£37.00	2.78%
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Deposit of Cremated Remains per Month after Month

		£39.00	£40.00	2.56%
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G NATIVE HARDWOOD GARDEN SEAT

		£1,130.00 *	£1,160.00 *	2.65%
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Granite Seat

		£1,950.00 *	£2,000.00 *	2.56%
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H BOOK OF MEMORY

1.	2 Line Inscription	£69.00 *	£70.00 *	1.45%
2.	5 Line Inscription	£116.00 *	£120.00 *	3.45%

* Including VAT at standard rate

CEMETERIES AND CREMATORIUM FEES (Continued)

KERB PLAQUES, TREES, ETC. (20 YRS)

		<u>2016/2017</u>	<u>2017/2018</u>	Increase
		<u>Charge £</u>	<u>Charge £</u>	<u>2.50%</u>
Single bronze kerb plaque		£343.00 *	£352.00 *	2.62%
Single bronze kerb plaque c/w a Rose motif		£380.25 *	£390.00 *	2.56%
Double bronze kerb plaque		£684.00 *	£701.00 *	2.49%
Single bronze tree plaque		£375.50 *	£385.00 *	2.53%
Double bronze tree plaque		£726.00 *	£744.00 *	2.48%
Bronze Heart Tree Plaque (max of 50 letters/figs)		£414.50 *	£425.00 *	2.53%
Bronze Heart Tree Plaque c/w a Rose motif		£442.00 *	£453.00 *	2.49%
Reserved space on kerb		£81.00 *	£83.00 *	2.47%
Flowering tree & Plaque		£1,065.50 *	£1,092.00 *	2.49%
Standard Rose Tree or Shrub & Plaque		£917.00 *	£940.00 *	2.51%
Rose Bush & Plaque		£965.00 *	£990.00 *	2.59%
Flowering tree & tree plaque		£1,065.50 *	£1,092.00 *	2.49%
Standard Rose Tree & single tree plaque		£917.00 *	£940.00 *	2.51%
Standard Rose Tree & bronze heart plaque		£965.00 *	£990.00 *	2.59%
Standard Rose Tree & Double tree plaque		£1,344.00 *	£1,378.00 *	2.53%
Single Granite Plaques	Range from	£382.00 *	£482.00 *	26.18%
	to	£519.00 *	£656.00 *	26.40%
Double Granite Plaques	Range from	£434.00 *	£548.00 *	26.27%
	to	£542.00 *	£800.00 *	47.60%
Renewal of Adoption for 20 yrs	Exempt from VAT			
Single Kerb plaque		£142.50	£146.00	2.46%
Double Kerb Plaque		£284.50	£292.00	2.64%
Standard Rose Tree or Shrub and Plaque		£229.00	£235.00	2.62%
Standard tree and Plaque		£246.00	£252.00	2.44%
Rose Bush and Plaque		£188.00	£193.00	2.66%
Renewal of Reserved Space on Kerb		£81.00	£83.00	2.47%
New Memorial Garden				
Vase		£880.00 *	£902.00 *	2.50%
Sanctum 2000		£1,322.00 *	£1,355.00 *	2.50%
Sanctum 2		£1,541.00 *	£1,580.00 *	2.53%
Use of organ and organist Included in use of chapel		£64.60 *	£67.00 *	3.72%

* Including VAT at standard rate

CEMETERIES AND CREMATORIUM FEES (Continued)

<u>Cedar Garden Price List</u>	<u>2016/2017</u>	<u>2017/2018</u>	Increase
	Charge £	TOTAL £	2.50%
<i>Cedar Garden</i>			
Standard Rose Tree	£408.00 *	£418.50 *	2.57%
Single Bronze Tree Plaque	£509.00 *	£522.00 *	2.55%
Granite Tree Plaque Standard Motif (Extra cost)	£70.00 *	£72.00 *	2.86%
<i>Boutonniere Plaques</i>			
Text Only	£475.00 *	£487.00 *	2.53%
Hand Painted Motif	£502.00 *	£515.00 *	2.59%
Photo Plaque	£543.00 *	£557.00 *	2.58%
<i>Granite Memorial Book</i>			
Plaque	£340.00 *	£348.50 *	2.50%

* Including VAT at standard rate

<u>Cremated Remains Memorials Price List</u>	<u>2016/2017</u>	<u>2017/2018</u>	
	Charge £	TOTAL £	
<i>Cariad Collection Keepsakes</i>			
Cheviot Keepsake	£42.00 *	£43.00 *	2.38%
Brecon Keepsake	£42.00 *	£43.00 *	2.38%
Dynasty Keepsake	£42.00 *	£43.00 *	2.38%
Pennine Keepsake	£42.00 *	£43.00 *	2.38%
Mendip Keepsake	£42.00 *	£43.00 *	2.38%
Cairngorm Keepsake	£42.00 *	£43.00 *	2.38%
<i>Cariad Full Size Urns</i>			
Cheviot Full Size Urns	£184.50 *	£189.50 *	2.71%
Brecon Full Size Urns	£184.50 *	£189.50 *	2.71%
Dynasty Full Size Urns	£184.50 *	£189.50 *	2.71%
Pennine Full Size Urns	£184.50 *	£189.50 *	2.71%
Mendip Full Urns	£184.50 *	£189.50 *	2.71%
Cairngorm Full Size Urns	£184.50 *	£189.50 *	2.71%
<i>Mandalay Aluminium Urn</i>			
Silver	£52.50 *	£54.00 *	2.86%
Burgundy	£52.50 *	£54.00 *	2.86%
Dark Blue	£52.50 *	£54.00 *	2.86%
<i>Sterling Silver Necklace</i>			
Heart Pendant with Chain	£110.00 *	£113.00 *	2.73%
Ribbon Pendant with Chain	£110.00 *	£113.00 *	2.73%
Teardrop Pendant with Chain	£110.00 *	£113.00 *	2.73%
<i>Sterling Silver Charm Bracelet</i>			
Charm Bracelet with Heart Charm	£147.00 *	£151.00 *	2.72%
Charm Bracelet with Round Charm	£147.00 *	£151.00 *	2.72%
<i>Derby Caskets</i>			
Single Adult Caskets	£58.00 *	£60.00 *	3.45%
Child Caskets	£50.00 *	£51.50 *	3.00%
Baby Caskets	£45.00 *	£46.50 *	3.33%

* Including VAT at standard rate

CEMETERIES AND CREMATORIUM FEES (Continued)

The Columabria Plaque Range Price List

Remembrance Plaques (with 20 years Adoption)

	<u>2016/17</u> Charge £	<u>2016/17</u> Charge £	Increase 2.50%
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Posy Collection

195mm x 125mm x 10mm Plaque with fixing spike Available in Black, Lavender Blue, Blue Pearl, Imperial Green or Red Granite This price includes an intricately carved floral motif, inscription & spike.	£481.50 *	£494.00 *	2.60%
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Scenic Collection

10" x 7" x 10mm Oval Plaque with fixing spike. Available in Black Granite This price includes a tranquil landscape scene, inscription & spike.	£551.00 *	£565.00 *	2.54%
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Memories Collection

Locket

101/2" x 6" x 10mm Heart shaped pendant plaque with fixing spike Available in Black Granite This price includes locket design, photo plaque, inscription & spike.	£646.00 *	£662.50 *	2.55%
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Keepsake

7" x 8" x 10mm Open Trinket shaped plaque with fixing spike. Available in Tropical Brown Granite. This Price includes the trinket box design, inscription & spike.	£551.00 *	£565.00 *	2.54%
--	-----------	-----------	-------

Candle

9" x 5" x 10mm Candle shaped plaque with fixing spike. Available in Black Granite. This price includes candle design, inscription & spike.	£607.50 *	£623.00 *	2.55%
--	-----------	-----------	-------

Childrens Plaques

"To the Moon & Back"

9" Diameter x 10mm circular plaque. Available in Black Granite. This price includes the design, inscription & spike.	£607.50 *	£623.00 *	2.55%
--	-----------	-----------	-------

" Over the Rainbow"

9" Diameter x 10mm Circular plaque. Available in Black Granite. This price includes the design, inscription & spike.	£607.50 *	£623.00 *	2.55%
--	-----------	-----------	-------

"Butterfly"

9" x 7" x 10mm Butterfly shaped plaque. Available in Black, Blue Pearl, Imperial Green, Tropical Brown or Red. This price includes the design, inscription & spike.	£551.00 *	£565.00 *	2.54%
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* Including VAT at standard rate

Bulky Item and Garden Waste Charges

Non business for VAT purposes

Bulky Items

The City Council provides a bulky item collection service. The charge is:

General households: £24 for up to 3 items, with any additional items at £8 per item

Households in receipt of benefit: £12 for up to 3 items, with any additional items at £4 per item

Concessions:

Those in receipt of Council Tax Support or Housing benefit

Amount of concession

50%

Garden Waste

The City Council provides a fortnightly waste collection service. The charge is:

General households: £36 (£18 concession) (1st Oct 2016 – 30th Sep 2017)

General households: £42 (£24 concession) (1st Oct 2017 – 30th Sep 2017)

Concessions:

Those in receipt of Council Tax Support or Housing benefit

Replacement Wheelie Bin (Black or Green)

The City Council will charge for a replacement wheelie bin where it has been damaged or lost at no fault of its contractor:

Replacement Charge (if delivered by contractor): £40

Replacement Charge (if collected from Eastern Avenue Depot): £30

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1. Results of Budget Consultation

Appendix 7

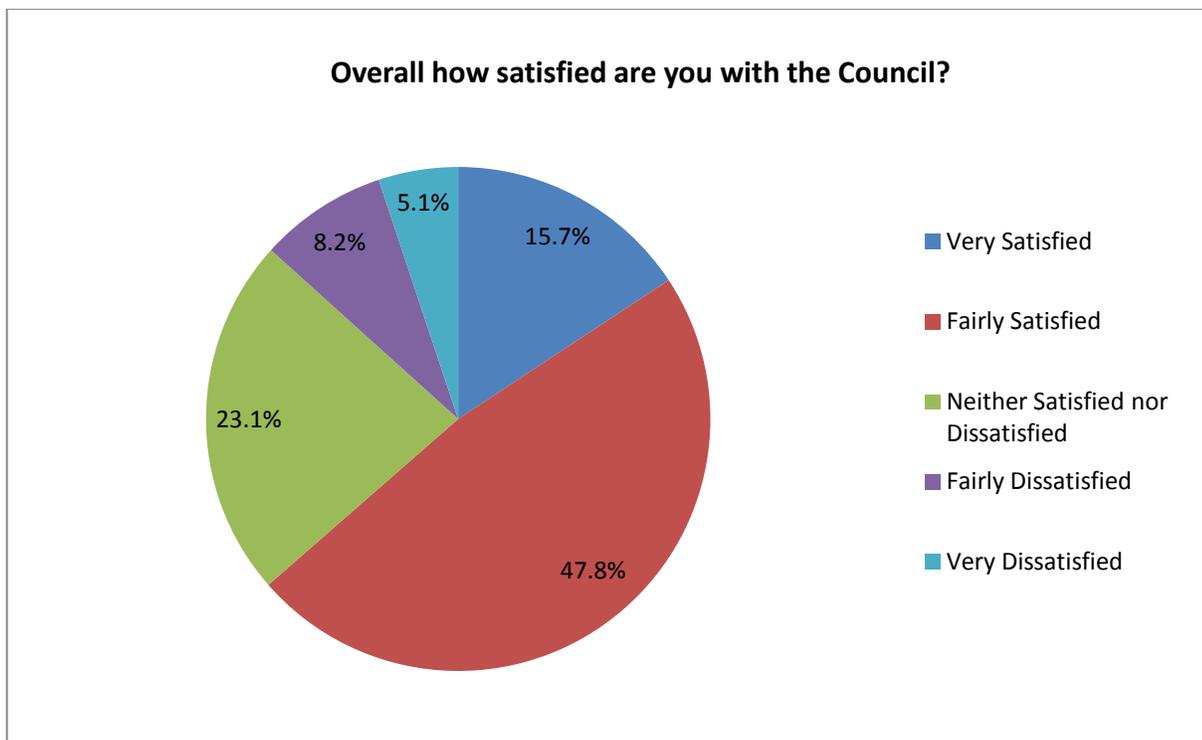
- 1.1 The council's budget consultation for 2017/18 has used an on-line interactive budget survey a link to which has been available on the council's website. Leaflets were also available from the council reception at the city council offices at the Docks, GL1, Oxstalls Sports Park, the Guildhall, and at the City and Folk museums.
- 1.2 Any callers to the council by telephone during the consultation period were also given the opportunity to take part in the survey by customer services staff. The consultation period was for seven weeks during December 2016 and January 2017.
- 1.3 Throughout this process, views of the public and other partners/stakeholders have been sought on the council's financial plans including levels of spending, potential efficiencies and budget savings, as well as opinions on fees and charges.
- 1.4 The online and offline consultation also highlighted the savings the City Council has already made and highlighted the share of Council tax received by the City.
- 1.5 There were 263 responses received as part of the consultation process

2. Consultation responses

Q1. *Overall how satisfied are you with the Council?*

The consultation showed that 63.5% of respondents were either satisfied or very satisfied with the services provided by the Council with 13.3% dissatisfied or fairly dissatisfied.

The Chart below provides a summary;



Q2. Please tell us how you prefer to communicate with the Council

Most Preferred;

1. Telephone
2. E-mail
3. Online

Least Preferred;

1. Post
2. Via Councillor
3. In Person

Q3. Which Council services are most important to you.

The responses showed the following;

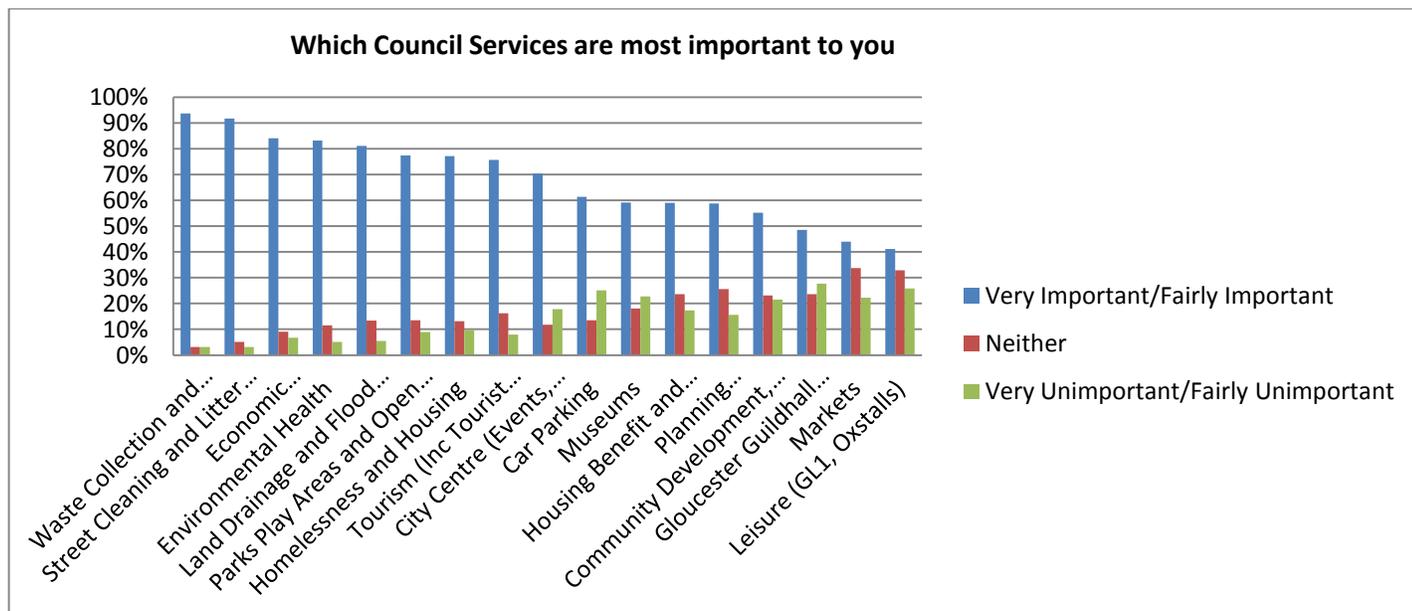
Very Important/Most Important

1. Waste Collection and recycling
2. Street Cleaning and Litter Collection
3. Economic Development/regeneration
4. Environmental health
5. Land Drainage & Flood Protection

Very Unimportant/Fairly Unimportant

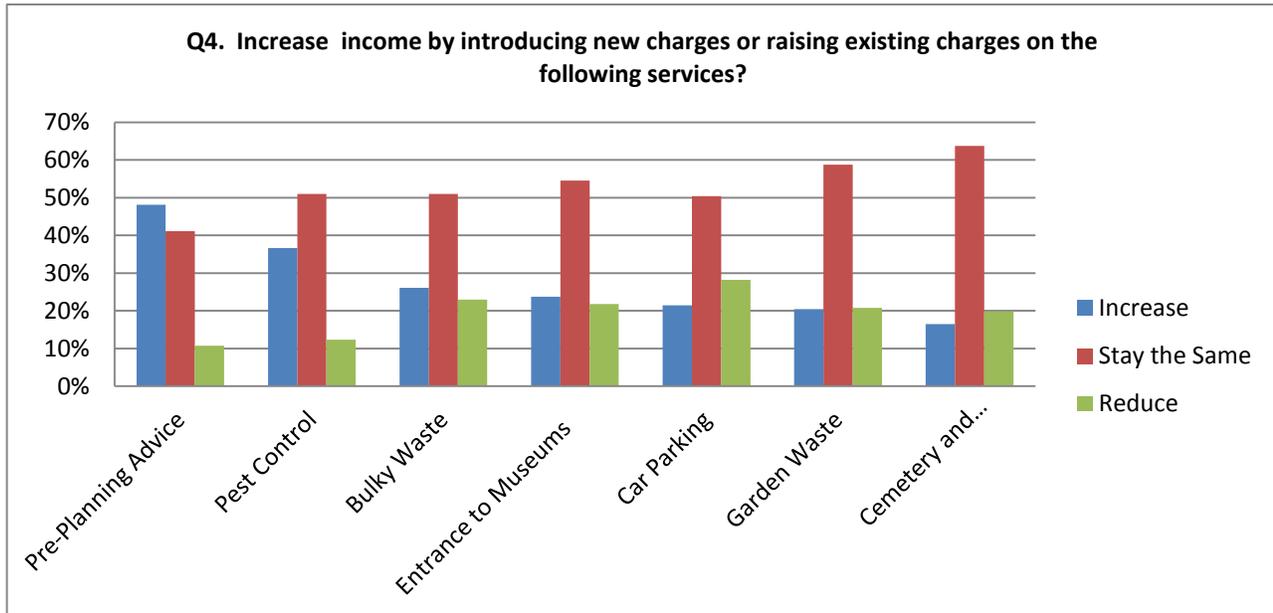
1. Leisure
2. Markets
3. Gloucester Guildhall
4. Community Development (including grant support)
5. Planning applications/Planning Policy

The Chart below details all the responses;



Q4. Should the Council try to increase its income by introducing new charges or raising existing charges on the following services?

The chart below summarises the responses;



Q5. What else do you think the Council could do to make savings, increase income, cut back on its activities or work with other organisations to meet the budget challenge?

The consultation prompted a number of responses, these have been summarised below to highlight main themes;

- Increase Council Tax
- Introduce evening parking charge
- Combined authorities/unitary authority/Shared working
- Lobby for more Government funding/increased Central funding
- Encourage volunteering
- Dispose/rationalise Council buildings
- Review Council management structure
- Partnership working
- Invest in Gloucester heritage ,culture and art /Pride in the City
- Invest in the City Centre less focus on the Quays
- Increase Council Tax collection and recovery/reduce benefit overpayment
- Identify and increase income opportunities
- Waste collection – number collections/type bins/recycling
- Energy efficiency
- Marketing Gloucester responses recommending both increase and decrease support

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a. Introduction

As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Guidance on the use of this flexibility was issued in March 2016 which applies to the financial years 2016/17 through to 2019/20.

b. The Guidance

The guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specified that;

- Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of reform.
- Local authorities cannot borrow to finance the revenue costs of the service reforms.
- The expenditure for which the flexibility can be applied should be the up-front (set up or implementation) costs that will generate future ongoing savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
- The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
- In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice.

The Council is also required to prepare a "Flexible use of capital receipts strategy" before the start of the year to be approved by Council which can be part of budget report to Council. This is that Strategy.

The guidance sets out examples of qualifying expenditure which includes;

- *Sharing back-office and administrative services with one or more other council or public sector bodies;*
- *Investment in service reform feasibility work, e.g. setting up pilot schemes;*

- *Collaboration between local authorities and central government departments to free up land for economic use;*
- *Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;*
- *Sharing Chief-Executives, management teams or staffing structures;*
- *Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;*
- *Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;*
- *Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;*
- *Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others);*
- *Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.*

c. The Council's Proposals

The Council’s 2017/18 money Plan, includes both revenue savings from the restructuring and reconfiguring of Council services to meet both the funding gap created by Government funding reductions between April 2016 and March 2020, including the completely removing the Council’s revenue Support grant, as well as forecast increases in the level of demand for services.

The Council’s proposal is to use the capital receipts received after 1st April 2016 over and above those assumed in the Council’s capital programme to cover the costs associated with the reconfiguration of services, restructuring or rationalisation. Specifically this will include the ‘Together Gloucester’ transformation project and driving the delivery digital approach to delivering services.

d. The Prudential Code

The Council will have due regard to the requirements of the Prudential Code and the impact on its prudential indicators from implementing the proposed scheme within this Efficiency Plan.

As transformation proposals develop and the severance costs are determined, the expenditure to be incurred will be included in the capital programme to be funded by capital receipts generated in the financial year. The capital expenditure prudential indicators will be amended and approved as appropriate. These receipts have not been earmarked as funding for any other proposed capital expenditure and therefore there is no anticipated additional impact on the Council’s prudential indicators as set out in the Council’s Treasury Management Strategy.

The Council will also have due regard to the Local Authority Accounting Code of Practice when determining and including the entries required from undertaking and funding this scheme within the Council's Statement of Accounts

e. Monitoring this Strategy

This strategy will be monitored throughout the financial year and may be updated and replaced as proposals are developed and expenditure is incurred.

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Meeting:	Cabinet	Date:	8 February 2017
Subject:	Blackfriars and Quayside development sites Equalisation agreement.		
Report Of:	Cabinet Member for Regeneration and Economy		
Wards Affected:	Westgate		
Key Decision:	Yes	Budget/Policy Framework:	No
Contact Officer:	Mark Foyn, Property Manager Tel 01452 396271 Mark.Foyn@gloucester.gov.uk		
Appendices:	1. Plan showing extent of the sites to be the Subject of this agreement. 2. Draft Heads of Agreement.		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to recommend approval for the City Council to enter into an agreement (the equalisation agreement) with the Gloucestershire County Council dealing with how any receipts from the disposal of both authorities sites will be dealt with. Cabinet approval is required in order to comply with the requirements of the Constitution.

2.0 Recommendations

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

- (1) Authority be delegated to the Property Manager in consultation with the Cabinet Member for Regeneration & Economy, to agree terms for an equalisation agreement between the Councils.
- (2) Authority be delegated to the Property Manager to agree any ancillary documentation that the City Council's Solicitor considers necessary or desirable to enable the transaction to proceed.
- (3) The proceeds be distributed on the basis of the percentage of the area that each authority's site bears to the total area of the combined sites. This has been calculated at 43.45% for the City Council and 56.55% for Gloucestershire County Council. However, this figure may change if either party adjusts the site areas available for development.

3.0 Background and Key Issues

- 3.1 The City Council's land formed part of the South West Regional Development Agency (SWRDA) portfolio that transferred to the City in 2011 following the closure of the Regional Development Agencies (RDA).
- 3.2 The transfer was conditional on any proceeds from the land being used for the regeneration of the City. To prevent a breach of the lease terms the County will have to use their share of the proceeds from the Blackfriars site for regeneration in accordance with the SWDRA transfer agreement.
- 3.3 The City holds a freehold interest in the land and as a key central site lying between the docks areas and the traditional city centre the council is keen to promote the redevelopment of the site as a link between the 2 areas.
- 3.4 Working in partnership with the County Council who own the adjoining site, gfirst Local Enterprise Partnership (LEP) funding has been obtained to promote the development of the Blackfriars and Quayside sites. The funding has enabled the councils to instruct consultants to carry out investigation and planning work to de-risk both sites and bring them forward to the market. The councils have now submitted a local development order LDO for consideration by the City's planning department.
- 3.5 There was a memorandum of understanding for this partnership, which was signed by the leaders of both Councils and was completed in May 2014.
- 3.6 The final LEP Growth Fund 2 funding application covering both Council's sites was submitted in December and the £4.13 million of funds was awarded in April 2015. Following the award of funds the Project Board was established in May 2015 to oversee and direct the project. Terms of reference were approved at the initial Board meeting in June 2015.
- 3.7 The City Council has directly benefited from some of this funding and the £4.13m that can be broken down as follows:
- Local Development Order preparation £500,000
 - Site investigations at the Fleece £200,000
 - Shire Hall photovoltaic installation £980,000
 - Road Works to access Quayside £1,500,000
 - Demolition Quayside House £600,000
 - Contamination at Quayside £400,000
- 3.8 It is common practice for parties who own a site to be developed jointly to set out in a legally binding form how the proceeds will be distributed.
- 3.9 The first draft and principles of the Equalisation agreement were discussed and agreed by the Project Board in September 2016.
- 3.10 A copy of the draft heads of agreement are attached, they are still under discussion, but in summary the impact on the City is that the receipt from the Blackfriars site will go into a development account. We are still in negotiation with the developer but we have received an initial offer and this includes work they will have to carry out to the retained option land so it can remain in beneficial use as a car park.

- 3.11 Under the agreement the City would share in the net disposal proceeds from the Counties land, it was anticipated when the project was initiated that the Quayside House area would generate a significant receipt. The County are working hard to clear the site for redevelopment. However, due to the complexity it is not developer ready and there is no clarity what the level of return the City can anticipate.
- 3.11 The current calculation of the developable area of each parties land ownership is 43.45% City (9,248 sqm) and 56.55% (12,037 sqm) County Site plan attached.
- 3.12 Both Authorities have worked as partners but in addition to the funding both parties have committed considerable officer time and other resources to this project, it would be difficult to unravel the respective commitment if there were no overarching agreement.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 It is not possible to involve the community in this transaction.

5.0 Alternative Options Considered

- 5.1 The party's sites are clearly in separate distinct areas each in a single ownership the parties could simply keep the receipts from their own site and continue without an agreement. However, it has to be remembered that the sale of the City's site for Student accommodation is currently only a proposal. The development for student accommodation would mean that there is little interdependency between the Quayside and Blackfriars sites, but if this does not proceed depending on the nature of the development both sites could be purchased and developed together with linked uses. In which case an equalisation agreement would be required.
- 5.2 The equalisation could be calculated on a different basis; a division of the proceeds based on area is very simple to calculate but does not reflect the market value of each party's interest. The value can only be truly determined when a developer brings forward a scheme, it is a reflection of the particular viability of the proposed development, which is product of the commercial value of the completed scheme less any development costs. The receipts could be held in a development account and distributed on the basis of their respective values.

6.0 Reasons for Recommendations

- 6.1 The proposals represent a simple and easily understood means of distributing the proceeds from the site; although in terms of area the City has the smaller share they would get a share in the County Council's larger site.

7.0 Future Work and Conclusions

- 7.1 Following approval officers will carry out the following work:

- (1) Agree the terms of the equalisation agreement, so that it is flexible enough to deal with potential changes of circumstances such as the potential phasing of development and the site areas changing.

8.0 Financial Implications

- 8.1 The properties were transferred to the Council from SWRDA and as a result the capital receipts must be utilised for regeneration purposes.
- 8.3 The properties generate a net surplus of funds each year from their current use as a car park the surplus in currently running circa £100k. As SWRDA assets this income would not be lost to the General Fund but would reduce the amount that the Council is able to put into the regeneration reserve at the end of each financial year by that amount. We would get the capital receipt but part of it will be passed to the County.

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

9.0 Legal Implications

- 9.1 The Blackfriars site was transferred to the Council by the former South-West Regional Development Agency. An agreement between the Council and SWRDA dated 30 January 2011 requires the Council to pay the proceeds of sale in to a Regeneration Account owned by the Council and then only use the money in the account for the following purposes and in the following sequence
- Carry out the functions detailed in the agreement relating to asset management, development management;
 - including development of the Regeneration Area (areas shown on the plan to the agreement including land at the Docks and Blackfriars) in general accordance with the Management Plan (Sch 4 of the Agreement) and guided by the Development Documents listed in Sch 5
 - use reasonable endeavours to transfer ownership of the Properties to developers in accordance with the provisions of the management plan
 - Complete the regeneration of the Regeneration Area
 - Complete other regeneration projects within the central Gloucester area; and
 - Economic regeneration generally within the Council area.
- 9.2 The Council is permitted under the agreement to appoint third parties for the provision of services to assist in meeting the council's obligations. To avoid being in breach of the SRWDA agreement, the city council will need to include terms in the equalisation agreement that the County Council would use its percentage of the proceeds of sale of the Blackfriars site in accordance with the terms of the City Council's agreement with SWDRA.
- 9.3 The power to enter into this arrangement with Gloucestershire County Council is given by Section 1 of the Localism Act 2011. This power permits Councils to do anything which an individual may generally do provided that it is not prohibited either by other legislation or by limitations within the Localism Act itself. The power

to sell land is contained in Section 123 of the Local Government Act 1972 and the Council must obtain the best consideration reasonably obtainable unless it has consent from the Secretary of State, either via the General Disposal Consents 2003 or a specific consent from the Secretary of State

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

10.0 Risk & Opportunity Management Implications

- 10.1 The benefit for the City is that we will share in the value of the Counties site, in terms of area this is a larger site situated between Shire Hall and the former prison and has frontage to the Quay. The site currently in the location for Quayside House and other buildings but the LEP funding will pay for demolition and site investigation once the site is clear. However the risk profiles for the City and County sites are different and there is no certainty on the level of return from this site.
- 10.2 There is no way of determining whether the return the City will see under the agreement will match the return they would simply get for the site taken in isolation.

11.0 People Impact Assessment (PIA):

- 11.1 At present, there are no adverse impacts identified for any of the Protected Characteristic groups;

12.0 Other Corporate Implications

Community Safety

- 12.1 No real impacts

Sustainability

- 12.2 No adverse implications,

Staffing & Trade Union

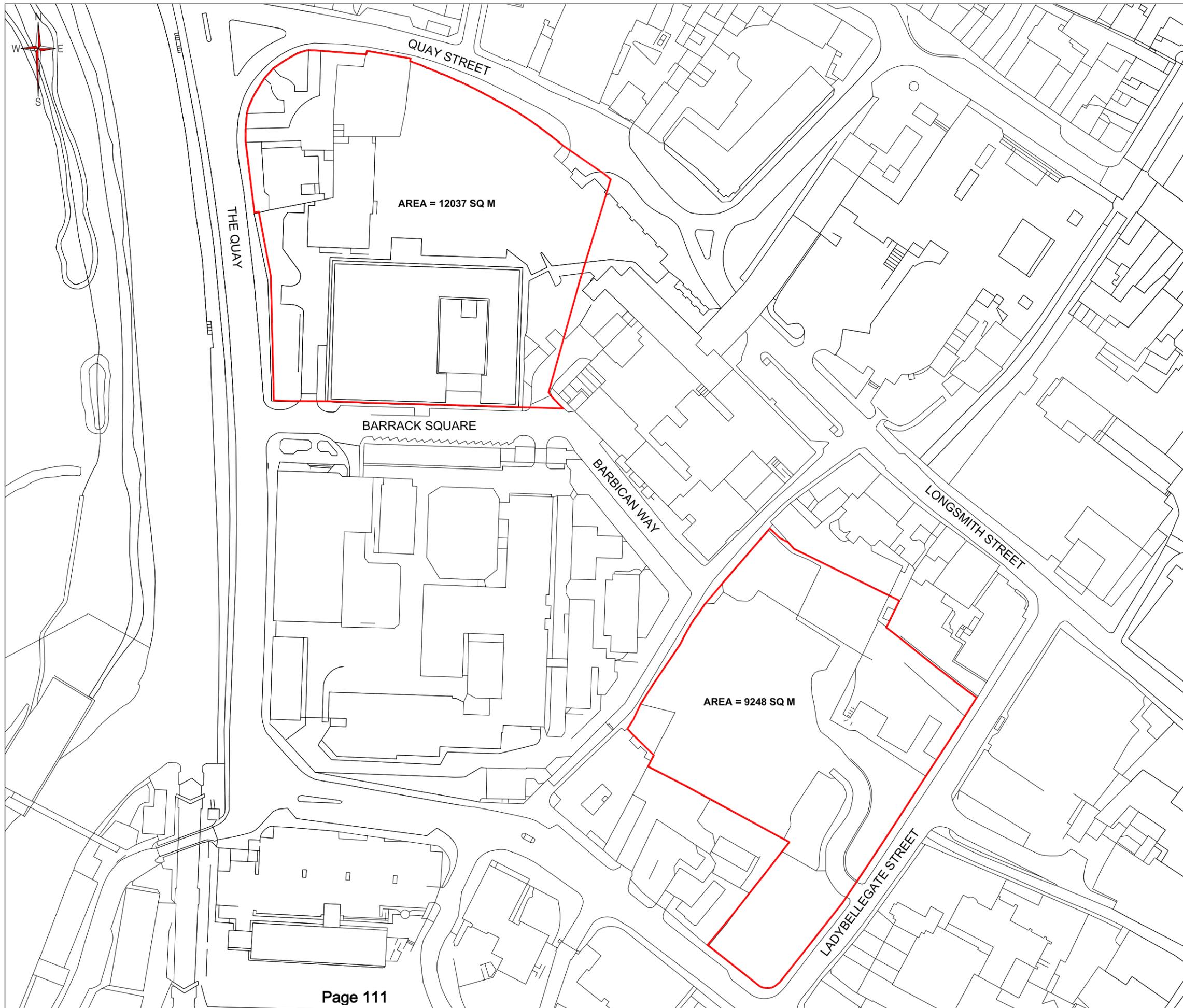
- 12.3 There are no implications.

Press Release drafted/approved

- 12.4 It is premature to consider this aspect.

Background Documents: None

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REV	DESCRIPTION	DATE

NOTES

ALL DIMENSIONS ARE IN METRES UNLESS STATED OTHERWISE.
 ALL DIMENSIONS ARE TO BE CHECKED ON SITE.
 THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL OTHER RELEVANT DOCUMENTS, DRAWINGS, ETC.

SITE
 QUAYSIDE BLACKFRIARS DEVELOPMENT
 GLOUCESTER

PROJECT
 MASTERPLAN

DRAWING
 S:\PROPERTY-DATA\Projects\
 Shire Hall\23493

DRAWN R.J.C	SCALE 1:1250 @ A3	DATE 09/11/2016
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DRAWING NUMBER 62/G/001 23493-002	REVISION -
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Asset Management & Property Services
 Shire Hall, Westgate Street,
 Gloucester. GL1 2TG
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 Fax : (01452) 427129
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Equalisation agreement between Gloucestershire County Council and Gloucester City Council in respect of land at Quayside/Blackfriars

1. The City and County have made a successful joint bid for LEP funding. The available funds will be used to facilitate the development of land owned by both the City and the County as identified on the Master Plan, including the County's site at Quayside and the City's site at Blackfriars.
2. The County has made an application to the City for an LDO which relates to both the Quayside and Blackfriars sites.
3. In light of the co-operative working between the two councils in promoting the redevelopment of Quayside/Blackfriars it has been agreed that the net sale proceeds (post disposal costs agents and legal) shall be paid into an interest bearing escrow account (to be set up and administered by the City). This account will be a sub-account of the Regeneration Account the City holds under an agreement dated 30 January 2011 with the former South West Regional Development Agency (SWRDA Agreement).
4. This agreement will remain in place until the earlier of a) the date on which the whole of the Blackfriars and Quayside sites have been disposed of; or b) the lifespan of the LDO (to be reviewed after 5 years).
5. At the end of the term of this agreement the funds held in the escrow account shall be shared on a pro-rata basis to the respective Council's developable land ownership that have been sold at that time. For the avoidance of doubt if the escrow account contains the net sale proceeds from one Council only, that Council will receive 100% of the funds held in the escrow account.
6. The current calculation of the developable area of each parties land ownership (excluding roads) is 56.55% (12,037 square metres) County and 43.45% City (9,248 square metres). Site plan is attached.
7. The County agrees that the sum it receives from the sale of City owned land which is subject to the SWRDA Agreement will only be used in accordance with requirements of the SWRDA Agreement
8. If any other areas are expanded or excluded from the development opportunity by either party (e.g. the music academy is excluded by the City, or the former garages and police cells are included by the County), or are retained by either Council for their own use, the percentage shares will be appropriately adjusted at the date of the adjustment, and shall be finally determined at the termination of this agreement.
9. Both Councils will actively market their respective sites and will use all reasonable endeavours to maximise the development opportunities of their sites.
10. In evaluating any offer for either party's land not only should this be on a best value basis (not necessarily maximum value) but also whether it enhances or at least does not restrict the value of the remaining development opportunities.
11. Option agreements should be valued at the date they are exercised and any option fee paid into the escrow account as above.
12. The disposal of any site will be managed by the respective landowner who will need to adhere to their own disposal procedures and processes.

13. Development opportunities should be agreed between both parties and be in accordance with the agreed LDO but either party is not able to veto any proposed deal on the other's land subject to compliance with point 9 above.



Meeting:	Cabinet	Date:	8 February 2017
Subject:	Blackfriars Site now occupied by Barbican Car Parks		
Report Of:	Cabinet Member for Regeneration and Economy		
Wards Affected:	Westgate		
Key Decision:	Yes	Budget/Policy Framework:	No
Contact Officer:	Mark Foyn, Property Manager Tel 01452 396271 Mark.Foyn@gloucester.gov.uk		
Appendices:	1. Plan showing extent of the freehold land to be disposed of and the land to be the subject of an option agreement.		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The purpose of the report is to recommend approval of the disposal of the Council's freehold interest in the subject land. This disposal is to take place in 2 tranches; the first phase is for the immediate development of the land fronting onto Ladybellegate Street to create student accommodation. The Council is also in negotiation to enter into an option agreement (in favour of the purchaser of the first tranche for a second phase of development of the land fronting onto Barbican Road. Cabinet approval is sought for both the sale and consent to enter into the option with the developer, in order to comply with the requirements of the City Council's constitution.

2.0 Recommendations

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

- (1) Authority be delegated to the Head of Regeneration and Economic Development (in consultation with the Cabinet Member for Regeneration & Economy) to dispose of the freehold interest in that part of the Blackfriars site shown edged red on the plan (but excluding the area hatched) for the best consideration reasonably obtainable (as confirmed by an external specialist valuer) to allow the construction of phase one of the student accommodation.
- (2) Authority be delegated to the Head of Regeneration and Economic Development in consultation with the Cabinet Member for Regeneration & Economy to decide on the best use of phase two including if appropriate to agree the terms of an option agreement to allow the future disposal of the remainder of the Blackfriars site (shown on the attached plan as the hatched area).
- (3) Authority be delegated to the Property Manager to agree terms with the developer of Phases 1 and 2 over the temporary use of the entire site during phase one of the development and the return of undeveloped area so it may be used as a car park by the Council during the term of the option.

- (4) Authority be delegated to the Property Manager to agree the terms of any ancillary documents the Council Solicitor (following consultation with the Property Manager) considers necessary or desirable to enable the transaction to proceed.

3.0 Background and Key Issues

- 3.1 This land formed part of the South West Regional Development Agency (SWRDA) portfolio that transferred to the City in 2011 following the winding up of the Regional Development Agencies (RDA).
- 3.2 Pending redevelopment the site has been largely unused for a number of years but recently it has been used as a surface car park.
- 3.3 The City holds a freehold interest in the land and as a key central site lying between the docks areas and the traditional city centre the council is keen to promote the redevelopment of the site as a link between the 2 areas.
- 3.4 Working in partnership with the County Council who own the adjoining site gfirst Local Enterprise Partnership funding (£4.13m) has been obtained to promote the development of the Blackfriars and Quayside sites. The funding has allowed the Councils to instruct consultants to carry out investigation and planning work to de-risk both sites and bring them forward to the market. The councils have now submitted a Local Development Order (LDO) for consideration by the City's planning committee.
- 3.5 Due to the investigation work at the site carried out by the authorities and work done in preparation of the LDO the Blackfriars site can be developed quickly.
- 3.6 Arising out of the planned increase in student numbers at Gloucestershire University's Oxstalls Campus for the academic year commencing September 2018, there will be an established demand for additional student accommodation both on Campus and in the City Centre. The development proposed on the Barbican car park will in Phase One provide accommodation for 295 students. The impact this will have on the city centre economy is largely deemed to be positive.
- 3.7 Student accommodation requires very little parking and can produce high returns for the developer; it will produce a better return for the site than could normally be anticipated for this city centre site. This use is not inconsistent with the LDO.
- 3.8 This Brown field site has a long history of uses and contains archaeology dating back to Roman times. It is also adjacent to a substation and there are areas which cannot be developed due to underground cabling and archaeology. It is situated adjacent to the Blackfriars priory and any development will have to be sympathetic with surrounding properties. These site constraints will limit the nature of the development and reduce the value of the site.
- 3.9 The City Council is now in detailed negotiations with City Heart a developer who has now submitted a planning application for the scheme, and who is likely to be the purchaser. The programme to deliver accommodation ready for occupation in

September 2018 is extremely tight. In order to effect a speedy conclusion to the negotiations, in confidence, they have supplied a copy of their appraisal of the site with full details of the value of the completed scheme, the development costs showing the residual left to purchase the land. We are studying the appraisal to ensure that the figures are robust and will take external specialist advice to ensure that we get best value for the site.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 It is not possible to involve the community in this transaction.

5.0 Alternative Options Considered

5.1 The site has been under used for years. A considerable sum from the LEP has now been invested in the site to make it developable. The LDO will hopefully be in place shortly and we could take it to the open market. However, the opportunity that has arisen is to satisfy the immediate demand for student accommodation. The developer is working with the University and unless we take advantage of the opportunity it may be lost. Student accommodation is recognised as producing the highest land values in this type of location.

