

FORWARD PLAN

FROM OCTOBER 2021 TO SEPTEMBER 2022 (REVISED 20/10/2021)

This Forward Plan contains details of all the matters which the Leader believes will be the subject of a Key Decision by the Cabinet or an individual Cabinet Member in the period covered by the Plan (the subsequent 12 months). A Key Decision is one that is:

- a decision in relation to a Cabinet function which results in the Local Authority incurring expenditure or making of a saving which is significant having regard to the budget for the service or function to which the decision relates; or
- a decision that is likely to have a significant impact on two or more wards within the Local Authority; or
- a decision in relation to expenditure in excess of £100,000 or significant savings; or
- a decision in relation to any contract valued in excess of £500,000

A decision maker may only make a key decision in accordance with the requirements of the Cabinet Procedure Rules set out in Part 4 of the Constitution.

Cabinet Members

Portfolio	Name	Email Address
Leader and Environment (LE)	Councillor Richard Cook	richard.cook@gloucester.gov.uk
Deputy Leader and Performance & Resources (P&R)	Councillor Hannah Norman	hannah.norman@gloucester.gov.uk
Planning & Housing Strategy (P&HS)	Councillor Andrew Gravells	andrew.gravells@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Justin Hudson	justin.hudson@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Steve Morgan	steve.morgan@gloucester.gov.uk

The Forward Plan also includes Budget and Policy Framework items; these proposals are subject to a period of consultation and the Overview and Scrutiny Committee has the opportunity to respond in relation to the consultation process.

A Budgetary and Policy Framework item is an item to be approved by the full City Council and, following consultation, will form the budgetary and policy framework within which the Cabinet will make decisions.

For each decision included on the Plan the following information is provided:

- (a) the matter in respect of which a decision is to be made;
 - (b) where the decision maker is an individual, his/her name and title if any and, where the decision maker is a body, its name and details of membership;
 - (c) the date on which, or the period within which, the decision is to be made;
 - (d) if applicable, notice of any intention to make a decision in private and the reasons for doing so;
 - (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the decision is to be made;
 - (f) the procedure for requesting details of those documents (if any) as they become available.
- (the documents referred to in (e) and (f) above and listed in the Forward Plan are available on request from Democratic Services democratic.services@gloucester.gov.uk ,Tel 01452 396126, PO Box 3252, Gloucester GL1 9FW. Contact the relevant Lead Officer for more information).

The Forward Plan is updated and published on Council's website at least once a month.

KEY	= Key Decision	CM KEY	= Individual Cabinet Member Key Decisions
NON	= Non-Key Decision	CM NON	= Individual Cabinet Member Non-Key Decision
BPF	= Budget and Policy Framework		

CONTACT:

For further detailed information regarding specific issues to be considered by the Cabinet/Individual Cabinet Member please contact the named contact officer for the item concerned. To make your views known on any of the items please also contact the Officer shown or the portfolio holder.

Copies of agendas and reports for meetings are available on the web site in advance of meetings.

For further details on the time of meetings and general information about the Plan please contact:

Democratic and Electoral Services on 01452 396126 or send an email to democratic.services@gloucester.gov.uk.

SUBJECT (and summary of decision to be taken)		PLANNED DATES	DECISION MAKER & PORTFOLIO	NOTICE OF PRIVATE BUSINESS (if applicable)	RELATED DOCUMENTS (available on request, subject to restrictions on disclosure)	LEAD OFFICER (to whom Representations should be made)
OCTOBER 2021						
KEY	Acquisition of Property to meet Temporary Accommodation Needs <u>Summary of decision:</u> To consider acquiring a property to provide temporary accommodation. <i>Wards affected: All Wards</i>	13/10/21	Cabinet Cabinet Member for Planning and Housing Strategy	<p>The public are likely to be excluded from the meeting during consideration of this report as it contains exempt information as defined in paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).</p> <p>The Chair of the Overview & Scrutiny Committee's agreement has been sought and received as the circumstances mean that it is not possible to comply with the notice requirements</p>		Neil Coles, Housing Innovation Manager Tel: 01452 396534 neil.coles@gloucester.gov.uk