6.0 Reasons for Recommendations

6.1 The proposals represent a good opportunity to maximise the return from the disposal of this land. It will bring the land into beneficial use, and consolidate the links with the City Centre and the Docks; the first phase would house nearly 300 students which would help to strengthen the local economy with the potential for bringing more students in phase 2. In the meantime it will continue to provide the City with a car park with temporary parking for 80-90 vehicles.

7.0 Future Work and Conclusions

7.1 Following approval officers will carry out the following work:

- a) Test the robustness of the appraisal and agree the disposal price,
- b) Agree the option agreement,
- c) Agree the terms of the use of the site during the construction phase and the works to necessary to reinstate the remaining site back as a working car park.
- d) Instruct the Lawyers and agree the documentation for the disposal and option agreement.

8.0 Financial Implications

8.1 The properties were transferred to the Council from SWRDA and as a result the capital receipts must be utilised for regeneration purposes. The decision on how to utilise the capital receipts would be the subject of a future cabinet report.

- 8.3 The property generates a net surplus at each year from their current use as a car park which is currently running at circa £100k. As SWRDA assets this income would not be lost to the General Fund but would reduce the amount that the Council is able to put into the regeneration reserve at the end of each financial year by that amount.

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

9.0 Legal Implications

- 9.1 The land is currently used as a car park under the amended City of Gloucester (off Street Parking places) Order 2008. The closure of the car park and the amendment of the Order would need to be managed.
- 9.4 The Agreement with the South West Regional Development Agency (SWRDA) imposes various obligations on the Council in respect of properties forming part of the former SWRDA portfolio which were transferred to the Council in 2011. In general, the proposal appears to be consistent with the obligations imposed on the Council by the Agreement.
- 9.5 The Council has a statutory obligation to secure the best consideration reasonably obtainable when disposing of a freehold interest in land, unless the (general or specific) consent of the Secretary of State is obtained to the disposal at an undervalue.

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

10.0 Risk & Opportunity Management Implications

- 10.1 The contract with the developer will be conditional on planning consent for the proposed student developer.
- 10.2 We are not party to the nature of the agreement between the University and the developer but the demand for the accommodation arises from the expansion of the Oxstalls campus planning consent is in place for this development but it there is a hitch in the university development it will endanger this scheme.
- 10.3 The option agreement will potentially tie up the future use of the site to more student accommodation. Although time limited it does somewhat fetter the site.

11.0 People Impact Assessment (PIA):

- 11.1 At present, there are no adverse impacts identified for any of the Protected Characteristic groups; The applications for planning consent will ensure that due consideration is given to these groups as part of any redevelopment scheme.

12.0 Other Corporate Implications

Community Safety

- 12.1 No real impacts. If sold and building works commence with regards the public realm works, contracts will be let and managed in accordance with the required safety requirements.

Sustainability

- 12.2 No adverse implications, the proposals bring a vacant Land back into beneficial use.

Staffing & Trade Union

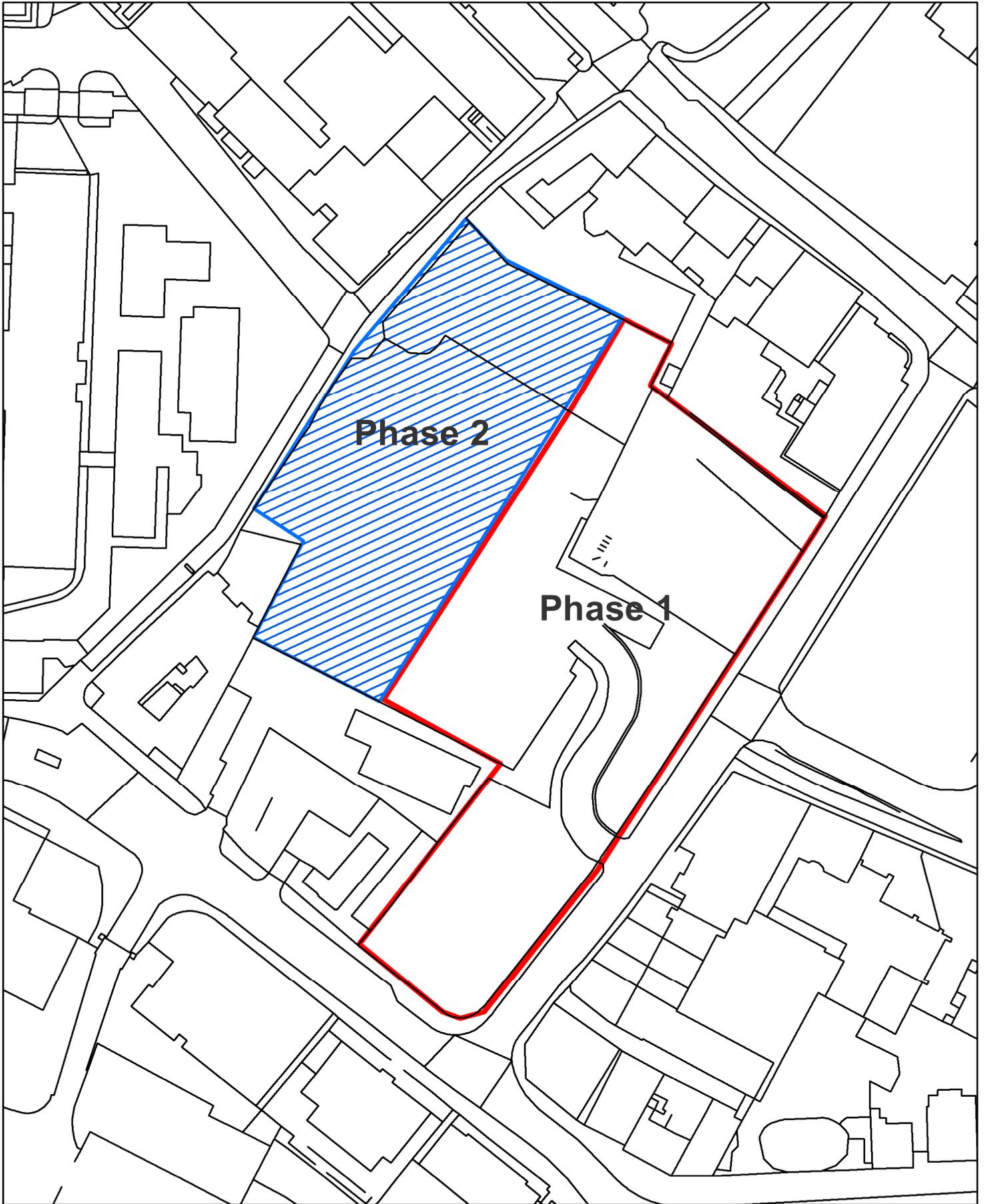
- 12.3 There are no implications.

Press Release drafted/approved

- 12.4 It is premature to consider this aspect.

Background Documents: Site plans

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Blackfiars Site

11/01/17

1:1,000

Gloucester
City Council
Transforming Your City

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Meeting:	Cabinet	Date:	08 th February 2017
Subject:	Westgate Leisure Area		
Report Of:	Cabinet Member for Environment		
Wards Affected:	Westgate		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Meyrick Brentnall, Neighbourhood Services Manager		
	Email: meyrick.brentnall@gloucester.gov.uk		Tel: 39(6829)
Appendices:	None		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To inform Cabinet on progress that has been made in respect of Westgate Park and to seek authorisation to market test interest in developing a leisure related facility in the park and to seek delegated authority to pursue a development solution.

2.0 Recommendations

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

- (1) Responsibility be delegated to the Corporate Director to prepare the opportunity document referred to in the report to test market interest in Westgate Park.
- (2) Authority be delegated to the Corporate Director in Consultation with the Cabinet Member for Environment and Leader of the Council to grant a lease(s) with a potential partner(s) in order to further develop Westgate Park.

3.0 Background and Key Issues

- 3.1 Westgate Park was once a popular area of open space with a small boating lake, pitch and putt and a well used rugby pitch with nearby clubhouse. Changing leisure interests, persistent flooding and difficult access led to its slow decline. By the turn of the century formal leisure activities had all but ceased and the site was being used by a decreasing number of casual visitors.
- 3.2 With residential development taking place on the neighbouring St Oswald's site bringing not only new clientele but also section 106 monies a master plan was drawn up and submitted to Cabinet briefing for informal comment. This included a footpath network, play equipment and an ambitious proposal for a BMX track. The BMX proposal was later dropped; however, still keen to bring new interest into the

park officers began to investigate any major development constraints with the expectation that the City Council could then gauge market interest.

- 3.3 A number of key constraints were identified, and then relevant organisations contacted to get a better understanding as to how they would limit opportunities provided by the site. These results are summarised below
- 3.4 Flooding: The majority of the site is within Flood zone 3 this will seriously restrict any uses coming forward. The elevated area to the South east is predominantly in flood zone 3a potentially allowing a wider range of uses. The NPPF technical guidance is clear in that only water compatible and less vulnerable uses should be permitted in such areas. More vulnerable and essential infrastructure should only be permitted if the exception test is passed. Flood flow is a significant issue on the site and any new structure will have to be carefully designed.
- 3.5 Land Contamination: The elevated area is a Victorian tip. A detailed Geoenvironmental assessment was undertaken as part of the BMX proposal. While hydrocarbons and other contaminants were found these can be mitigated though will of course come at a cost.
- 3.6 Highways: Gloucestershire County Council is the highway authority for Gloucester. In discussions with them they have raised concerns over the access in particular the visibility. While this can to a degree be improved they have placed a ceiling of approximate 70 daily trips to and from the site for any new use accommodating the site.
- 3.7 Network Rail. Network rail own the land under the viaduct though there is public access through it. They also have a restrictive covenant on a strip of land to the immediate south of the railway line running along the length of the railway fence.
- 3.8 High pressure oil pipe: A high pressure oil pipeline crosses the site North to South. There is a 3 metre Wayleave either side of the pipe and the Land Powers Defence Act 1958 prohibits any development and most intrusive activities within the wayleave. This includes crossing the pipeline with heavy plant. The pipeline is part of the Government Pipeline and Storage System that makes up an extensive network of pipes linking strategic airports and other predominantly military facilities to refineries. It was begun in the run up to the second world war and was expanded during the subsequent conflict and again during the cold war. In 2015 it was part privatised and is now owned by a Spanish Company specialising in pipeline management. While under state ownership it was flown over daily to ensure wayleave compliance.
- 3.9 Public Open Space Designation: The whole site is public open space. Some uses may result in a loss of POS and may therefore be subject to a statutory process. Further details are contained in the legal implications section of this report.
- 3.10 If Cabinet agree to the recommendation then an 'Opportunity Document' will be drawn up. This will outline the constraints and opportunities associated with the site, and invite developers/community organisations to come forward with potential

proposals. These will then be reported back to Cabinet with a recommended way forward.

4.0 Asset Based Community Development

4.1 The opportunity document will be open to community groups and other organisations that believe they can bring vitality and vibrancy to the park. It may be that a commercial operator partners with a community organisation to deliver more than one attraction on the site.

5.1 Alternative Options Considered

5.1 **Do nothing.** Westgate Park could carry on as existing, providing low key amenity benefit for casual visitors. .

5.2 **Wholesale disposal.** The value of the site could be realised and the site sold off in its entirety. Given the constraints the actual capital receipt may be modest and there would be significant statutory hurdles to such a proposal given its use as public open space.

5.3 Procurement exercise. Consideration was given to a undertaking a procurement exercise to find a contractor to develop the site and run whichever facilities were provided. Procurements involving land are complex and are often subject to the requirements of the Public Contracts Regulations 2015. The Council's aims for Westgate Park can still be achieved by undertaking a land deal.

6.0 Reasons for Recommendations

6.1 It is considered that the site has some interesting opportunities. It is 9 ha area of open space predominately to grass with some interesting trees and vegetation. There is a modest lake/pond in the southern part of the site. There is a surfaced car park accessed of the A417, there is also restricted managed access through the St Oswald site. There is a Victorian pumping station building adjacent the viaduct (not subject to listing). The new community of St Oswald's is currently being developed to the immediate east of the northern part of the site which will bring new clientele in to the park. Given the above it considered that site has real potential for a leisure related use that could bring modest income/savings to the local authority and regenerate what is currently an overlooked and tired looking area of open space.

6.2 The recommendation allows officers to gauge market interest in the site and to see if there is a real desire to develop something that would benefit residents of and visitors to Gloucester.

7.0 Future Work and Conclusions

7.1 If Cabinet endorse the recommendation the opportunity document will be drawn up, this will detail potential constraints as well as opportunities associated with the site. This will be marketed and it is hoped that some potential developers/community organisations will come forward with proposals. The next steps will depend upon the interest generated. If more than one proposal comes forward (that can not be mutually accommodated on the site) then a tendering process may have to be

entered into. Either way a report will be submitted to Cabinet detailing the next steps as considered appropriate.

- 7.2 While a complex process it is concluded that it is the best way to bring a third party on board to help deliver improvements in the park in an open and transparent manner. If a realistic proposal does come forward it is likely that formal planning permission will be required. Notwithstanding this it is hoped that by the summer of 2017 some sort of proposal will have been agreed.

8.0 Financial Implications

- 8.1 there are small scale costs associated with drawing up the Opportunity Document as regulators may require some up front monies before they will submit comments to us.

9.0 Legal Implications

- 9.1 The Council has powers under Section 123 of the Local Government Act 1972 to dispose of land by way of a freehold disposal or by granting of leases. There is a requirement for the Council to receive the best consideration reasonably obtainable in respect of a freehold disposal or the grant of leases over 7 years.

- 9.2 As the land comprises public open space the Council will be required to advertise any proposal of the land (including by way of lease(s) and consider any objections made prior to deciding whether or not to proceed with the disposal.

- 9.3 The Council acquired the land in several parts and there are rights in favour of third parties across various parts of the land. Full details about the extent of the Council's ownership and third party rights will be provided by One Legal to officers and will be contained in the Opportunity Document.

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

10.0 Risk & Opportunity Management Implications

- 10.1 Risks concern abortive work around preparing the documentation when there is no guarantee that a feasible proposal will come forward. These can be mitigated by ensuring actual costs are kept to an absolute minimum and that every opportunity for success is pursued.

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 Parks and open spaces that are not used by members of the public are often the most threatening. Any proposal that brings legitimate activity into an open space will

increase its perception of safety and will in turn bring more members of the public into the space.

Sustainability

- 12.2 This is a central location that would be a relatively sustainable location for a number of leisure uses, It is hoped that is a developer does come forward then there will be sustainably benefits for example biodiversity that will come in the back of any new proposal .

Staffing & Trade Union

- 12.3 N/A

Background Documents: N/A

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Meeting:	Overview and Scrutiny Cabinet	Date: 30 th January 2017 8 th February 2017
Subject:	Festivals and Events 2017/18 and update on progress 2016/17	
Report Of:	Cabinet Member for Culture and Leisure	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Jonathan Lund, Corporate Director	
	Email: jonathan.lund@gloucester.gov.uk	Tel: 369386
Appendices:	None	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To seek approval for the proposed events, support and associated budgets during 2017/18 which will see a mix of community, and brand building events across the City that are aligned with City council strategies and which will be co-ordinated by Marketing Gloucester Ltd and others.

2.0 Recommendations

2.1 Overview & Scrutiny Committee is asked to, subject to any recommendations it wishes to make to Cabinet, to note the contents of the report.

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

- (1) The 2017/18 programme of Council funded and supported events as set out in Section 3 of the report be approved.
- (2) The criteria set out in paragraph 5.3 of the report are still relevant and should continue to form the basis of any strategic decision making when planning future events and festivals.

3.0 Background and Key Issues

3.1 The 2016/17 events programme for Gloucester held a combination of brand building and community based events being staged either by Marketing Gloucester Limited (MGL) or by our City partners such as the Cathedral or Gloucester Quays.

3.2 In 2016 MGL launched the SoMAC brand which brought together over 300 events during the summer and was used to leverage external funding.

3.3 Gloucester's cultural offer is growing in scope and importance. A wide range of events are delivered by MGL on behalf of, and financially supported by, the City Council. Others are delivered by a range of partners, some with City Council sponsorship or support (in cash or kind).

3.4 For 2017/18 the funding provided to MGL will be reduced to reflect Council-wide pressures to reduce costs and make savings. To maximise the flexibility available to MGL and to incentivise innovation and flexibility, budgets will not be ring-fenced or earmarked against individual events. Instead, MGL will receive funding to deliver a comprehensive and agreed package of City and civic events in addition to delivering a wide range of services and activities aimed at promoting Gloucester, supporting business, promoting tourism, encouraging inward investment, marketing and income generation. This report seeks agreement on the 2017/18 programme of City events.

3.3 Feedback on the Events Programme 2016/17

3.4 Residents weekend + Business Events £3,000

Aiming to increase the popularity of the Residents Card and celebrating all things local to Gloucester. A weekend promotional event offering discounts and offers from local businesses to residents from the City who sign up for a resident's card. In addition to getting the offers from the businesses and administering these offers into a leaflet, MGL also promote the event through social media, local media, posters, banners, and bollard covers. MGL also provide an entertainment programme over the two weekend days to help create an atmosphere in the City centre. This event and the accompanying Resident's card have been key to attracting match funding through Innovate UK of £100,000

3.5 Sea Shanty Festival £2,000

A range of folk and shanty music which was played in various pubs in Gloucester City Centre. This included a stage and seating in Kings Square. The festival also received sponsorship from Kings Walk for this event. The festival is independently organised but supported by MGL with funding, staff time and marketing.

3.6 Queens Birthday Party Event £2,500

A family fun day in Kings Square. Range of free entertainment for families including face painting, balloon modelling, arts and crafts, fairground stalls, swing boats. Helter-skelter was bought in for £2 a go as the only pay for item. Catering included tea/coffee/cake provided by Cafe 83 and sweets provided by Arthur Price. The event was very popular with the public and attracted a large number of people through the day

3.7 Armed Forces Day £700 (initially £2,000)

Operational military commitments elsewhere prompted the Armed Forces Day Committee to scale back this year's event. Instead, an event will be held on 25th June 2017 including a Drum Head Service, parade and reception at Blackfriars. £700 has been spent in 2016/17 on preparations for the 2017/18 event.

3.8 Beatrix Potter Trail £2,500

A sticker collection trail through the streets of Gloucester supported by 20 different shops and venues. The trail proved to be very successful with approximately 36,000 people taking part in the trail over the summer months. Businesses and museums reported a high footfall and an increase in takings as a result of increased footfall.

3.9 Gloucester International Rhythm and Blues - £2,000

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

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

The City welcomed back the Three Choirs Festival in 2016 and the contribution of £5,000 each year ensures a bigger and better event each time the festival visits Gloucester. This year more community events were held in other locations across the City, and MGL worked closely with the three choirs organisers to ensure that the festival was promoted more locally than previous years. MGL also organised the civic reception that took place on the opening day for VIP guests. The recommendation is that all funding for the 2019 Three Choirs be assigned to that year's events budget therefore it is not included in the proposals for 2017/18

3.11 Gloucester Carnival £20,000

The carnival procession started in Westgate carpark this year and travelled to Gloucester Park. After the awards were given out entertainment was provided on the stage until 10pm. A carnival artist was recruited to teach local artists skills in making carnival costumes and models – which resulted in improved entries in the procession. This year there were 32 carnival entries, an increase of 5 from 2015. The numbers of people actively participating this year reached 650 with approximately 10,000 people lining the streets

The Carnival Committee also helped to bring in external funding to support the Carnival this year. This allowed many more community groups to be involved as well as a samba band who added a lively element to the procession. This has worked well and includes organisations such as Artshape, GDance, Global Arts in Education (GAINE) as well as keen individuals.

3.12 Music in the Park/Summer Sound - £10,000

Following the carnival in 2016 the music event in the park was initially well attended but then rapidly lost audience due to the stage at the Gloucester Quays food festival competing for audience. More work needs to be done to ensure value for money in all aspects of this event and with MGL being able to develop the programme, this should be achieved more effectively than previous years and ensure no conflicts with other events.

3.13 Cityfest – Park Fun Days - £2,000

MGL provide sponsorship and assistance towards One Church's Cityfest event in Gloucester Park. This is a family fun day with bouncy castles and music. It was very well attended and the start of it combined with the annual 10K race that starts and ends in the park.

3.14 Fireworks - £21,000

A breath-taking firework display set to music in Gloucester Park. Local dance groups opened the show with a variety of dance performances, followed by a choreographed display of LED drumming and an illuminated high wire act. The additional acts were funded with the arts council grant. A bar, catering and acoustic music added to the ambience with audiences of approximately 10,000.

3.15 Rugby in the Park - £4,000

A day of rugby activities and a tournament followed by live music. This was organised by the Old Cryptians rugby 7s team who organised the tournament and provided volunteers.

A section of this budget went towards free motorcycle stunt shows in Gloucester Park and brought in audiences of about 4,000.

3.16 Art in the City - £15,000

A new Weekend festival celebrating all genres of art, the event included an art competition with 60 participants, 20 free art classes taking place in Kings walk, Eastgate Shopping, Gloucester Cathedral, The New Inn, and The Paint Pot in Eastgate street. Art demonstrations and drop in workshops taking place in the Gate Streets and Kimbrose Triangle. Art themed performances, Street artists painting live in Kings Square and art exhibitions in The New Inn, the museum of Gloucester, Gloucester Guildhall, Kings walk, Blackfriars and Eastgate Shopping Centre. This event was supported by an Arts Council grant.

3.17 SoMAC - £10,000

SoMAC was the new umbrella festival that combined all festivals taking place in the City over the summer, including the Blues festival, Three Choirs, a new classical music festival, Art in the City, RetroFestival and the mini folk festival. This budget was mainly spent on the creation of a new website, programmes, marketing and branding which was widely promoted the events throughout the City and further afield.

Supported with funding from Arts Council England a stage was built in Kings Square, artificial lawn and deckchairs and a programme of entertainment was on offer between 11am – 3:30 pm every day. The programme showcased local artists, previews of shows that were coming to Gloucester in the Autumn for the Strike A light and Underground Festivals, and professional artists showcasing the best of their genre. The programme highlighted music, dance, theatre, and spoken word and was aimed at providing cultural performance to the general public, many of whom would never think about buying a ticket for such a performance or see anything like it usually.

3.18 Gloucester Goes Retro - £7500

A display of classic and vintage vehicles in the Gate Streets. Re-enactors and members of the public dressed in retro clothing and a stage featuring live entertainment all day. A retro bar and stalls added to the event. Prizes were awarded for best vehicles and retro outfits.

3.19 Mini Folk Festival - £1,000

A new event for Kings Square utilising the stage provided for the Somac Week and Retro Festival. The event consisted of 5 folk bands performing throughout the day, a lazy lawn, deckchairs, and a bar.

3.20 Gloucester Day - £2,000

An annual contribution to the Gloucester Day parade and activities that ties into Heritage Open Days and the History Festival. Gloucester Day is organised by Alan Myatt but supported by MGL staff and Gloucester Guildhall. The day involves 2 processions through the City centre, one to celebrate the official mayor making of the Mayor of Barton, the second one to celebrate the Gloucester Community. The City is filled with stalls and music performances.

3.21 History Festival & Heritage Open Days - £10,000

The History Festival is co-ordinated under the umbrella of Gloucester History Committee chaired by Richard Graham MP with a number of organising partners involved and Janina Ramirez as President. GUST (run by Donna Renney) organises the event which includes Heritage Open Days, 'City Voices' and Blackfriars Talks.

Gloucester was beaten only by Norwich in the number of Heritage Open Day events it offered, beating Oxford into third place. The Open Days are organised by the Civic Trust and benefit from English Heritage's national marketing campaign.

The week of the 'City Voices' talks, music and activities expanded to reach into new communities across the City. Much of the activity was free and un-ticketed but attendance is estimates at 2,000 people.

The talks at Blackfriars saw an increase in tickets of 122% - 2,257 tickets sold (1,000 in 2015), the majority of sales were to resident card holders but visitors came from further afield and many stayed over.

3.22 Henry III - £7,500

To celebrate the 800th anniversary of the coronation of the boy king in Gloucester Cathedral – a medieval themed procession and coronation re-enactment took place through the City streets and in Gloucester Cathedral, followed by a medieval tournament in the cathedral grounds. The event attracted 10,000 people to watch the parade and 2,700 attended the Cathedral Coronation ceremony. The event

attracted widespread news coverage including a live sofa interview at Points West studios.

3.23 Christmas Lantern Procession & Tree of Light - £12,000

A community event at which 6 schools from across Gloucester partner with 6 artists to make beautiful paper lanterns. These lanterns are then used in a procession through the streets of Gloucester. As the parade passes through, the Christmas Lights are switched on. This event concludes with a free carol service in Gloucester Cathedral. This year the funding was used as match funding to enable Gloucester Guildhall to apply and receive an arts council bid for their Breaking the Ice children's play.

Support in kind was also given for the Tree of Light. Performances around the Tree of Light are organised by the Rotary Club of Gloucester on two Saturdays leading up to Christmas. The two events raise money to support Rotary Club charities and help add to pre-Christmas activity in the City centre through a switch-on event and associated entertainment.

3.24 Strike A Light Festival - £2,000

Sponsorship towards the Strike a Light Festival in April and October which brings a range of artistic performances to Gloucester.

3.25 Round Table Fireworks - £2,000

This event was organised by Gloucester Round Table and received a contribution from GCC towards their costs

3.26 Tall Ships - £12,500

This sum was assigned in order to cover pre-costs associated with Tall Ships 2017. Money spent on promotion to tour operators is already showing a return with 33 coaches booked for next year, additionally performers and ships have been secured for the event in May 2017.

3.27 Style Festival/Local Community event/Contingency (initially £8,500)

The Style Festival did not take place this year so the funding allocated was re-allocated to other events in consultation with the Cabinet Member for Culture and Leisure. The money was distributed between Strike a Light (£2,000 - included in figure above), Scriptorium Project £400, Battle of the Bands £2,000, Beatrix Potter (additional £1,500 – included in figure above) and the Queen's Birthday (additional £1,500). This left £1400 in the budget which has been spent on supporting infrastructure for Christmas activities in King's Square.

3.28 Strategic Impact Assessment

MGL has undertaken an assessment of the impact of the events organised in 2016/17 to assist in considering what events should be supported in future years.

The table below seeks to provide a qualitative assessment of the impact of this year's events against a number of economic, social and strategic criteria. This is designed to provide a more balance judgement. For example the summer fireworks event has a minimal impact on city traders and the local economy but it does support social cohesion and civic pride and is one of the most effective ways of bringing together, for one event, a truly diverse cross section of Gloucester's community. For each category 1 represents the highest score and 5 the lowest.

Event	Economic impact	Social Cohesion	Civic Pride	Strategic importance	TOTAL
SoMAC	1	2	1	1	5
Art in the city/Paintjam	1	2	1	1	5
Gloucester Day	1	1	1	2	5
Tall Ships	1	2	1	1	5
Retro festival	1	3	1	1	6
Henry III festival	2	2	1	1	6
Carnival	2	1	3	1	7
Blues Festival	1	3	2	1	7
Residents/Small Business events	1	3	3	1	7
3 Choirs festival	1	5	2	1	9
Beatrix Potter	1	3	2	3	9
History Fest and HOD's	3	3	2	1	9
Sea Shanty Festival	4	2	2	2	10
Christmas events (inc TOL)	2	2	2	4	10
Local Media community event/Battle of the Bands	3	3	3	3	12
Mini Folk Festival	4	4	3	1	12
Strike a Light Autumn Festival Avant Garde's show Fagin's Twist	4	4	3	1	12
Armed Forces day	5	2	1	5	13
Fireworks	5	1	2	5	13
Queens Birthday	4	2	3	5	14
Cityfest – Park Fun Days	5	1	3	5	14
Rugby in the Park	5	2	3	4	14
Music in the Park/Summer Sound	5	2	4	3	14
Round table fireworks	2	3	5	5	15

The difficulties suffered by the Round Table Fireworks which was widely reported in the media is reflected in the score. The Music in the Park/Summer sound score is low due to timing of the event which coincided with the Gloucester Quays Food Fayre which competed and drew audiences away. Alternatives are proposed for scheduling and programming for 2017. Although Rugby in the Park scored low in the matrix, it is a part of RWC 2015 legacy and is building year on year. It is likely that this could be a self-sustaining event by 2018

3.29 Additional Funding

In addition to the funding available from Gloucester City Council, an additional £100,000 was raised by MGL through fundraising and sponsorship which went towards supporting all the events above. There was additional in kind contribution from a wide range of partners.

3.30 Additional Events

In addition to the events listed above, Marketing Gloucester also organised and/or supported the following events over the year:

Gloucester Quays Spring Fest, Food Festival and Victorian Market
City Centre Themed Markets
Gloucester Beer Festival
English Civil War Procession
Dragon Boat Race
Chaplins Circus
Gloucestershire Pride
Race 4 Life
Gloucester 10K
Classical Music Festival
Jamaican Independence Day
MSB Dance Battle
Sportbeat Festival
Diversity Festival
Gloucester Comedy Festival

3.31 Proposed Options 2017/18 Events Programme supported by Gloucester City Council

The following options are proposed for 2017/18.

3.32 Residents Weekend 31st March – 2nd April

This event is planned to take place a week before Easter, to encourage shoppers to come into the City and take advantage of discounts from local independent businesses over the weekend. There will be entertainment provided in the gate streets and a wide marketing campaign attached to it. It will be used to launch the new GL card

3.33 Tall Ships Festival –27th – 29th May

MGL will be staging Gloucester's fifth Tall Ships Festival at the end of May 2017. They are currently at an advanced stage in negotiations regarding the ships that will be attending and this should be confirmed early in the New Year. Due to the success of the wristbands in 2015, the scheme will be developed to include more

benefits for the 90,000 people attending the event. A fee will be charged for entry in order to break even on expenditure costs. The overall event costs £160,000.

3.34 Sea Shanty Festival 27th – 28th May

This will be the 3rd year that the festival has taken place, it will coincide with the Tall Ships festival. This festival successfully creates an atmosphere in the city centre, extending the feeling from the Docks event and increasing dwell time and spending in city centre venues into the evening.

3.35 Henson Pig Sculpture Trail Launch – 3rd June

Following on from the success of the Scrumpy Trail – it is proposed to run another sculpture trail featuring Henson the Gloucestershire Old Spot Pig. The Royal Three Counties Show are the principal sponsors and the MGL team are working closely with them on all aspects of the trail.

3.36 Cityfest – Park Fun Days 9th July

MGL provide sponsorship and assistance towards One Church's Cityfest event in Gloucester Park. This is a family fun day with bouncy castles and music. It was very well attended and the start of it combined with the annual 10K race that starts and ends in the park.

3.37 SoMAC June-August 2017

It is proposed to repeat and build on the success of last year's Summer of Music Arts and Culture. Support will include marketing and branding for the campaign. Applications are being submitted for additional funding and sponsorship.

3.38 Art in the City 15th – 16th July

It is proposed to bring this successful event back to the City, concentrating on filling the streets with a one day art competition, free art classes, demonstrations, entertainers and live art.

3.39 Rugby in the park 15th July

A significant legacy project from Rugby World Cup 2015 supported by the relationship with Longlevens RFC and Old Cryptians RFC.

3.40 Stunt Shows 22nd – 23rd July

Two motorbike shows were programmed at a very late stage in 2016 to take place in the Park while the funfair was taking place. Despite the short notice and minimal marketing, both events proved very popular with the public. It is proposed to bring more of these types of show to the park and to promote them on a wider scale.

3.41 Carnival – 29th July

Gloucester Carnival is a community procession through the streets of Gloucester attracting over 35 groups and watched by 10,000 people. It also features food stalls, performances, a live music stage and a bar. This funding helps to contribute to match funding for community groups such as Art Shape, G dance and Global Arts, who are submitting funding bids themselves for the event. The funding will also pay for additional training for local artists in carnival arts.

3.42 Music in the park/summer sound

Supporting musical activities throughout the summer, including staging and performances.

3.43 Blues Festival –22nd – 30th July

This popular festival widely benefits the local pubs and cafes who host bands during the trail. The festival has high attendance, increases dwell time in the City and finishes with a very popular outdoor event at Café Rene. The funding pays for a programmer who works with all local venues to bring in performers, and the overall marketing of the programme and website.

3.44 Fireworks 5th August

This traditional event attracts over 10,000 people to Gloucester Park to watch a display provided by the company behind the London Eye fireworks.

3.45 Classical Music Festival/Folk Festival dates tbc

Building on the 2016 free classical music festival, the small amount of funding will help develop this new festival as part of the calendar of Gloucester events. Some of this funding will also be spent on developing a new Folk festival to follow the model of the Blues festival

3.46 Retro Festival 26th August

This popular event is organised by Councillor Colin Organ and supported by MGLin terms of marketing, administration and staff support.

3.47 Gloucester Day 2nd September

Support to Alan Myatt to organise the event and assist with equipment and entertainment in addition to staff and additional equipment support from MGL.

3.48 Christmas lantern procession and tree of light 19th November

This annual event involves 6 local artists who work with 6 primary schools creating lanterns based on a theme. The lanterns are then processed through the City centre as the lights come on above them as they pass.

3.49 Gloucester Comedy Festival dates TBC

A contribution to the organiser of this new and ground breaking festival bringing acts from Edinburgh and Cambridge Footlights to Gloucester.

3.50 New Large Scale event for non-Tall Ships Year

Aiming to bring a new Leisure and Adventure show to replicate the success of the Gloucester Tall Ships event in the alternate years to Tall Ships. The new event is intended to be a revenue stream which will supplement MGL activities.

3.51 Local Media/Community event BiG

Supporting events promoting Believe in Gloucester campaign.

3.52 Events to be funded directly by Gloucester City Council

The events listed above will be commissioned from MGL by Gloucester City Council. In addition, the City Council will directly fund the following events/festivals

<u>Event</u>	<u>Contribution</u>
History Festival/Heritage Open Days	£ 10,000
Armed Forces Day	£ 1,000
Three Choirs Festival	£ 5,000

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

3.54 The Civic Events Programme is planned and funded separately.

4.0 Alternative Options Considered

4.1 The report assesses the impact of the 2016/17 City Events Programme and proposes a Programme for 2017/18 which ensures a continuous series of activities throughout the year. Councillors may wish to consider whether support should be withdrawn from the events with least impact and whether successful existing events should receive further support, whether a contingency fund should be established or whether new events should be commissioned for the year ahead.

5.0 Reasons for Recommendations

5.1 The events set out in paragraphs 3.31 to 3.51 are planned to span the majority of 2017/18 to ensure that the City is animated through the year. This will, in turn, increase visitor numbers and spend into the City whilst also being attractive to our residents.

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

5.3 Cabinet considered a report in March 2010 proposing that a more strategic approach should be taken to supporting festivals in future years. The following approach was proposed which is still relevant for 2017 onwards:

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

6.0 Future Work and Conclusions

- 6.1 Subject to Cabinet approval, MGL will progress this programme of events with partners.
- 6.2 MGL has developed a longer term events strategy to improve with forward planning as outlined in the five year business plan.

7.0 Financial Implications

- 7.1 Funding to Marketing Gloucester Limited from Gloucester City Council in 2016/17 was £464,000
- 7.2 In 2017/18 this figure will reduce to £348,000. This reduction represents a £100,000 budget savings requirement and a reduction of £16,000 in respect of events which will be directly funded by the City Council (see paragraph 3.51 above).
- 7.2 In 2018/19 the figure will reduce by a further £100,000 to £248,000 as part of the Council's savings plan.
- 7.2 These funding allocations are in line with Council Money Plan for approval by Council in February 2017.

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

8.0 Legal Implications

- 8.1 The City Council will enter into an agreement with MGL for the delivery of the festivals and events set out in this report. Although MGL is a private limited company the City Council can effectively 'passport' the delivery of these services to the company without undertaking a procurement exercise because the company is wholly owned by the City Council (Regulation 12 Public Contracts Regulations 2015).

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

9.0 Risk & Opportunity Management Implications

- 9.1 No high scoring risks identified.

10.0 People Impact Assessment (PIA):

- 10.1 By delivering the proposed programme of festivals and events, the City Council will work with a broad range of partners to deliver a programme that is available and accessible to all of our community.
- 10.2 The Carnival Committee already exists which was designed to get a greater proportion of community involved in designing and taking part in the Summer Festival. Active partners include Artshape, GDance and GAINÉ (Gloucester Arts in Education).
- 10.3 All events are free to enter or have a small charge and take place in a range of locations around the City. The events are also attractive to a broad spectrum of ages through the detailed programming of specific activities within each event.
- 10.4 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

11.0 Other Corporate Implications

Community Safety

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

Sustainability

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

Staffing & Trade Union

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

Background Documents: None

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Meeting:	Cabinet	Date:	8th February 2017
Subject:	Growing Gloucester's Visitor Economy Action Plan Annual Update 2016		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Lucy Chilton, Visitor Services Manager		
	Email: lucy.chilton@gloucester.gov.uk	Tel:	396570
Appendices:	1. Growing Gloucester's Visitor Economy Action Plan Annual Update 2016 2. Growing Gloucester's Visitor Economy Strategy		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To update Members on the progress that has been made in achieving the Growing Gloucester's Visitor Economy Action Plan during 2016.

2.0 Recommendations

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

- (1) The achievements made in delivering the Growing Gloucester's Visitor Economy Action Plan be noted;
- (2) The activities planned by various partners be recognised as contributing to the 'Growing Gloucester Visitor Economy' aims and objectives;
- (3) The Action Plan be further reviewed and updated on an annual basis, to reflect the actions achieved and to identify and agree future actions.

3.0 Background and Key Issues

3.1 The Growing Gloucester's Visitor Economy Strategy was produced in 2014 by key tourism drivers in Gloucester, following Marketing Gloucester Ltd being instructed by the City Council as part of their tourism remit. The CEO of Marketing Gloucester Ltd took responsibility for the strategy and accompanying Action Plan with support from his colleagues and officers of the City Council.

3.2 The strategy underwent a consultation process, allowing stakeholders and interested parties the opportunity to feed into the strategy, which was finally adopted in December 2014.

- 3.3 Since the launch of this strategy, much work has been completed both behind the scenes and at a high profile level as shown in Appendix 1. A recent independent report has shown that the visitor economy in Gloucester is growing faster than any other area in the county, with total visitor spend in Gloucester in 2015 exceeding £200 million a 68% increase from 2013.
- 3.3 To ensure that this strategy remains a key driver in growing the city's visitor economy, it is important to keep all stakeholders and interested parties up to date with any activity that has taken place.
- 3.4 There were 3 key areas that needed to be addressed by the partners looking to maximise growth over the duration of the strategy, these include:
- Improving the quality of the visitor experience
 - Increasing visitor accommodation in the city by another 1,800 rooms
 - Enhancing the promotion of the city
- 3.5 By following the BRAG scoring system, Appendix 1 clearly shows the actions that have been delivered and those that still require further action.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 A key aspect of the Growing Gloucester Visitor Economy is to make use of the strength of communities across the city to come together and help celebrate everything the city has to offer. Whether this is through community days and events or through city events such as Gloucester Day or the Carnival, all of these highlight the benefit of encouraging communities to promote and celebrate everything that is good about the city.

5.0 Alternative Options Considered

- 5.1 The Visitor Economy Strategy has previously been adopted and so the Action Plan reflects the priorities set within in. Alternative options were considered during the strategy development stage, subsequently activity has been focussed on achieving the approved strategic objectives and alternative options have not been pursued.

6.0 Reasons for Recommendations

- 6.1 2016 has been a positive year for Gloucester in terms of its visitor economy and its cultural development.
- 6.2 The appointment of the Gloucester Culture Board and the first steps towards the establishment of a broad-ranging Gloucester Culture Trust to help put culture at the heart of the city will only drive Gloucester's growing visitor economy. In addition the Board is leading the submission of a Great Place bid for funding from Arts Council England, the Heritage Lottery Fund and Historic England. If successful the bid will bring £1.5m in funding towards an ambitious £3m three-year project to maximise the potential of Arts, Culture and Heritage to make Gloucester a Great Place.
- 6.3 The Summer of Music Arts and Culture (SoMAC) was a focal point in pulling together a coordinated programme of events to drive footfall into the city, therefore increasing visitor numbers and spend.

- 6.4 The update provides an opportunity to reflect on the impact of the actions and the achievements made by all parties involved but also to make note of the areas which may not have performed so highly in 2016. Factors that have had an impact on the speed of delivery of elements of the strategy include the scale and scope of SoMAC in 2016, the focus on adopting the Cultural Strategy and establishing the Board and the requisitioning of key officers to assist with the Together Gloucester project
- 6.2 It's important to acknowledge all partners involved in the delivery of the Action Plan and to encourage all stakeholders and interested parties to think about the role in which they play in delivering the Action Plan. It's about thinking about what can be done collectively and in partnership to achieve this vision for tourism in Gloucester and ensuring that adequate resources are allocated.

7.0 Future Work and Conclusions

- 7.1 The Growing Gloucester's Visitor Economy Strategy will continue to be evaluated on an annual basis reflecting on the achievements and way forward. This will be in the form of a report to Cabinet.

8.0 Financial Implications

- 8.1 There are no direct financial implications to the City Council arising from the report.
(Financial Services have been consulted in the preparation this report.)

9.0 Legal Implications

- 9.1 There are no specific legal implications relating to this report other than to note that Marketing Gloucester Limited is a company wholly owned by the City Council.
(One Legal have been consulted in the preparation this report.)

10.0 Risk & Opportunity Management Implications

- 10.1 None at this stage. Appropriate risk management will be undertaken for each City Council project as they arise.

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 Safety requirements will be addressed by a lead officer/manager within each individual delivered project.

Sustainability

12.2 Sustainability issues will be addressed within individual projects within the action plan.

Staffing & Trade Union

12.3 Not applicable.

Growing Gloucester's Visitor Economy Action Plan Update 2016

10.1	Subject	Issue	Proposed Action	Action to Date	Owner	Milestones/Dates	RAG
	Accommodation	There is considered to be a lack of hotels rooms in Gloucester and a lack of 4/5 star hotels in the city centre.	Commission and promote research to investors showing the demand led opportunity that Gloucester provides.	Review and collation of current research including Arkenford, JCS Hotels Study, ONS visitor numbers. Information collated in "Growing Gloucester's Visitor economy" strategy document. Using Visit England strategy research promoted need for additional hotels rooms to owners Central Hotel. Influenced decision by them to purchase and refurbish Central Hotel. 2016 - Currently a potential of three new hotel developments are at feasibility stage influenced by research decisions should be notified in 2017.	MGL	July 2015 2017 July N.B - this action was originally 'Blue' at the end of 2015 but due to it's continuation, it's now been assigned at a 'Green' level.	GREEN
Page 147			Marketing Gloucester work with Economic Development to produce evidence that Gloucester will support more Hotels and then present this to investors and developers.	Subscribed to Acorn T-Stats, data collation ongoing. 2016 - ED have amended their approach since committing to develop a prospectus, realising that we need a stronger evidence base to be able to effectively market our offer, and to progress delivery of our regeneration projects to be able to demonstrate future demand. This will inform how we market the Gloucester offer to potential investors which may or may not be via a prospectus. This includes a market gap analysis which we are about to commission. Marketing Gloucester has proactively been pursuing opportunities with developers and operators and the response has been positive, with strong operator interest being shown. Subject to issues around commercial sensitivity, further details will be released during 2017.	Regeneration & ED	March 2015, ongoing. ED and MGL to develop a "Hotel Prospectus" by end Dec 2016 Review required in 2017.	GREEN
			Partnership with hotels in the wider area.	Working with local hotels for expansion. Additional 300 rooms added 5 mile radius >50 in the city boundaries.	Regeneration & ED	May 2015, ongoing	BLUE
			Work with AIR BnB, Holiday Lettings to increase local providers – roadshows etc.	Airbnb roadshow was held in March 2015 with over 60 people in attendance? As of December 2015 Gloucester listings have risen from 2 in December 2014 to 52 within the city and over 300 within a 6 mile radius	Marketing Gloucester	September 2015, Complete	BLUE

10.2						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
City Branding	There are many different logos being used by City organisations, it would be ideal to reduce the number and increase the quality. Additionally the city as a whole has not developed a theme colour/style palette for city dressing and furniture.	Form working group with Marketing Gloucester, Gloucester City Council Marketing Communications, Civic Trust etc. to develop uniform branding. Produce brand bible for city organisations – see Gloucester Diocese for example.	Glos2015 branding widely taken up by city council and businesses in the city which is first step towards a common brand. 2016 - The April 2016 target relates to completion of the Public Realm Review, this should be an Amber since it has slipped – we are currently about to go out to procurement for a public realm guide for the Four Gates Streets.	MGL	Regen and ED to complete Public Realm review by April 2016. 2016 - MGL to create Branding Guide by December 17.	AMBER
		Competition through press/radio to produce new city branding.	"Skyline" branding used in 2015 was popular and can continue to be used, negating the need for a competition. 2016 - Further development required in 2017.	MGL	December 2016 2017	AMBER
		Survey of local people as to whether they prefer contemporary or traditional branding styles.	Straw poll of styles indicated colour pathway favoured by most as defining the city is red and white. 2016 - Further development required in 2017.	MGL	2016/2017 2017	AMBER
10.3						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Tourist Information	Provided by TIC and Marketing Gloucester there is a need to relocate the present TIC services and improve the offering and data collection.	MGL work with TIC on new TIC location to ensure best practice. Co-locate Marketing Gloucester and TIC in the same building possibly with Economic Development to enable better coordination of activities. Production of a plan for the development of world class infrastructure to complement the world class TIC team. Consideration must be made of investment in data collection, multimedia and retail requirements. Because the TIC is the first contact point for many visitors to Gloucester it is crucial that we make a good impression. It is believed that revenue from the TIC could be substantially increased by further development of the commercial model.	Preferred option for relocation was 26 Westgate Street. Currently occupied by Gloucester Antiques Centre and work needs to be done to understand how these two uses will sit together once the space requirement for the Antiques Centre is clear. Work also needs to be done to understand the shape of a 21st century tourist information service in the light of new technology and the presence at the new bus station facility. 2016 - Visitor Information Strategy started but put on hold due to the City Council's organisational re-design. TIC relocation project to be re-started in 2017.	TIC	Complete in 2016 - TIC Strategy to be developed (RC / LC - Dec 16). Review of "City Centre Resources" to form part of any future City Council Realignment (RC / AH - Dec 2016) Delayed until 2017.	GREEN
10.4						

Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Marketing	Profile needs to be raised of the city nationally and internationally but with minimal above the line budgets.	Improve content, functionality and graphics of www.thecityofgloucester.co.uk.	New website commissioned.	MGL	Launched February 2016, complete.	BLUE
		PR – Maximise coverage in international, national, regional media.	Wide TV, press and online coverage during 2015, leveraged from events including Tall Ships, Scrumpty and RWC. Work to be continued. 2016 - Further development required in 2017.	MGL / County Comms	Tall Ships May 2015 regional TV coverage BBC/ITV national+ regional press Henry III/Sep 2016 regional TV coverage BBC/ITV national+ regional press	GREEN
		Seek additional funding from EU/Cotswolds Tourism for above the line promotion.	Now dealing directly with Visit England and Visit Britain. 2016 - Further development required in 2017.	MGL	01/05/2015 - See 10.9 for Action	AMBER
Page 149			Gloucester has been adopted as “nurturing project” by Visit Britain meetings to further develop. 2016 - Further development required in 2017 due to the merger of Visit England and Visit Britain. To maximise the value of this, we require desire and commitment to develop the Korean market.	MGL	March 2015, annually thereafter	GREEN
		Exhibit at events aimed at tour operators promoting Gloucester as a great destination. Speed dating for tour operators/Familiarisation trip.	Attended Best of Britain and Ireland at NEC with TIC. Attending National Travel & Tourism Show with TIC. 2016 - Attended the British Travel and Tourism Fair in partnership with Cheltenham Tourism organised by the TIC. The TIC welcomed 10 national tour operators in August 2016 through the Coach Tourism Council and built on our stakeholder relationships.	MGL / TIC	March 2015, annually thereafter	GREEN
		Continue efforts to maximise value of Digital media, social media, tripadvisor.	Increases in social media Klout rating. Score now in top 5% globally. 2016 - Funding from Innovate UK will deliver 12 digital info boards to the city at various locations.	MGL	July 15, Due January 2017	GREEN
		Promotional campaign on Aethelflaed to gain national PR coverage.	Committee now formed to look at 2018 celebrations.	MGL	Summer 2018	GREEN

		Regular promotion of anniversaries of Gloucester people and events.	2016 - Henry III and Beatrix Potter celebration both successfully supported and promoted. Planning well ahead for Aethelflaed, seige of Gloucester and other notable anniversaries.	MGL	Ongoing	GREEN
10.5						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Rugby World Cup	Huge opportunity for the city but no additional funding for promotion of the city. Additional funding is assigned to Fanzone, city dressing and event logistic support.	Marketing Gloucester in conjunction with Gloucester City Council will make best use of PR and social media within current budgets and look to achieve sponsorship to enable additional promotion and events.	Raised over £170,000 from direct sponsorship and Arts Council grants plus £16,500 for collateral and leveraged funding for city dressing from local media. Maximised press coverage through hosting of foreign press groups.		September/October 2015, complete	BLUE
			Application made by Marketing Gloucester for funding from Arts Council for England approved.		Sept/Oct 2015, complete	BLUE
			Wide TV and press coverage of Scrumpty sculpture trail gave advance and extra publicity to Gloucester as host city.		Sept/Oct 2015, complete	BLUE
			Cultural programme of events significantly improved visitor experience of the city and provided additional PR coverage.		Sept/Oct 2015, complete	BLUE
10.6						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Cultural Identity	Sometimes negative perception of Gloucester by locals.	Use Believe in Gloucester Campaign through initiatives such as BiG awards, BiG Residents' Card and so-on.	Ongoing. 2016 - Further development of Residents Card planned through 2017 with funding from Innovate UK.	MGL	November 2015, annually thereafter	GREEN
		Youth BiG campaign/Youth Ambassador Working with Young Gloucester, CofE, local religious and VCS, Local Schools, RC, Jamie McDonald , launch local heroes card for youth and develop youth engagement programme.	Part funded various Street Art projects around the city connected with Rugby World Cup. Supported Tredworth fun day. Worked with Hype and Increase the Peace on various projects. 2016 - Further development required in 2017 which will happen through Art in the City, SoMAC and development of Kings House Cultural incubator with support of the Great Place Scheme.	MGL	2015/2016, December 2017	GREEN
		Taxi drivers and service employees can be disparaging about their own city. Improve knowledge of service workers about what else the city has to offer. Ambassador schemes linked in with an award to incentivise.	Over 100 Taxi drivers graduated from fully funded World Host training programme with many 100s of other people in the city also taking the training. MGL with Economic Development on ESF £100,000 funding through GFirst LEP of this World Host training. 2016 - Further development required in 2017	MGL	First completed 2015. Aim to extend programme 2016-2017	GREEN
10.7						

Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
City Dressing	In part the city is “tired” and empty shops create an unattractive ambience.	Explore options and implement a series of city dressing initiatives including, hanging baskets, flags, banners.	Hanging Baskets funded until 2016 and flag poles now installed. Programme of painting for street furniture by volunteers. Shop unit vacancy lowest for 10 years. 2016 - Hanging baskets were funded in 2016 and looking to include hanging baskets in 2017. The BID are looking to include hanging baskets in proposals running 2018-2022	MGL	2014/15/16 - look to include hanging baskets again in 2016 2017	GREEN
			Flagpoles installed July 2015 and used successfully during Rugby World Cup and Carnival. 2016 - Further development required in 2017 to reinstate lamp post banners. Applications have been made.	MGL	Aug-15 - to look at future Dressing for Summer Events, eg SoMAC N.B - this action was originally 'Blue' at the end of 2015 but due to it's continuation, it's now been assigned at a 'Green' level.	GREEN
10.8						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Signage	Unattractive “gateways” into the city.	Improve and regularise signage indicating city entry. Achieve sponsorship for roundabouts so that they can be improved. Increase and improve signage	Sponsorship achieved for roundabouts. 2016 - Further development required in 2017.	MGL	September 2015, ongoing	GREEN
		Find commercial funding for digital information boards.	Signage ongoing, planning achieved for first project of 6 digital signs. Expressions of interest from commercial partners. 2016 - Currently another 6 applications in progress.	MGL	Subject to planning permission begin installation March/April-16 Due March/April-17	AMBER
10.9						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Cotswolds Tourism	Engagement has been sporadic and representation in promotional material has been diminished. Association of Gloucester with Cotswolds brand is important – particularly for International markets and day visitors staying in rural areas and other Cotswold Tourism area towns.	Ensure that for International consumption Gloucester is strongly represented as the Cathedral City of the Cotswolds and Heritage City of the Cotswolds – both true statements. Ensure that Gloucester gets a proportional amount of any funding gained for the Cotswolds Tourism Partnership based on its impact on the tourist economy.	Marketing Gloucester withdrew funding from Cotswolds Tourism body as was representing poor value but through Tripadvisor and social media has successfully increased profile. 2016 - MGL met with the Chief Executive of Cotswold Tourism, who has since left and Cotswold Tourism seem to be in a hiatus at present.	MGL	Meeting with new Cotswolds Tourism in January 2016 to discuss future opportunities Will aim to meet the new CEO once appointed.	AMBER

10.10						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Events	While shown to be essential to the local economy historically not all events in the city have been well coordinated leading to conflicts of timing and poor quality. Additionally some events have the potential to be grown to have far more impact on visitor numbers and spend. The significant events: Tall Ships, Three Choirs, Crucible are not annual, leading to "dead" years. Particularly May bank holiday. This is a missed opportunity.	Continue to improve delivery and promotion of current events.	Coordinated calendar of events widely subscribed to be city events organisers. More to be added. 2016 - Further development required in 2017.	MGL	April 2017, plan training day on coordinated calendar of events	GREEN
Page 152		Work to develop "Fringe" festivals for "Three Choirs" and "Crucible" and "Tall Ships".	Tall Ships "fringe" worked well during 2015 with Stone Carving, Sea Shanty Festivals, Flower exhibition at St Mary de Crypt and Markets organised by GCCCP coordinated to complement each other. A good model for future events this worked successfully with the whole city from Llanthony Priory/Quays to Kings Square benefitting from activities and increased footfall. 2016 - Further development required in 2017 which will see the return of the Gloucester Tall Ships Festival.	MGL	May 2015, ongoing with additional events	GREEN
			SoMAC 2016 <i>was</i> planned to bring festival atmosphere to the city during the summer and to coincide with Three Choirs <i>and was a great success.</i> 2016 - SoMAC will return in 2017.	MGL	July/August 2016	GREEN
		Look for additional self-funding large popular events to fill "fallow" years.	Research well advanced on a Life, Leisure, Adventure festival to alternate with Tall Ships on an annual basis.	MGL	May-18	GREEN
		Publish the three year events calendar currently used for internal consumption to enable tour operators and visitors to plan visits.	2016 - Produced internally, now published externally.	MGL	July-September 2017	GREEN

		Develop events and promotions around anniversaries similar to the model for Richard III for Aethelflaed amongst others including Henry III, and the Siege of Gloucester.	Committees formed and planning well under way for Aethelflaed Siege of Gloucester still to be finalised.	MGL	2016-2018	GREEN
10.11						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Car parking	Car parking costs can have a negative effect on footfall	Discuss with Gloucester Quays the possibility of Introducing a parking scheme(s) at Quays/Eastgate Centre and in City centre similar to that offered by Swindon Outlet Centre, or by Worcester Asda i.e. parking fees redeemable upon achieving a certain level of spend. In Gloucester City car parks this could be redeemed on following visit with one time Parking Scratch card.	Ongoing, Changes to city parking are underway. New Automatic Number Plate Recognition system will have more flexibility for promotions than Pay & Display. 2016 - Further development required in 2017.	Regeneration & ED	Summer 2016	GREEN
Page 152		Promote changed times of free parking to support evening and Sunday economy.	Signage organised for Southgate Moorings carpark and social media.	Regeneration & ED	May 2015, complete	BLUE
10.12						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
City attractions	Not enough cooperation and coordination between City Attractions.	Combine disparate groups such as Hotels and Attractions and Quays Marketing to form a city wide single Tourism Partners Group for the city to meet quarterly including: TIC, Marketing Gloucester, Hotels, members of other attractions and Museums, and tourism businesses. To be held at different premier locations.	Ongoing. Meetings held informally but need to be formalised through 2016. 2016 - Further development required in 2017. Heritage Attractions Group is attended by Marketing Gloucester and is becoming a useful vehicle for sharing information and cooperation.	MGL	March 2016 Ongoing	AMBER
10.13						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG

Advertising and Promotion	Lack of funding for tourism compared to other comparable destinations means that Marketing Gloucester don't have the budget for national advertising, videos or distribution of Gloucester Visitor Guide internationally etc. Winchester has a population of 116,000 people compared to 150,000 in Gloucester. Visit Winchester spend £70,000 pa on their marketing of which £8,000 was spent on producing 3 videos recently. MGL has spent approximately £42,000 on Destination Marketing and Tourism Services the last financial year.	Increase private sector funding by approaching large businesses in the area. Try and tap into other sources of public sector funding. Link with Cotswolds Tourism and Visit England to enable Gloucester to "piggy back" on coop marketing initiatives.	By funding through advertising Marketing Gloucester has produced and distributed over 215,000 brochures promoting the city. Total amount of printed collateral produced by Marketing Gloucester reached over 500,000 . Whilst there is little budget for above the line advertising except that which is event based this has been compensated for by strong PR. 100,000 Scrumpty leaflets produced July 2015 (self funded), 100,000 "What to do and see" leaflets produced (self funded), 15,000 city guides produced (self funded), 30,000 "Cultural events" brochures produced (funded by the Arts Council). Marketing Gloucester has raised sponsorship which is being used to supplement limited budgets. 2016 - Further development required in 2017.	MGL	Various throughout year Ongoing	GREEN
10.14						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Restaurants	Lack of quality independent restaurants and wine bars in city centre.	Approach restaurants in neighbouring towns and offer financial incentives to open a restaurant in Gloucester.	Much work has been done on approaching restaurants, and a wide range of grants is available particularly in Westgate Street. Meetings with a number of national and regional organisations has led to some successes. 2015/16 - new restaurants include Greek on the Docks, Grillshed, Hubble Bubble, Sahara Lounge and a number of national chains have been contacted who are currently actively searching for units in Gloucester.	MGL	Attract independent restaurants and winebars to city - ongoing	GREEN
	Inconsistent Customer Service Standards	Use Rugby World Cup as a catalyst to enrol companies in service sector on free training workshops. See Liverpool Capital of Culture. Aim for World Host City status http://www.worldhost.uk.com/become_destination	Worked with Economic Development on successfully raising £100,000 funding through GFirst LEP for World Host training. Promoted training through networks and full take of funding achieved (GEL). 2016 - Talking to GFirstLEP about new scheme for 2018	MGL / Regeneration & ED	May- Sept 2015 May- Sept 2018	GREEN
10.15						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG

Culture and Arts	Gloucester is perceived by the Arts Council as being a cultural "black spot". Cultural offerings are huge drivers for tourism, can act as a stimulus for economic growth and build civic pride. The city has opportunities to claim potentially millions of pounds of Arts Council funding.	Form a voluntary creative hub, utilising the best of local and national talent with experience of raising funding from the Arts Council and elsewhere to act as catalyst and drivers for growth in this sector in Gloucester.	Location for creative hub identified, funding and business model developed. Key players identified and engaged. 2016 – The Jolt Art & Culture hub opened in Grosvenor House in March 2016. Work has continued to prepare Kings House for occupation. Theatre Gloucestershire will be the lease holders. An opening event will follow after the opening of the hub when it has developed and there will be work to showcase.	Cabinet Member for Culture & Leisure	Planned to open Mar-16 Planned to open March 17	GREEN
		Update and develop cultural strategy and produce roadmap towards achieving £5 million capital funding within a scheduled timescale.	Culture board formed, initial funding secured, Arts Council England engaged. Consultants appointed, wide consultation in progress. 2016 - Culture Strategy adopted - March 2016. Culture Board appointed - October 2016. Director appointed December 2016 due to start in March 2017. Funding applications underway to ACE £50,000, Great Place £1.5m. PHF £385,000.	Cabinet Member for Culture & Leisure	Strategy due to be complete and adopted Mar-16 2016 - Funding announcements between March and May 2017. First Cultural Forum during 2017	GREEN
10.16						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Perceptions of Safety in the Evening Economy		Gloucester's night time safety has vastly improved but PR has not kept up. More good news should be issued to improve perceptions.	LVA have now combined with evening economy group forming a stronger voice. First fruit of this is the free drinks for designated driver campaign.	Regeneration & ED	Ongoing	GREEN
		Best Bar None Awards - very easy to administer. Press surrounding awards will make for good PR.	Aim to have good news story once monthly on Gloucester's evening economy. 2016 - Further development required in 2017.	Regeneration & ED	October 2015, ongoing	GREEN
		Purple Flag Scheme - promote a safe and vibrant evening economy.	Administered by Gloucester City Council. Ongoing, first award ceremony completed. 2016 - Currently in the process of finalising an action plan for achieving purple flag status, having focussed on addressing some of the key measures that need to be addressed	Regeneration & ED	Ongoing	GREEN
		Marketing Gloucester to investigate at more evening events/festivals. Provide an incentive for businesses to stay open in the evening and benefit from additional footfall.	investigating with partners Illumination of boats/ships in Gloucester Docks December 2015 tester for large illumination festival as per Lumiere, Durham. 2016 - Further development required in 2017.	Regeneration & ED / MGL	December 2015, ongoing	GREEN
10.17						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG

Linkages between the Historic Docks and the City Centre	Signposting and linkages between the Quays, Historic Docks and the City Centre need to be improved.	Using Apps, city dressing, traditional and new electronic signage, funded by sponsorship aim to close the gap between the “two city centres” and unify into one experience. One board centrally placed near the Quays may also be valuable to driving visitors from Quays into the Historic City Centre.	Funding secured from Gloucester City Council and expressions of interest from private sector sponsors. Planning permission applied for, one granted, four ongoing. 2016 - Existing signs have been re-skinned.	MGL	Planned installation of Digital signage commence Mar/Apr-16 completed by year end. Planned installation of digital signage commence March/April 2017 completed by year end. Consideration given to Barbican Road route as part of the Blackfriars Development	GREEN
Page 156		Ensure that events bridge Quays and Historic city centre.	This has become Intrinsic to planning future events and shown successfully through 2016. Tall Ships festival 2015 successfully did this. As did Scrumpty sculpture trail and Beatrix Potter trail. 2016 - Further development required in 2017. In 2017, for Tall Ships and SoMAC, planning is already well underway to ensure that events bridge the Quays and the historic city centre.	MGL	Ongoing	GREEN
		Produce collateral that covers both in a unified way.	SoMAC, Scrumpty brochure, visitor guide, where to eat and drink all have achieved this. 2016 - Further development required in 2017 including the production of print relating to events and tourism.	MGL	Ongoing N.B - this action was originally 'Blue' at the end of 2015 but due to it's continuation, it's now been assigned at a 'Green' level.	GREEN
		Support efforts for regeneration of the gaps such as between Prison and Blackfriars and development of the waterside.	PR/Investor relations. 2016 - Further development required in 2017.	MGL	Ongoing	GREEN
		Support efforts to build iconic mixed use venue at Southgate carpark.	Ongoing, awaiting report from Interim Culture board for strategic recommendation. 3D animation concept produced by Marketing Gloucester. Southgate Moorings remains an option but others sites are too. 2016 - Further development required in 2017	MGL	Cultural Strategy published March 2016	GREEN
10.18						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG

Maximise Visitor Spend		Launch Visitors card/City Pass similar to Big Residents' card examine York's model and see how it could apply to Gloucester, TIC to investigate Marketing Gloucester to implement.	Marketing Gloucester working with TIC and four museums in city have produced a Museums pass which allows annual access to all participating museums for a one of fee of £10 per person or £20 for a family. Once this has established investigations will be made to see if this can be extended. 2016 - Further development required in 2017.	MGL	Museums pass produced Summer 2015. Further integration to take place ongoing.	GREEN
10.19						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Venue	Lack of suitably sized venues to run commercially viable events and exhibitions.	Investigate opportunities with commercial partners, LA and Arts Council for funding to create the much needed multiuse space in the city.	Ongoing, awaiting report from Interim Culture board for strategic recommendation. Commercial partners currently being polled with some encouraging feedback. 2016 – The Cultural Strategy was adopted in March 2016 and contains an action to scope the potential for such a venue. One strand of work identified in the Great Place Scheme bid is this work.	Cabinet Member for Culture & Leisure	Awaiting Cultural Strategy and action plan March 2016 Work in progress in 2017	GREEN
10.20						GREEN
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
Hotel Rooms	Lack of quality hotels in the city centre barrier to growth.	Publicise current research to investors and hotel owners and actively pursue potential investors in new hotels. Work with City Council to identify key sites for Hotel development and produce document in electronic form for distribution.	Premier Inn to be built at Bakers Quay. Central Hotel & New County both adding rooms. Potential for hotels within Kings Quarter & Blackfriars. 2016 - Further development required in 2017.	Regeneration & ED / MGL	Ongoing	GREEN
			Using VE strategy research promoted need for additional hotels rooms to owners of Central Hotel. Influenced decision by them to purchase and refurbish New County Hotel.	Regeneration & ED / MGL	July 2015, complete.	BLUE

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Growing Gloucester's Visitor Economy



Version 20141130

Contents

1. Executive Summary
2. Background
3. Product Audit – What’s the offer?
4. SWOT
5. What/who is our market and who should we target?
6. Requirement for additional 1800 Hotel Rooms
7. Different approaches to different markets
8. Relationship with Cotswold Tourism Body
9. Current Promotion of the City
10. Action plan

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1. Executive Summary

Gloucester is a City which has a rich history with a wealth of legacy from that history, both culturally and physically with its many heritage assets. It is a City that has recently benefited from over £720¹ million of investment in regeneration and with more significant investment in regeneration planned focusing on growth and improvement of amenities and lifestyle for businesses, residents and visitors.

The visitor economy is an important part of the economic mix for the City of Gloucester and has grown at a faster rate than total economic activity for the area². It is projected that this growth in the visitor economy is likely to continue, substantially outperforming whole economy growth for the area³. If these projections are proven to be correct then the visitor economy is likely to become an even more important part of the local economy.

This report sets out a draft strategic plan for driving growth in the value of Gloucester's visitor economy. Some of the actions set out in this plan can be achieved by those organisations in the city with the remit to promote tourism, others will require more wide ranging stakeholder support. This is a consultation document and the authors warmly welcome feedback and additional ideas on how to continue growing the visitor economy to assist in making Gloucester the best small city in Britain⁴

Key Conclusions:

- Gloucester has consistently outperformed both national and regional growth rates in visitor spend. Economic benefits from exploiting the visitor economy will become an ever more important component of the whole economy locally within the next 10 year period.
- There is a need to continue the progress towards closer coordination between organisations whose activity contributes to visitor economy growth
- Current successful efforts to promote the city must be amplified to capitalise on current growth and increase it bringing substantial growth in jobs and the local economy
- Barriers to growth in the visitor economy such as shortage of good quality hotel rooms and lack of a larger venue space need to be addressed

¹ GHURC

² GVA of tourism related industries by rural-urban LA classification region and local authority. Source ONS, Annual Business Survey 2000-2010 abs@ons.gov.uk

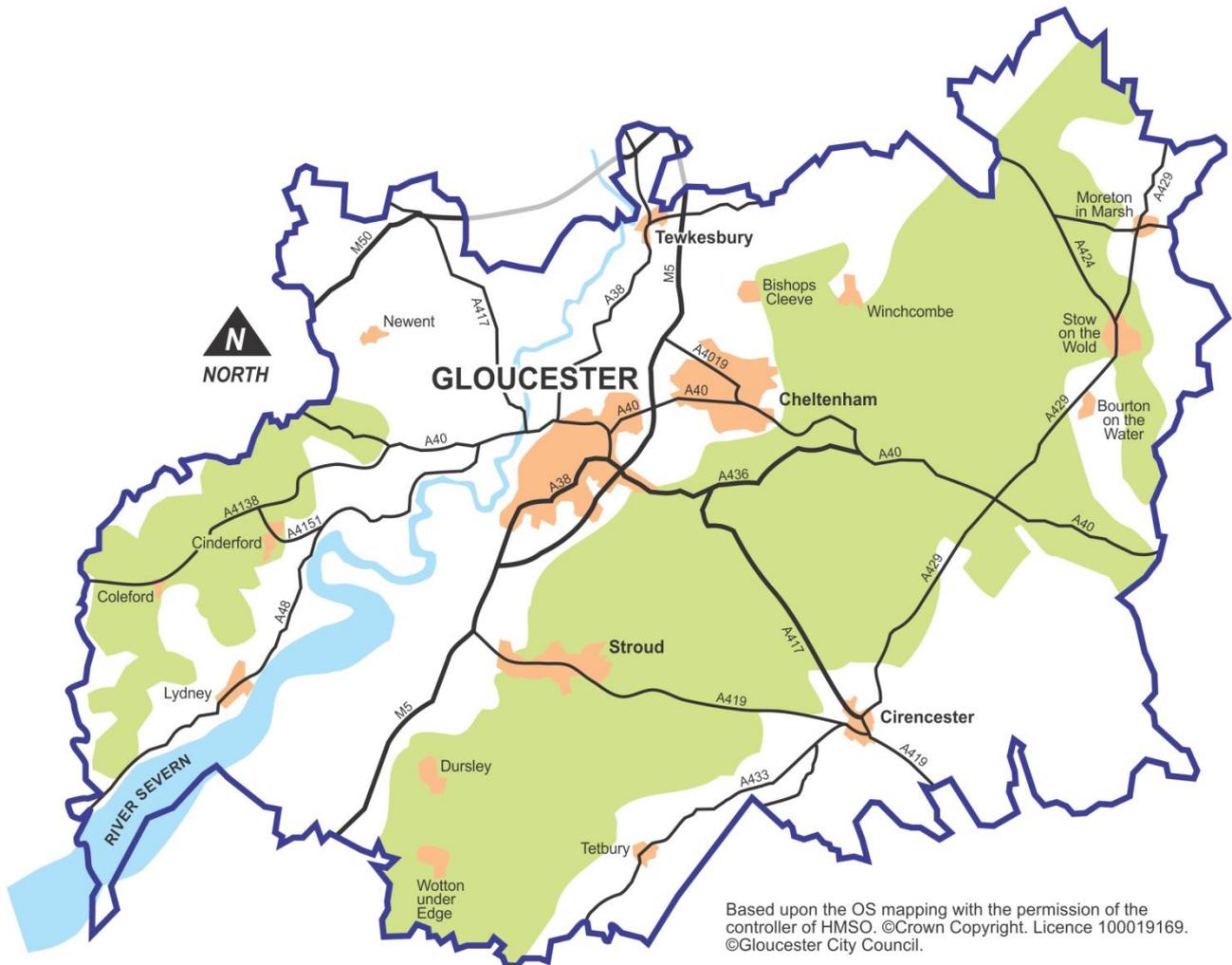
³ DCMS Government Tourist Policy projects total UK Tourism spend to grow at annualised rate of 3.5percent per annum to 2020, GFirst LEP in draft Strategic Economic Plan projects a regional growth rate of 2percent per annum to 2025

⁴<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0CC4QFjAA&url=http%3Apercent2Fpercent2Frichardgraham.orgpercent2Fwp-contentpercent2Fuploadspercent2F2013percent2F01percent2F2014-Making-Gloucester-the-Best-Small-City-In-Britain.pdf&ei=xzQoU4LmBsi90QWd2IH4AQ&usg=AFQjCNFDNaU0dwfmj0M0Z88fKV7E65ERhA&sig2=nAXJpPXsP2tYRyDkNC10kw&bvm=bv.62922401,d.d2k>

2. Background

2.1 Geography

A Cathedral city, district and county town of Gloucestershire in the South West region of England. Gloucester lies close to the Welsh border, and on the River Severn, approximately 32 miles (51 km) north-east of Bristol, and 45 miles (72 km) south-southwest of Birmingham. The city is centrally located between the Cotswolds and The Forest of Dean



2.2 Demographics

Gloucester has a relatively young,⁵ growing population, being the ninth fastest growing city in the UK with 1.1percent annual growth (2010 population = 123,400; 2002 pop = 110,600 a12,800

⁵ Gloucester Prospectus, Gloucester City Council pp 14 states 39 percent of City population are under 30, 25percent under 20 the highest in South West

increase)⁶ it also has wide cultural diversity with a reported 60 languages spoken as mother tongue in the City⁷

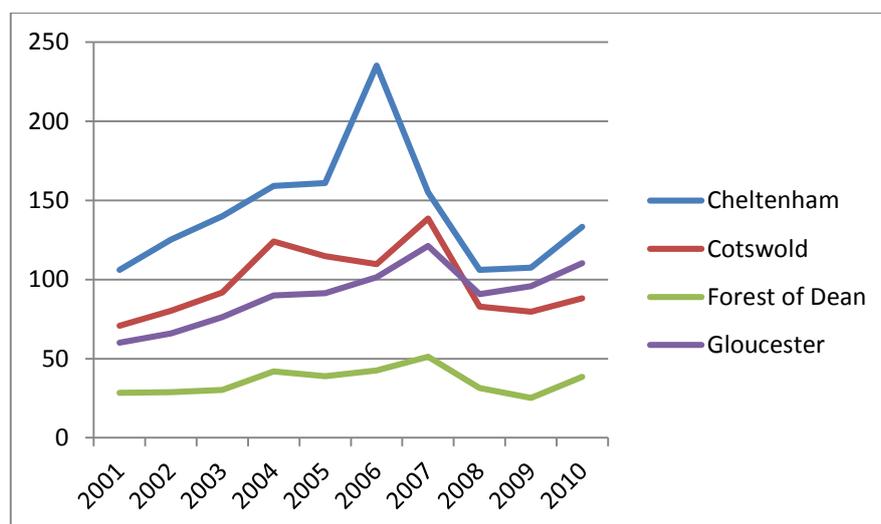
2.3 Visitor Economy

According to GFirst LEP Gloucestershire wide productivity will increase at an annual average growth rate of 2 percent leading to a £14.5 billion economy in 2025 (from £11.5 billion in 2007) a growth of £3 billion in 18 years⁸

Visit England have projected that during the same period the Visitor Economy will grow nationally by an annualised 5 percent⁹. In Gloucestershire this would generate an additional economic activity derived from this sector rising from £728 million in 2010 to £1.5 billion by 2025 potentially generating 14,300 new jobs (DCMS Government Tourist Policy 2011¹⁰ quotes a more conservative annualised 3.5 percent growth rate to 2020)

- Using the same 5 percent growth projections GVA generated by tourism in the City of Gloucester is projected to grow from **£110.4 million** to **£229.5 million** per annum.
- It is important to note that from 2002-2010 GVA growth rates of tourism related industries in Gloucester averaged at **7.9 percent per annum**.
- **Figures released by Office National Statistics June 2014 show that in 2013 there was a 38% increase in international visitors to Gloucester**

Chart showing growth in visitor economy across Gloucestershire



⁶ http://www.centreforcities.org/assets/files/2014/Cities_Outlook_2014.pdf

⁷ <http://www.gloucestercitizen.co.uk/Barton-cultural-hub/story-11893611-detail/story.html>

⁸ <http://www.gfirstlep.com/Home/Strategic-Economic-Plan/>

⁹ Visit England Visitor Economy Briefing for Local Enterprise partnerships – Issue 4 August 2013

http://www.visitengland.org/Images/130905percent20LEPpercent20Visitorpercent20Economypercent20Briefingpercent20Issuepercent204_tcm30-38506.pdf

¹⁰ <https://www.gov.uk/government/publications/tourism-strategy>

GVA of tourism related industries¹ by rural - urban LA classification, region and local authority¹¹

Source: ONS, Annual Business Survey, data available on request: abs@ons.gov.uk¹²

2010

Coverage: England

GVA Millions

Cheltenham	133.2
Cotswold	88.2
Forest of Dean	38.5
Gloucester	110.4
Stroud	? ¹³
Tewkesbury	52.7

In 2013, the direct industry effect generated around £58 billion of GVA or about 4.1 percent of (expected) UK GDP. Combined with the ‘tourism industry’ effect the contribution was just under £127 billion in GVA, or 9.0 percent of UK GDP. In total, including all direct, indirect, and induced effects, the contribution to the UK economy was £161 billion or **11.4 percent of UK GDP**.¹⁴

percent Growth in Visitor economy GVA	2002	2003	2004	2005	2006	2007	2008	2009	2010	Average percent growth per annum
South Gloucestershire	3.9	9.4	9.1	23.5	-1.3	-18	29.3	-18.4	-7.6	3.3
Cheltenham	18.1	11.7	13.7	1.2	46.1	-34.1	-31.6	1.3	24	5.6
Cotswold	13.6	14.2	35.2	-7.5	-4.3	26.3	-40.2	-3.8	10.6	4.9
Forest of Dean	1.1	4.9	39.1	-7.5	9.3	20.5	-38.7	-19.6	52.7	6.9
Gloucester	9.7	15.9	17.9	1.6	11.2	19.5	-25.2	5.6	15.3	7.9
Stroud	3.5	19.7	32	10.7	-3.9	53.6	-41.5	-20.8	? ¹⁵	4.0
Tewkesbury	14.9	5.6	20.6	12.3	0.6	25.5	-32.6	-24	10.2	3.7

¹¹ GVA is the value of the sector’s output minus inputs bought from other sectors and taxes and subsidies
<http://www.ons.gov.uk/ons/guide-method/method-quality/specific/economy/national-accounts/gva/index.html>

¹² <https://www.gov.uk/government/statistical-data-sets/rural-statistics-local-level-data-on-tourism-gva>

¹³ potentially anomalous figure removed

¹⁴ Excerpts from DCMS Government Tourist Policy 2011

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/78416/Government2_Tourism_Policy_2011.pdf

¹⁵ potentially anomalous figure removed

Conclusion

- The Value of the visitor economy in Gloucester has grown by an average of 7.9% per annum from 2002 to 2010 and that growth appears to be continuing
- Gloucester has consistently outperformed both national and regional growth rates in visitor spend.

General whole economy growth in the area has been and is projected to be at a slower rate than growth projected in the visitor economy therefore indicating that **economic benefits from exploiting the visitor economy will become an ever more important component of the whole economy locally within the next 10 year period**. Realising this importance it is necessary to develop and implement an effective coordinated strategy for the visitor economy, recognising the strengths and weaknesses of the City and environs, seeking to address those weaknesses and communicating locally, regionally, nationally and internationally to promote Gloucester as an appealing destination to visit. This will without doubt have knock on effects in improving the perception of Gloucester as a desirable place to live and do business.

3. Product Audit – *What's the offer?*

Rich in history and heritage, Gloucester has a wealth of architectural gems, numerous popular visitor attractions, a Premiership Rugby team and is located on the edge of The Cotswolds, an Area of Outstanding Natural Beauty.

As The Cathedral City of The Cotswolds, Gloucester is part of The Cotswolds Tourism Partnership. The Cotswolds is one of the Visit England 'Attract' brands reflecting the area's appeal to international visitors.

3.1 Heritage and culture

Gloucester's skyline is dominated by the Cathedral which represents the finest example of Perpendicular Gothic architecture in the world. It is also notable for its rich historical connections as it was the location where Henry III was crowned, Edward II was buried and is where William the Conqueror ordered the writing of the Domesday Book. It has been used many times as a filming location for TV and films including Harry Potter.

Gloucester has many historical literary and musical connections. John Stafford Smith who composed the American National Anthem was born in Gloucester. Robert Raikes, the founder of the Sunday School Movement is buried in St Mary de Crypt Church which is also where George Whitefield, the famous 18th century preacher influential on the Methodist movement delivered his first sermon. A visit to Gloucester provided the inspiration for Beatrix Potter to write and illustrate her book, *The Tailor of Gloucester*. In the 19th century, Charles Dickens based his character Ebenezer Scrooge on a wealthy local banker Jemmy Wood known as *The Gloucester Miser*. The English composer and poet, Ivor Gurney, was also born in Gloucester in 1890 and both W.E. Henley author of the famous poem "Invictus" and Hubert Parry composer of the anthem "Jerusalem" are both from the city.

Gloucester has a proud military history and the Soldiers of Gloucestershire Museum tells the story of The Gloucestershire Regiment (The Glosters) and The Royal Gloucestershire Hussars. Nature in Art has been one of 6 finalists in 2013 Family Friendly Museum of the Year awards and twice specially commended in the National Heritage Museum of the Year Awards and attracts many international exhibitions each year. Rugby is a professional rugby union club which competes in the top flight of English rugby – the Aviva Premiership, as well as the Anglo-Welsh LV=Cup and the European Rugby Cup competitions. With a loyal fan base, match attendance in the 2012-13 season was 225,000 people. Gloucester will be a Host City for the Rugby World Cup in 2015 with Kingsholm hosting 4 matches and six international teams in the Tournament.

Engineering and aviation in particular are important to Gloucester. Britain's first jet plane, the Gloster E28/39, powered by Sir Frank Whittle's revolutionary jet engine, first left the ground in 1941 from the Gloster factory airfield near Gloucester. Today many local people are employed in companies supplying the aerospace industry and the Jet Age Museum aims to recreate the excitement of aviation in a bygone era.

Gloucester has a growing reputation for festivals and events. The Tall Ships Festival in May 2013 which is organised by Marketing Gloucester, attracted over 120,000 visitors to the city and received regional TV and media coverage. The Heritage Open Days in Gloucester, which are promoted in conjunction with Gloucester History Festival, are the largest in the region and one of the top 3 heritage events nationally¹⁶. The annual Christmas Lantern Procession is a unique event in the area and involves local schools whilst other events, such as Residents' Weekend, the BiG Eat Week and the Rhythm & Blues Festival, rely heavily on the commitment of local businesses. In addition, Gloucester Quays organise an annual programme of events including a Food Festival in July which attracts around 90,000 visitors and a Victorian Christmas Market which attracted 150,000 visitors in November 2013.

The ancient tradition of Cheese Rolling at Cooper's Hill on the Spring Bank Holiday has been taking place for hundreds of years and has attracted worldwide media interest. Other local traditions include surfing the Severn Bore, and since the Middle Ages the people of Gloucester have sent a Lamprey Pie, made from the locally-sourced eel-like fish to the Royal household every Jubilee and Coronation. Other local delicacies include Gloucester Old Spot sausages double Gloucester Cheese, single Gloucester Cheese (an EU PDO) and Elvers.

3.2 Landscape and countryside

Gloucester is the administrative centre of Gloucestershire and is situated on the edge of the Cotswolds. It is the most inland port in Britain with the River Severn and the Gloucester-Sharpness Canal both adjacent to the city. After extensive regeneration, the Historic Docks have been restored to their former glory and provide an attractive environment for tourists to stroll around. The Gloucester Waterways Museum in the Docks tells the story of the country's canals and rivers and operates boat trips for visitors. Numerous canal boats are moored in Victoria Basin and the boat builder, T.Nielsen, is based in Docks alongside the Main Basin.

Alney Island is an island in the River Severn near Gloucester which was designated as a special nature site in 1993. The area is prone to flooding at high tides.

The Severn Bore is a spectacular natural phenomenon which creates a surge wave along the Severn estuary at different times throughout the year. Large bores attract crowds of onlookers and surfers who attempt to ride the wave.

¹⁶ Information from Heritage Open Days

Gloucester is close to The Royal Forest of Dean: a former royal hunting forest where several tourist attractions are now based including Dean Heritage Centre, Clearwell Caves, Go Ape, Puzzlewood, Wildfowl and Wetlands Trust and Pedalabikeaway. Robinswood Hill is a hill and country park to the south of the city centre managed by the Countryside Unit. Gloucestershire Wildlife Trust has its head office based there. It was originally one of the main sources of water to the city where the springs were previously used by Gloucester's St Peter's Abbey in the 13th century. The 100 acre site is now home to much wildlife with spectacular views of The Cotswolds, Malvern Hills and May Hill.