NON	<p>Cross Keys Rest Garden</p> <p><u>Summary of decision:</u> To consider the objections to the disposal of public open space at Cross Keys Rest Garden on the junction of Barnwood Road and Armscroft Road.</p> <p><i>Wards affected: Elmbridge</i></p>	13/10/21	Cabinet Leader of the Council			Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk
KEY	<p>Future Delivery of IT Services</p> <p><u>Summary of decision:</u> To consider options for future delivery of IT services.</p> <p><i>Wards affected: All Wards</i></p>	13/10/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	<p>Together Gloucester 2 – Programme Review</p> <p><u>Summary of decision:</u> To update Members on progress made in the 'Together Gloucester' organisational transformation.</p> <p><i>Wards affected: All Wards</i></p>	13/10/21	Cabinet Cabinet Member for Performance and Resources			Bob O'Brien, Transformation and Commercialisation Manager Tel: 01452 396110 bob.o'brien@gloucester.gov.uk

NON	<p>City Council Energy Costs and Reduction Projects Annual Report</p> <p><u>Summary of decision:</u> To update Cabinet on the City Council Energy Costs and Reduction Projects.</p> <p><i>Wards affected: All Wards</i></p>	<p>4/10/21</p> <p>13/10/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Environment</p>			<p>Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk</p>
NON	<p>Armed Forces Community Covenant Update</p> <p><u>Summary of decision:</u> To update Cabinet on the work done by Gloucester City Council to support current and ex-service personnel as part of the Gloucestershire Armed Forces Community Covenant.</p> <p><i>Wards affected: All Wards</i></p>	<p>4/10/21</p> <p>13/10/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Communities and Neighbourhoods</p>			<p>Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk</p>

NOVEMBER 2021

KEY	Revenues and Benefits Service <u>Summary of decision:</u> To consider insourcing the service to the Council following a strategic decision by Civica UK Ltd to no longer provide Business Operations Services. <i>Wards affected: All Wards</i>	10/11/21	Cabinet Cabinet Member for Performance and Resources	The Chair of the Overview & Scrutiny Committee's agreement has been sought and received as the circumstances mean that it is not possible to comply with the notice requirements		Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Review of Office Accommodation <u>Summary of decision:</u> To consider proposals as to viable options for ongoing office accommodation for City Council staff. <i>Wards affected: All Wards</i>	8/12/21	Cabinet Cabinet Member for Performance and Resources			Jayne Wilsdon, Asset Management Officer Tel: 01452 396871 jayne.wilsdon@gloucester.gov.uk

NON	Joint Core Strategy (JCS) Affordable Housing Partnership Review <u>Summary of decision:</u> To consider continuing the partnership and to review the list of preferred providers. <i>Wards affected: All Wards</i>	10/11/21	Cabinet Cabinet Member for Planning and Housing Strategy			David Durden, Strategic Housing Strategy Officer Tel: 01452 396558 david.durden@gloucester.gov.uk
NON	Future of the Tourism and Destination Marketing Team <u>Summary of decision:</u> To consider the future of the Tourism and Destination Marketing Team. <i>Wards affected: All Wards</i>	1/11/21 10/11/21	Overview and Scrutiny Committee Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk

NON	Garage Audit Update <u>Summary of decision:</u> To consider the audit of Council owned garages and comprehensive action plan. <i>Wards affected: All Wards</i>	10/11/21	Cabinet Cabinet Member for Performance and Resources			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk
KEY	Infrastructure Funding Statement (IFS) 2021 <u>Summary of decision:</u> To approve the annual Infrastructure Funding Statement that sets out planning obligation and Community Infrastructure Levy (CIL) receipts and expenditure, both actual and anticipated. <i>Wards affected: All Wards</i>	8/12/21	Cabinet Council Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk

KEY	Community Infrastructure Levy (CIL) Review New Charging Schedule	9/03/22 24/03/22	Cabinet Council Cabinet Member for Planning and Housing Strategy			Paul Hardiman, Joint Core Strategy CIL Manager paul.hardiman@gloucester.gov.uk
NON	Regulation of Investigatory Powers Act 2000 (RIPA) - Review of Procedural Guide <u>Summary of decision:</u> To request that Members review and update the Council's procedural guidance on RIPA. <i>Wards affected: All Wards</i>	10/11/21	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