3.3 Built Environment

The historic city centre features four 'Gate' Streets which converge at The Cross. With many tall buildings dating back to Tudor times, particularly in Westgate Street, the area has an historic charm although the retail units have a corresponding tendency to be small.

Besides the historic architectural gems, some ugly buildings were erected in the 1960s which detract from the charm of the historic centre. Over £720 million has been spent on the regeneration of Gloucester over the past decade with ongoing plans for some of these unsightly buildings to be demolished or clad. The planned redevelopment of King's Square will make a significant difference to the aesthetic appeal of the city centre.

The Historic Docks have undergone a dramatic transformation over the past couple of decades and now provide an attractive Leisure Quarter. With easy access to shops, museums, cafes and restaurants, the area has become a popular destination for coach parties.

3.4 Access and Transport

Gloucester is well located with easy access to The Midlands, the South West and South Wales via the adjacent M5 Motorway. The city is just over 2 hours from London and is signposted from junction 15 of the M4.

Gloucester Railway Station is located close to the city centre. Regular train services operate to Bristol and the South West, London Paddington, South Wales and to Birmingham New Street. Gloucester Bus Station is centrally located and is served by National Express, Stagecoach and other coach and bus companies. Gloucestershire Airport at Staverton offers scheduled flights to the Isle of Man, Belfast and Jersey with Citywing. Gloucester Docks provide excellent access and mooring for leisure boats

3.5 Visitor Services

The award-winning Gloucester Tourist Information Centre provides visitors with details of accommodation, restaurants, tourist attractions and things to do in the local area. Services offered include accommodation bookings, coach, bus and short break bookings, tickets for local events and souvenirs.

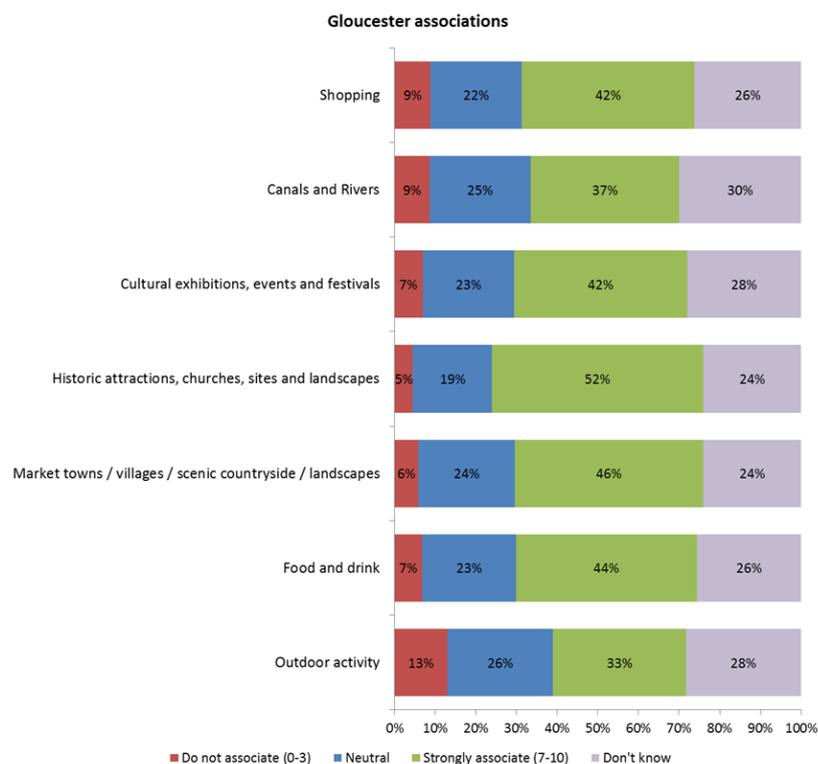
A free Gloucester Visitor Guide is available in the Tourist Information Centre featuring information, accommodation and event listings and a map showing key locations including car parks, public toilets and the community toilet scheme. Green Tourism information is also provided. Visitor information can also be accessed via official destination website www.thecityofgloucester.co.uk and social media including Twitter @visitgloucester , Facebook www.facebook.com/Gloucester

A series of foreign language leaflets is available which need to be updated ahead of the Rugby World Cup in 2015 and the anticipated influx of overseas visitors.

There is also an Accessibility Leaflet and a new Heritage Walking Tours app which was launched in the summer of 2014. Google have chosen Gloucester as the second destination in the world to partner in development of content for their “Fieldtrip” tour app for mobile and Google Glass this is being partnered by Marketing Gloucester and has recently gone live.

A new ‘Meet and Greet’ service for coaches has recently been introduced by Gloucester City Council which is being co-ordinated by Gloucester Tourist Information Centre. Currently Gloucester Quays outlet also provide a meet and greet services for coaches and have a customer service desk which provides a limited amount of tourist information

3.6 The following chart shows what current visitors to Gloucester most associate with the city



- As is shown by the above chart ¹⁷Gloucester is most strongly associated with Historic attractions, churches, sites and landscapes

¹⁷ (Arkenford, January 2012)

4. SWOT

Wherever possible the information in this SWOT analysis is based on empirical data. Sources referenced^{18, 19}.

4.1 Strengths

- i. Some fine buildings including many which represent unique or exceptionally well preserved examples of the kind. Over 500 listed buildings within the city²⁰
- ii. Rich History (highest rated for History and Heritage in Cotswolds) (Arkenford, January 2012) 3rd largest Heritage Open Days event in the country, over 2,000 years of continuous history
- iii. World Class Cathedral
- iv. Established and successful rugby team promotes the name of Gloucester throughout the UK and Europe
- v. Regenerated Historic Docks, best preserved 18th century inland port in the country
- vi. Gloucester Quays
- vii. Proximity to Cotswolds and Forest of Dean
- viii. Good Transport Links - Road network access (M4, M5) allows access to most parts of the UK within a two hour journey
- ix. Active events programme and strongest reputation in the region as a centre for Heritage events (Arkenford, January 2012) (Visit England, 2011-2012) several events attract over 100,000 visitors. Events include:
 - a. Tall Ships
 - b. Blues Festival
 - c. Three Choirs
 - d. Victorian Christmas Market
 - e. Food Festival
 - f. Crucible Exhibition
- x. Currently along with Cheltenham, Gloucester is a top destination in the Cotswolds (Arkenford, January 2012)
- xi. Local younger people 15-44 consider Gloucester to be a good place for a day trip (Arkenford, January 2012)
- xii. In the 24-35 age bracket Gloucester out performs Cheltenham for local day visitors (Arkenford, January 2012)

¹⁸ References from Visit England's, The Cotswolds Perception and Awareness Research, January 2012 Arkenford copies available from Marketing Gloucester are marked (Arkenford, January 2012)

¹⁹ (Visit England, 2011-2012)

²⁰ <http://www.britishlistedbuildings.co.uk/england/gloucestershire/gloucester> see also <http://www.gloucester.gov.uk/resident/Documents/Planningpercent20andpercent20Buildingpercent20Control/HistoricEnvironment/Schedulepercent20ofpercent20Listedpercent20Buildingspercent20bypercent20alphabeticalpercent20roadpercent20name.pdf>

- xiii. Day visitor volume from elsewhere (not local) in the 65+ bracket outperforms all other areas and conurbations across Cotswolds and Forest of Dean (Arkenford, January 2012)
- xiv. Gloucester is very attractive with “Cosmopolitans²¹” (Arkenford, January 2012)
- xv. Gloucester is perceived as being relaxed, cultural and nostalgic (Arkenford, January 2012)
- xvi. Strong community in the city
- xvii. Industry - strong in many sectors including engineering, aerospace, IT (2nd Geekiest IT literate city in the UK - Ebuyer)Business tourism
- xviii. Film location
- xix. Award-winning Tourist Information Centre
- xx. Active Civic Trust
- xxi. Pedestrianised historic Gate Streets
- xxii. The Potters (Beatrix, Harry)
- xxiii. Gloucester ranks fourth in the country for life satisfaction (source: The Centre for Cities 2014 report)
- xxiv. New vibrant restaurant/Bar quarter at Gloucester Docks and Quays with over twenty outlets

4.2 Weaknesses

- i. Unattractive “gateways” into the city
- ii. Inconsistent city branding
- iii. Inconsistent and inadequate messaging to target audiences
- iv. Inconsistent quality of architecture through the city and environs including:
 - a. Bus station
 - b. Eastgate Street
 - c. Barbican/Blackfriars car park area
- v. Evening economy is underdeveloped with a small number of independent restaurants in the historic city centre, leading to a lack of vibrancy in the evenings apart from at the time of festivals and rugby matches
- vi. Perception that there are a lack of quality places to eat
- vii. Lack of upper end restaurants
- viii. Perception of Gloucester as an unsafe city²³
- ix. Improved connection needed between Gloucester Quays/docks and Historic City Centre (also see opportunities)
- x. Poor awareness of the City and its offerings amongst visitors to The Cotswolds, only 24 percent of visitors aware of proximity (Arkenford, January 2012)
- xi. Poor awareness of destination compared to top tier destinations such as York, Stratford and Bath. 42 percent of people questioned have heard of Gloucester but have no idea

²¹ Cotswolds Tourism Marketing Strategy 2013-2016

²³ <http://www.ukcrimestats.com/Constituencies/> shows the constituency of Gloucester to have the 26th highest crime rate out of 573 constituencies in the UK

what it is like for comparison York 24 percent, Warwick 37 percent, Cheltenham 39 percent (Arkenford, January 2012)

- xii. Empty Shops particularly Westgate/Northgate (former M&S)
- xiii. Poor presentation and usage of river frontage along A4301
- xiv. Other Empty underutilised and sometimes dilapidated buildings including
 - a. Prison
 - b. The Fleece Inn
- xv. Lack of consistent high quality city dressing – flowers, flags etc. leading to the city not being seen at its best
- xvi. Historic lack of coordination of visitor orientated activity
- xvii. Lack of visitor accommodation. Capacity and quality issues
- xviii. Limited conference facilities to host large events
- xix. The City's many cultural assets are undervalued by some locals with a perceived need to improve civic pride from some residents
- xx. Some of the city centre is unloved or cared for piecemeal
- xxi. Lack of coordination with projects, and groups working on good things in the city
- xxii. Perceived rivalry between Quays and City Centre - they are still seen by many as being divided rather than as a whole and need to be promoted jointly
- xxiii. Rail network – not being on the main line meaning that many cross country routes bypass Gloucester
- xxiv. Proliferation of chuggers put off shoppers

4.3 Opportunities

- i. Being a host city for Rugby World Cup 2015 gives a massive opportunity to raise the profile of the city
- ii. Significant current investment has shown growth in retail and night time economy in Gloucester Quays/Docks and provided a great environment for visitors and proven that there is a potential market for more of these establishments
- iii. Changes in the Cotswold Tourism Body could allow Gloucester to raise its profile with the high number of visitors to the Cotswolds who as yet do not include Gloucester on their itinerary
- iv. New arrangements for City delivered events and closer coordination that is being developed should lead to better timing, delivery and promotion
- v. Project Pilgrim will improve the physical aspect of part of the city and give good PR opportunities and an attractive event space in the city centre - outside the Cathedral. See Winchester Xmas markets/ice rink
- vi. Increasing staying visitors
- vii. Expansion of current key events following the Cheltenham Festivals model to encourage residents and tourists to the city
- viii. Regeneration gives opportunities to address wider regional weaknesses in developing offerings attractive to visitor economy – this includes conference facilities

- ix. Lack of connection between Gloucester Quays/docks and Historic City Centre can be improved by as yet undeveloped assets e.g. Southgate Carpark
- x. Greyfriars residential development - increase demand for services, retail and leisure in the city centre
- xi. Characters such as Aethelflaed (died 918) - daughter of Alfred the Great have enormous tourism and PR appeal (see Richard of York in Leicester). Gloucester is a city rich with connections to such characters and there are opportunities to utilise these to promote tourism and create attractions or festivals. Other anniversaries include those of Henry III and Civil war
- xii. Gloucester is a successful area for internationally trading businesses, development of additional hotel and conference facilities will lead to these spending money in the city
- xiii. Film location
- xiv. Heritage Lottery funded projects – Llanthony Priory, St Mary de Crypt, City Museum refurb, Soldiers of Gloucestershire refurbishment, Waterways museum
- xv. Southgate Street Townscape Heritage Initiative.
- xvi. Anniversaries – 300th of George Whitfield, 400th of Henry III in 2016, 375 for Siege of Gloucester in 2018, 1100 for Aethelflaed in 2018.

4.4 Threats

- i. If there are significant delays on delivery of King's Quarter development this will have detrimental effects on reaping the benefits such improvement would make.
- ii. If Gloucester is not equitably represented in Cotswolds DMO promotions or Cotswolds DMO becomes Oxford/Banbury focussed
- iii. If Gloucester does not receive funding assigned to New Cotswolds DMO and suffer from underinvestment in tourism compared to other areas
- iv. Cuts at large employers could affect the retail sector
- v. Continued rent inertia from landlords and agents to find appropriate and distinctive retail tenants on the gate streets
- vi. Vulnerability to flooding could create a negative image
- vii. Cheltenham's and Bristol's (Cribbs Causeway and Cabot's Circus) retail offering competing with Gloucester's offering
- viii. Events programme of Cheltenham competing for visitors with Gloucester
- ix. If Stanhope do not proceed with investment plans
- x. Cost of parking in city centre in the evening a potential cap on evening economy (now partly addressed by revised free parking after 5.00 pm in two city centre car parks

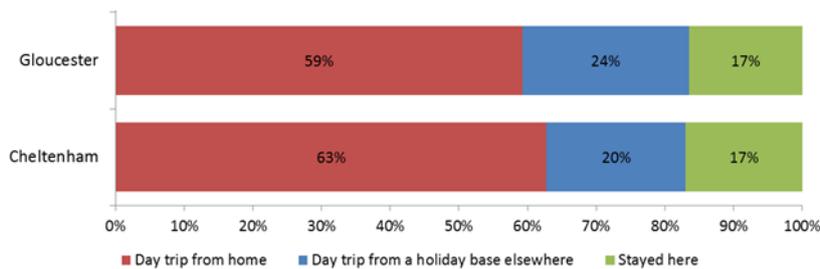
5. What/who is our market and who should we target?

5.1 Visitors to Gloucester can be categorised in the following ways:

- Local Day Visitors
- Other Day Visitors
- Staying Visitors

The other day visitors and staying visitors can then be further subdivided into Domestic and International visitors and further analysis can then be made of the purpose for the visit: sport, business, leisure and so-on and more precise analysis of where the visitors come from. Some of the pertinent figures with commentary are highlighted below.

The following diagram²⁴ shows an interesting comparison between Gloucester and Cheltenham.



5.2 Whilst the total number of visitors to Cheltenham is historically higher than those to Gloucester the following points are interesting to note:

- Gloucester attracted proportionally **less** day visitors from home than Cheltenham
- Gloucester attracted proportionally **more** day visitors who are staying on a holiday elsewhere than Cheltenham. In real terms this means visitor GVA for this group is the same for both ²⁵
- Proportionally Gloucester staying visitors were similar to Cheltenham

5.3 Assuming the above proportions to hold true for future projections and assuming a continued growth in the local visitor economy at historical levels we could conclude that:

²⁴ (Arkenford, January 2012)

²⁵ Gloucester £26.5 million (24percent of £110.4 million tourism GVA), Cheltenham £26.6 million (20percent of £133.2 million tourism GVA) ONS 2010 GVA from Tourism <https://www.gov.uk/government/statistical-data-sets/rural-statistics-local-level-data-on-tourism-gva>

- Gloucester could very rapidly become the number one destination in the Cotswolds for day trips from a holiday elsewhere
- There will be pressure on current Hotels with insufficient rooms being provided by current operators and a requirement to fill demand at present occupancy rates of another 2000 rooms by 2030

5.5 Below extracted from Value of Tourism 2010 Gloucestershire South West Tourism Alliance

Diagram 5.6

All figures relating to City of Gloucester

Key Facts	
243,500	Staying visitor trips
800,000	Staying visitor nights
£34,769,000	Staying visitor spend
1,690,000	Day visits
£83,167,000	Day visitor spend
£117,936,000	Direct visitor spend
£7,852,000	Other related spend
£125,788,000	TOTAL VISITOR RELATED SPEND
2,933	Estimated actual employment
2,161	FTE employment
5%	Proportion of all employment

Diagram 5.7

	Accommodation • UK staying visitors £9,414,000 • Overseas staying visitors £2,777,000
	Shopping • UK staying visitors £3,024,000 • Overseas staying visitors £2,561,000 • Day visitors £35,533,000
	Food & drink • UK staying visitors £5,825,000 • Overseas staying visitors £1,908,000 • Day visitors £31,260,000
	Attractions/entertainment • UK staying visitors £2,531,000 • Overseas staying visitors £1,154,000 • Day visitors £8,354,000
	Travel • UK staying visitors £4,721,000 • Overseas staying visitors £854,000 • Day visitors £8,020,000

6. Requirement for additional 1800 Hotel Rooms

It is a truism that if demand increases at the same pace as supply then occupancy rates will remain the same. A 2006 study²⁶ for Exeter City Council identified that future growth would lead to the need for a large number of hotels. With the backing of this report investors were successfully sought and through the building of new hotels the number of bedrooms in the area was increased from 1200²⁷ in 2006 to 3000 in 2014 with minimal effects on occupancy rate.

Currently today – like Exeter in 2006 - Gloucester has approximately 1200 Hotel rooms and in 2010 Gloucester achieved 800,000²⁸ staying visitor nights across its major hotels²⁹. As we have seen historically even taking into account the years of recession Gloucester has averaged a 7.9% growth rate in the visitor economy³⁰ Visit England have projected that during the period to 2025 the Visitor Economy will grow nationally by an annualised 5 percent³¹. DCMS Government Tourist Policy 2011³² quotes a more conservative annualised 3.5 percent growth rate to 2020. If we are to assume that these growth rates are directly reflected in the demand for additional hotel rooms in Gloucester we can project the following:

Sensitivity analysis of required rooms in Gloucester organic growth

Growth Rate	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
3.50%	1200	1242	1285	1330	1377	1425	1475	1527	1580	1635	1693	1752	1813
5%	1200	1260	1323	1389	1459	1532	1608	1689	1773	1862	1955	2052	2155
7.90%	1200	1295	1397	1507	1627	1755	1894	2043	2205	2379	2567	2770	2988

Given that the historical annual growth, which includes the negative growth in 2008 has shown to be 7.9% (12% when 2008 anomaly removed) we conclude that a lack of new hotel development could be barrier to growth in the visitor economy. Interestingly the Joint Core Strategy hotel capacity study (May 2009) stated that “detailed analysis suggests that the additional further supply should be in the Full Service sector (either 3 or 4 Star)”

²⁶ https://www.dropbox.com/s/pfl47biwnjq9q8k/Exeter_Hotel_Study_-_Final_Report.pdf

²⁷ Paragraph 3.3 https://www.dropbox.com/s/pfl47biwnjq9q8k/Exeter_Hotel_Study_-_Final_Report.pdf

²⁸ Value of tourism 2010 Gloucestershire South West Tourism Alliance

²⁹ As defined by JCS Hotel Study

<https://www.dropbox.com/s/u0ho2gdbg1pkq2f/JCSHotelStudyFinalMainDocument.pdf>

³⁰ ONS figures <https://www.gov.uk/government/statistical-data-sets/rural-statistics-local-level-data-on-tourism-gva>

³¹ Visit England Visitor Economy Briefing for Local Enterprise partnerships – Issue 4 August 2013

http://www.visitengland.org/Images/130905percent20LEPpercent20Visitorpercent20Economypercent20Briefingpercent20Issuepercent204_tcm30-38506.pdf

³² <https://www.gov.uk/government/publications/tourism-strategy>

7. Different Approaches to Different Markets

7.1 As has been shown, visitors to Gloucester come for a number of reasons:

- Heritage
- Shopping
- Sport and Leisure, including cultural events
- Business

7.2 We can draw the following conclusions about visitors to the city:

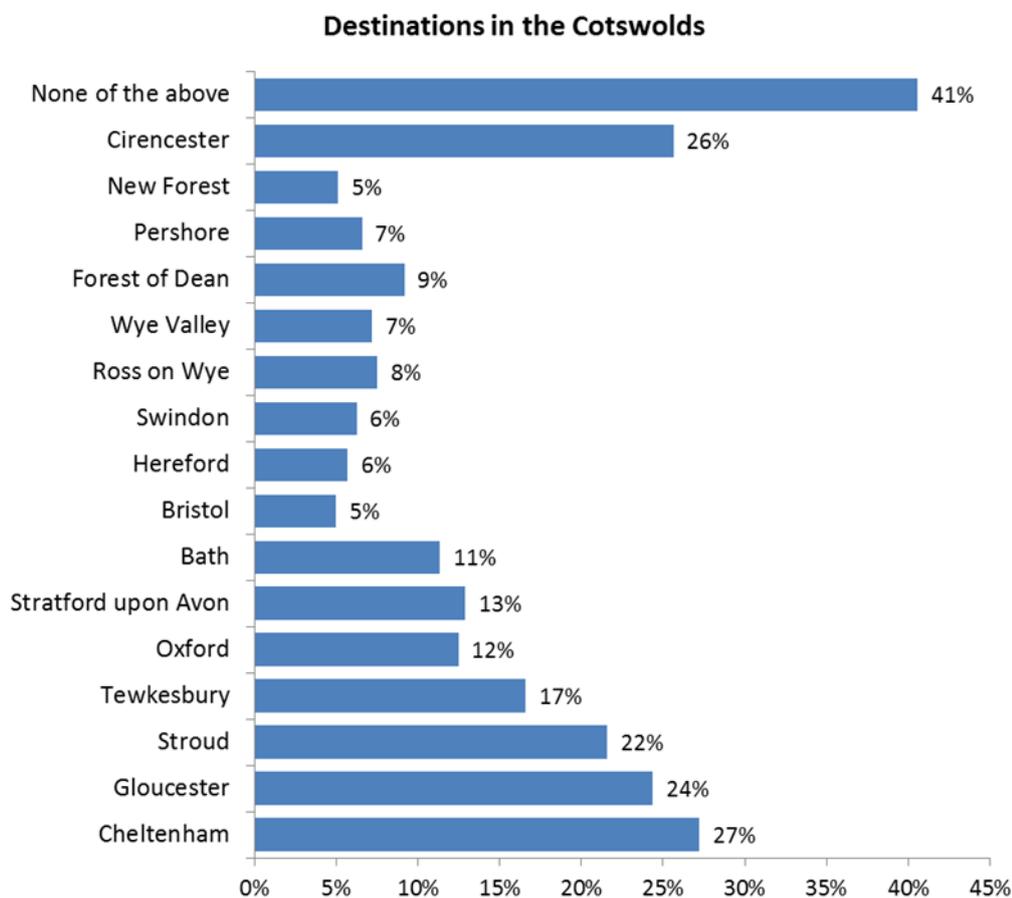
- The city is a strong draw for people staying in The Cotswolds region and further afield as a day trip
- Gloucester performs relatively weakly as a day visit destination for people based locally
- Gloucester has the potential for attracting more staying visitors if suitable accommodation was available
- Gloucester is attractive to older tourists seeking a heritage experience
- Gloucester is popular with younger people seeking a cosmopolitan experience (Arkenford, January 2012)
- The city performs relatively weakly as an attraction for visitors between 25 and 65 years old

7.3 Understanding the above it is important that any action plan for improving the visitor economy must clearly identify the target markets in terms of demographics, geography and interests, improve the offering to these and communicate this in the best ways possible. This will of necessity require different approaches to different markets, however key to this will be building on Gloucester's key assets including Gloucester Rugby Club and top visitor attractions in terms of visits – Cathedral (365,000) and Gloucester Quays (4 million). Additionally as evidence shows that events through the city are key to driving visitor numbers, **a keen eye must be kept on continued improvement on delivery of current events and the development of others to increase visitor numbers.**

8. Relationship with Cotswolds Tourism Body

One area that is of importance is capitalising on the relationship with the Cotswolds brand. This has value as 20 percent of people questioned said they would not consider visiting Gloucester whilst only 9 percent would not consider visiting The Cotswolds. (Arkenford, January 2012)

Only 24 percent of those questioned (Arkenford, January 2012) viewed Gloucester as being in the Cotswolds, however this still places Gloucester in the top three regional towns/cities considered by respondents to be in the Cotswolds. Gloucester does very well at being perceived as a destination worth visiting by day visitors staying in the Cotswolds see below.



As The Cotswolds is one of the top Visit England “Attract” brands with wide International recognition it is important that Gloucester is perceived by international visitors to be one of the “must see” locations when visiting the Cotswolds. A strong representation on the Cotswolds Tourism Body is essential to ensure that this happens.

9. Current Promotion of the City

Currently the City is promoted through a number of channels:

- Private sector organisations and other attractions
- Gloucester City Council - Economic Development, Marketing Communication, Attractions/Venues
- Marketing Gloucester Ltd Promotions
- Tourist Information Centre

The following is a brief outline of what Marketing Gloucester and Gloucester City Council bodies currently do to promote the city, an assessment of how effective it is and what we should be doing to develop it.

9.1 Marketing Gloucester Ltd

Marketing Gloucester is the lead organisation uniting businesses and city partners to promote Gloucester locally, nationally and internationally as a great place to live, work and visit. Core activities are Destination Marketing, Tourism Services and Events.

The Believe in Gloucester (BiG) campaign was launched in 2012 to overcome negative perceptions and encourage local residents to take pride in their city. Since then, a number of events have featured BiG branding including BiG Eat Week and the Believe in Gloucester Awards.

Marketing Gloucester work with the Cotswolds Tourism Partnership to promote the Cotswolds region nationally and internationally as it is one of the Visit England 'Attract' brands. Activities include production of a Visit Cotswolds A4 printed guide and other literature, plus the Cotswolds.com website and microsites in Japanese and Chinese. Resources to promote the region are limited in comparison to other areas such as Yorkshire, which has sufficient budget to spend money on TV advertising campaigns.

Marketing Gloucester run several low cost marketing promotions throughout the year, in conjunction with local businesses, to drive footfall into the city. A new durable Residents' Card has been launched to encourage people to spend money locally taking advantage of special offers and incentives running during Residents' Weekend, BiG Eat Week and Independents' Weekend.

Residents' Weekend in March 2014 included over 100 exclusive offers for Residents' Card holders. The event proved to be a great success with retailers reporting increased takings and warm sunshine helping to bring more people into the city centre. At The Eastgate Centre there were 11,000 more visitors on the Saturday compared to the previous week which was a 40% increase week on week or 19% year on year. The Tourist Information Centre received nearly 4000 visitors in the week leading up to Residents' Weekend and the Residents' Weekend page on the website received over 3000 views. In addition, the social media campaign on Facebook achieved a total reach of 24,642.

As events attract significant numbers of tourists, Marketing Gloucester, organise several major festivals including the Gloucester Tall Ships Festival, Gloucester History Festival and the annual Christmas Lantern Procession. In addition, Marketing Gloucester produce a Summer in Gloucester leaflet and a Christmas in Gloucester leaflet to promote events throughout the city.

Marketing Gloucester support the Tourist Information Centre with production of an annual Gloucester Visitor Guide which contains comprehensive listings of accommodation, restaurants, shopping and tourist attractions. A bumper issue is planned for 2015 because of the Rugby World Cup and work is underway on a multi-lingual map booklet.

As group visitors are a key target, Marketing Gloucester normally attend one exhibition a year aimed at Group Travel Organisers to promote Gloucester - Cathedral City of The Cotswolds, in conjunction with key city partners.

The www.thecityofgloucester.co.uk website provides online visitor information and a new heritage walking tours app is being launched this summer.

Press releases are issued on a regular basis to raise the profile of Gloucester locally and nationally using the perceived impartiality of the press, and strong partnerships exist with key contacts in the local media. Budgets are limited, and so use of social media has been increasingly important in raising awareness of Gloucester news and events.

9.2 Tourist Information Centre

Gloucester Tourist Information Centre (TIC) is run by Gloucester City Council and is the central point for providing visitor information. The TIC has an array of leaflets promoting both the city and the county and provides a fulfilment service for those requesting a brochure of Gloucester either through the www.thecityofgloucester.co.uk website, by phone or by those emailing the TIC directly.

The centre currently welcomes 130,000 visitors through its doors every year, an impressive increase of 95% in the last 5 years. The TIC have been able to manage this significant increase in visitors without expanding its staff base, a testament to the dedication and hard work of the centre's staff.

The TIC has become an integral transport hub within the city, providing bookings for both National Express and Stagecoach as well as booking local day trips in addition to providing a range of public transport timetables. The service is highly regarded by visitors and locals alike and is extremely well supported by the Council.

The TIC has become a successful and established ticketing venue within Gloucester, seeing event organisers repeatedly returning for support with selling their event tickets. Organisers can utilise a ticket agent service that is on offer, allowing them to use the TIC as a central base to promote and sell their events. The TIC has also established itself as the main ticket agent for the Gloucester History Festival which incorporates the national Heritage Open Days, organised in partnership with

Marketing Gloucester, Gloucester Civic Trust and the local MP. Furthermore, the TIC offers advance entry tickets to many of Gloucester attractions, with the aim of encouraging visitors to stay longer in the city and boosting the local economy, these include the city Museum, Folk Museum, Soldiers of Gloucestershire Museum and Nature on Art.

The TIC is the main souvenir shop in Gloucester that provides a range of publications and souvenirs, including locally sourced products. The service is constantly addressing its offer, gathering feedback and listening to the views of its users to evolve and adapting in line with customer needs and requirements.

The TIC attends various city centre events to provide real time visitor information. Attendance includes the Tall Ships Festival at Gloucester Docks, the Flower Festival at Gloucester Cathedral, various summer events in Gloucester Park and has previously attended the Victorian Christmas Market at Gloucester Quays.

The TIC assists Marketing Gloucester in a number of campaigns and is a central, front-facing and high impact location for Marketing Gloucester to utilise to showcase their events. The TIC acts as a ticket agent for the Tall Ships Festival by providing a venue to purchase advance wrist bands to board the tall ships.

The TIC is the main location for local residents of Gloucester to pick up their Resident's Pass which is available all year round with peaks during the lead up to Residents' Weekend, BiG Eat Week and Independents' Weekend.

The service offers an education outreach programme providing vital tourism education to local schools and community groups.

The TIC is recognised as the best TIC in England following the Visit England Excellence Awards 2014. Previous to this, the TIC won 5 consecutive awards, either gold or silver at the South West Tourism Awards and a gold Cotswold Tourism Award in 2013.

The TIC manages the Gloucester Coach Meet and Greet Scheme, which was implemented in November 2013 following a successful bid to the High Street Renewal Fund. Passengers are warmly greeted upon arrival and guided from the coach park into the city centre, providing information about the city and answering any questions the visitors may have along the way. Providing the personal touch is welcomed from many coach companies and visitors to the city.

10. Action Plan

The visitor economy already makes a significant contribution to the local economy and if the current successes can be built on, this can become even more important and act as a catalyst for funding for further improvements to the City.

There are key areas that need to be addressed by the partners looking to maximise that growth over the next 15 years these include:

- Improving the quality of the visitor experience
- Increasing the accommodation in the City by another 1800 rooms
- Promoting the city

Listed below are the key areas which require action in order to maximise the increase in value to the visitor economy to Gloucester. These cannot be achieved by any one body, but by agreeing priorities and working in partnership. It is important to note that the **actions listed are at a strategic level only and do not represent a detailed or confirmed plan. If the actions listed below are agreed upon by stakeholders then a subsequent document will be produced with operational plans highlighting ownership of actions, timescales, budgets , roadmaps and so-on.**

10.1

Subject	Issue	Proposed Action
Accommodation	There is considered to be a lack of hotels rooms in Gloucester and a lack of 4/5 star hotels in the city centre	<p>Commission and promote research to investors showing the demand led opportunity that Gloucester provides</p> <p>Marketing Gloucester work with Economic Development to produce evidence that Gloucester will support more Hotels and then present this to investors and developers</p> <p>Partnership with hotels in the wider area Work with AIR BnB, Holiday Lettings to Increase local providers – roadshows etc</p>

10.2

Subject	Issue	Proposed Action
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City Branding	There are many different logos being used by City organisations, it would be ideal to reduce the number and increase the quality. Additionally the city as a whole has not developed a theme colour/style palette for city dressing and furniture	Form working group with Marketing Gloucester, Gloucester City Council Marketing Communications, Civic Trust etc. to develop uniform branding. Produce brand bible for city organisations – see Gloucester Diocese for example. Competition through press/radio to produce new city branding Survey of local people as to whether they prefer contemporary or traditional branding styles
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10.3

Subject	Issue	Proposed Action
Tourist Information	Provided by TIC and Marketing Gloucester there is a need to relocate the present TIC services and improve the offering and data collection	MGL work with TIC on new TIC location to ensure best practice. Co-locate Marketing Gloucester and TIC in the same building possibly with Economic Development to enable better coordination of activities. Production of a plan for the development of world class infrastructure to complement the world class TIC team. Consideration must be made of investment in data collection, multimedia and retail requirements. Because the TIC is the first contact point for many visitors to Gloucester it is crucial that we make a good impression. It is believed that revenue from the TIC could be substantially increased by further development of the commercial model.

10.4

Subject	Issue	Proposed Action
Marketing	Profile needs to be raised of the city nationally and internationally but with minimal above the line budgets	Improve content, functionality and graphics of www.thecityofgloucester.co.uk PR – Maximise coverage in international, national, regional media Seek additional funding from EU/Cotswolds Tourism for above the line promotion

Exhibit at events aimed at tour operators promoting Gloucester as a great destination

Speed dating for tour operators/Familiarisation trip

Continue efforts to maximise value of Digital media, social media, tripadvisor

Promotional campaign on Aethelflaed to gain national PR coverage

Regular promotion of anniversaries of Gloucester people and events

10.5

Subject

Issue

Proposed Action

Rugby World Cup

Huge opportunity for the city but no additional funding for promotion of the city. Additional funding is assigned to Fanzone, city dressing and event logistic support.

Marketing Gloucester in conjunction with Gloucester City Council will make best use of PR and social media within current budgets and look to achieve sponsorship to enable additional promotion and events.

10.6

Subject

Issue

Proposed Action

Cultural Identity

Sometimes negative perception of Gloucester by locals

Use Believe in Gloucester Campaign through initiatives such as BiG awards, BiG Residents' Card and so-on

Youth BiG campaign/Youth Ambassador Working with Young Gloucester, CofE, local religious and VCS, Local Schools, RC, Jamie McDonald , launch local heroes card for youth and develop youth engagement programme

Taxi drivers and service employees can be disparaging about their own city

Improve knowledge of service workers about what else the city has to offer
Ambassador schemes linked in with an award to incentivise

10.7

Subject

Issue

Proposed Action

City Dressing

In part the city is “tired” and empty shops create an unattractive ambience

Explore options and implement a series of city dressing initiatives including, hanging baskets, flags, banners

10.8

Subject

Issue

Proposed Action

Signage

Unattractive “gateways” into the city

Improve and regularise signage indicating city entry. Achieve sponsorship for roundabouts so that they can be improved. Increase and improve signage.

Find commercial funding for digital information boards

10.9

Subject

Issue

Proposed Action

Cotswolds Tourism

Engagement has been sporadic and representation in promotional material has been diminished. Association of Gloucester with Cotswolds brand is important – particularly for International markets and day visitors staying in rural areas and other Cotswold Tourism area towns.

Ensure that for International consumption Gloucester is strongly represented as the Cathedral City of the Cotswolds and Heritage City of the Cotswolds – both true statements. Ensure that Gloucester gets a proportional amount of any funding gained for the Cotswolds Tourism Partnership based on its impact on the tourist economy.

10.10

Subject

Issue

Proposed Action

Events

While shown to be essential to the local economy historically not all events in the city have been well coordinated leading to conflicts of timing and poor

Continue to improve delivery and promotion of current events. Ensure that as many events organisers in the city as possible are utilising the coordinated calendar of events

quality. Additionally some events have the potential to be grown to have far more impact on visitor numbers and spend. The significant events: Tall Ships, Three Choirs, Crucible are not annual, leading to “dead” years. Particularly May bank holiday. This is a missed opportunity

Work to develop “Fringe” festivals for “Three Choirs” and “Crucible” and “Tall Ships”

Look for additional self-funding large popular events to fill “dead” years

Publish the three year events calendar currently used for internal consumption to enable tour operators and visitors to plan visits.

Develop events and promotions around anniversaries similar to the model for Richard III for Aethelflaed amongst others including Henry III, and the Siege of Gloucester

10.11

Subject

Issue

Proposed Action

Car parking

Car parking costs can have an elastic effect on footfall

Discuss with Gloucester Quays the possibility of introducing a parking scheme(s) at Quays/Eastgate Centre and in City centre similar to that offered by Swindon Outlet Centre, or by Worcester Asda i.e. parking fees redeemable upon achieving a certain level of spend. In Gloucester City car parks this could be redeemed on following visit with one time Parking Scratch card

Promote changed times of free parking to support evening and Sunday economy

10.12

Subject

Issue

Proposed Action

City attractions

Not enough cooperation and coordination between City Attractions

Combine disparate groups such as Hotels and Attractions and Quays Marketing to form a city wide single Tourism Partners Group for the city to meet quarterly including: TIC, Marketing Gloucester, Hotels, members of other attractions and Museums, and tourism businesses. To be held at different premier locations

10.13

Subject	Issue	Proposed Action
Advertising and Promotion	Lack of funding for tourism compared to other comparable destinations means that marketing Gloucester don't have the budget for national advertising, videos or distribution of Gloucester Visitor Guide internationally etc. Winchester has a population of 116,000 people compared to 150,000 in Gloucester. Visit Winchester spend £70,000 pa on their marketing of which £8000 was spent on producing 3 videos recently. MGL has spent approximately £42,000 on Destination Marketing and Tourism Services the last financial year.	Increase private sector funding by approaching large businesses in the area. Try and tap into other sources of public sector funding. Link with Cotswolds Tourism and Visit England to enable Gloucester to “piggy back” on coop marketing initiatives

10.14

Subject	Issue	Proposed Action
Restaurants	Lack of quality independent restaurants and wine bars in city centre	Approach restaurants in neighbouring towns and offer financial incentives to open a restaurant in Gloucester
	Inconsistent Customer Service Standards	Use Rugby World Cup as a catalyst to enrol companies in service sector on free training workshops. See Liverpool Capital of Culture. Aim for World Host City status http://www.worldhost.uk.com/become_destination

10.15

Subject	Issue	Proposed Action
Culture and Arts	Gloucester is perceived by the Arts Council as being a cultural “black spot”. Cultural offerings are huge drivers for tourism,	Form a voluntary creative hub, utilising the best of local and national talent with experience of raising funding from the Arts Council and elsewhere to act as catalyst

can act as a stimulus for economic growth and build civic pride. The city has opportunities to claim potentially millions of pounds of Arts Council funding.

and drivers for growth in this sector in Gloucester

Update and develop cultural strategy and produce roadmap towards achieving £5 million capital funding within a scheduled timescale

10.16

Subject

Issue

Proposed Action

Perceptions of Safety in the Evening Economy

Gloucester's night time safety has vastly improved but PR has not kept up. More good news should be issued to improve perceptions.

Best Bar None Awards - very easy to administer. Press surrounding awards will make for good PR

Purple Flag Scheme - promote a safe and vibrant evening economy
Marketing Gloucester to look at more evening events/festivals. Provide an incentive for businesses to stay open in the evening and benefit from additional footfall

10.17

Subject

Issue

Proposed Action

Linkages between the Historic Docks and the City Centre

Signposting and linkages between the Quays, Historic Docks and the City Centre need to be improved.

Using Apps, city dressing, traditional and new electronic signage, funded by sponsorship aim to close the gap between the "two city centres" and unify into one experience. One board centrally placed near the Quays may also be valuable to driving visitors from Quays into the Historic City Centre.

Ensure that events bridge Quays and Historic city centre

Produce collateral that covers both in a unified way

Support efforts for regeneration of the gaps such as between Prison and

Blackfriars and development of the waterside

Support efforts to build iconic mixed use venue at Southgate carpark

10.18

Subject

Issue

Proposed Action

Maximise Visitor Spend

Launch Visitors card/City Pass similar to Big Residents' card examine York's model and see how it could apply to Gloucester, TIC to investigate Marketing Gloucester to implement.

10.19

Subject

Issue

Proposed Action

Venue

Lack of suitably sized venues to run commercially viable events and exhibitions

Investigate opportunities with commercial partners, LA and Arts Council for funding to create the much needed multiuse space in the city

10.20

Subject

Issue

Proposed Action

Hotel Rooms

Lack of quality hotels in the city centre barrier to growth

Publicise current research to investors and hotel owners and actively pursue potential investors in new hotels. Work with City Council to identify key sites for Hotel development and produce document in electronic form for distribution.

Conclusion - Tourism's Potential For Growth

The tourism industry has the potential to become one of the fastest growing sectors of our local economy. But creating – and sustaining – these higher rates of wealth and job creation won't just happen automatically, it will need plenty of hard work and entrepreneurialism from the sector itself, and help from local and national Government to remove the structural problems and blockages which might slow the industry down. By working hard to coordinate efforts and in partnership with the private sector there is a real opportunity to make Gloucester the premier visitor attraction in the region.

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Meeting:	Overview and Scrutiny Cabinet	Date:	30 January 2017 8 February 2017
Subject:	Gloucester Public Realm Strategy 2016 – Public Consultation Draft		
Report Of:	Cabinet Member for Regeneration and Economy		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Matt Haslam, Urban Design Officer		
	Email: matt.haslam@gloucester.gov.uk	Tel: 396847	
Appendices:	1. Gloucester Public Realm Strategy 2016 - Public Consultation Draft		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The Public Realm Strategy will be used to support the regeneration of the City and will form part of the evidence base for the City Plan in due course. This document will be also be used in the Development Management process to ensure schemes are of a high quality and preserve and enhance the character and appearance of the historic environment. This report seeks agreement to allow the document to progress to a 6 week period of public consultation prior to recommendation of adoption as a Supplementary Planning Document.

2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to **NOTE** the report and to provide any recommendations it considers necessary to Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that the ‘Gloucester Public Realm Strategy 2016 - Public Consultation Draft’ be approved for a six week period of public consultation.

3.0 Background and Key Issues

- 3.1 The public realm within Gloucester has developed and changed over the 1900 years since the founding of the original Roman settlement, and continues to change as part of the various regeneration and redevelopment projects within the City.
- 3.2 There have been a series of significant public realm projects completed in recent times. The Gloucester Quays retail outlet opened in 2009 and part of that development saw the provision of very high-quality areas of new public realm. The Linkages project (the route from Gloucester Quays to the City Centre) saw the redevelopment of the public realm along the eastern side of Victoria Dock and the

area around Kimbrose Triangle, Commercial Road and Southgate Street, during 2010. An area of approximately 16,200 metres sq. was covered by these two projects, which have raised the overall level of public realm quality considerably.

- 3.3 Proposals for other significant public realm projects are being developed, including for the open spaces within the Bakers Quay mixed use development, Orchard Square (part of the Docks area), the new bus station, and within the Cathedral Precincts (Project Pilgrim). There are also emerging plans for other strategic sites, including the former Gloucester Prison and the adjacent Greater Blackfriars area.
- 3.4 Much of the existing older public realm within the Gate Streets and other parts of the wider City Centre, dates back to the early to mid 1990s, which is now around 25 years old. The emergence of the recent public realm projects has highlighted the dated nature of some of the existing public realm provision within the City Centre, but also the need to provide guidance for new public realm proposals as they emerge. It is important to support the emerging public realm projects with specific guidance on appropriate materials, areas for improvement and broad design principles.
- 3.5 Results from an informal furniture audit, carried out as part of the initial research stages of the Public Realm Strategy, led to the identification of various issues within the Gate Streets and other surrounding streets.
- 3.6 An internal consultation process has been undertaken, comments were received from 14 internal consultees, from departments including Planning and Planning Policy, Neighbourhood Management, Conservation and Heritage, Archaeology, Landscape and Trees, and Graphic Design. Specific meetings were arranged with a number of the consultees to get more detailed comments. The vast majority of comments made by consultees were incorporated into the Public Consultation Draft document.
- 3.7 The main alterations to the document following the internal consultation included the following items.
 - A reduction in the overall length of the document to make it more concise;
 - An executive summary at the start of the document was inserted to allow people to get a quick impression of the content of the full document;
 - Many of the context photos within the document were removed, to improve legibility and to create a more positive tone;
 - The main plans which illustrate the key principles and information within the document have been made clearer; and
 - The palette of materials proposed for the three main categories of spaces was finalised.
- 3.8 A further alteration has been made to the document to focus more on the principles and broader design guidelines, by removing references to specific projects which are to be included within an internal project plan.
- 3.9 As improvements are made to historic and strategically significant areas within the City Centre, the Public Realm Strategy will act as a guide to future redevelopment projects.

- 3.10 Once the document is finalised following public consultation, it is intended that a summary leaflet will also be produced to provide an accessible overview of the document and the principles within it.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 The aim of the document is for members of the public, consultants and developers to use the guide to assist with informing the design of public realm within the City Centre as part of any development management or strategic project. This guidance will ensure that schemes are well considered and meet the City Council's requirements leading to a better quality environment.

5.0 Alternative Options Considered

- 5.1 Failure to recommend these documents for public consultation would result in the City Council not providing a positive and pro-active approach to regeneration within City. This positive approach is also recommended with the National Planning Policy Framework and would also form part of the evidence base for the forthcoming City Plan. The work will also feed into the City Plan development control policies.

6.0 Reasons for Recommendations

- 6.1 A resolution is requested to allow the Public Realm Strategy to go out for a period of public consultation. The document will be used to support the regeneration of the city centre and will form part of the evidence base for the City Plan in due course. A further report will be submitted for the documents to be recommended for adoption as Supplementary Planning Documents, this will enable these to be used in the Development Management process to ensure schemes are of a high quality and preserve and enhance the character and appearance of the historic environment.

7.0 Future Work and Conclusions

- 7.1 During the six week consultation, the draft strategy will be available on the Council's website, at libraries and at Council offices. Letters and email notifications will be sent to a range of statutory and general consultees as well as contacts registered on the Local Plan database.
- 7.2 Following consideration by Cabinet, the Public Realm Strategy will progress to a six week period of public consultation. The comments and feedback received during the period of public consultation will be considered and where necessary, changes will be made to the documents.
- 7.3 Following this, the document will return to Members for approval to adopt as a Supplementary Planning Document which will form part of the City Plan evidence base. In due course, the Strategy will form a basis of the development management policies within the City Plan.

8.0 Financial Implications

- 8.1 There are no financial implications of significance associated with the public consultation period.
- 8.2 The progression of wider public realm improvements within the City Centre would require a significant financial commitment that would need to be carefully assessed and programmed within the Council's overall budget. As with all capital projects any public realm improvement project would be required to identify sources of funding to enable the project to be delivered.
- 8.3 The draft strategy document sets out various paving materials and items of furniture to be used for each of the identified main categories of spaces. These materials are intended to be indicative and represent a guide to the quality standard which is suitable. There is a cost implication for the higher quality materials, such as natural sandstone or granite, but there is also an element of cost saving over the lifetime of the scheme due to the increased robustness of these materials.

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

9.0 Legal Implications

- 9.1 Following the initial period of public consultation, the Public Realm Strategy will gain a level of weight within the planning process, and become a material consideration in planning terms. The document can then be used to guide the design and implementation of public realm within the City, to enable the Council to promote high standards of design leading to a better quality environment.

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

10.0 Risk & Opportunity Management Implications

- 10.1 A low risk has been identified as a result of this report. This low risk involves the possibility of the Public Realm Strategy not being adopted as an SPD and therefore the quality of public realm within the City being adversely affected.
- 10.2 The main opportunity is to achieve higher standards of public realm if the document is adopted as planning and design guidance.

11.0 People Impact Assessment (PIA):

- 11.1 The aim of the Public Realm Strategy is for members of the public, consultants, developers and City Council Officers to use the guide to assist with informing the design of the public realm within the city as part of any development management scheme. This guidance will ensure that schemes are well considered and meet the City Council's requirements leading to a better quality environment. The Strategy also considers and sets out guidelines for the on-going maintenance and reinstatement of public realm.

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

12.0 Other Corporate Implications

Community Safety

12.1 There are a number of recommendations and issues identified in the Public Realm Strategy which could have implications for community safety, were these recommendations not put into practice. However, the process of carrying out the public consultation on the Public Realm Strategy has no community safety implications.

Sustainability

12.2 The Public Realm Strategy supports the process of achieving sustainable development and will contribute to the improvement of the City Centre for both residents and visitors to Gloucester. The document when adopted would ensure proposals have a positive impact on the environment of Gloucester.

Staffing & Trade Union

12.3 No impacts.

Background Documents: None

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GLOUCESTER
PUBLIC REALM STRATEGY
2017



Published by:



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Gloucester GL1 2EQ
01452 396847

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Executive Summary

The public realm belongs to everyone, it is part of our everyday lives and it is where we move and meet on a daily basis. It is the places we pass through on our journeys and the spaces we use for outdoor activities and social interaction.

Public realm shapes the image of the places we inhabit, it creates identity and distinctiveness and influences how others see us. Public realm comprises the streets, squares, parks, green spaces and other outdoor places that require

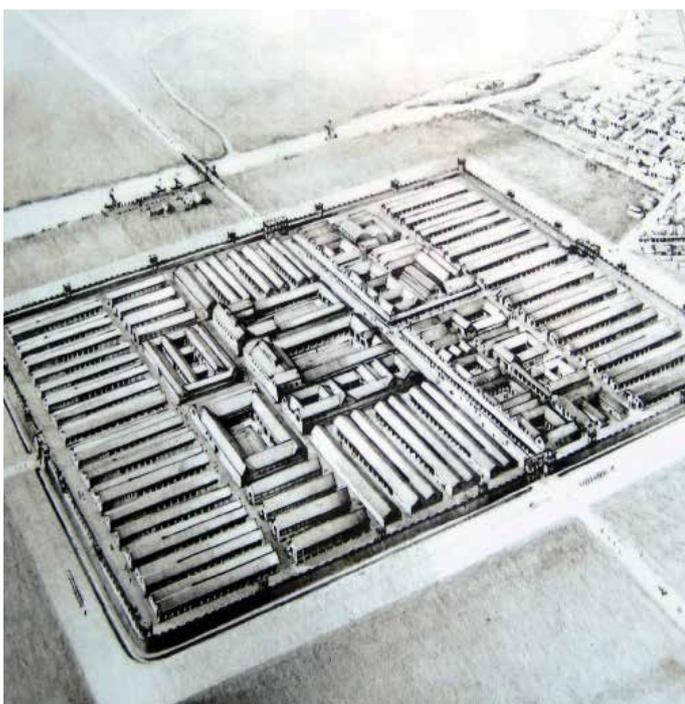
no key to access them and are available, without charge for everyone to use.

The Gloucester Public Realm Strategy sets out a number of guiding principles which should be used to improve the public realm within the city centre. The strategy should be used not just when designing major redevelopment sites, but also in the day-to-day maintenance of the existing public realm within the city centre.

The fundamental structure of the historic core of Gloucester has remained almost intact since the original Roman settlement was established around 90AD (over 1900 years ago). The principal routes within

the core of the city, including the Gate Streets and connected streets, provide much of the historic character found in the centre. The Cathedral and the areas surrounding it provide some of the highest quality architecture in the

city. The later addition of the Docks and Quays, which was made possible by the opening of the Gloucester and Sharpness Canal in 1827, provides another focus for tourism and identity for the city.



Drawing by Phil Moss (1st Century Gloucester)

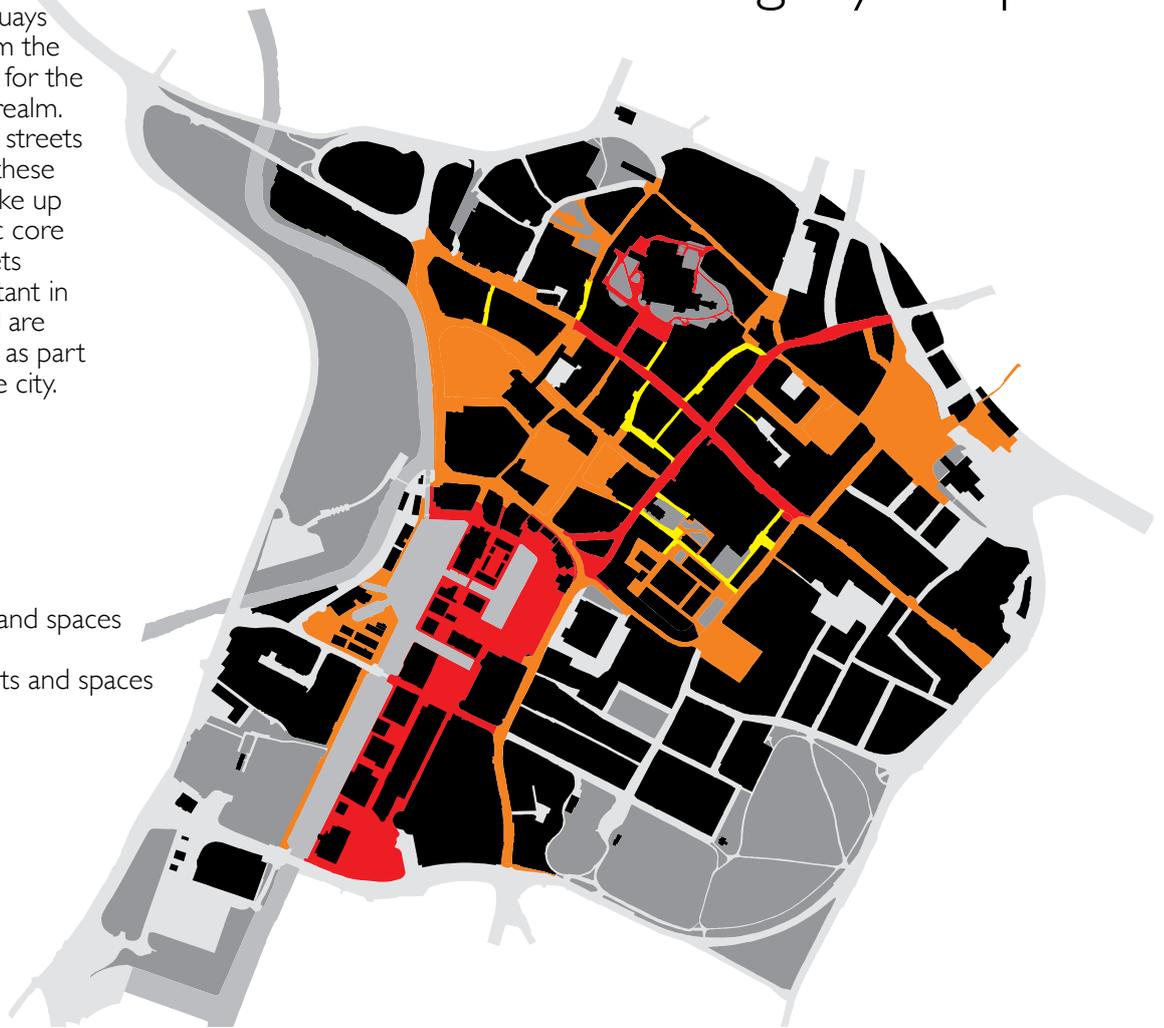


- Known occupied areas
- Aquaduct
- Roman Colonia
- Priory
- ✱ Cathedral
- Manor

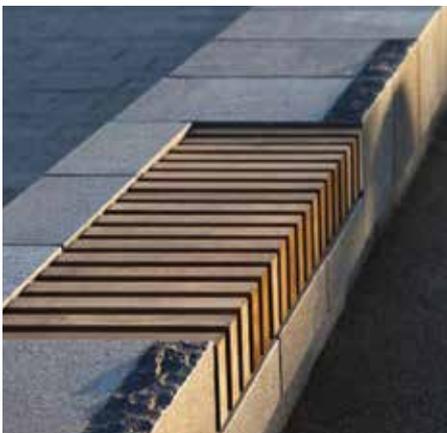
Category of spaces

The Cathedral and its precincts, the Gate Streets and the Docks and Quays areas, combine to form the most important focus for the highest quality public realm. A series of secondary streets and spaces surround these primary areas and make up the rest of the historic core of the city. These streets and spaces are important in their own right and all are considered important as part of the character of the city.

-  Lanes
-  Primary streets and spaces
-  Secondary streets and spaces



High quality materials are required to create areas which people want to live in and experience everyday, and which visitors to Gloucester will appreciate and which will help to support the city's economy and prosperity.



Public realm examples

I. Introduction

The public realm belongs to everyone, it is part of our everyday lives and it is where we move and meet on a daily basis. It is the places we pass through on our journeys and the spaces we use for outdoor activities and social interaction.

Public realm shapes the image of the places we inhabit, it creates identity and distinctiveness and influences how others see us. Public realm comprises the streets, squares, parks, green spaces and other outdoor places that require no key to access them and are available, without charge for everyone to use.



1.1 High quality public realm should not be considered a 'desirable' element of regeneration: it must be an essential ingredient. The quality of our public realm is vital if we are to be successful in creating environments that people want to live and work in.

1.2 Good quality public realm is not just an aesthetic issue concerned with making places look good. There are fundamental financial, crime, health and civic pride elements involved, all of which contribute to the quality of life experienced by residents and visitors to Gloucester.

'Places and streets that have stood the test of time are those where traffic and other activities have been integrated successfully, and where buildings and spaces, and the needs of people, not just of their vehicles, shape the area.' (Manual for Streets, Department for Transport, 2007)

1.3 The Council supports innovative and attractive development within Gloucestershire. The NPPF states that developments should establish a strong sense of place, using streetscapes to create attractive and comfortable places to live, work and visit. (Para 2.5, p.16)

1.4 In recent years, Gloucester has begun to regenerate, with high-quality new developments including the Gloucester Quays, Docks public realm improvements, new developments within the Docks area, the Linkages project which transformed the Southgate Street and Kimbrose Triangle areas, the Greyfriars housing development and numerous smaller projects.

1.5 Regeneration is continuing and redevelopments including the Kings Quarter, the former Gloucester Prison site and the Greater Blackfriars area all have the potential to make significant contributions to the quality of the city centre. The public realm within and surrounding these major development sites will play a key role in creating high-quality areas which improve the lives of residents and visitors to Gloucester.

1.6 This Public Realm Strategy ('the strategy') sets out a number of guiding principles which should be used to improve the public realm within the

city centre. The strategy should be used not just when designing major redevelopment sites, but also in the day-to-day maintenance of the existing public realm within the city centre.

1.7 It is intended that further detailed design work will be carried out in areas identified by the strategy as needing improvement and that the design principles identified in this strategy guide this future work.

1.8 There are already many positive aspects to Gloucester's public realm and many opportunities for significant improvements. The linked public realms of the Quays, Docks and Kimbrose Triangle/Southgate Street have set the level of quality to a high standard which should be the benchmark for future public realm schemes.

Strategy objectives:

To develop a coherent and high quality approach to the public realm within the city centre, based on reducing clutter and providing high quality materials

Develop principles which will enhance the safety and security of people using Gloucester's public realm

To improve the appearance of the Gate Streets and historic areas and improve the setting of heritage assets

To reduce the amount of clutter and rationalise or combine street furniture

Improve the legibility of Gloucester city centre through the use of a coordinated palette of materials, clear signage and street furniture

To develop and set out a range of public realm principles, upon which further detailed public realm schemes will be based

To recognise the needs of all groups who use the city centre and to develop clear design principles based on these needs

To enhance the connections between major land uses and areas of activity.



Clapham Old Town, existing and proposed images.
Project design by Urban Movement http://www.urbanmovement.co.uk/clapham-ot_projects_urd.html

2. Policy background & context

The creation of areas of high-quality public realm is supported by national and local planning policy and guidance, which has informed the content of the strategy.



2.1 National policy & guidance

2.1.1 The National Planning Policy Framework (NPPF) came into effect on 27th March 2012 and sets out the Government's approach towards planning and sustainable development. The document sets out how the planning system should facilitate sustainable development, by contributing to building a strong, responsive and competitive economy, by supporting strong, vibrant and healthy communities, and by contributing to protecting and enhancing our natural, built and historic environment.

2.1.2 The NPPF highlights the importance of creating a good quality built environment, ensuring the vitality of town centres, promoting sustainable transport, promoting healthy communities, and conserving and enhancing the historic environment.

2.1.3 Part 7 of the NPPF sets out how development should take available opportunities to improve the character and quality of an area and the way it functions. It supports good design and good quality streets and spaces.

2.1.4 The National Planning Practice Guidance sets out how the policies in the NPPF are to be implemented and contains numerous relevant notes on the need to promote high quality design, including areas of public realm.

'Successful streets are those where traffic and other activities have been integrated successfully, and where buildings and spaces, and the needs of people, not just of their vehicles, shape the area.'

In many cases shortcomings in street design reflect the rigid application of highway engineering standards in terms of road hierarchies, junction separation distances, sight lines and turning radii for service vehicles. The result is often a sense of sprawl and formlessness and development which contradicts some of the key principles of urban design.

Imaginative and context-specific design that does not rely on conventional standards can achieve high levels of safety and amenity. Each street should be considered as unique – understand its location, character and eccentricities.

Designs should relate to these local characteristics, not to something built elsewhere.' (NPPG, Paragraph 042)

2.1.5 One of the primary objectives of the Public Realm Strategy is to reduce unnecessary clutter within the public realm. Paragraph 042 of the National Planning Practice Guidance states the following:

'Every element of the street scene contributes to the identity of the place, including for example lighting, railings, litter bins, paving, fountains and street furniture. These should be well designed and sensitively placed.'

Unnecessary clutter and physical constraints such as parking bollards and road humps should be avoided. Street clutter is a blight, as the excessive or insensitive use of traffic signs and other street furniture has a negative impact on the success of the street as a place.'

The removal of unnecessary street clutter can, in itself, make pavements clearer and more spacious for pedestrians, including the disabled, and improve visibility and sight lines for road users. Street signs should be periodically audited with a view to identifying and removing unnecessary signs.' (NPPG, Paragraph 042)

2.1.6 National policy is clear that good design is a fundamental part of the planning process.

'Good quality design is an integral part of sustainable development. The National Planning Policy Framework recognises that design quality matters and that planning should drive up standards across all forms of development. As a core planning principle, plan-makers and decision takers should always seek to secure high quality design.'

Achieving good design is about creating places, buildings, or spaces that work well for everyone, look good, last well, and will adapt to the needs of future generations.

'Development should seek to promote character in townscape and landscape by responding to and reinforcing locally distinctive patterns of development, local man-made and natural heritage and culture, while not preventing or discouraging appropriate innovation.'

The successful integration of all forms of new development with their surrounding context is an important design objective, irrespective of whether a site lies on the urban fringe or at the heart of a town centre.' (NPPG, Paragraph 007).

2.1.7 Manual for Streets 1 (DfT March 2007) and Manual for Streets 2 (DfT September 2010), are the primary Highways policy guides and support the creation of quality streets.

2.1.8 The 2007 CABE document 'Paved with Gold: The Real Value of Good Street Design', in particular sets out various key aspects for the design of quality streets.

- Dropped kerbs, tactile paving and colour contrast
- Smooth, clean, well-drained surfaces
- High-quality materials, high standards of maintenance, including pavements wide enough to accommodate all users with no pinch points
- Potential obstructions placed out of the way and enough crossing points in the right places
- Traffic levels not excessive
- Good lighting and a sense of security with no graffiti or litter, with no signs of anti-social behaviour
- Signage, landmarks and good sightlines with public spaces along the street resulting in a street that is a pleasant place to be.

2.2 Local policy and guidance

2.2.1 There are a number of important local policies relating to the design of the public realm. 'Manual for Gloucestershire Streets' (Gloucestershire County Council, June 2013) sets out the various technical and design standards relating to roads and streets within the county.

2.2.2 'Gloucestershire County Council Enhanced Materials Policy' (October 2010) sets out the types of materials which are acceptable to ensure safety and ease of maintenance, but which are of a higher quality than the standard range of highways materials, such as tarmac.

This allows enhanced and often more locally distinctive materials to be used within adopted highways, with commuted sums generally being collected to allow for future maintenance over the 'whole life' of an area's materials.

2.2.3 The 4th Edition of Manual for Gloucestershire Streets (April 2016), sets out a range of criteria and guidance on the design of Highways areas.

2.2.4 The Joint Core Strategy (November 2014) is at the Submission stage of its development and is now a material consideration in determining planning applications and guiding the design of developments within its boundary.

2.2.5 Policy SD5 (Design requirements) within the emerging JCS sets out policies relating to the design of public realm. Table SD5b sets out specific design principles, including the design of public realm.

2.2.6 The Gloucester City Council 'Second Stage Deposit Local Plan 2002' provides policy guidance on design issues, including proposals for landscaping, the appearance of developments, the impact of

developments on the character and quality of an area and the need to reinforce local distinctiveness in the long term. The emerging Draft City Plan will replace the 2002 Local Plan and has specific policies on public realm quality and design.

2.2.7 The City Centre Conservation Area Appraisal has a number of policies relating to public realm and this document should be considered during the development of any public realm project within the city centre.

2.2.8 It is intended that the strategy will form part of the emerging Gloucester City Plan, and be adopted as a Supplementary Planning Document.

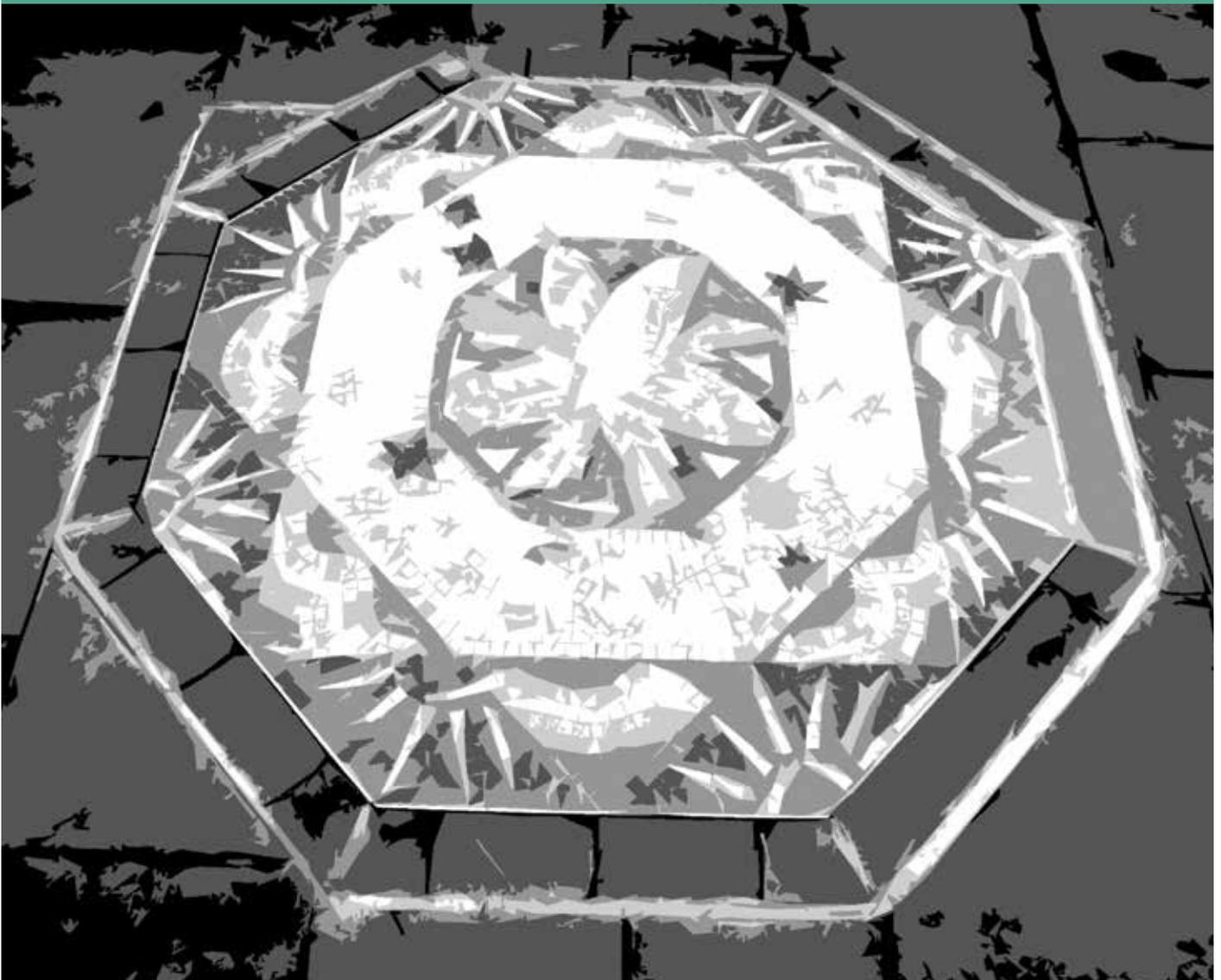
Table SD5a

Hierarchy of Transport Modes

Highest	<ol style="list-style-type: none"> 1. Pedestrians and people with mobility difficulties 2. Cyclists 3. Public transport and social/community services 4. Access by commercial vehicles 5. Ultra-low emission vehicles
Lowest	<ol style="list-style-type: none"> 1. Other motorised vehicles

3. Public realm analysis and strategy area

In order to be able to propose appropriate improvements to Gloucester's public spaces, it is first essential to analyse and understand the way in which the public realm in Gloucester is formed and used, what the character of the place is and what the positive and negative aspects of the existing public realm include.



3.1 Public Realm Strategy area

3.1.1 The focus for the strategy is the centre of Gloucester, including the historic core, areas around the train and bus stations, the Docks, and the Gate Streets. A plan showing the extent of the area is below.

This general area includes some of the most important historic sites in the city, as well as the main areas of employment and activity.

3.1.2 This central area also holds the most important redevelopment sites within Gloucester and will have a significant impact on the overall character and perception of the city. The central area also forms the anchor of the sequence of spaces from the Gate Streets, via the Docks, to Gloucester Quays.

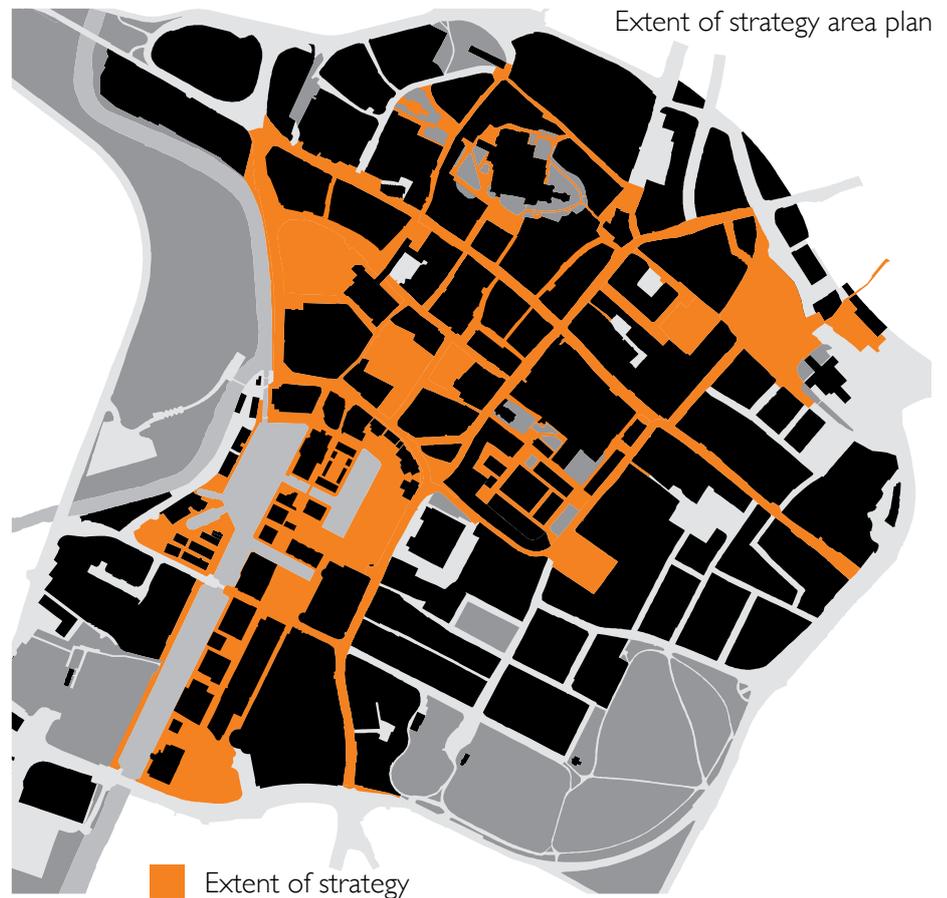
3.1.3 Further public realm recommendations and strategies are encouraged for areas outside of the central core of the city but the recommendations contained in this strategy are specific to the central area.

3.2 Historic development pattern

3.2.1 The area chosen for the focus of the strategy also relates to the historic development pattern of the city, dating back to the establishment of the original Roman city of Glevum in the late 90's AD.

3.2.2 The Roman City at Gloucester (Glevum) was established on the site of the fort around 90AD and the city walls follow exactly the layout of the earlier fortress. The fundamental principles of Gloucester's layout were established at this time, and many elements remain, over 1900 years after they were established.

3.2.3 Very little is known about the development of Gloucester immediately after the Roman period (between 410 and 700AD) and the city may have been wholly or partly abandoned during this period. But by the 8th and 9th centuries Gloucester was certainly re-established as a settlement and by the end of 10th century was an important town and fortress.



3.2.4 Following the Norman conquest the City Centre underwent a number of quite profound changes. St Peters Abbey obtained lands outside the walls – extending the Abbey Precinct to Pitt Street in the north and St Mary's Street in the West. In doing so the north-west corner of the Roman walls was removed entirely.

3.2.5 In the south west of the city the construction of a Norman' castle was followed swiftly by the creation of a large stone castle on the site of what is now the prison. For much of the medieval period the area around the castle was kept empty, hence the name 'Bearland'.

3.3 Character areas

3.3.1 There are a number of distinct character areas within the strategy area, notably formed through the distinct areas of the Cathedral and its precincts, the clear pattern and fairly continuous character of the central Gate Streets, the King's Quarter area which includes the train and bus station sites.

The Greater Blackfriars area is also included, which lies between the Westgate Street / Southgate Street boundary and the Docks (including the former prison site) and the Greyfriars area.

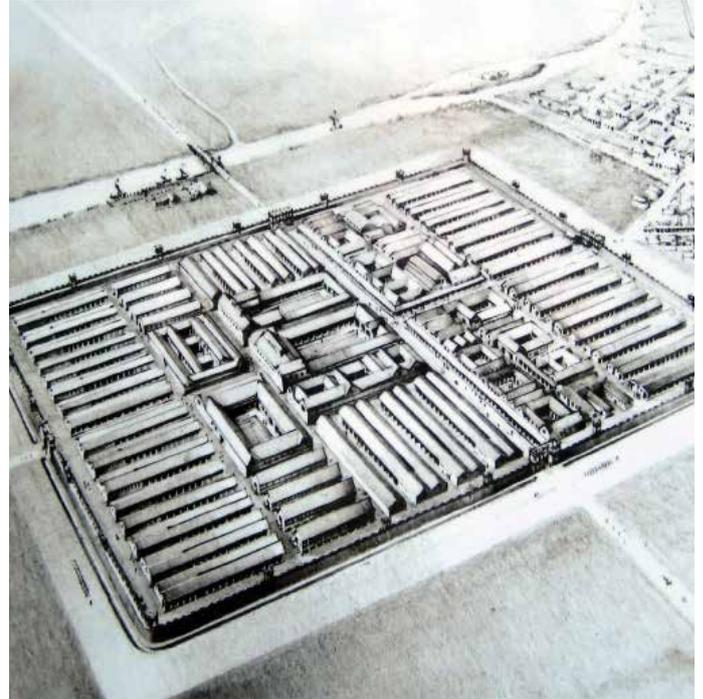
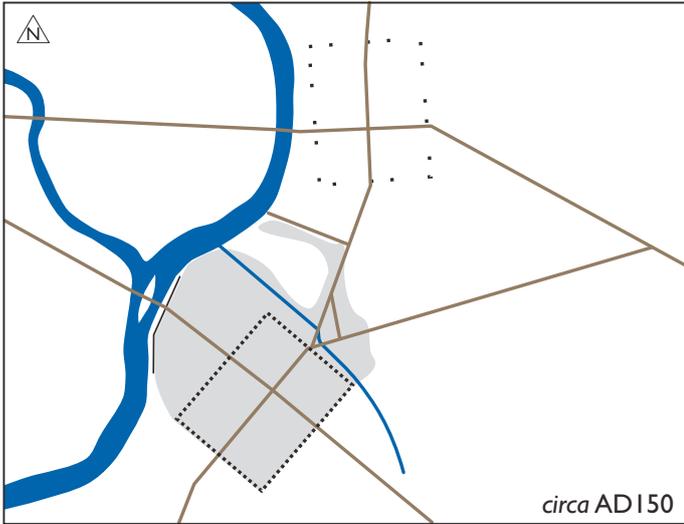
3.3.2 Areas which lie just outside the strategy area include the Docks, Quays, the Spa, Park area and St. Oswald's Park. Detailed public realm proposals which follow the general principles set out in this strategy could be extended into these areas.

3.3.3 The distinctions between character areas can be used as the basis for proposing variations in overall and detailed public realm treatments, including types of materials and carriageway widths.

This response to the local context is an important aspect of developing a style for new public realm projects which enhances and builds on the positive and distinctive aspects of the city centre.

Historic maps

The plans below set out the historic development pattern of Gloucester through the various time periods, including settlement areas, streets, river course and emergence of The Docks.



Drawing by Phil Moss (1st Century Gloucester)

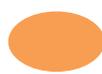
- | | | | |
|---|----------------------|---|----------|
|  | Known occupied areas |  | Aqueduct |
|  | Roman Colonia |  | Priory |
|  | Cathedral |  | Manor |

Key Arrival Points and Car Parks



KEY ARRIVAL POINTS

- 1 Railway Station
- 2 Bus Station
- 3 Bus Stops
- 4 The Quays
- 5 Gloucestershire Royal Hospital
- 6 Asda
- 7 Go Outdoors



CAR PARKS

- 8 Southgate Moorings
- 9 Blackfriars (Barbican)
- 10 Blackfriars (Ladybellegate)
- 11 Longsmith
- 12 Westgate
- 13 Hare Lane
- 14 King's Walk
- 15 Eastgate
- 16 Train Station
- 17 Bruton Way
- 18 Hampden Way
- 19 St. Michael's Square

3.4 Arrival points

3.4.1 Arrival points into the centre of Gloucester are one of the key project areas for any regeneration or public realm improvement programme or strategy, given that these are the places which provide access into the central area and also where people will get their important first impressions of Gloucester, particularly important for visitors and for resident's daily experiences.

3.4.2 Providing efficient, appealing and highly legible arrival points, particularly regarding the major transport nodes such as train or bus stations, is one of the more important ways that any urban area can improve the overall experience of a place, for residents and visitors alike.

3.4.3 The importance placed on each transport type within this strategy broadly aligns with the following sequence, with the most important at the top. This is set out within Policy SD5 (Table SD5a - Hierarchy of Transport Modes), of the Joint Core Strategy.

1. Pedestrians and people with mobility difficulties
2. Cyclists
3. Public transport and social/community services
4. Access by commercial vehicles
5. Ultra-low emission vehicles
6. Other motorised vehicles

3.4.4 A significant proportion of the strategy area is at least partly pedestrianised and the safety and ease of movement of pedestrians should be one of the key principles.

3.4.5 The map opposite shows the various arrival points which are located either within the strategy area or which directly border the area. These are described below.

3.4.6 Train station

Located just within the eastern boundary of the strategy area, the train station provides local, regional and national connections, and is on the mainline to London. At present, the quality of the train station and its immediate surroundings is poor, with a limited physical connection across Bruton Way (the A430), towards the bus station and city centre, and an overall appearance which is cluttered

and negative. There is significant potential to create a welcoming and high quality arrival point.

3.4.7 Bus station

The existing bus station falls within the Kings Quarter redevelopment area and provides a strategic public transport link on a local and national level. The quality of the bus station is limited in terms of its appearance and functioning.

The form of the development creates an illegible link towards the city centre and the internal spaces are not overlooked by surrounding development, leading to significant security issues. A clear link between the train station, bus station and city centre is lacking at present. There are however, plans to provide a new bus station which will greatly improve the functioning and appearance of the area.

3.4.8 Car parks

The various city centre car parks form Gloucester's main non-public transport arrival points. The main public car parks are as follows.

1. Southgate Moorings
2. Blackfriars (Barbican)
3. Blackfriars (Ladybellegate Street)
4. Longsmith Street
5. Westgate Street
6. Hare Lane
7. Kingswalk Shopping Centre (off Station Road)
8. Eastgate Centre (off Brunswick Road)
9. Train Station
10. Bruton Way
11. Hampden Way car parks
12. St. Michael's Square

3.4.9 The quality and style of the car parks varies a great deal, with some being surface level areas and others being 1960's and 70's multi-storey structures. In general, the quality of the car park corresponds to its age, with most of the car parks being decades old.

3.4.10 Bus stops

The main city centre bus stops are located along Clarence Street and Lower Eastgate Street. Both of these streets have circulation issues with poor materials existing in many places. The central location of the bus stops does however, provide easy and direct access to the key city centre attractions.

3.5 Land use and activity hotspots

3.5.1 Areas of concentrated retail, office and leisure uses generally create the most significant activity levels, in the most concentrated spaces. Residential areas tend to generate high activity levels, but only at peak times of the day and in a more dispersed pattern, over wider areas.

3.5.2 Due to this trend, central areas which contain high concentrations of retail uses, such as a number of the areas within the strategy boundary, are some of the most concentrated in terms of numbers of people who use those areas, both in terms of shopping activity and as employment sites.

3.5.3 People are also drawn to areas of historic interest, such as the Gate Streets, Cathedral and the Docks. There are also numerous other tourist sites, mainly centred on the historic Gate Streets, with the Gloucester Quays Outlet centre also being a draw for visitors and residents alike..

3.5.4 The following are the major land uses within the city centre which have a direct impact on areas of public realm.

1. Eastgate Shopping Centre
2. Kingswalk Shopping Centre
3. Bus station & train station
4. GLI, Asda, Go Outdoors
5. Gloucestershire Royal Hospital
6. The Quays Shopping Centre
7. Wilkinson, Sainsbury's and Debenhams
8. Gloucester Rugby Club (Kingsholm)

3.5.5 The major land uses generate the varying activity levels which are experienced within the city centre. Areas of more concentrated activity are linked to the major land uses. Improvement projects in, around and between the activity hotspot areas will therefore make the most difference to people's experience of the centre of Gloucester and have the most impact on raising the perceived quality of the city centre.

3.5.6 The main city centre activity hotspots have been identified and this is presented in the plan opposite.

Land Use and Activity hotspots



LAND USES

- 1 Eastgate
- 2 King's Walk
- 3 Railway Station
- 4 Bus Station
- 5 GLI
- 6 Asda
- 7 Go Outdoors
- 8 Gloucestershire Royal Hospital
- 9 The Quays
- 10 Debenhams, Sainsbury's and Wilkinson
- 11 Kingsholm RFC



ACTIVITY HOTSPOTS

- 12 Railway to Bus Station
- 13 King's Square
- 14 Clarence Street
- 15 Boots Corner
- 16 Eastgate Street entrance to Eastgate Shopping Centre
- 17a&b Greyfriars Housing sites
- 18 Southgate Street entrance to Eastgate Shopping Centre
- 19 The Cross
- 20 Cathedral and Shire Hall
- 21 Area connecting Debenhams, Sainsbury's and Wilkinson
- 22 Bruton Way / Northgate Street junction
- 23 The Quays
- 24 The Docks
- 25 Kingsholm RFC

3.6 Connections

3.6.1 One of the main functions of the public realm within the centre of Gloucester is to provide routes between important destinations. Identifying and enhancing these connections between major land use and activity nodes is one of the key aspects of the strategy. The routes between activity areas not only provide access, but are also places in themselves, the quality of which is important in how the city centre is perceived and used.