DECEMBER 2021

NON	Future of Barbican House <u>Summary of decision:</u> To consider options regarding the future of Barbican House. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Cabinet Member for Performance and Resources			Abi Marshall, Property Commissioning Manager Tel: 01452 396212 abi.marshall@gloucester.gov.uk
KEY	Appointment of a Managing Agent for Kings Quarter and The Eastgate <u>Summary of decision:</u> To appoint a managing agent for The Eastgate, Kings Walk and Kings Square with subsequent further responsibilities following the development of The Forum. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Philip Ardley, Regeneration Consultant Tel: 01452 396106 philip.ardley@gloucester.gov.uk

KEY	Estate Management Company for Kings Quarter <u>Summary of decision:</u> To establish an Estate Management Company for the purposes of managing The Forum, Kings Square and Kings Walk. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk
KEY	Forum Phase 2 Approval and Appointment of Main Contractor <u>Summary of decision:</u> Award of appointment to main contractor for the construction of the Forum and council approval to proceed with the investment sum. <i>Wards affected: Westgate</i>	8/12/21	Cabinet Leader of the Council			Ian Edwards, Head of Place Tel: 01452 396034 ian.edwards@gloucester.gov.uk

NON	<p>Statement of Community Involvement</p> <p><u>Summary of decision:</u> To consider an updated Statement of Community Involvement.</p> <p><i>Wards affected: All Wards</i></p>	<p>8/12/21</p> <p>27/01/22</p>	<p>Cabinet</p> <p>Council Cabinet Member for Planning and Housing Strategy</p>			<p>Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk</p>
NON	<p>Draft Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To update Cabinet on the draft budget proposals.</p> <p><i>Wards affected: All Wards</i></p>	<p>6/12/21</p> <p>8/12/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Leader of the Council, Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Treasury Management Six Monthly Update 2021/22</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	<p>16/11/21</p> <p>8/12/21</p>	<p>Audit and Governance Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

NON	<p>Financial Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2021/22.</p> <p><i>Wards affected: All Wards</i></p>	<p>29/11/21</p> <p>8/12/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Performance Monitoring Quarter 2 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 2 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	<p>29/11/21</p> <p>8/12/21</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
BPF	<p>Local Council Tax Support</p> <p><u>Summary of decision:</u> To advise members of the requirement to review the Local Council Tax Support Scheme (LCTS).</p> <p><i>Wards affected: All Wards</i></p>	<p>8/12/21</p> <p>27/01/22</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>

JANUARY 2022

BPF	Council Plan 2021-24 <u>Summary of decision:</u> To approve the new Council Plan 2021-2024 following public consultation. <i>Wards affected: All Wards</i>	4/10/21	Overview and Scrutiny Committee			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk
		12/01/22	Cabinet			
		27/01/22	Council Leader of the Council			
NON	Gloucester Commission to Review Race Relations <u>Summary of decision:</u> To consider the recommendations of the Commission to review Race Relations. <i>Wards affected: All Wards</i>	29/11/21	Overview and Scrutiny Committee			Liam Moran, Policy and Development Officer Tel: 01452 396049 liam.moran@gloucester.gov.uk
		12/01/22	Cabinet			
		27/01/22	Council Leader of the Council			

KEY	Festivals and Events Programme <u>Summary of decision:</u> To seek approval for the 2022-23 Festivals and Events Programme. <i>Wards affected: All Wards</i>	12/01/22	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
FEBRUARY 2022						
BPF	Final Budget Proposals (including Money Plan and Capital Programme) <u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2022-3, including the Money Plan and Capital Programme. <i>Wards affected: All Wards</i>	9/02/22 24/02/22	Cabinet Council Leader of the Council, Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Tourism and Destination Marketing Report 2022</p> <p><u>Summary of decision:</u> To update Members on the progress that has been made in achieving the Growing Gloucester's Visitor Economy Action Plan during 2021.</p> <p><i>Wards affected: All Wards</i></p>	9/02/22	Cabinet Cabinet Member for Culture and Leisure			Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk
MARCH 2022						
NON	<p>Pay Policy Statement 2022-23</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay policy Statement 2022-23 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22 24/03/22	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	Capital Strategy <u>Summary of decision:</u> To approve the Capital Strategy 2022-23. <i>Wards affected: All Wards</i>	9/03/22	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
BPF	Treasury Management Strategy <u>Summary of decision:</u> To seek approval for the Treasury Management Strategy. <i>Wards affected: All Wards</i>	9/03/22 24/03/22	Cabinet Council Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Risk Based Verification Policy Review <u>Summary of decision:</u> To seek approval to continue with risk based verification policy. <i>Wards affected: All Wards</i>	9/03/22	Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Financial Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the third quarter 2021/22.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Performance Monitoring Quarter 3 Report</p> <p><u>Summary of decision:</u> To note the Council's performance in quarter 3 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p>Annual report on the Grant Funding provided to Voluntary and Community Sector</p> <p><u>Summary of decision:</u> To update Members on the impact of grant funding on the Voluntary and Community Sector (VCS) and value for money that has been achieved.</p> <p><i>Wards affected: All Wards</i></p>	9/03/22	Cabinet Cabinet Member for Communities and Neighbourhoods			Ruth Saunders, Head of Communities Tel: 01452 396789 ruth.saunders@gloucester.gov.uk
APRIL 2022						
MAY 2022						
JUNE 2022						
NON	<p>2021-22 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2020-21.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk

NON	<p>Treasury Management Year End Annual Report 2021/22</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>2021-22 Year End Performance Report</p> <p><u>Summary of decision:</u> To consider the Council's performance in 2021-22 across a set of key performance indicators.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with a 6 monthly update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	15/06/22	<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	Green Travel Plan Progress Report 2022 and Update <u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan <i>Wards affected: All Wards</i>	15/06/22	Cabinet Cabinet Member for Environment			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
JULY 2022						
NON	Annual Risk Management Report <u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register. <i>Wards affected: All Wards</i>	7/03/22 15/06/22	Audit and Governance Committee Cabinet Cabinet Member for Performance and Resources			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
AUGUST 2022 - No meetings						

SEPTEMBER 2022

NON	Financial Monitoring Quarter 1 Report <u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2022/23. <i>Wards affected: All Wards</i>	14/09/22	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk
NON	Performance Monitoring Quarter 1 Report <u>Summary of decision:</u> To note the Council's performance in quarter 1 across a set of key performance indicators. <i>Wards affected: All Wards</i>	14/09/22	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk

ITEMS DEFERRED- Dates to be confirmed

NON	Temporary Negotiated Stopping Places <u>Summary of decision:</u> To secure approval from Members to pursue the provision for a negotiated temporary stopping place for the Gypsy, Roma and travelling community. <i>Wards affected: All Wards</i>		Cabinet Cabinet Member for Planning and Housing Strategy			Claire Haslam, Principal Planning Officer Tel: 01452 396825 claire.haslam@gloucester.gov.uk
NON	National Planning Policy Framework (NPPF) and National Model Design Code <u>Summary of decision:</u> To receive an update on the latest NPPF and National Model Design Code published by Government. <i>Wards affected: All Wards</i>		Cabinet Cabinet Member for Planning and Housing Strategy			Adam Gooch, Planning Policy Team Leader Tel: 01452 396836 adam.gooch@gloucester.gov.uk

NON	<p>Green Travel Plan Progress Report 2021 and Update</p> <p><u>Summary of decision:</u> Annual update on initiatives in the Green Travel Plan</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Environment</p>			<p>Jon Topping, Head of Policy and Resources Tel: 01452 396242 jon.topping@gloucester.gov.uk</p>
NON	<p>Blackfriars Priory Development Plan</p> <p><u>Summary of decision:</u> To approve the Blackfriars Priory Development Plan</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>
NON	<p>Geographical Information Systems and Grounds Maintenance Contract</p> <p><u>Summary of decision:</u> To consider the Geographical Information Systems (GIS) and grounds maintenance contract.</p> <p><i>Wards affected: All Wards</i></p>		<p>Cabinet Cabinet Member for Environment</p>			<p>Bob O'Brien, Transformation and Commercialisation Manager Tel: 01452 396110 bob.o'brien@gloucester.gov.uk</p>