3.6.2 Before the details and approaches to the design of these connections is established, it is necessary to identify the character and quality of each connection. The following is a list of strategic connections through the centre of Gloucester:

1) The Docks, via Kimbrose Triangle to the Southgate Street entrance of the Eastgate Shopping Centre and the Cross.

This route was identified as 'linkages route 1' within the LDA Design document 'Gloucester – Public Realm Links' (July, 2008).

This was one of four routes set out as in need of improvement, with the aim being greater connections between The Quays development and the city centre. The completion of the final section of this route to the Cross is a significant strategic goal.

2) Train and bus station, via Kings Square to Gate Streets.

This route is possibly the most significant within the centre, but is also dependent on the redevelopment of the train and bus stations, as well as the Kings Quarter area.

This route connects the most important historic areas of the centre, with the most significant redevelopment site and the largest activity generators. This should be considered the most strategically important connection within the centre.

3) Train and bus station, via Clarence Street, to the Kings Walk and Eastgate shopping centres. This route connects the primary arrival points with the primary activity nodes within the centre.

4) Lower Eastgate Street (GLI, Asda, Go Outdoors), via Eastgate Street shops, to Kingswalk and Eastgate shopping Centres. This route takes in major retail land uses at each end (including the GLI leisure centre), with a collection of smaller shopping units between. The quality of this link at present is poor and a public realm improvement scheme along this route would have a significant impact.

5) The Docks, via Bearland and Westgate Street, to the Cathedral. This route connects Gloucester's two most significant historic tourist attractions. This route was identified as 'route 2' under the LDA design Public Realm Links document, and also has the significant aspect of having two of Gloucester's most important redevelopment sites along its length, in the former prison site and Blackfriars.

6) The via sacra. This route, established in the 1960's, connects numerous historic tourist attractions within the city centre. This is the most popular Civic Trust tourist trail and broadly follows parts of the Roman walls. Sections 4.11 (priority public realm schemes) and 6.10 (Public Realm Strategy principles) explain this route in greater detail, along with design proposals.

7) Lower Westgate Street car park, via the cathedral to the Cross. This is one of the most significant historic connections and includes Westgate Street which holds the highest number of listed buildings of any street in Gloucester.

Connections



- 1 The Quays to the Cross
- 2 Railway Station to the Cross
- 3 Railway Station via Clarence Street to King's Walk and Eastgate Street shops
- 4 Lower Eastgate Street to King's Walk and Eastgate Centre
- 5 The Docks to the Cathedral
- 6 The Docks via the Prison to the Cathedral
- 7 Via Sacra
- 8 Westgate Street car park to the Cathedral and the Cross

3.7 Existing hard landscaping materials

3.7.1 A wide range of materials exists within the city centre, in varying states of repair. The Gloucester Quays Outlet and linkages project, including the public realm works around the Docks and Southgate Street, have all raised the quality of public areas within the city centre. Simple palettes of robust paving materials, combined with modern and simple street furniture have set a high standard.

3.7.2 The Gate Streets public realm dates back to the early 90's and is around 25 years old. While the overall style of the public realm is dated, there are more pressing practical

issues which need addressing, such as paving materials needing replacement and the need to invest in high quality public realm to match or exceed that developed by competing edge of centre destinations, notably the Gloucester Quays Outlet.

3.7.3 There are a number of key central areas of public realm which should be highlighted, which form a useful comparison to the character and quality of the Gate Streets.

These are as follows.

- Gloucester Quays Outlet and Llanthony Road
- Orchard Square (proposed)
- Docks public realm
- Southgate Street Linkages

- Cathedral (Project Pilgrim) public realm improvements (proposed)

3.7.4 The map below shows the sequence of spaces which these major public realm projects create and the large area which has (or is proposed to be) enhanced. The area between the Docks and Cathedral (including the Gate Streets, Kings Quarter and Blackfriars) form an obvious and important next step in the regeneration of the city centre, both in terms of connecting areas but also in terms of creating better places for people to live in and experience.

3.7.5 There are various materials which have been installed and proposed, generally including natural

Public Realm Projects



materials, with granite (mixed colours), Forest of Dean sandstone and Yorkstone (slabs and pavers) being the primary hard surfacing materials. Resin bound gravel and coloured tarmac appear in specific areas to meet certain functions, such as highways areas through the Southgate scheme. Street furniture incorporates a blend of grey metal, treated hardwood timber and stone.

3.7.6 A balance must be struck between the appearance of a palette of materials, their robustness and finally the overall cost.

3.7.7 The Gate Streets at present incorporate a combination of protected pavement areas of York Stone slabs to the sides of the streets, with smaller clay setts in a herringbone pattern around the middle areas (upper Westgate and Eastgate Streets), or a higher quality stone sett pattern (upper Southgate and Northgate Streets) which are more robust and allow for vehicle movements. A strip of clay or stone setts in stretcher bonds are laid between the edges and middle sections.

3.7.8 One of the positive distinctive features are the outlines of previously existing buildings, laid in black engineering brick, which are set into the paving at various points along Westgate and Eastgate Streets.

Gloucester Quays Outlet and Llanthony Road

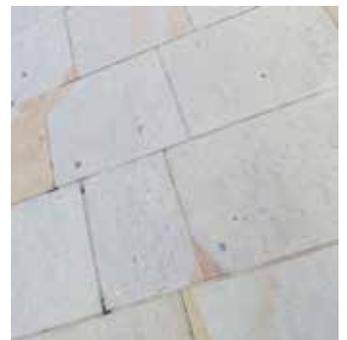


Docks public realm



Southgate Street / Commercial Road Linkages





Cathedral (Project Pilgrim) public realm improvements (proposed)



4. Public Realm Strategy principles

In order to be able to propose appropriate improvements to Gloucester's public spaces, it is first essential to analyse and understand the way in which the public realm in Gloucester is formed and used, what the character of the place is and what the positive and negative aspects of the existing public realm include.

The following section sets out the guiding principles for the design of the public realm within Gloucester city centre.





A range of well finished drain covers



4.1 Main design principles

4.1.1 Public realm schemes within the city centre must be designed to a high standard and should be guided by the following principles.

- Create a city centre which is legible and clearly defined, based on the three distinct categories of spaces
- Low design speeds for vehicles should be established throughout the central area, to provide a safer and more pedestrian focussed environment. This is particularly important within the areas where vehicles, cyclists and pedestrians come into contact
- Streets and spaces should be designed to maximise the pedestrian domain, while also providing an environment that is pleasant to use for various activities, including walking, socialising, shopping or just sitting, and which continue to be safe and accessible at night
- Materials used within public realm projects must be high quality and suitable for the character of the area in which they are placed
- The palette of materials must be elegant and visually appealing, and should enhance the character of each area. Materials should respect the fabric of the historic streets, reinforce local identity and will be selected from a limited palette to ensure design continuity
- Materials must be robust and able to withstand a variety of uses, from heavy goods vehicles to cyclists and pedestrians, depending on the character and function of each space
- Public realm schemes must be designed with low maintenance principles, including easy and straightforward periodic maintenance
- Proposals for landscaped areas and street furniture should form a coherent palette with a clearly defined overall theme
- Any street furniture proposed must function well, be robust and visually appealing, but also compliment other elements within the public realm.

- The siting and amount of street furniture will be designed with the aim of reducing visual clutter; while also providing sufficient furniture to accommodate people's needs and to allow the proper functioning of the public realm
- Designs should accommodate the needs of people with disabilities that may affect mobility, sensory or cognitive impairment
- The design of spaces should be flexible enough to accommodate various uses both now and in the future, including shifting land uses and activity areas
- The design of paved areas close to the built form should emphasise and identify special places and buildings within the public realm such as the entrance to feature buildings, sitting areas and terraces of restaurants / cafes

4.2.3 It is critical to the success of any public realm project, including the strategy itself, that Gloucestershire County Council is involved in the process and supportive of the public realm strategy principles. The public realm within the strategy area must be designed and installed to a high standard, using high quality materials, which are robust and which provide for low maintenance over time.

4.2.4 It is critical that both the overall appearance of the public realm and the issues of robustness and maintenance are considered together during the design process.

4.2 Gloucestershire Highways

4.2.1 Much of the public realm within the strategy's area falls within the responsibility of Gloucestershire County Council. The majority of the streets and spaces which are not classified as Public Open Space (POS) are classified as highways and must be able to provide suitable environments for the full range of vehicles, cyclists and pedestrians.

4.2.2 There is clear guidance set out for street design at various levels, including within Manual for Streets 1 (DfT March 2007) and Manual for Streets 2 (DfT September 2010), Manual for Gloucestershire Streets 4th Edition (April 2016) and Gloucestershire County Council Enhanced Materials Policy (October 2010).

Category of spaces



 Lanes  Primary streets and spaces  Secondary streets and spaces

4.3 Category of spaces

4.3.1 The analysis section of the strategy highlighted the way in which the historic development pattern through the Roman and Medieval periods still forms a significant part of the present city centre. The existing land uses and activity patterns also contribute to an overall model for applying any future public realm schemes.

4.3.2 There are three general categories of spaces which stand out through the analysis of the city centre and which will be used as the basis for public realm guidance.

- Lanes
- Primary streets and spaces
- Secondary streets and spaces

4.3.3 Each category has its own character and function and applying different treatments to each type of public realm will enhance each type's distinctive character and build a clear and legible series of spaces within the city centre.

4.4 Lanes

4.4.1 The lanes category forms the finest grain of public realm within the city centre. The majority of the lanes are well maintained and consist of good quality paving and detailing. This existing character and quality should be maintained and where necessary enhanced, following the existing style.

4.4.2 The following principles should be used to guide future public realm works projects within the lanes areas.

- A very simple materials range, limited to no more than two types
- Wall to wall paving with buildings up to the edge of paving
- Large format and smooth surface paving slabs
- Generally a central drainage channel
- Although largely traffic free, paving must be able to cope with occasional emergency vehicle use
- Keep surfaces free of clutter with very limited use of posts, lighting columns and bollards. Lighting should be fitted to buildings where possible
- Areas of surviving historic surfacing should be retained as part of any scheme
- Obstructions around narrow sections of lanes, in particular by entrances, should be moved to allow less restricted movement
- Retain existing mosaics at head of each lane.



4.5 Primary streets and spaces

4.5.1 The primary streets and spaces category is formed from the most important historic character areas within the city centre, including the Quays and Docks, the Gate Streets and the Cathedral Precincts. These distinct areas contain some of the most important spaces in the city, which have a significant impact on the perception and identity of the city itself.

4.5.2 Part of the character and quality of the Quays and Docks area is indicated in section 3.7 'Existing hard landscaping materials'. A significant part of the Quays and Docks public realm has either already been uplifted, or detailed plans drawn up. Likewise, the area around the Cathedral is due to undergo significant improvements over the next 5 years, in line with the quality and range of materials set out in this section. As such, the focus for this strategy is the Gate Streets public realm.

4.5.3 A series of bollards generally forms the edge to a fairly narrow pavement line closest to each side of the streets, where York Stone paving slabs are used to distinguish these areas from the more common central areas. No kerbs are present within the upper areas of the Gate Streets, closest to the Cross, with bollards and street furniture forming boundary lines.

4.5.4 The newly completed public realm works along the southern end of Southgate Street and Commercial Road have set a high quality standard which should generally be continued into the remaining Gate Street areas.

4.5.5 This public realm uses a combination of high quality, locally sourced natural Forest of Dean sandstone, with buff coloured tarmac to the main carriageway (where it exists), with smaller natural stone setts used in sections, depending on use. Darker edging stone provides a contrasting band separating the carriageway and the pavement, with a flat surface across the majority of the public realm, except in small kerbed sections around the junction with Southgate Street, which relates to the bus stops.

4.5.6 The following principles should be used to guide future public realm projects within the Gate Streets, building on many of the standards established in the Southgate Street and Docks projects.

- A more varied range of landscaping and street furniture to respond to the character, use and activity of each area while still forming a simple and coherent palette of materials
- Reduce clutter by simplifying landscaping and street furniture
- The focus of movement within the Gate Streets and Primary streets and spaces, should be on pedestrians, with vehicles able to access the areas but restricted to specific times of day
- Reverse the existing movement proportions within the public realm by greatly widening the pavement areas nearest the building line and reducing the carriageways. This would immediately shift the focus of the Gate Streets towards pedestrians while also protecting the cellars of historic buildings which line the Gate Streets
- Remove all non-essential street markings
- Create a series of distinct 'places' at street intersections, so that lengths of continuous, unbroken carriageway are reduced
- Loading / parking bays to be defined by small setts, which are consistent with the treatment in the Southgate Street public realm
- Use street furniture, including benches, planters/trees, light columns and bins, as a way of defining and reinforcing the edge of the main pedestrian pavements, rather than long lines of bollards
- Set out paving in a staggered pattern, in the direction of most common movement, with straight joins across the narrowest dimensions of a space.
- Higher quality Forest of Dean stone within protected pavement areas to the sides of the street,

with pavers in Highway areas, with a strong edging stone between two main materials

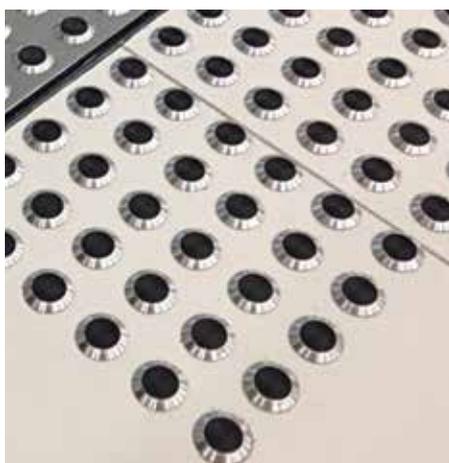
- Granite setts or recon setts to Highways only for Upper Gate Streets, but tarmac acceptable beyond historic 'Gates'
- Much more flexibility in non-vehicle areas for higher quality paving
- Where tactile paving is required on either side of a controlled crossing over a Highway, simple metal studs should be specified, rather than single colour standard tactile slabs. Coloured metal studs can be used where greater colour contrast is required with the surrounding paving.

4.5.7 Consider the introduction of kerbs in carefully considered and limited locations, in combination with general widening of pedestrian-priority spaces.

- Kerb heights should be set to the minimum necessary to provide tactile guidance, whilst encouraging informal pedestrian crossing, such as a 40-60mm level
- Kerbs would help define street areas
- Allow some distinction of areas for visually impaired people
- Add some interest and variety to the street scene
- Provide a notional plinth upon which the various historic buildings would sit
- Provide some protection for pedestrians from vehicles
- Define a channel along which water could be drained
- Help to protect historic cellars to the fronts of properties.

Primary streets and spaces (proposed materials)

The images below show a range of suitable high quality materials which would be suitable for the primary streets and spaces category, including a mix of natural stone products and metal tactile paving studs.



4.6 Secondary streets and spaces

4.6.1 The routes and spaces which surround the historic Gate Streets and lanes form the outer layer of public realm within the city centre and have important strategic and functional roles. These peripheral routes provide the access into the core of the centre and serve all of the major arrival points, including the bus and train stations, as well as the city centre car parks.

4.6.2 While the focus of these routes is the movement of the full range of transport types, the existing provision is heavily weighted towards vehicles of all sorts, in terms of the design of the roads and their appearance. One of the main principles of the Public Realm Strategy is to move away from standard vehicle focussed roads and towards streets which serve all types of transport types in a more balanced way.

4.6.3 The term 'streets' refers to something different from 'roads'. Roads are often interpreted or understood as routes that give precedence to motor vehicles over pedestrians and cyclists, and therefore prioritise movement over place.

4.6.4 Streets still allow movement, but they seek to provide more of a balance between pedestrian, cycle and motor vehicle movement. They also have a sense of place, in that they are locally distinctive, high quality, and they encourage social activity. This strategy promotes a move away from routes that act as roads and encourages routes that function as streets.

4.6.5 The edge of centre streets should act as a transition between the pedestrian-focussed Gate Streets and the more standard highway roads, which make up the majority of routes within the wider city.

4.6.6 Creating streets and public realm which respond to the local context is important to consider. Manual for Gloucestershire Streets (MfGS) states that, 'the NPPF and MfS place great emphasis on the benefits derived from good design and the effective context appraisal, relating a new development to the existing infrastructure. It is recommended that this process is conducted at the earliest possible

opportunity'. It is a requirement that all new public realm schemes which affect these edge of centre streets are designed taking into account the local context. The following principles should be followed.



Existing Secondary Street context



Secondary Street materials



Cairnhill pre-cast kerb, dark grey/black

- Downgrading of The Quay / Commercial Road / Southgate Street to 20 mph. This is an important strategic aspiration, as it will lead to safer streets and allow the public realm to function better for a wider range of people and transport types.
- Formal crossing points delineated with tactile paving should be positioned as close to junctions as possible, to allow pedestrians to follow desire lines along the street.
- Pedestrian crossing points across edge of centre streets are an important consideration in providing safe and easy movement. Ramped pedestrian crossings which use the same pavement material across the top, allow level access across street, which is particularly important for people with disabilities and for the movement of buggies and pushchairs.
- Tactile paving must be provided on both sides of every crossing point, to make partially sighted people aware that a crossing exists. Simple metal studs should be specified, rather than single colour standard tactile slabs. Coloured metal studs can be used where greater colour contrast is required with the surrounding paving, such as either side of a controlled crossing.
- Reducing road speeds for vehicles is important to improve pedestrian and cyclist safety and to create appealing environments. This can be achieved by providing tight turning radii at junctions, providing rumble strips at crossing points and entrances to different street types (particularly into the Gate Streets) and reducing junction widths.
- An overall reduction in the width of highway space and an increase in pavement widths would help to re-balance the focus of the secondary streets away from vehicles and more towards pedestrians and cyclists. Streets which function well for all modes of transport should be the key objective.



Drivesett Tegula block paving, Pennant Grey



Tarmac, dark grey



Conservation smooth flag pavers



Forest of Dean sandstone

4.7 Summary of proposed materials

4.7.1 The following graphical matrix shows a summary of the proposed materials for the different categories of spaces. These materials are presented as a guide, with a range of specific materials available.

Lanes	Primary streets and spaces	Secondary streets and spaces	
N/A	 <p data-bbox="794 416 1093 477">Granite pavers - mixed greys</p>	 <p data-bbox="1109 416 1407 477">Tarmac - dark grey</p>	Highways
N/A	 <p data-bbox="794 748 1093 786">Porphyry natural stone sets</p>	 <p data-bbox="1109 748 1407 801">Drivesett Tegula block paving - Pennant Grey</p>	Unloading bays
 <p data-bbox="477 1072 775 1111">Large natural stone slabs</p>	 <p data-bbox="794 1072 1093 1133">Granite pavers - light grey</p>	 <p data-bbox="1109 1072 1407 1133">Conservation Smooth Flag pavers</p>	Channels
N/A	 <p data-bbox="794 1408 1093 1469">Granite blocks - dark grey/black</p>	 <p data-bbox="1109 1408 1407 1469">Cairnhill pre-cast - dark grey/black</p>	Kerbs
 <p data-bbox="477 1733 775 1794">Natural stone rectangular setts</p>	 <p data-bbox="794 1733 1093 1771">Forest of Dean sandstone</p>	 <p data-bbox="1109 1733 1407 1771">Forest of Dean sandstone</p>	Pavements
N/A	 <p data-bbox="794 2069 1093 2107">Forest of Dean sandstone</p>	N/A	Crossings

4.8 Precedent projects

4.8.1 The recently established public realm schemes within the Quays, Docks and Southgate Street offer high quality local precedents which should be used to guide future public realm schemes within the city centre. Other suggested references are set out in this section.



Clapham Old Town, visualisation of final scheme.

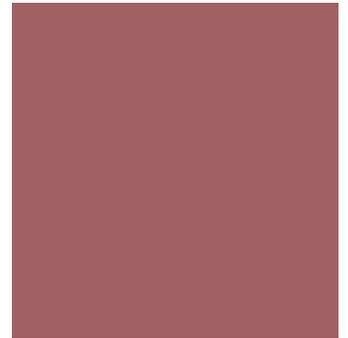
Project design by Urban Movement http://www.urbanmovement.co.uk/clapham-ot_projects_urd.html

Winner of the NLA 'Public Space' Awards 2015, the London Planning Awards 'Best New Public Space' 2015, the London Transport Awards 2015 'Excellence in Cycling & Walking', and 'Highly Commended' for the RTPI Awards 2015 in the 'Planning for the Public Realm' category



Place d'Youville, Quebec, Canada
by Claude Cormier + Associates
<http://www.claudecormier.com/en/projet/place-dyouville>

Above: Paving, Copenhagen



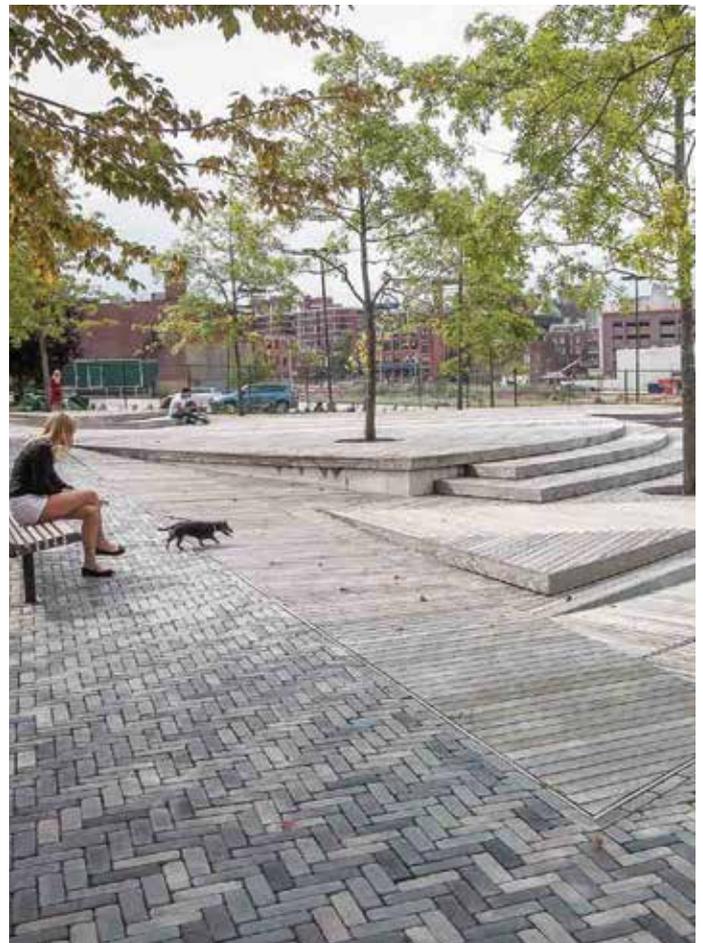
The Waterfront Promenade, Aker Brygge, Oslo (Norway) by Link Landskap

Below: Public Realm project at Stationsstraat, Sint-Niklaas, Belgium





Ribe Cathedral Square, Denmark



The Jewellery District, Providence (USA)

Below: Federation Square, Melbourne



Contrasting paving textures

4.9 Design affecting visually impaired, disabled and elderly groups

4.9.1 The public realm of Gloucester should cater for the needs of a broad cross-section of the population. The needs of visually impaired, disabled and elderly people should be taken into account when designing new areas of public realm, or when adapting existing areas.

4.9.2 The following principles should be followed.

- Maximising the area for pedestrians will benefit visually impaired and disabled
- Using clearly set out and unbroken boundary lines will help ease of movement
- Introducing an unobstructed raised kerb within the Gate Streets will improve the legibility of the public realm for partially sighted or blind pedestrians
- Using flat and smooth paving types will allow good movement to those in wheelchairs

- Rough or uneven surfaces can be difficult for wheelchair users and people with prams and pushchairs to cross, and they can create trip hazards or be confusing for blind or partially sighted people. A greater focus on maintaining and repairing damaged hard landscaping will provide safer and less obstructed routes
- Strong contrasts can make it easier for partially sighted people and colour blind people to find their way. Clear and consistent colour schemes within the landscaping and street furniture, can make it easier for everyone to understand streets and spaces
- Highway and planning authorities must comply with the Disability Equality Duty under the Disability Discrimination Act 2005. This means that in their decisions and actions, authorities are required to encourage participation by disabled persons in public life
- Consultation should be carried out with interest groups particularly at the detailed design

stage to ensure designs meet the needs of the community

- The introduction of new street furniture should ensure that the design meets the needs of all users and is sited to ensure unimpeded routes
- Seating should be well designed and located and be provided at regular intervals
- Public lighting should be at an adequate level to help create safe routes and space for all.
- 6.9.3 For planned new public realm schemes, a disability user audit should be undertaken to identify where improvements can be made to a scheme. This should be carried out during the design stages and not once a design has been finalised, to allow for proper integration of suitable features.



4.10 The Via Sacra

4.10.1 The Via Sacra is a circular walk around the centre of Gloucester which broadly follows the line of the Roman city walls. It's route passes numerous historic landmarks and is identified by black or contrasting alternating paving. It was established in the 1960's and is now the most popular Civic Trust walking tour within the city.

4.10.2 The existing Via Sacra route crosses all of the Gate Streets at various points and is made up of varying types of paving, in a range of states of repair. Both the concept and physical marking of the route are well supported and the route forms a useful walking route which broadly reflects the historic Roman wall line.

4.10.3 However, the Via Sacra route does miss many notable historic

structures and spaces, including The Cross and the numerous historic buildings along Westgate Street.

4.10.4 The following recommendations were formed in response to the lack of a single, coherent paving style and the varying states of repair along the route (including the absence of markings in various places). Research based on precedents from other cities was also considered.

- Where possible, retain the existing cruciform pattern where materials are in good order. Examples include the route through the Kingswalk Shopping Centre and along Greyfriars Lane
- Renew existing poor quality areas of Via Sacra paving and add metallic markers set into the paving, which indicate the route. This has been used to good effect

in Norwich, and would allow the Via Sacra route to essentially overlap the existing streets without the need for wholesale repaving of entire routes, while also being fairly unobtrusive and not contributing to street clutter. A marker could be positioned at every turn in the route

- The design of the markers could be inspired by a locally distinctive feature or concept, with each plate being individually artist designed, or a series of duplicated designs
- Query the inclusion of parts of the Via Sacra route, including Kings Square and Eastgate, and consider including The cross and more of Westgate Street.



5. Street furniture

The most noticeable and functional elements of the public realm are often the street furniture, which involve a wide range of items, including benches, litter bins, bike racks, light columns and signage. The following section sets out design principles and proposals for each main type of street furniture, based on the analysis carried out within Gloucester and of precedent schemes from across the UK and Europe.



5.1 Design principles

There are a number of important principles which any type of street furniture should follow.

- The design of the street furniture should be coordinated using a limited palette of traditional materials such as stone, wood and metal. The design should have a timeless quality that is capable of accommodating future additions or changes
- Any street furniture must be robust with very low maintenance requirements, including being resistant to vandalism. Any items must be able to be treated to preserve their structure or prolong their lifetime
- Where timber is used within street furniture, a hardwood must be specified to provide a more robust and longer-lasting finish, possibly including a preservative treatment
- Street furniture must be visually appealing and enhance the character and quality of the area.
- Furniture should function well and be fit for purpose
- Surviving historic street furniture should be retained and refurbished where necessary, particularly the pin and needle bollards found within the Gate Streets
- Consideration should be given to grouping and locating furniture so that it responds to the uses and activity within the surrounding area. This would include placing fewer items of furniture in particularly busy areas, or leaving space to the fronts of cafes and restaurants to allow for outside seating areas
- A coordinated colour palette should be agreed, which helps to develop a unique local theme for street furniture within the city centre. This colour palette should complement the choice of materials used in hard landscaped areas.

- In order to reduce clutter, consideration should be given to linking items of furniture. This could involve integrating separate sign columns onto a new lighting column, or using benches, bins and light columns in place of long rows of bollards. Consolidating furniture would also lead to a clearer and simpler public realm which would enable fewer high quality items to be provided
- Although it is advisable to reduce unnecessary street clutter, consideration must be given to not reducing the essential public realm items which support the functioning of the City Centre,
- Where rows of bollards are unavoidable to protect areas of high quality paving or existing cellars of older properties, consideration should be given to reducing the number of bollards and increasing the spacing between bollards.

5.2 Litter bins

5.2.1 Bins are one of the most important functional items within any city centre public realm scheme. There are a number of essential requirements which any proposed bin within the Gloucester city centre must meet.

- Seagull proof (it has a covered top with two clear openings)
- Cigarette provision including stubber and accessible ash collector, which doesn't detract from the visual quality
- A type which can be adapted for recycling
- A contemporary form and appearance must be of a high quality
- The physical structure must be very robust, using full metal construction, including the internal liner, with a minimum 5-year guarantee
- The bin must be able to be fitted into a variety of base materials, including stone and brick, with an adjustable base being preferable
- A capacity for main bins not below 110L to provide for adequate general use
- Must have wide enough opening to accept a wide range of items.

5.2.2 Following extensive research into bin types, the OMOS s16.2 bin has emerged as one of the leading contenders, which meets all of the criteria, with a 10 year guarantee, robust construction and positive appearance. This bin type should be considered for inclusion within the Gate Streets. This bin has also recently been installed within the Royal Parks of Cambridge.



Examples of OMOS s16.2 bins

5.2.3. In addition to meeting the primary criteria for litter bins, the OMOS s16.2 has the following features.

- A recycling adaptation to the openings means the same bin type can be used for both recycling and general waste, which will allow better integration into street scene
- The form and appearance has a quality which means it is aesthetic but doesn't overly stand out, with a flowing curved form
- The construction is very robust with a 10-year guarantee, which is the only bin on the market to provide this level of cover. The bin is full metal construction using 10mm galvanised truck steel and aluminium top
- Fully adjustable base and fixings with robust base material allows placement in any position
- Full range of RAL colours available
- A Large capacity of 120L, which is 10L more than the standard capacity, meaning fewer bins are needed overall.

5.3 Bollards

5.3.1 There are a number of areas within the city centre where bollards are required, however bollards also contribute to street clutter and there are often other means of achieving the same functions.

- Use of bollards should be limited to areas where potential impacts on pedestrian safety exist or where vehicular impacts could damage buildings or street trees
- The use of raised kerbs, or the placement of other essential items of street furniture, should be considered as an alternative to the introduction of bollards in most cases
- Bollard design should complement other items of street furniture
- Consideration should be given to the robustness of the bollard

types used, as well as the longer-term maintenance issues. A simple stainless steel bollard can present fewer maintenance issues over time and would complement a simple palette of materials, including stone, timber and stainless steel

- A selection of the Gate Streets pin and needle bollards should be retained but where appropriate, should be reduced in number to avoid street clutter.

5.4 Bike racks and hoops

5.4.1 In order to encourage non-vehicular forms of transport, it is essential to also provide the necessary secure storage and parking facilities for bicycles within the city centre.

5.4.2 Bike racks must be located in easily accessible locations which are close to the main centre uses, such as shops and restaurants. At present, bike racks are located at the pedestrianized entrances to each of the Gate Streets, which is in line with the policy of only allowing cycle access through the Gate Streets between the hours of 10am and 5pm. This restriction is in place to reduce the conflicts between cyclists and pedestrians, in often crowded areas.

5.4.3 It is recommended that these general areas allocated for bike racks are retained as the main cycle parking areas for the Gate Streets. Additional bike racks should be installed adjacent to other major activity generators within the secondary streets and spaces, such as within Kings Square.

5.4.5 Stainless steel racks would not suffer from damage to paintwork and are a robust and cost-effective solution. An alternative plain metal style could also be suitable in a different finish but any material chosen must be highly robust due to the consistent impacts from daily use.

5.4.6 Covered bike racks should also be considered in high activity areas where demand for bike parking is high. This would improve the chances that people would use these facilities and potentially lead to improved use.

Summary

- Well placed, accessible and secure bike parking facilities are essential to provide, which are close to the main city centre facilities
- Bike racks located at the pedestrianised entrances to the Gate Streets should be retained, with additional racks considered around entrances to key activity generators
- The re-painting of existing bike racks should be considered as a short-term improvement
- Introduce stainless steel bike racks as a low maintenance and robust material
- Introduce covered bike racks in areas of high activity, to encourage use.



Sheffield hoops



Edge bike shelter



Cyclehoop Ltd Public Bike Pump

5.5 Benches and seating

5.5.1 Benches are one of the essential items of street furniture that any area of public realm within the City Centre should provide.

5.5.2 Good provision of benches in strategic places will enhance people's experience of the City Centre and allow people to extend the time they spend there.

5.5.3 Where appropriate the design and layout of seats and benches should define and enclose spaces as well as provide seating. Simply providing rows of benches is not the best use of space and more imaginative options could encourage better use and enhance people's experiences.

5.5.4 The provision of benches within and adjacent to high activity areas must be promoted.

5.5.5 Seating can easily be incorporated into other forms of street furniture in order to simplify the number of items and reduce street clutter. Seating set within planters or surrounding street trees, can be an effective approach.

5.5.6 Seating should generally be positioned towards the edges of a street and face towards the centre of the street. This allows the best views of activity within the street. Another option is to place seating backing onto each other and facing up and down the street, thereby providing longer views. This also provides the opportunity for clusters of feature seating which define specific areas.

5.5.7 Multi-facing benches should also be considered if a more central position is chosen, to allow choices of facing positions for people and to maximise the views on offer.

5.5.8 In order to make seating areas easier to use and more comfortable, particularly considering elderly and disabled people, seating should generally incorporate backs and arm rests.

5.5.9 Seating can provide a good opportunity to provide forms of feature lighting, particularly under block style seating. This can create interesting and more defined areas of lighting and enhance the general appearance of a street scene after dark. Maintenance and robustness issues should be considered and the need to properly maintain lighting over time.

5.5.10 Materials for benches should be robust and able to withstand daily use. Metal will generally be the most appropriate material (either painted or stainless steel), with stone providing a more solid alternative. Timber should be considered within a small palette of materials and is recommended to break up the hard stone and metals and to provide a more comfortable surface. If timber is used, only a European hardwood which is FSC Certified should be specified.

Summary

- Seating should be positioned close to activity generators, such as shops, areas of open space, cafes and restaurants.
- Arranging benches to enclose spaces, or in positions other than in simple lines (such as backing onto each other), can create more options for people
- Main areas of seating should generally be positioned towards the edges of a street or space, to allow longer views across the public realm.
- Multi-directional seating should be considered if seating is positioned more towards the centre of a space, for example surrounding a feature tree
- Robust materials must be specified for benches.



Alcorque I corten bench - Lab23



Clifton hardwood bench - Woodscape



Woodscape Westbrook Circular



Timber and metal bench, Kimbrose Triangle



Streetlife Rough&Ready Topseats bench



Camber bench by Forms+Surfaces



Docks stone block seating



Timber bench, The Lyng - West Bromwich

5.6 Planters and street trees

5.6.1 Street trees and planting are always popular and valued aspects of the public realm. Trees can help to soften sometimes overly hard landscapes and provide an organic contrast within urban areas. Trees also provide shelter from the elements and shade on sunny days, while also helping to limit and control atmospheric pollution.

5.6.2 At present, street trees exist at limited locations within all of the Gate Streets, often in the areas within the line of the Roman walls. Their use does compliment the very defined public realm, where the majority of buildings are located hard against the street.

5.6.3 The existing street trees should be preserved and where necessary, maintained to limit their overall size. The introduction of additional street trees should be carefully considered.

5.6.4 The following principles should be considered and followed when developing design for new public realm projects.

- The guiding principle is to provide the right tree in the right place. Inappropriate tree planting can have a negative impact in many ways
- Consider the ultimate size and shape of the tree. Will the tree frame, enhance, detract or screen a view, building, or setting? Views towards landmarks or listed buildings should be preserved
- Develop a clear rationale for why the tree is being planted
- Consider the ground and site conditions. Trees will need to cope with, and be protected from, a range of factors within the urban environment, including poor soils, pollution, drought, extremes of temperature, and underground services
- Tree characteristics, including leaf texture, size, shape, autumn colour, bark colour, flowers and fruit should be considered. Are these characteristics appropriate to the setting?

- The vast majority of tree roots grow in the top 1 to 1.5m of soils. Roots can exert direct pressure upon hard-surfacing in close proximity to the base of the tree as they grow. Tree pits can be used within hard landscapes to limit or control root growth.

5.6.5 In general, trees should be planted in the ground rather than in planters as this will help to prolong the life of the tree and aid the growing stages. Far less on-going maintenance is required for ground-planted trees, including watering during the summer months.

5.6.6 There will be occasions when it is not possible for planting to be placed in the ground, possibly due to archaeology or services, or when a less permanent solution is desired. In this case, the following criteria should be applied to the design and construction of tree planters.

- The style of planter should be urban and modern, drawing on the references from the palette of materials established for other street furniture items
- The construction of planters should generally be limited to robust materials, including concrete, stone and metal. Timber should be avoided as a priority due to its less robust finish and on-going maintenance issues
- The use of planters could be considered in place of bollards or benches and would perform the multi-function of protecting sensitive areas, providing planting and seating
- A public art theme could be incorporated into the planter design and help to form a consistent theme which would run through the various street furniture elements and landscaping.

5.6.7 Tree grilles and other furniture associated with tree planting should be carefully considered as part of the overall public realm design. These elements offer opportunities for public art or decoration, which can help to improve the interest and appearance of public spaces and streets.

5.6.8 A consistent theme should be developed based on the category of spaces set out in Section 4.3. A bespoke set of grilles could be designed to link into the branding of each specific Gate Street, which could help to distinguish each area and enhance the local character and identity of those streets.

5.6.9 In general, guidelines set out in the Trees and Design Action Group document, titled 'Trees in Hard Landscapes – A Guide for Delivery', should be followed when developing planting schemes.



Aalborg City Centre tree grille



Corten tree grille and timber bench



Streetlife conical tree tubs



Tripla tree grille



Streetlife Corten Shrubtubs



Streetlife Love Tubs

5.7 Signage and road markings

5.7.1 While some street signage forms an essential part of a properly functioning city centre, the over provision of signs can lead to confusion and clutter. Signs must only be provided if absolutely necessary.

5.7.2 Multiple signs should be placed on the same post where possible to limit the number of individual posts.

5.7.3 When designing new areas of public realm, guidance set out in Manual for Streets should be considered. A starting point of zero signage should be introduced and only introduce signage if necessary.

5.7.4 Statutory signs must give users a clear message. Limiting the number of these signs is encouraged, as this will have more impact. Providing a uniform shape and colour for the signs will aid the recognition process.

5.7.5 In general, road markings of all types should be avoided, unless absolutely necessary. For example, double yellow lines are unsightly and detract from the character of an area. Small 'no parking' signs can be used instead and fixed to existing items of street furniture to limit and control street clutter. Metal studs or a contrasting material should be used for parking bays instead of painted line markings.

5.7.6 Adshel advertising signs can have a negative impact on the functioning and appearance of the public realm. In general, these forms of signage should be removed. Where they are deemed to be absolutely necessary (or where existing contracts limit removal options), they must be positioned perpendicular to the pavement not at right angles as this blocks pedestrian flows and restricts views and desire lines.

5.7.7 The modern wayfinding map panels installed as part of the linkages project are simple and easy to understand, but display a fairly limited range of information. The quality of the finish is also very poor.

5.7.8 An updated style of map panel should be developed for the city centre which sets out clear and legible information, which integrates the Quays linkages information and which provides an indication of walking times through the area. The Bristol Legible City project could be used as the basis for a new system in Gloucester.

5.7.9 Principles for new map panels should include;

- Clear and easy to understand
- Strong structurally and hard wearing
- Must show all of the major tourist attractions and places of interest
- Must not block desire lines or visibility lines
- Must visually and stylistically relate to the Linkages map panels, to promote continuity between areas
- Should be elegant in appearance and not visually dominate the appearance of the streetscene.

5.7.10 The fingers element of the wayfinding signs are an important feature and clearly direct visitors to key city centre locations. This fingers element of the existing signage should be replicated in a similar way in any new form of city centre wayfinding signage.

5.7.11 The use of A-boards is controlled by separate guidance produced by the Licensing team within the City Council.

5.7.12 Digital signage is another method of displaying a range of content, including advertising, wayfinding and targeted local events information. Content is able to be regularly updated to reflect specific local needs, for example to alert people to festival information or when an event is being held at a local venue.

5.7.13 Due to limitations with existing display technology and the need to provide very robust outer shells, the overall depths of external digital signage units remain high. The bulkiness of these digital units, whether single or double-sided displays, must be carefully considered when assessing their impact on the character of an area, particularly within areas of significant historic interest.

5.7.14 The colour of signage in general will have an impact on how much they stand out within the streetscene. Darker colours, tend to stand out more and in general, should be avoided. Items of street furniture which have a heavy appearance and which dominate the appearance of the streetscene, should be avoided and lighter alternatives considered.

Signage - precedent images for signage options

The following images show examples of high quality signage.



Bath wayfinding signage by Pearson Lloyd



Wayfinding signage in Mulhouse, France



Rivermeade Linkages wayfinding signs



Wayfinding signs, Millennium Square, Sheffield



Birmingham city centre digital signage



Reddcliffe Place, Brisbane, Australia

5.8 Lighting

5.8.1 Public realm lighting is an important element of the overall functioning of the city centre and has a significant impact on the actual and perceived safety of people. Good lighting allows the use of the public realm to be extended beyond daylight hours, particularly during the winter months.

5.8.2 The existing lighting within the city centre is predominantly based on standard Highway lighting design principles, where high lamps are mounted on columns. The public realm lighting within the Gate Streets is based on building-mounted, high-level floodlights, set at regular intervals.

5.8.3 It is recommended that lighting within the edge of centre streets follows the standard highway approach, given that this is functional and this lighting is generally in areas outside of the historic core.

5.8.4 The Gate Streets and Lanes provide a different type of public realm, generally being pedestrianised at most times, with a focus on the quality of the spaces and buildings. People experience these areas at a lower speed and it is important to provide the best experience possible.

5.8.5 The existing lighting within the Gate Streets in particular provides a very functional and even effect, which supports CCTV operations. The Gloucester Lighting Strategy (2008) sets out numerous lighting projects and design principles, with one of the suggested projects being to re-light areas of the City Centre. Part of that approach would be to move from the high-level building mounted floodlights, to column based lighting.

5.8.6 A more efficient and focussed approach is proposed, whereby only key junctions are re-lit. The Kimbrose Triangle area has already been provided with lighting based on a limited number of multi-head light columns. This approach could be applied to The Cross, which would eliminate four building-mounted floodlights on historic buildings and create the opportunity to provide remote architectural lighting. The final area could be by the Cathedral, at the junction of Westgate and College Streets.

- Multi-head systems offer the opportunity to provide not just ground lighting, but feature lighting of specific items within the public realm, such as seating areas or ground paving artworks
- The existing building-mounted floodlights could be removed, leading to less intrusion onto historic or listed buildings within the conservation area
- Architectural lighting would become very easy with one lamp directed at a building of interest, without the need to fix costly and intrusive equipment to the buildings themselves. This would avoid the need for contracts with building owners and for Listed Building Consent in most cases
- Maintenance and repairs would be straightforward and limited to specific columns which are easily accessible from the public highway. Each component is easily ordered when necessary and come in energy saving LED options
- Power would be taken from the County's supply rather than multiple individual property owner's supplies, resulting in a far more efficient system
- CCTV can be incorporated into lighting columns to remove additional items of clutter

5.8.9 Lighting within benches is a further option available, which can have the benefit of producing more subtle lighting within specific areas, as well as creating or enhancing artworks or features within the streets.

5.8.10 In any situation where lighting is provided, robustness of equipment and a long lifespan is essential to reduce on-going maintenance costs and to preserve the intended effects.

Public realm lighting

The following images show examples of high quality public realm lighting, which focus on multi-head, column-based types.



Charlie Davidson, Sunnyside Gardens Sunderland, UK



Budapest street lights



Pere Cabrera multi-head light column, Barcelona



Gloucester Docks public realm light columns



Woodhouse Olivio light

5.9 Public art

5.9.1 Any area of public realm can potentially be enhanced and made more interesting through the installation of public art features. Public art is particularly good in areas where a focus is needed or where large groups of people congregate. The following can be achieved through public art.

- Create a sense of place and local distinctiveness
- Enhance the architectural and historic heritage of a place
- Develop new relationships within the community
- Inspire a creative and imaginative approach
- Improves the quality and interest within the public realm
- Helps to express local identity and cultural diversity
- Brings social and economic benefits.

5.9.2 Public art can take many forms, including paving features, street furniture, planting, enhanced materials or building-mounted forms, including the design of cladding or sculptures.

5.9.3 In general, public art which has a connection to the local people or area is best and in addition to trained artists, this can involve community groups, college students and members of the public in the design process. For example, the stone wave bench sculpture at the cross by Peter Yarwood illustrates the Severn Boar which periodically runs up the River Severn.

5.9.4 The 2006 document 'A Place for Art – A Public Art Strategy for Central Gloucester' (by Ginkgo Projects Ltd), should be used to guide the provision of public art within the Public Realm Strategy area. This strategy document highlighted the historic city gates as potential areas for public artworks and sets out management strategies for the existing artworks.

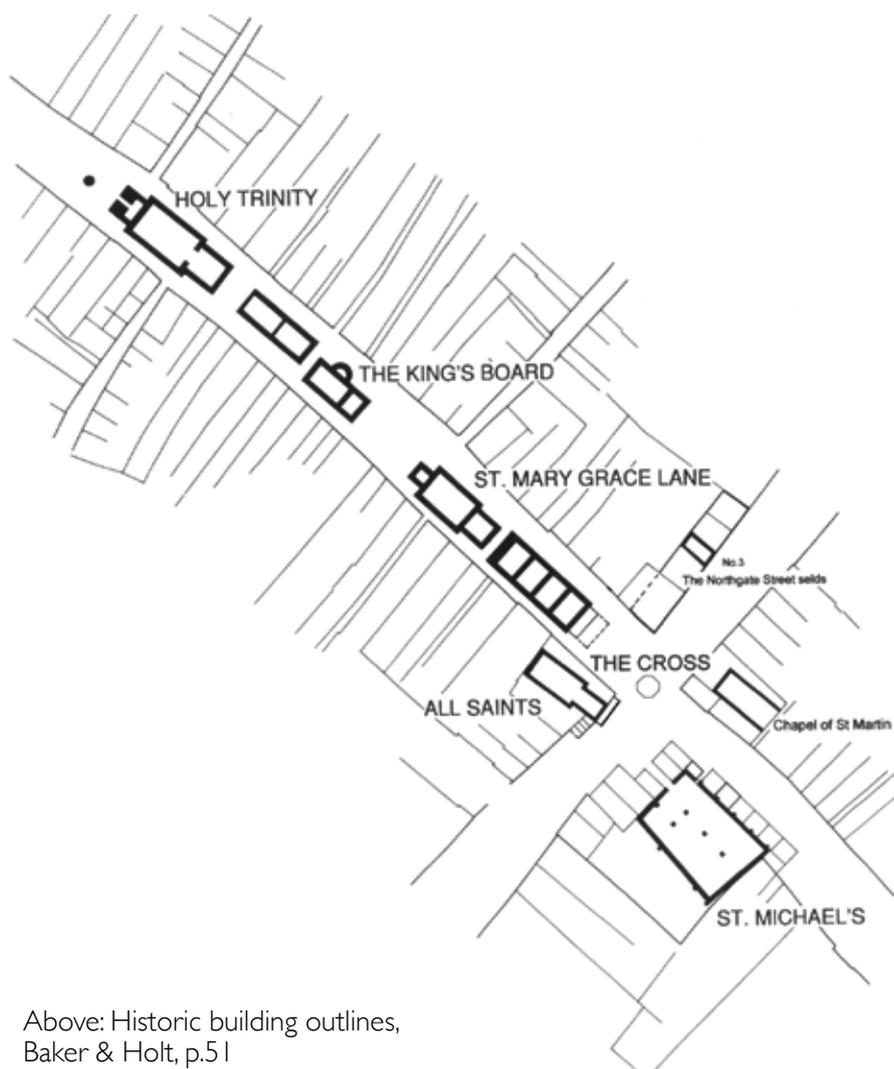
5.9.5 One of the more interesting but often overlooked public artworks

within the Gate Streets is the series of building outlines along Westgate and Eastgate Streets. These outlines, formed in black engineering brick, show the locations of historic buildings which stood within these streets, which is a real link to the history of the place.

- It is recommended that these features are retained within any new public realm works project
- The existing form of the outlines needs reviewing to help the feature stand out more
- Coloured metal strips could be used for the outlines, against a lighter paving background to increase the contrast between colours and materials
- Alternating colours, from bright yellow, through orange and red down the street, could draw further attention to these features
- The use of textured materials could be appropriate.

5.9.6 A series of recently reconstructed mosaics are set into the ground at the head of each lane off Westgate Street and older mosaics along Northgate and Southgate Streets. These broadly illustrate the types of historic activities which were carried out within each of the specific lanes or buildings. Each of the new mosaics is set within a metal tray which should allow them to be temporarily removed during any public realm works. These mosaics should be retained within any new public realm project.

5.9.7 Some form of artistic branding of the Gate Streets using artist designed decorative signs could be an interesting way of signifying each streets' identity and character, possibly linking into an individual theme for each.



Above: Historic building outlines, Baker & Holt, p.51

Precedent images of different forms of public realm art



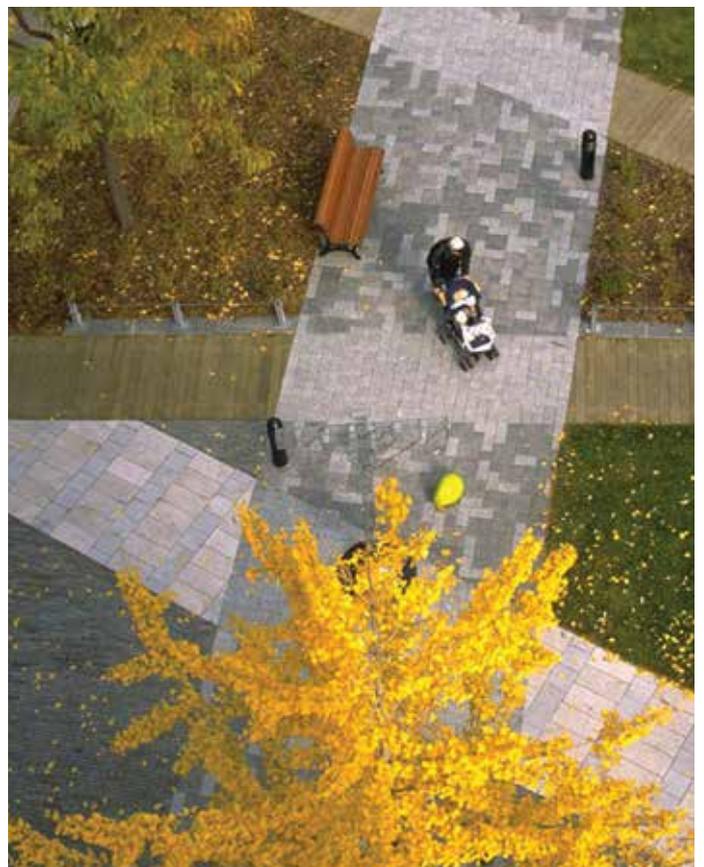
Berlin Wall paving marker



Paving and Corten marker, Arminza, Spain



Paving directional tile



Landscaping and paving detail, Place d'Youville, Quebec, Canada by Claude Cormier + Associes





Meeting:	Audit and Governance Committee	Date:	23rd January 2017
	Cabinet		8th February 2017
Subject:	Risk Management Policy Statement and Strategy 2017-2020.		
Report Of:	Head of Audit Risk Assurance (Chief Internal Auditor)		
Wards Affected:	Not applicable		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Theresa Mortimer - Head of Audit Risk Assurance		
	Email:	Tel: 01452 326338	
	Theresa.Mortimer@gloucester.gov.uk		
Appendices:	1: Risk Management Policy Statement and Strategy 2017-2020.		

FOR GENERAL RELEASE

1.0 Purpose of Report

3.1 To propose an updated Risk Management Policy Statement and Strategy to be effective from 1st April 2017.

2.0 Recommendations

2.1 Audit and Governance Committee is asked to **RESOLVE** that:

- (1) The Risk Management Policy Statement and Strategy 2017 - 2020 be adopted and recommend its endorsement to Cabinet; and
- (2) The Strategy, once endorsed by Cabinet, be disseminated to managers in accordance with a Communications Plan, to reaffirm the Council’s risk management objectives.

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

- (1) The Risk Management Policy Statement and Strategy 2017 – 2020 be endorsed; and
- (2) The Strategy, be disseminated to managers in accordance with a Communications Plan, to reaffirm the Council’s risk management objectives.

3.0 Background and Key Issues

Risk Management - Maximising Opportunities by taking Managed Risks

- 3.1 It has always been important for organisations to identify and manage their risks. This view has been reinforced by public sector legislation i.e. the Accounts and Audit Regulations 2015 where it states *‘A relevant authority must ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.’*
- a. In addition, the Delivering Good Governance in Local Government: Framework (CIPFA/SOLACE 2016) notes seven key principles to enable the development of good governance within public services, one of which states that good governance is ‘managing risks and performance through robust internal control and strong public financial management.’
 - b. Risk Management is about managing our threats and opportunities and striving to create an environment of ‘no surprises’. By managing our threats effectively we will be in a stronger position to deliver our business objectives. By managing our opportunities we will be in a better position to improve services and better value for money.
 - c. Risk is unavoidable. It is an important part of life that allows us all to move forward and develop. As an organisation it can impact in many ways, whether financially, politically, on our reputation, environmentally, or to our service delivery. It cannot therefore be ignored or avoided, but instead, it must be managed.
 - d. Successful risk management is about ensuring that we have the correct level of control in place to provide sufficient protection from harm, without stifling our development. As an organisation, with a range of different stakeholders, each with differing needs and expectations, this can be a challenge. We must ensure that the decisions we take as a Council reflect a consideration of the potential implications for all our stakeholders. We must decide whether the benefits of taking our actions outweigh the risks.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 There are no ABCD implications as a result of the recommendation made in this report.

5.0 Alternative Options Considered

The Emerging Risk Landscape

National Context

- 5.1 Unprecedented challenges for those tasked with delivering public services continue. Significant budgetary pressures continue to have an effect on all major services, at the same time demographic changes and an increased demand for services compound these pressures. Allied to this, is the increasing focus on alternative service delivery models which has seen more public services being delivered by, or in partnership with, other

public sector bodies, charities, communities or private sector organisations. The continuing shift in the structure of service provision creates real challenges and an increasingly complex matrix of competing risks and opportunities.

Local Context

- 5.2 With reference to the above and taking into account the overall future strategic direction of the Council, its structure and its services, it is deemed an appropriate time to refresh and reaffirm our Risk Management Policy Statement and Strategy, to ensure that the Council's risk and assurance framework continues to build on our existing successes which reflects national good practice and standards. This should enable the Council to effectively manage the potential opportunities and threats, thus improving service delivery to our communities and enabling individuals to play a more active role in improving their lives. Therefore, no other options were considered.

6.0 Reasons for Recommendations

Risk Governance

- 6.1 In addition to the statutory requirements and codes of good practice as noted within paragraphs 3.1 and 3.2, the Council has responded to the above by incorporating these requirements into the Council's Constitution, specifically within Part 3 which defines the members / officers responsibilities in relation to risk management and also within Financial Regulations - Audit and the Control of Resources.

Audit and Governance Committee

- 6.2 The Audit and Governance Committee has a specific role in relation to risk management which is to:

- 3 Provide independent assurance to the Council of the adequacy and effectiveness of the risk management arrangements and associated control environment; and
- 4 Receive an annual report on risk management activity.

7.0 Future Work and Conclusions

- 7.1 Risk Management therefore needs to be taken into the heart of the Council and continue to build on the positive outcomes already achieved. For this to be done successfully, it needs to be structured and developed in a way that fits the culture of our organisation. We need to have the structures and processes in place to ensure the risks and opportunities of daily council activity are identified, assessed and addressed in a standard way. We do not shy away from risk but instead seek to pro-actively manage it. This will allow us not only to meet the needs of the community today, but also be prepared to meet future challenges.
- 7.2 Attachment A to this report sets out the refreshed Risk Management Policy Statement and Strategy for 2017 - 2020, which aligns with the Council's Medium Term Financial Plan (MTFP).

The aims of this strategy are to support the challenges that the Council may face, allowing it to react dynamically to changing external circumstances by enabling the Council to handle risk effectively and deliver successful outcomes.

8.0 Financial Implications

8.1 There are no direct financial costs arising out of this report.

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

9.0 Legal Implications

9.1 Nothing specific arising from the report recommendations. In general terms, the existence and application of an effective risk management regime assists prudent decision making which is less susceptible to legal challenge.

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

10.0 Risk and Opportunity Management Implications

10.1 Failure to deliver on effective risk management, particularly during periods of significant change, may have a detrimental effect on the achievement of the potential opportunities and adverse effects that challenge the assets, reputation and objectives of the Council, strategic decision making and the wellbeing of our stakeholders.

11.0 People Impact Assessment (PIA):

11.1 A requirement of the Accounts and Audit Regulations 2015 is for the Council to *'ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.'*

The risk management policy statement, strategy and associated framework ensure compliance with the Councils' equality policies.

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

12.0 Other Corporate Implications

Community Safety

12.1 There are no 'Community Safety' implications arising out of the recommendations in this report.

Sustainability

12.2 There are no 'Sustainability' implications arising out of the recommendations in this report.

Staffing & Trade Union

12.3 There are no 'Staffing and Trade Union' implications arising out of the recommendations in this report.

Background Documents:

- Accounts and Audit Regulations 2015;
- Delivering Good Governance in Local Government: Framework 2016 (CIPFA/SOLACE)
- Gloucester City Council's Constitution; and
- ISO31000 *Risk management – Principles and guidelines*.

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Gloucester City Council Risk Management Policy Statement and Strategy



2017 - 2020

Risk Management Policy Statement

Gloucester City Council (GCC) recognises that Risk Management is one of the key principles of effective Corporate Governance. It is also a key contributor to a sound internal control environment and the Annual Governance Statement.

The Council seeks to adopt recognised best practice in the identification, evaluation and cost effective/proportional control of risks and opportunities to ensure that they are managed at acceptable levels. Risk management within GCC is about managing our threats and opportunities and striving to create an environment of 'no surprises'. By managing our threats effectively we will be in a stronger position to deliver our business objectives. By managing our opportunities we will be in a better position to demonstrate improved services and better value for money.

Risk is unavoidable. It is an important part of life that allows us all to move forward and develop. As an organisation it can impact in many ways, whether financially, politically, on our reputation, environmentally or to our service delivery. Successful risk management is about ensuring that we have the correct level of control in place to provide sufficient protection from harm, without stifling our development. As an organisation, with a range of different stakeholders, each with differing needs and expectations, this can be a challenge. We must ensure that the decisions we take as a Council reflect a consideration of the potential implications for all our stakeholders. We must decide whether the benefits of taking our actions outweigh the risks.

The Council's overriding attitude to risk is to operate in a culture of creativity and innovation, in which risks are identified in all areas of the business, are understood and proactively managed, rather than avoided. Risk management therefore needs to be taken into the heart of the Council and our key partners. We need to have the structures and processes in place to ensure the risks and opportunities of daily Council activities are identified, assessed and addressed in a standard way. We do not shy away from risk but instead seek to proactively manage it. This will allow us not only to meet the needs of the community today, but also be prepared to meet future challenges.

The Cabinet and the Senior Management Team are fully committed to effective risk management and see it as part of our responsibility to deliver an effective public service to the communities within Gloucestershire.

Contents

➤ Risk Management Strategy	3
➤ What are the real benefits of managing risk?	3
➤ Our Strategic Risk Management Objectives	4
➤ What is the Council's Risk Appetite?	5
➤ How are our objectives going to be met?.....	5
➤ Monitoring and Review of Risk Management Activities (minimum requirements).....	6
➤ Accountabilities, Roles and Responsibilities.....	7
➤ Risk Management Governance Structure.....	12

Risk Management Strategy

This strategy recognises that the next few years will present unprecedented challenges for the Council in delivering its services and corporate priorities.

Risk Management is a central part of the Council's strategic management. It is a cyclical process whereby the Council identifies, evaluates, monitors and controls potential opportunities and adverse effects that challenge the assets, reputation and objectives of the organisation. It enables the Council to effectively manage strategic decision-making, service planning and delivery, to safeguard the wellbeing of our customers and stakeholders.

The Council should not be afraid of identifying a risk or feel that identifying a risk is a failure. Identification of a risk provides an opportunity for improvement and success!

What are the real benefits of managing risk?

Risk Management will strengthen the ability of the Council to achieve its corporate objectives and enhance the value of services provided by:

- Informing strategic and operational decision-making;
- Safeguarding all persons to whom the Council has a duty of care;
- Increasing our chances of success and reducing our chances of failure;
- Enhancing stakeholder value by minimising losses and maximising opportunities;
- Increasing knowledge and understanding of exposure to risk;
- Enabling not just backward looking review, but forward looking thinking;
- Contributing towards social value and sustainable development;
- Reducing unexpected and costly surprises;
- Minimising our vulnerability to fraud and corruption;
- Freeing up management time from 'fire-fighting';
- Providing management with early warnings of problems;
- Ensuring minimal service disruption;
- Ensuring statutory compliance;
- Better targeting of resources i.e. focus scarce resources on high risk activity;
- Reducing the financial costs due to, e.g. service disruption, litigation, insurance premiums and claims, and bad investment decisions;
- Delivering creative and innovative projects; and
- Protecting our reputation.

Our Strategic Risk Management Objectives

- Strategic approach to risk management to make better informed decisions which is vital to successful transformational change;
- Setting the ‘tone from the top’ on the level of risk we are prepared to accept on our different service delivery activities and priorities. Understanding our ‘risk appetite’ and acknowledging that how we ‘think about risk’ will be different depending on the context of corporate impact and sensitivity;
- Risk management enables us be more consistent in options appraisals and more flexible/agile in delivering change. Risk aversion can result in the bar being set much higher for commissioning a change compared with maintaining the status quo;
- Acknowledging that even with good risk management and our best endeavours, things can go wrong. Where this happens we use the lessons learnt to try to prevent it from happening again;
- Developing leadership capacity and skills in having a clear understanding of the risks facing the Council and how we manage them;
- Risk management should be integral to how we run Council business/services. Risk management processes provide effective arrangements that identify and achieve successful local and national priority objectives;
- Supporting a culture of well-measured risk taking throughout the Council’s business, including strategic, programme, partnership, project and operational. This includes setting risk ownership and accountabilities and responding to risk in a balanced way, considering the level of risk, reward, impact and cost of control measures;
- Ensure that the Council continues to meet all statutory and best practice requirements in relation to risk management and continues to be a key and effective contributor to Corporate Governance and a satisfactory Annual Governance Statement;
- Effective monitoring and Board intelligence on the key risks facing the Council; and
- Good practice tools to support the Council in the management of risks.

What is the Council's Risk Appetite?

There are numerous definitions of organisational 'risk appetite', but it all boils down to how much of what sort of risk an organisation is willing to take. The HM Treasury definition being: 'The amount of risk that an organisation is prepared to accept, tolerate or be exposed to at any point in time.' So why do we need to determine our risk appetite?

If managers are running the business with insufficient guidance on the levels of risk that are legitimate for them to take, or not seizing important opportunities due to a perception that taking on additional risk is discouraged, then business performance will not be maximised. At the other end of the scale an organisation constantly erring on the side of caution (or one that has a risk-averse culture) is one that is likely to stifle creativity and not necessarily encouraging innovation, nor seek to exploit opportunities.

A framework has been developed and implemented to enable risk judgements to be more explicit, transparent and consistent. By enhancing our approach to determining risk appetite we are able to raise the Council's capability to deliver on challenging targets to raise standards, improve service quality, system reform and provide more value for money.

This framework is considered by all levels of the business, from strategic decision making, to operational delivery.

How are our objectives going to be met?

The Council's objectives will be achieved by:

- Adopting good practice risk management principles, in line with the Institute of Risk Management Professional Standards 2015 and the International Risk Management Standard (ISO 31000 - 2009). The application of the standards and principles within it will be reviewed annually and amended accordingly to reflect key changes;
- Establishing clear roles and responsibilities and reporting lines within the Council for risk management;
- Incorporating risk management into the council's decision making and strategic management processes;

- Incorporating risk management into service/business planning, option appraisals, programme and project management, partnerships and procurement processes;
- The provision of risk management training, advice, detailed guidance and support and providing opportunities for shared learning; and
- The provision of a risk governance framework to ensure the adequacy and effectiveness of the identification, assessment, control, monitoring and review arrangements in place to manage risk. The framework will ensure that risk management is dynamic and responsive to change.

Monitoring and Review of Risk Management Activities (minimum requirements)

- A quarterly review of the Strategic Risk Register;
- A quarterly review of service area risk registers;
- A monthly review of programme/project/partnership risk registers;
- An annual review of the corporate Risk Management Policy Statement and Strategy;
- An annual report on risk management activity; and
- An annual review and report on the overall effectiveness of risk management and internal control by Internal Audit, which feeds into the Annual Governance Statement.

Accountabilities, Roles and Responsibilities

There needs to be clarity in terms of 'who does what' otherwise we will be exposed to risks being unmanaged, causing us damage or loss that we could otherwise influence, control or avoid. The key roles and responsibilities are outlined below:

Cabinet/Portfolio Holders

- Endorse the Risk Management Policy Statement and Strategy;
- Endorse the content of the Strategic Risk Register and proposed risk mitigation plans, and monitor implementation;
- Be aware of the risk management implications of decisions;
- Monitor key performance results including the production of an annual report on strategic risk management activity; and
- Nominate a Lead Member Risk Management Champion to be responsible for the championing, scrutiny and oversight of the risk management activities.

Scrutiny

- Ensure that risks and opportunities within their portfolio are identified and effectively managed through discussions with Corporate Directors and Service Heads;
- Facilitate a risk management culture across the council;
- Contribute to the Cabinet review of risk and being proactive in raising risk from the wider Gloucestershire area and community; and
- Monitor and challenge key risk controls and actions.

Audit and Governance Committee

- Provide independent assurance to the Council of the adequacy and effectiveness of the risk management arrangements and associated control environment; and
- Receive an annual report on risk management activity.

Senior Management Team (SMT) / Corporate Governance Board

- Provide corporate leadership of risk management throughout the council;
- Agree an effective council-wide framework for the management of risks and opportunities;
- Advise Members on effective risk management and ensure Members receive relevant risk information;
- Ensure that the council complies with the corporate governance requirements relating to risk management;
- Own the council's Strategic Risk Register and ensure that risks are reviewed as part of the wider council's performance arrangements;
- Ensure that reports to support strategic and/or policy decisions include a risk assessment;
- Monitor the implementation of key mitigation plans and controls assurance programmes;
- Ensure processes are in place to report any perceived new/emerging (key) risks or failures of existing control measures; and
- Nominate a Corporate Director to be responsible for the championing, scrutiny and oversight of risk management activities.

Corporate Directors

- Ensure that risk management within their areas of responsibility is implemented in line with the council's Risk Management Strategy;
- Assist in the preparation of the council's Annual Governance Statement by providing an assurance statement for the internal control framework operating within their service(s);
- Ensure that risks associated with the delivery of outcomes are identified and effectively managed by owning risk registers;
- Ensure regular review of the risk registers as part of wider council performance;
- Challenge relevant Heads of Service on relevant risks relating to their areas of responsibility;
- Proactively raise risk issues at management team meetings and with Scrutiny members; and
- Nominate a Risk Champion to work alongside the Corporate Risk Management Team, who will be the key interface in supporting the application of risk management principles within their service.

Heads of Service

- Ensure that risk management, within their areas of responsibility, is implemented in line with the council's Risk Management Strategy;
- Own their risk register and identify cross-cutting risks as well as risks arising from their areas of responsibility; prioritising and initiating mitigating actions;
- Ensure regular review of the service risk register as part of wider council performance;
- Report to Corporate Directors on any perceived new and emerging risks or, failures of existing control measures;
- Promote and share good practice across service areas;
- Liaise with their service Risk Champion; and
- Challenge risk owners and actions to ensure that controls are operating as intended.

Managers

- Ensure that risk management within their areas of responsibility is implemented in line with the council's Risk Management Strategy;
- Communicate the risk management arrangements to staff;
- Liaise with their service Risk Champion;
- Identify training needs and report these to their service Risk Champion;
- Take accountability for actions and, report to their Head of Service; and
- Report any perceived new and/or emerging risks or, failure of control measures to their Head of Service.

Staff/Other Stakeholders

- Maintain risk awareness, assessing and managing risks effectively in their job and, report risks to their manager.

Corporate Risk Management Team (Audit, Risk, Assurance ARA)

Strategic and Operational Risk

- Lead on the development and manage the implementation of an integrated risk management framework, strategy and process on behalf of the council;
- Undertake an annual review of the council's Corporate Risk Management Strategy and update accordingly, presenting any revisions to the Audit and Governance Committee, senior management and Cabinet for approval;

- Spread the ethos and, promote the effectiveness of good risk management throughout the council;
- Facilitate the review and update of the Strategic Risk Register;
- Support the identification of cross-cutting risks and risk management issues;
- Support the development of the council's service, programme, project and partnership risk registers;
- Provide the council with guidance, toolkits, advice and support on the application of risk management principles and, support the Risk Champions in delivering their role;
- Lead, co-ordinate and develop risk management activity across the council with the support of the Risk Champions;
- Ensure that all relevant staff and Members are adequately trained in risk management and risk assessment techniques;
- Moderate and challenge the application of risk management principles accordingly;
- Liaise with external consultants and risk management organisations and review national standards to identify, share and maintain best practice within the council; and
- Liaise with both internal and external audit with regard to risk management.

Financial Services - Risk Financing and Insurance

- Lead on the development and implementation of the council's insurance programme;
- Provide advice and guidance with regards to insurance requirements, indemnities and legal liabilities; and
- Lead on claims management and investigation services for claims made against the council.

Corporate Risk Management (virtual) Group

The virtual group is made up of senior officers within the following:

- Corporate Risk Management;
- Legal Services;
- Finance;
- Performance;
- Service area risk champions;
- Information Management; and
- Health and Safety.

The key aims of the virtual group are to:

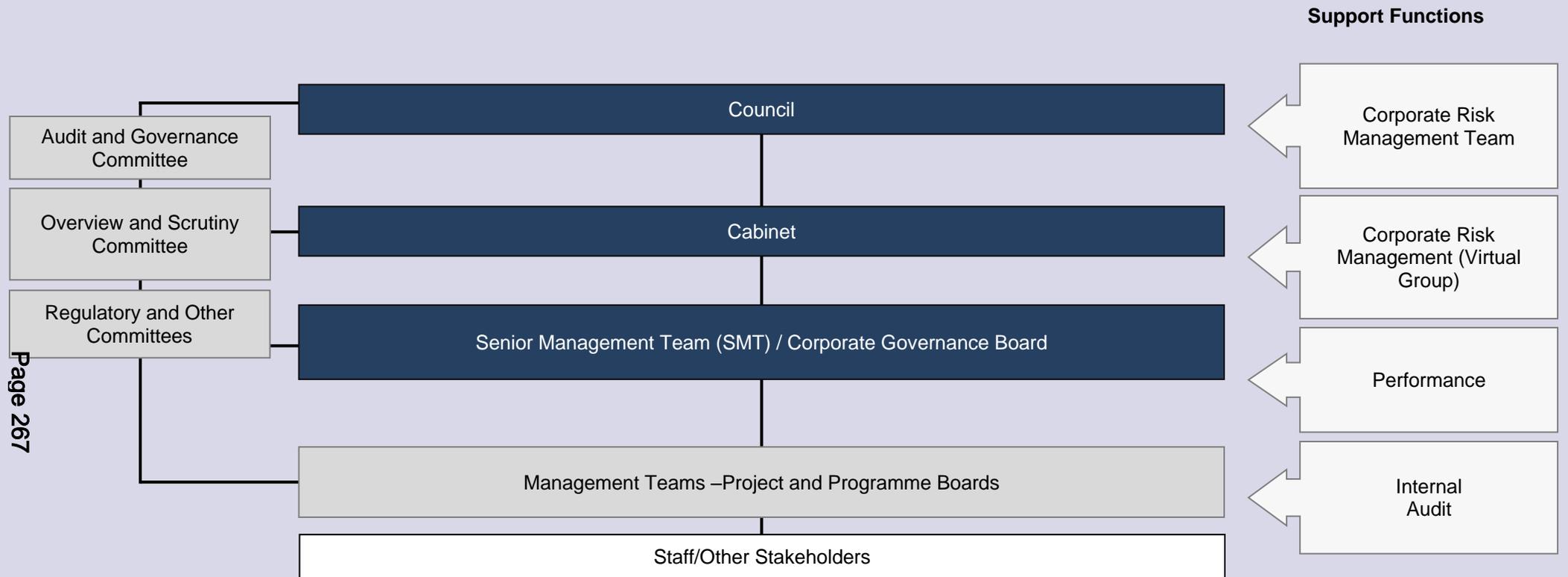
- Act as the main risk management contact/advisor for their service areas, ensuring that corporate information and requirements are communicated throughout the service areas and that key service risk information is escalated, to enable appropriate action to be taken by the Corporate Risk Management Team i.e. 'top down – bottom up' approach;
- Support the development and implementation of the council's Risk Management Policy and Strategy;
- Support the development of the Strategic Risk Register;
- Support the development of and advise on the adequacy of the service, programme, project and partnership risk registers;
- Identify and address cross cutting risks and risk management issues;
- Provide support on risk management to Corporate Directors, Service Heads and other managers within their service area;
- Promote the benefits of risk management across their service areas;
- Identify their service areas training needs and notify the Corporate Risk Management Team;
- Maintain, on behalf of their services, risk registers that comply with corporate guidelines;
- Promote and share best practice/lessons learned across the service areas; and
- Report on the progress and development of the risk management strategy within the council.

Internal Audit

The role of Internal Audit in respect of risk management is to:

- Provide an annual independent, objective assessment/opinion of the effectiveness of the risk management and control processes operating within the council which feeds into the council's Annual Governance Statement;
- Provide advice and guidance on risk and control; and
- Ensure that the Internal Audit activity is focused on the key risks facing the council.

Risk Management Governance Structure



Page 267



Meeting:	Audit and Governance Committee	Date: 23 rd January 2017
	Cabinet	8 th February 2017
Subject:	Anti Fraud and Corruption Policy Statement and Strategy (including the Anti Bribery Policy and Anti Money Laundering Policy) 2017-2019 and the Confidential Reporting Procedure (Whistleblowing Policy).	
Report Of:	Head of Audit Risk Assurance (Chief Internal Auditor)	
Wards Affected:	Not applicable	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Theresa Mortimer, Head of Audit Risk Assurance	
	Email:	Tel: 01452 326338
	Theresa.Mortimer@gloucester.gov.uk	
Appendices:	A: Anti Fraud and Corruption Policy Statement and Strategy 2017 - 2019	
	1: Key Fraud Indicators	
	2 Types of Fraud	
	3 GCC's Fraud Response Plan	
	4 Anti Bribery Policy 2017 - 2019	
	5 Anti Money Laundering Policy 2017 - 2019	
	6 Confidential Reporting Procedure (Whistleblowing)	

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The purpose of this report is for the Audit and Governance Committee to consider and comment on the refreshed Council's Anti Fraud and Corruption Policy Statement and Strategy, including the Anti Bribery Policy, Anti Money Laundering Policy 2017-2019 and the Confidential Reporting Procedure (Whistleblowing). The strategy is based upon three key themes: Acknowledge, Prevent and Pursue and adheres to the Local Government Counter Fraud and Corruption Strategy 2016 - 2019: Fighting Fraud and Corruption Locally, which is supported by the Chartered Institute of Public Finance and Accountancy (CIPFA) Counter Fraud Centre.
- 1.2 The Audit and Governance Committee's role is to provide independent assurance on the adequacy of the Council's Anti Fraud and Corruption response and framework. The strategy and associated policies attached at Appendix A, provides appropriate information to enable the Committee to reach a judgement in this area.

2.0 Recommendations

2.1 Audit and Governance Committee is asked to **RESOLVE** that :

(1) the Anti Fraud and Corruption Policy Statement and Strategy, the Anti Bribery Policy, Anti Money Laundering Policy 2017-2019 and the Confidential Reporting Procedure (Whistleblowing) be adopted and recommend its endorsement to Cabinet; and

(2) The strategy and policies, once endorsed by Cabinet, be disseminated to managers in accordance with a Communications Plan, to reaffirm the Council's anti fraud culture and objectives.

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

(1) The Anti Fraud and Corruption Policy Statement and Strategy, the Anti Bribery Policy, Anti Money Laundering Policy 2017-2019 and the Confidential Reporting Procedure (Whistleblowing) be endorsed; and

(2) The strategy and policies be disseminated to managers in accordance with a Communications Plan, to reaffirm the Council's anti fraud culture and objectives.

3.0 Background and Key Issues

3.1 It has always been important for organisations to identify and manage their risks. This view has been reinforced by public sector legislation i.e. the Accounts and Audit Regulations 2015 where it states *'A relevant authority must ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.'*

3.2 In addition, the Delivering Good Governance in Local Government: Framework (CIPFA/SOLACE 2016) notes seven key principles to enable the development of good governance within public services, one of which states that good governance is 'managing risks and performance through robust internal control and strong public financial management.' Fraud risk being one of the key categories of risk.

3.3 The strategy is based upon three key themes: Acknowledge, Prevent and Pursue and adheres to the Local Government Counter Fraud and Corruption Strategy 2016 - 2019: Fighting Fraud and Corruption Locally, which is supported by the Chartered Institute of Public Finance and Accountancy (CIPFA) Counter Fraud Centre.

Fighting Fraud and Corruption Locally – The Local Government Counter Fraud and Corruption Strategy 2016 – 2019

Context

3.4 Fraud has a serious impact on all parts of the economy and costs the UK in the region of £193 billion per year. The cost of fraud to the public sector is estimated at £37.5 billion a year. This is money that could be used for local services.

- 3.5 Radical changes continue as to how local services are to be delivered. The change of emphasis from the Council being a provider to a commissioner of services changes the risk profile of fraud, as well as the control environment in which risk is managed. More arms length delivery of services by third parties in the voluntary and not-for-profit sector and personal control of social care budgets, for example, will mean that more public money is entrusted to more stakeholders, whilst the controls the Council previously exercised are removed or reduced. Without new safeguards, preventing, detecting and investigating fraud will become more difficult.
- 3.6 All of these changes are happening against a backdrop of depressed economic activity in which the general fraud risk tends to increase. Harder times tend to lead to an increased motivation to defraud by some clients, suppliers and employees who are feeling the squeeze.
- 3.7 These factors suggest that this is the time to review the approach to tackle fraud against the Council and reaffirm the arrangements to ensure that Gloucester City Council (GCC) has a resilient response to the changed conditions.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 There are no ABCD implications as a result of the recommendation made in this report.

5.0 Alternative Options Considered

- 5.1 In order to further enhance our current arrangements, Internal Audit is proposing the attached revised Anti Fraud and Corruption Policy Statement and Strategy, Anti Bribery Policy, Anti Money Laundering Policy 2017 - 2019 and Confidential Reporting Procedure (Whistleblowing), which has been developed in line with revised national public sector codes of practice. Once approved, the strategy and policies will be promoted via a communications plan, to raise awareness and help us to further reduce the risk of fraud within GCC. No other options were considered.

6.0 Reasons for Recommendations

Fraud Risk Governance

- 6.1 In addition to the statutory requirements and codes of good practice as noted within paragraphs 3.1, 3.2 and 3.3, the Council has responded to the above by incorporating these requirements into the Council's Constitution, specifically within Financial Regulations - Audit and the Control of Resources, with the Head of Finance being responsible for the development and maintenance of an anti-fraud and anti-corruption policy.
- 6.2 In addition, the Statutory Officers namely, The Chief Executive, The Head of Finance and the Monitoring Officer, review all irregularities and cases on a regular basis and External Audit annually assesses the effectiveness of the Council's anti fraud and corruption arrangements.

Audit and Governance Committee

- 6.3 The Audit and Governance Committee has a specific role in relation to fraud and irregularity, which is to monitor the adequacy and effectiveness of the arrangements in place for combating fraud and corruption.

7.0 Future Work and Conclusions

- 7.1 Attachment A to this report sets out the anti fraud strategy and policies, which set out the Council's required anti fraud culture and associated responses. The aims of these policies are to protect the Council's valuable resources by ensuring they are not lost through fraud but are used for improved services to Gloucester's residents and visitors.
- 7.2 The implementation of the fraud policies will be monitored by the Senior Management Team and the relevant assurances provided to the Audit and Governance Committee.

8.0 Financial Implications

- 8.1 There are no financial implications arising directly from this report. Implementation and delivery actions will be met from existing resources.

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

9.0 Legal Implications

- 9.1 Nothing specific arising from the report recommendations. In general terms, the existence and application of an effective fraud risk management regime assists the Council in effective financial governance which is less susceptible to legal challenge.

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

10.0 Risk and Opportunity Management Implications

- 10.1 Non compliance with legislation/mandatory professional standards / Codes of Practice.
- 10.2 Failure to fight fraud and implement an effective Anti Fraud and Corruption culture means that for every pound lost through fraud cannot be spent on providing public services.

11.0 People Impact Assessment (PIA):

- 11.1 A requirement of the Accounts and Audit Regulations 2015 is for the Council to *'ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.'*

The implementation of the fraud policies will ensure compliance with the Council's equality policies.

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

12.0 Other Corporate Implications

Community Safety

12.1 There are no 'Community Safety' implications arising out of the recommendations in this report.

Sustainability

12.2 There are no 'Sustainability' implications arising out of the recommendations in this report.

Staffing & Trade Union

12.3 There are no 'Staffing and Trade Union' implications arising out of the recommendations in this report.

Background Documents:

- Accounts and Audit Regulations 2015;
- Delivering Good Governance in Local Government: Framework 2016 (CIPFA/SOLACE);
- Gloucester City Council's Constitution; and
- Fighting Fraud and Corruption Locally – The Local Government Counter Fraud and Corruption Strategy 2016 – 2019.

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Anti-fraud and Corruption

Policy Statement and Strategy
2017-2019

Contents

Anti Fraud and Corruption Policy Statement	3
Anti Fraud and Corruption Strategy	4
Scope	6
What are the aims and objectives of the strategy?.....	7
What is GCC’s approach to Countering Fraud?	8
Fighting Fraud and Corruption Locally: Acknowledge, Prevent, Pursue	9
Responsibilities	10
Reporting, Advice and Support.....	11
Further Information	12
Strategy Review	13
Appendix 1 Key fraud indicators	14
Appendix 2 Types of Fraud.....	15
Appendix 3 GCC’s Fraud Response Plan	16
Appendix 4 Anti-Bribery Policy	17
Appendix 5 Anti-Money Laundering Policy	19
Appendix 6 Whistleblowing Policy	25

Anti Fraud and Corruption Policy Statement

Fraud costs the UK economy around £193 billion a year – equating to more than £6,000 lost per second every day. It dwarfs previous estimates produced by the UK Government which put the figure at around £50 billion in 2013. Fraud in the public sector is around £37.5 billion and is equivalent to 5.5 per cent of the £694 billion spent annually.

This statement sets out the Council’s policy in relation to fraud and corruption. It has the full support of the Council, the Council’s Audit and Governance Committee and Senior Management Team.

The Council takes its responsibilities to protect the public purse very seriously and is fully committed to the highest ethical standards, in order to ensure the proper use and protection of public funds and assets.

The Council will not tolerate fraud or corruption by its councillors, employees, suppliers, contractors, partners or service users and will take all necessary steps to investigate all allegations of fraud, bribery or corruption and pursue sanctions available in each case, including removal from office, disciplinary action, dismissal and/or prosecution. The required ethical standards are included in both our Members Code of Conduct and Employees Code of Conduct.

To fulfil the Council’s Strategy, we need to maximise the financial resources available to us. In order to do this, we aim to reduce fraud and misappropriation to zero.

This policy statement is underpinned by an Anti Fraud and Corruption Strategy, which sets out the key responsibilities with regard to fraud prevention, what to do if fraud is suspected and the action that will be taken by management.

The strategy is based upon three key themes: **Acknowledge, Prevent and Pursue** and adheres to the Local Government Counter Fraud and Corruption Strategy 2016 - 2019: Fighting Fraud and Corruption Locally, which is supported by the Chartered Institute of Public Finance and Accountancy (CIPFA) Counter Fraud Centre.



Anti Fraud and Corruption Strategy

Gloucester City Council has a **zero tolerance** stance to all forms of fraud, bribery, corruption and theft, both from within the Council and from external sources. We recognise fraud can:

- Undermine the standards of public service that the Council is attempting to achieve;
- Reduce the level of resources and services available for the residents of Gloucester; and
- Result in major consequences which reduce public confidence in the Council.

What is Fraud?

Fraud: Is defined by the [Fraud Act 2006](#) (at [UK Legislation](#)) as follows:

A person is guilty of fraud if she/he is in breach of any of the following:

- Fraud by false representation: that is if a person:
 - (a) Dishonestly makes a false representation; and
 - (b) Intends, by making the representation:
 - (1) To make a gain for him/herself or another; or
 - (2) To cause loss to another or to expose another to the risk of loss.
- Fraud by failing to disclose information: that is if a person:
 - (a) Dishonestly fails to disclose to another person information which she/he is under a legal duty to disclose; and
 - (b) Intends, by failing to disclose the information:
 - (1) to make gain for him/herself or another; or
 - (2) to cause loss to another or to expose another to the risk of loss.
- Fraud by abuse of position: that is if a person:
 - (a) Occupies a position in which he is expected to safeguard, or not to act against the financial interests of another person;
 - (b) Dishonestly abuses that position; and
 - (c) Intends, by means of the abuse of that position to:
 - (1) Make a gain for her/himself or another; or
 - (2) Cause loss to another or to expose another to the risk of loss.

In addition the Fraud Act deals with offences relating to the possession of articles for use in fraud, making or supplying articles for use in frauds, participation by a sole trader in fraudulent business, and obtaining services dishonestly, personally or for another.

What is Corruption?

Corruption is the deliberate misuse of your position for direct or indirect personal gain. “Corruption” includes offering, giving, requesting or accepting a bribe or reward, which influences your actions or the actions of someone else. [The Bribery Act 2010](#) (at [UK Legislation](#)) makes it possible for Senior Officers to be convicted where they are deemed to have given their consent or tacit approval in giving or receiving a bribe.

The Act also created the Corporate Offence of “Failing to prevent bribery on behalf of a commercial organisation” (corporate liability).

To protect itself against the corporate offence, the Act also requires organisations to have “adequate procedures in place to prevent bribery”. This strategy, the GCC Codes of Conduct (Members and Officers) and the Council’s Confidential Reporting Procedure (Whistleblowing) are designed to meet that requirement.

What is Bribery?

The Bribery Act 2010 came into force in the UK on 1st July 2011. It amends and reforms the UK criminal law and provides a modern legal framework to combat bribery in the UK and internationally. Staff need to be aware of their obligations under this Act, which sets out the criminality of accepting and giving of bribes. This applies to both individual staff and the Council corporately.

The Bribery Act creates the following offences:

- Active bribery: promising or giving a financial or other advantage;
- Passive bribery: agreeing to receive or accepting a financial or other advantage;
- Bribery of foreign public officials; and
- The failure of commercial organisations to prevent bribery by an associated person (corporate offence).

The penalty under the Bribery Act is an unlimited fine and/or imprisonment up to a maximum of 10 years. These responsibilities are set out within the Council’s Anti Bribery Policy (Appendix 4).

What is Theft?

Theft is the physical misappropriation of cash or other tangible assets. A person is guilty of “theft” if he or she dishonestly takes property belonging to another, with the intention of permanently depriving the other of it.

What is Money Laundering?

Money Laundering is the process by which criminals attempt to 'recycle' the proceeds of their criminal activities in order to conceal its origin and ownership whilst retaining use of the funds.

The burden of identifying and reporting acts of money laundering rests within the Council. Any service that receives money from an external person or body is potentially vulnerable to a money laundering operation. The need for vigilance is vital and any suspicion concerning the appropriateness of a transaction should be reported and advice sought from the Money Laundering Reporting Officer.

The Council recognises its responsibilities under the Money Laundering Regulations 2007 and the Proceeds of Crime Act 2002. These responsibilities are set out within the Council's Anti Money Laundering Policy (Appendix 5).

Scope

This strategy applies to:

- All Gloucester City Council employees (including volunteers and agency staff);
- Councillors;
- Staff and Committee Members of council funded voluntary organisations;
- Gloucester City Council partners;
- Gloucester City Council's suppliers, contractors and consultants;
- Service Users; and
- Gloucester City residents.

What are the aims and objectives of the strategy?

We aim to:

- Protect the Council's valuable resources by ensuring they are not lost through fraud but are used for improved services to Gloucester's residents and visitors;
- Create and promote an 'anti fraud' culture which highlights the Council's **zero tolerance** of fraud, bribery, corruption and theft;
- Provide a Counter Fraud Service which:
 - Ensures that the resources dedicated are sufficient and those involved are trained to deliver a professional counter fraud service to the highest standards;
 - Proactively deters, prevents and detects fraud, bribery, corruption and theft;
 - Investigates suspected or detected fraud, bribery, corruption and theft;
 - Enables the Council to apply appropriate sanctions and recover all losses. In addition wherever possible the Council seeks to recover all proven financial losses through court action or by invoicing an individual. Where an employee is a member of the Local Government Pension Scheme, then in accordance with the provisions of those pension schemes, the Council will seek to recover any money owing as a result of that employee's grave misconduct, criminal, negligent or fraudulent acts or omission from the employee's pension benefits. Alternatively and again in accordance with the provisions of those pension schemes, the Council will seek full forfeiture of that members pension benefits where applicable.
- Provides recommendations to inform policy, system, risk management and control improvements, thereby reducing the Council's exposure to fraudulent activity;
- Create an environment that enables the reporting of any genuine suspicions of fraudulent activity. However, we will not tolerate malicious or vexatious allegations or those motivated by personal gain and, if proven, we may take disciplinary or legal action; and
- Work with our partners and other investigative bodies to strengthen and continuously improve our arrangements to prevent fraud and corruption.

What is GCC's approach to Countering Fraud?

Managing the Risk of Fraud and Corruption

- As with any risk faced by the Council, it is the responsibility of managers to ensure that fraud risk is adequately considered when preparing risk assessments in support of achieving strategic priorities, business plan, projects and programmes objectives and outcomes. In making this assessment it is important to consider the risk of fraud occurring rather than the actual incidence of fraud having occurred in the past. Once the fraud risk has been evaluated, appropriate action should be taken to mitigate those risks on an ongoing basis.
- Any changes in operations or the business environment must also be assessed to ensure any impacts, which might increase the risk or otherwise change the risk of fraud, bribery and corruption, are properly taken into account.
- Good corporate governance procedures are a strong safeguard against fraud and corruption. Adequate supervision, recruitment and selection, scrutiny and healthy scepticism must not be seen as distrust but simply as good management practice shaping attitudes and creating an environment opposed to fraudulent activity.
- Whilst all stakeholders in scope have a part to play in reducing the risk fraud, GCC's Members, Corporate Directors and Management are ideally positioned to influence the ethical tone of the organisation and play a crucial role in fostering a culture of high ethical standards and integrity.
- GCC will fulfil the responsibility to reduce fraud and protect our resources by a strategic approach consistent with that outlined in the Local Government Counter Fraud and Corruption Strategy 2016-2019 and CIPFA's Fighting Fraud and Corruption Locally publication.

Fighting Fraud and Corruption Locally: Acknowledge, Prevent, Pursue

ACKNOWLEDGE	Committing Support	The Council’s commitment to tackling the threat of fraud is clear. We have strong whistleblowing procedures and support those who come forward to report suspected fraud. All reports will be treated seriously and acted upon. We will not, however, tolerate malicious or vexatious allegations.
	Assessing Risks	We will continuously assess those areas most vulnerable to the risk of fraud as part of our risk management arrangements. These risk assessments will inform our internal controls and counter fraud priorities. In addition, Internal Audit will carry out work in these high risk areas to assist management in detecting existing and new types of fraudulent activity. Examples of fraud indicators are provided at Appendix 1 and types of fraud are provided at Appendix 2.
	Robust Response	We will strengthen measures to prevent fraud. Internal Audit will work with our internal partners such as management, HR, Finance, Legal, policy makers and external partners, to ensure new and existing systems and policy initiatives are adequately fraud proofed.
PREVENT	Better use of Information Technology	We will make greater use of data and analytical software to prevent and detect fraudulent activity. We will look for opportunities to share data and fraud intelligence to increase our capability to uncover potential and actual fraud.
	Anti Fraud Culture	We will promote and develop a strong counter fraud culture, raise awareness, provide a fraud e-learning tool and provide information on all aspects of our counter fraud work. This will include publicising the results of all proactive work, fraud investigations, successful sanctions and any recovery of losses due to fraud.
PURSUE	Fraud Recovery	A crucial element of our response to tackling fraud is recovering any monies lost through fraud. This is an important part of our strategy and will be rigorously pursued, where possible.
	Punishing Fraudsters	We will apply realistic and effective sanctions for individuals or organisations where an investigation reveals fraudulent activity. This may include legal action, criminal and/or disciplinary action, where appropriate.
	Enforcement	Appropriately trained investigators will investigate any fraud detected through the planned proactive work; cases of suspected fraud referred from internal or external stakeholders, or received via the confidential reporting procedure (whistleblowing). We will also work with relevant internal and external partners/external agencies/organisations.

Responsibilities

Stakeholder	Specific Responsibilities
Chief Executive	Accountable for the effectiveness of the Council's arrangements for countering fraud and corruption.
Monitoring Officer	To advise Councillors and Officers on ethical issues, standards and powers to ensure that the Council operates within the law and statutory Codes of Conduct/Practice. Overall responsibility for the maintenance and operation of the Confidential Reporting Procedure for Employees (Whistleblowing).
Head of Finance (Section 151 Officer)	To ensure the Council has adopted and implemented an appropriate Anti Fraud and Corruption Policy/Strategy and that the Council has an adequately resourced and effective Internal Audit service to deliver "counter fraud" activity.
Audit and Governance Committee	To monitor the adequacy and effectiveness of the arrangements in place for combating fraud and corruption.
Members	To comply with the Members Code of Conduct and related Council policies and procedures, to be aware of the possibility of fraud, corruption, bribery and theft, and to report any genuine concerns accordingly.
External Audit	Statutory duty to ensure that the Council has adequate arrangements in place for the prevention and detection of fraud, corruption, bribery and theft.
Internal Audit	Responsible for developing and promoting to the Council the requirements of the Anti Fraud and Corruption Strategy and monitoring and/or undertaking the investigation of any reported issues. To ensure that all suspected or reported irregularities are dealt with promptly and in accordance with this strategy and that action is identified to improve controls and reduce the risk of recurrence. Please see Appendix 3 – Fraud Response Plan.
Heads of Service / Managers	To promote staff awareness and ensure that all suspected or reported irregularities are immediately referred to the Monitoring Officer and/or the Chief Internal Auditor. To ensure that there are mechanisms in place within their service areas to assess the risk of fraud, corruption, bribery and theft and to reduce these risks by implementing strong internal controls.
Staff	To comply with Council policies and procedures, to be aware of the possibility of fraud, corruption, bribery and theft, and to report any genuine concerns to management, the Monitoring Officer, Chief Internal Auditor or via the Whistleblowing procedure.
Public, Service Users, Partners, Suppliers, Contractors and Consultants	To be aware of the possibility of fraud and corruption against the Council and report any genuine concerns / suspicions.

Reporting, Advice and Support

The Council recognises that the primary responsibility for the prevention and detection of fraud rests with management. If you believe that someone is committing a fraud or you suspect corrupt practices, these concerns should be raised, in the first instance, directly with your supervisor/business unit manager.

Alternatively, you may raise any concern with the Council's Monitoring Officer, or the Council's Internal auditor in accordance with the Council's confidential reporting procedure (whistleblowing). We will treat all concerns or suspicions with discretion and in confidence. The whistleblowing policy can be found at Appendix 6.

Employees

Employees who wish to raise a serious concern, require advice and/or support, should do so verbally or in writing (marked 'Confidential') to either of the following:

Role	Officer Name/Co.	Tel. No.	E-mail Address
Monitoring Officer	Jonathan Lund	01452 396276	Jonathan.Lund@gloucester.gov.uk
Head of Finance (Section 151 Officer)	Jon Topping	01452 396242	jon.topping@gloucester.gov.uk
GCC's Chief Internal Auditor	Theresa Mortimer	01452 396338	theresa.mortimer@gloucester.gov.uk
Public Concern at Work	(Independent whistleblowing charity)	Helpline: (020) 7404 6609	E-mail: whistle@pcaw.co.uk Website: www.pcaw.co.uk

Members of the Public / External Providers / Partners

If the informant is a member of the public, external contractor or partner they should contact the Council's Chief Internal Auditor to report any concerns of fraudulent activity.

Housing Benefit Fraud

Allegations relating to Housing Benefit fraud will be passed to the Civica Benefits Team for initial investigation. Under the new Single Fraud Investigation Service (SFIS), the investigation of Benefit fraud is undertaken by the Department of Work and Pensions (DWP). If this initial investigation carried out identifies that a benefit claim maybe fraudulent, then it will be passed to the DWP for formal investigation.

All concerns in relation to possible financial impropriety will be reported to the Head of Finance and/or the Chief Internal Auditor.

Further Information

Further information on relevant Council policy and practice and relevant publications can be found in the following documents:

- The Constitution (PDF) includes Financial Regulations, Members Code of Conduct and Contract Standing Orders;
- [Fraud Response Plan](#) (Appendix 3);
- [Anti Bribery Policy](#) (Appendix 4);
- [Anti Money Laundering Policy](#) (Appendix 5);
- [Confidential Reporting Procedure \(Whistleblowing\)](#) (Appendix 6);
- Risk Management Policy Statement and Strategy;
- Internal Audit Charter;
- Information Security Policy;
- Officers Code of Conduct;
- [The Local Government Transparency Code 2015](#) (at [Gov.uk](#));
- [National Fraud Initiative](#) (NFI) (at [Gov.uk](#)); and
- [Fighting Fraud and Corruption Locally](#) (at the [Chartered Institute of Public Finance & Accountancy](#)).

Strategy Review

The Head of Finance and the Audit and Governance Committee will ensure the continuous review and amendment of this strategy and the relevant associated policies as necessary to ensure that it remains compliant with good practice, national public sector Codes of Practice and meets the needs of the Council.

Responsible Officer: Chief Internal Auditor

Review date: Frequency as required by legislative changes / November 2018

Appendix 1 Key fraud indicators

A number of frauds can come to light because of suspicions aroused by, for instance, the behaviour of certain individuals. It is impossible to give a definitive list of fraud indicators or warning signs. However, the following are indicators that may, either alone or cumulatively with other factors, suggest the possibility of fraud and may therefore warrant further investigation or enquiry.

- **Unusual employee behaviour:** Refusal to comply with normal rules and practices, fails to take leave, refusing promotion, managers by-passing subordinates, subordinates by-passing managers, living beyond means, regularly working long hours, job dissatisfaction / unhappy employee, secretiveness or undue defensiveness.
- **Financial irregularities:** Key documents missing (e.g. invoices, contracts); absence of controls and audit trails; missing expenditure vouchers and official records; general ledger out of balance; bank and ledger reconciliations are not maintained or cannot be balanced; excessive movements of cash or transactions between accounts; numerous adjustments or exceptions; constant overdue pay or expense advances; duplicate payments; ghost employees on the payroll; large payments to individuals; excessive variations to budgets or contracts.
- **Poor procurement practice:** Too close a relationship with suppliers/contractors; suppliers / contractors who insist on dealing with only one particular member of staff; unjustified disqualification of any bidder; lowest tenders or quotes passed over with minimal explanation recorded; defining needs in ways that can be met only by specific contractors; single vendors; vague specifications; splitting up requirements to get under small purchase requirements or to avoid prescribed levels of review or approval.
- **Disorganisation:** Understaffing in key control areas; consistent failures to correct major weaknesses in internal control; inadequate or no segregation of duties.
- **Inadequate supervision:** Policies not being followed; lack of senior management oversight; inadequate monitoring to ensure that controls work as intended (periodic testing and evaluation); low staff morale, weak or inconsistent management.
- **Lax corporate culture:** Management frequently override internal control; climate of fear or a corporate culture; employees under stress without excessive workloads; new employees resigning quickly; crisis management coupled with a pressured business environment; high employee turnover rates in key controlling functions.
- **Poor work practices:** Lack of common sense controls; work is left until the employee returns from leave; post office boxes as shipping addresses; documentation that is photocopied or lacking essential information; lack of rotation of duties; unauthorised changes to systems or work practices.

Appendix 2 Types of Fraud

Local authorities have reported a wide range of fraud types. The main areas of fraud that were reported in Fighting Fraud Locally 2011 continue to feature as significant risks. However, there are also new fraud types emerging and some of these are more prevalent in particular parts of the country. It is clear that a one size fits all approach is not appropriate and therefore the Council needs to remain vigilant and be aware of these types of fraud risks.

Known Fraud Risks Remaining Significant

Council tax – Discounts and exemptions, council tax support.

Grants – Work not carried out, funds diverted, ineligibility not declared.

Identity fraud – False identity / fictitious persons applying for services / payments.

Internal fraud – Diverting council monies to a personal account; accepting bribes; stealing cash; misallocating social housing for personal gain; working elsewhere while claiming to be off sick; false overtime claims; selling council property for personal gain; wrongfully claiming benefit while working.

Payroll – False employees, overtime claims, expenses.

Pensions – Deceased pensioner, overpayments, entitlement overstated.

Procurement – Tendering issues, split contracts, double invoicing.

Tenancy – Fraudulent applications for housing or successions of tenancy, and subletting of the property.

Emerging / Increasing Fraud Risks

Business rates – Fraudulent applications for exemptions and reliefs, unlisted properties.

Commissioning of services – Including joint commissioning, third sector partnerships – conflicts of interest, collusion.

Cyber dependent crime and cyber enabled fraud – Enables a range of fraud types resulting in diversion of funds, creation of false applications for services and payments.

Disabled Facility Grants – Fraudulent applications for adaptations to homes aimed at the disabled.

Immigration – Including sham marriages. False entitlement to services and payments.

Insurance Fraud – False claims including slips and trips.

Local Enterprise Partnerships – Voluntary partnerships between local authorities and businesses. Procurement fraud, grant fraud.

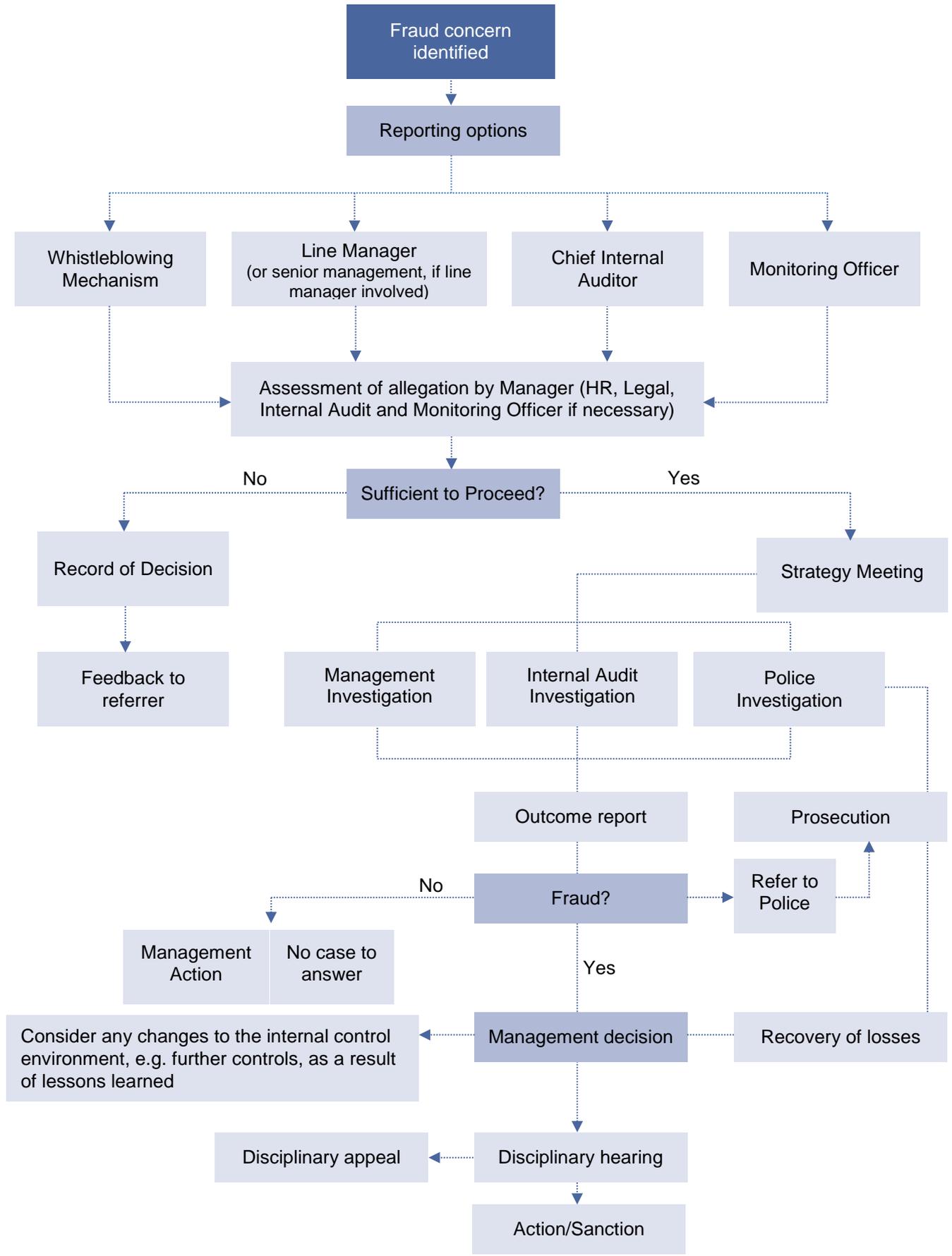
New Responsibilities – Areas that have transferred to local authority responsibility e.g. Public Health grants, contracts.

Money laundering – Exposure to suspect transactions.

No recourse to public funds – Fraudulent claim of eligibility.

Right to buy – Fraudulent applications under the right to buy/acquire.

Appendix 3 GCC's Fraud Response Plan



Appendix 4 Anti-Bribery Policy

Introduction

The Council is committed to implementing and enforcing effective systems to counter bribery. Therefore, it is the council's policy to conduct all aspects of its business in an honest and ethical manner at all times.

Bribery Act 2010

The Bribery Act 2010 came into force in the UK on 1st July 2011. It amends and reforms the UK criminal law and provides a modern legal framework to combat bribery in the UK and internationally. Staff need to be aware of their obligations under this Act, which sets out the criminality of accepting and giving of bribes. This applies to both individual staff and the council corporately. The Bribery Act creates the following offences:

- Active bribery: promising or giving a financial or other advantage;
- Passive bribery: agreeing to receive or accepting a financial or other advantage;
- Bribery of foreign public officials; and
- The failure of commercial organisations to prevent bribery by an associated person (corporate offence).

The penalty under the Bribery Act is an unlimited fine and/or imprisonment up to a maximum of 10 years.

Full details of the Act can be found at:

<http://www.legislation.gov.uk/ukpga/2010/23/contents>

Policy

The aim of this policy is to help the Council act in accordance with the Bribery Act 2010, maintain the highest possible standards of business practice, and advise individuals of the Council's 'zero-tolerance' to bribery.

This policy applies to all councillors, permanent and fixed-term staff employed by the Council, and any contractors, consultants or other persons acting within or on behalf of the Council.

The Council will not:

- Make contributions of any kind with the purpose of gaining any commercial advantage;
- Provide gifts or hospitality with the intention of persuading anyone to act improperly, or to influence a public official in the performance of their duties; and
- Make, or accept, inducements of any kind.

Council Responsibility

The Council will:

- Keep appropriate internal records that will evidence the business reason for making any payments to third parties;
- Encourage employees to raise concerns about any issue or suspicion of malpractice at the earliest possible stage; and
- Ensure that anyone raising a concern about bribery will not suffer any detriment as a result, even if their concerns are not validated, providing there is no malicious intent.

Employee Responsibility

Employees must not:

- Accept any financial or other reward from any person in return for providing some favour;
- Request a financial or other reward from any person in return for providing some favour; and
- Offer any financial or other reward to any person in return for providing some favour.

Non Compliance

All employees have a role to play in enforcing the policy and are required to report any suspected breach in accordance with the Council's whistleblowing policy.

The Council will not tolerate bribery or corruption by its councillors, employees, suppliers, contractors, partners or service users and will take all necessary steps to investigate all allegations of bribery or corruption and pursue sanctions available in each case, including removal from office, disciplinary action, dismissal and/or prosecution under the Bribery Act 2010.

Appendix 5 Anti-Money Laundering Policy

Introduction

The Proceeds of Crime Act (POCA) 2002, Money Laundering Regulations 2007 and the Terrorism Act 2000 place obligations on the Council and its employees with respect to suspected money laundering. These obligations impact on certain areas of local authority business and require local authorities to establish internal procedures to prevent the use of their services for money laundering. This Policy sets out how any concerns should be raised.

Whilst the majority of money laundering activity in the UK falls outside of the public sector, vigilance by employees of the Council can help identify those who are or may be perpetrating crimes relating to the financing of terrorism and money laundering.

Scope of the Policy

This Policy applies to all employees of the Council and aims to maintain the high standards of conduct which currently exist within the Council by preventing criminal activity through money laundering. The Policy sets out the procedures which must be followed (for example the reporting of suspicions of money laundering activity) to enable the Council to comply with its legal obligations.

Failure by a member of staff to comply with the procedures set out in this Policy may lead to disciplinary action being taken against them. Any disciplinary action will be dealt with in accordance with the Council's Disciplinary Policy and Procedure.

What is Money Laundering?

Money laundering is the generic term used to describe the process by which criminals disguise the original ownership and control of the proceeds of criminal conduct by making such proceeds appear to have derived from a legitimate source. In other words, the process of changing 'bad' money into 'good' money in order to hide the fact that the money originated from criminal activity. Formally, the following acts constitute money laundering:

- Concealing, disguising, converting, transferring criminal property or removing it from the UK (section 327 of the Proceeds of Crime Act 2002); or
- Entering into or becoming concerned in an arrangement which you know or suspect facilitates the acquisition, retention, use or control of criminal property by or on behalf of another person (section 328);
- Acquiring, using or possessing criminal property (section 329); or
- Becoming concerned in an arrangement facilitating concealment, removal from the jurisdiction, transfer to nominees or any other retention or control of terrorist property (section 18 of the Terrorism Act 2000).

These are the primary money laundering offences and thus prohibited acts under the legislation. There are also two secondary offences: failure to disclose any of the primary offences and tipping off. Tipping off is where someone informs a person or people who are, or are suspected of being involved in money laundering, in such a way as to reduce the likelihood of their being investigated or prejudicing an investigation.

Potentially any member of staff could be implicated by the money laundering provisions if they suspect money laundering and either become involved with it in some way and/or do nothing about it.

Failure to disclose (section 330)

A person commits an offence if each of the following three conditions are satisfied;

- they know or have reasonable grounds to suspect that another person is engaged in money laundering;
- the information or knowledge in which they have grounds for suspicion is received in the course of business in the regulated sector; and
- the required disclosure is not made as soon as is practicable after the information comes to them.

A person does not commit an offence under this section if:

- there is a reasonable excuse for not disclosing this information or other matter;
- they provide professional legal advice and the information came to them in privileged circumstances; and
- they do not know or suspect money laundering, or have not been provided with such training as specified by the Secretary of State.

Whilst the risk to the Council of contravening the legislation is low, ***it is extremely important that all employees are familiar with their legal responsibilities: serious criminal sanctions may be imposed for breaches of the legislation.***

What are the Obligations on the Council?

Organisations conducting "relevant business" must:

- appoint a Money Laundering Reporting Officer ("MLRO") to receive disclosures from employees of money laundering activity (their own or anyone else's);
- implement a procedure to enable the reporting of suspicions of money laundering;
- maintain client identification procedures in certain circumstances; and
- maintain record keeping procedures.

Not all of the council's business is "relevant" for the purposes of the legislation. It is mainly the accountancy and audit services carried out by the financial service functions within the council and the financial, company and property transactions undertaken by Legal Services.

However, the safest way to ensure compliance with the law is to apply it to all areas of work undertaken by the Council; therefore, all staff are required to comply with the reporting procedure set out in the [Disclosure Procedure](#) section below.

The Money Laundering Reporting Officer (MLRO)

The officer nominated to receive disclosures about money laundering activity within the Council is the Chief Financial Officer Contact details are provided below:

Jon Topping
Head of Finance (S151 Officer),
Gloucester City Council,
Herbert Warehouse,
The Docks,
Gloucester,
Gloucestershire.
GL1 2EQ

Email: Jon.Topping@gloucester.gov.uk
Telephone: 01452 396242 (direct line)

In the absence of the MLRO, the Monitoring Officer is authorised to deputise.

Disclosure Procedure

Cash Payments:

No payment to the council will be accepted in cash (including notes, coins or travellers cheques in any currency) if it exceeds £5,000. Cash payments in excess of £10,000 received in more than one transaction within a twelve month period must also be treated as suspicious.

Even if the cash value is less than £5,000 and there is suspicion that the monies are from proceeds of crime then it should still be reported to the MLRO.

Any officer involved in a transaction of this kind should ensure that the person(s) provide satisfactory evidence of their personal identity.

Reporting to the Money Laundering Reporting Officer

Where you know or suspect that money laundering activity is taking/has taken place, or become concerned that your involvement in a matter may amount to a prohibited act under the legislation, you must disclose this as soon as practicable to the MLRO.

Your disclosure should be made to the MLRO using the pro-forma report form on Staffnet Money Laundering page. The report must include as much detail as possible.

The employee must follow any subsequent directions from the MLRO or deputy and must not make any further enquiries themselves into the matter. Additionally, they must not take any further steps in the transaction without authorisation from the MLRO or deputy.

The employee must not disclose or otherwise indicate their suspicions to the person(s) suspected of money laundering otherwise you may commit a criminal offence of "tipping off". They must not discuss the matter with others or note on a file that a report has been made to the MLRO in case this results in the suspect becoming aware of the suspicion, through a request to see their file. The MLRO will keep the appropriate records in a confidential manner.

Full details of the people involved (including you, if relevant), e.g. name, date of birth, address, company names, directorships, phone numbers, etc. will be required. If you are concerned that your involvement in the transaction would amount to a prohibited act under sections 327 - 329 of the 2002 Act, then your report must include all relevant details, as you will need consent from the National Crime Agency (NCA) via the MLRO, to take any further part in the transaction - this is the case even if the client gives instructions for the matter to proceed before such consent is given.

You should therefore make it clear in the report if such consent is required and clarify whether there are any deadlines for giving such consent e.g. a completion date or court deadline;

Once you have reported the matter to the MLRO you must follow any directions he may give you. You must **not** make any further enquiries into the matter yourself: any necessary investigation will be undertaken by the NCA. Simply report your suspicions to the MLRO who will refer the matter on to the Serious Organised Crime Agency (SOCA) if appropriate. All members of staff will be required to co-operate with the MLRO and the authorities during any subsequent money laundering investigation.

Client Identification Procedure (Customer Due Diligence)

Where the Council is carrying out relevant business (e.g. accountancy, audit and certain legal services) it must apply customer due diligence measures:

- a) when you establish a business relationship;
- b) when you carry out an 'occasional transaction' worth €15,000 (approximately £10,000) or more;
- c) when you suspect money laundering or terrorist financing;

- d) when you have doubts about a customer's identification information that you obtained previously;
- e) when it's necessary for existing customers - for example if their circumstances change.

A business relationship is one that you enter into with a customer where both of you expect that the relationship will be ongoing. It can be a formal or an informal arrangement.

When a new business relationship is established the Council needs to obtain information on:

- the purpose of the relationship;
- the intended nature of the relationship - for example where funds will come from, the purpose of transactions, and so on.

The type of information that you need to obtain may include:

- details of your customer's business or employment;
- the source and origin of funds that the customer will be using in the relationship;
- copies of recent and current financial statements;
- details of the relationships between signatories and any underlying beneficial owners;
- the expected level and type of activity that will take place in the relationship.

Please note that unlike the reporting procedure, the client identification procedure is restricted to those operating relevant business, i.e. Financial Services and Legal Services.

In the above circumstances, staff in the relevant unit of the Council must obtain satisfactory evidence of the identity of the prospective client, as soon as practicable after instructions are received (unless evidence of the client has already been obtained). This applies to existing clients, as well as new ones, but identification evidence is not required for matters entered into prior to 1 March 2004.

Once instructions to provide relevant business have been received, and it has been established that any of paragraphs (a) to (e) apply, evidence of identity should be obtained.

With instructions from new clients, or further instructions from a client not well known to you, you may wish to seek additional evidence of the identity of key individuals in the organisation and of the organisation itself.

In all cases, the evidence should be retained for at least five years from the **end** of the business relationship or transaction(s).

If satisfactory evidence of identity is not obtained at the outset of the matter then the business relationship or one off transaction(s) cannot proceed any further.

Record Keeping Procedures

The MLRO should retain records of all referrals made to them and of any action taken. The precise nature of these records is not set out in law but should be capable of providing an audit trail during any subsequent investigation.

All records should be retained for at least five years. This is so that they may be used as evidence in any subsequent investigation by the authorities into money laundering.

Guidance and Training

In support of this policy, the Council will:

- make staff aware of the requirements and obligations under the anti-money laundering policy legislation; and
- provide training to those most likely to encounter money laundering.

Conclusion

The legislative requirements concerning anti-money laundering procedures are lengthy and complex. This Policy has been written to support the Council to meet the legal requirements in a way which is proportionate to the very low risk to the Council of contravening the legislation.

Should you have any concerns whatsoever regarding any transactions then you should contact the MLRO.

Further Information

Further information relating to the anti-money laundering policy can be found at the following links:

- [National Crime Agency \(NCA\)](#)
- [Money Laundering Regulations 2007](#)
- [Terrorism Act 2002 - Code of Practice](#)
- [CIPFA Guidance on Money Laundering](#)
- [Proceeds of Crime Act 2002](#)
- Money Laundering Disclosure Form
- Guidance for MLRO

Appendix 6 Whistleblowing Policy

About this policy

We are committed to conducting our business with honesty and integrity, and we expect all staff to maintain high standards in accordance with Gloucester City Council's Codes of Conduct. However, all organisations face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring and to address them when they do occur.

The aims of this policy are:

- To encourage staff to report suspected wrongdoing as soon as possible, in the knowledge that their concerns will be taken seriously and investigated as appropriate, and that their confidentiality will be respected;
- To provide staff with guidance on how to raise those concerns; and
- To reassure staff that they should be able to raise genuine concerns without fear of reprisals, even if they turn out to be mistaken, providing they have reasonable belief that they have raised a concern in the public interest.

This policy covers all employees, Members, apprentices, consultants, contractors, volunteers, interns, casual workers, partner organisations and agency workers.

This policy takes account of the [Whistleblowing Arrangements Code of Practice](#) issued by the [British Standards Institute](#) and [Public Concern at Work](#).

This policy maybe amended at any time.

Responsibility for the policy

The Monitoring Officer has overall responsibility for this policy, and for reviewing the effectiveness of actions taken in response to concerns raised under this policy.

The Monitoring Officer has day-to-day operational responsibility for this policy, and must ensure that all managers and other staff who may deal with concerns or investigations under this policy receive regular and appropriate training.

The Monitoring Officer, in conjunction with The Audit and Governance Committee should review this policy from a legal and operational perspective at least once a year.

All staff are responsible for the success of this policy and should ensure that they use it to disclose any suspected irregularity, danger or wrongdoing.

What is whistleblowing?

Whistleblowing is the disclosure of information which relates to suspected irregularity, wrongdoing or dangers at work. This may include:

- Criminal activity;
- Failure to comply with any legal or professional obligation or regulatory requirements;
- Miscarriages of justice;
- Danger to health and safety;
- Damage to the environment;
- Bribery;
- Financial fraud or mismanagement;
- Negligence;
- Breach of our internal policies and procedures including our Code of Conduct;
- Conduct likely to damage our reputation;
- Unauthorised disclosure of confidential information;
- The deliberate concealment of any of the above.

A whistleblower is a person who raises a genuine concern relating to any of the above. If you have any genuine concerns related to suspected irregularity affecting any of our activities (a whistleblowing concern) you should report it under this policy.

This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated at work. In those cases you should use the Grievance Procedure or the Dignity and Respect at Work Policy, as appropriate.

If you are uncertain whether something is within the scope of this policy you should seek advice from the Monitoring Officer whose contact details are at the end of this policy.

Raising a whistleblowing concern

We hope that in many cases you will be able to raise any concerns with your line manager. You may tell them in person or put the matter in writing if you prefer. They may be able to agree a way of resolving your concern quickly and effectively. In some cases they may refer the matter to the Monitoring Officer.

However, where the matter is more serious, or you feel that your line manager has not addressed your concern, or you prefer not to raise it with them for any reason, you should contact one of the following:

- a) The Monitoring Officer;
- b) Head of Finance (Section 151 Officer);
- c) Chief Internal Auditor;
- d) Head of Service.

Contact details for a), b) and c) are set out at the end of this policy. If you do not know who the relevant Head of Service is for your role this can be obtained from the Monitoring Officer.

Employees who wish to make a written statement/report are invited to set out:

- the background and history of the concern;
- relevant dates, person/s involved; and
- details of supporting evidence.

Although employees are not expected to prove an allegation they will need to demonstrate that the disclosure is in the public interest.

How the Council will respond

Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment.

You may be required to attend additional meetings in order to provide further information.

In some cases we may appoint an investigator or team of investigators including staff with relevant experience of investigations or specialist knowledge of the subject matter. The investigator(s) may make recommendations for change to enable us to minimise the risk of future wrongdoing. The overriding principle which the Council will take into account is public interest; however, the Council has a zero tolerance attitude to any fraudulent activity

We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.

Within 10 working days of a concern being raised, the Monitoring Officer will write to the employee concerned at their private address:

- acknowledging that the concern has been received;
- indicating how s/he proposes to deal with the matter;
- telling the employee whether any initial enquiries have been made; and
- telling the employee whether further investigations will take place and, if not, why not.

A representative of a trade union recognised by the Council or work place colleague may accompany an employee during any stage of an investigation conducted under this Procedure. Your companion must respect the confidentiality of the disclosure and any subsequent investigation.

The Council will take steps to minimise any difficulties which may be experienced as a result of raising a concern. For instance, where an employee is required to give evidence in criminal or disciplinary proceedings the Council will arrange for them to receive advice about the procedures involved.

The Council accepts that employees need to be assured that matters of concern have been properly addressed and therefore, subject to legal constraints, employees will be informed of the outcome of any investigation.

If we conclude that a whistleblower has made false allegations maliciously or with a view to personal gain, the whistleblower will be subject to disciplinary action.

The Monitoring Officer will keep a record of reported whistleblowing concerns (whistleblowing record) under their obligations. All line managers, persons listed on page 30 and investigator(s) are responsible for updating the Monitoring Officer with the necessary details for maintaining the whistleblowing record.

Confidentiality

We hope that staff will feel able to voice whistleblowing concerns openly under this policy. However, if you want to raise your concern confidentially, we will make every effort to keep your identity secret. If it is necessary for anyone investigating your concern to know your identity, we will discuss this with you.

We do not encourage staff to make disclosures anonymously. Proper investigation may be more difficult or impossible if we cannot obtain further information from you. It is also more difficult to establish whether any allegations are credible. Whistleblowers who are concerned about possible reprisals if their identity is revealed should come forward to the Monitoring Officer or one of the other contact points listed on page 30, and appropriate measures can then be taken to preserve confidentiality. If you are in any doubt you can seek advice from Public Concern at Work, the independent whistleblowing charity, who offer a confidential helpline. Their contact details are at the end of this policy.

If you are not satisfied

While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy you can help us to achieve this.

If you are not happy with the way in which your concern has been handled, you can raise it with one of the other key contacts in the [contacts](#) section. Alternatively you may contact our external auditors (who may liaise with officers of the Council). Contact details are set out at the end of this policy.

External disclosures

The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.

The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. It will very rarely, if ever, be appropriate to alert the media. We strongly encourage you to seek advice before reporting a concern to anyone external. The independent whistleblowing charity, Public Concern at Work, operates a confidential helpline. They also have a list of prescribed regulators for reporting certain types of concern, such as health and safety, financial conduct, etc. Their contact details are at the end of this policy.

Whistleblowing concerns usually relate to the conduct of our staff, but they may sometimes relate to the actions of a third party, such as a customer, supplier or service provider. In some circumstances the law will protect you if you raise the matter with the third party directly. However, we encourage you to report such concerns internally first. You should contact your line manager or one of the other individuals set out in [contacts](#) section for guidance.

Protection and support for whistleblowers

It is understandable that whistleblowers are sometimes worried about possible repercussions. We aim to encourage openness and will support staff that raise genuine concerns under this policy, even if they turn out to be mistaken.

Whistleblowers must not suffer any detrimental treatment as a result of raising a concern. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Monitoring Officer immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure.

You must not threaten or retaliate against whistleblowers in any way. If you are involved in such conduct you may be subject to disciplinary action.

Contacts

Monitoring Officer: Jonathan Lund
01452 396276
jonathan.lund@gloucester.gov.uk

Head of Finance (Section 151 Officer): Jon Topping
01452 396242
jon.topping@gloucester.gov.uk

Chief Internal Auditor: Theresa Mortimer
01452 396338
theresa.mortimer@gloucester.gov.uk

Gloucester City Council's external auditors
KPMG LLP (UK)
0808 101 5341
www.kpmg.com/uk

Public Concern at Work
(Independent whistleblowing charity)
Helpline: (020) 7404 6609
E-mail: whistle@pcaw.co.uk
Website: www.pcaw.co.uk

**Anti-Fraud
and Corruption**
Policy Statement and Strategy
2017-2019

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