



Overview and Scrutiny Committee

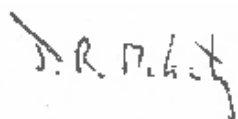
Meeting: Monday, 5th February 2024 at 6.30 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Castle, Dee, Evans, Hilton, Hudson, Kubaszczyk, Morgan, O'Donnell, Sawyer, Wilson and Zaman
Contact:	Democratic and Electoral Services 01452 396126 democratic.services@gloucester.gov.uk

AGENDA

1.	APOLOGIES To note 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.	DECLARATION OF PARTY WHIPPING To declare if any issues to be covered in the Agenda are under party whip.
4.	MINUTES (Pages 5 - 12) To approve as a correct record the minutes of the meeting held on 8 th January 2024.
5.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public 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 • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers. To ask a question at this meeting, please submit it to democratic.services@gloucester.gov.uk by 12 noon on Wednesday 31 st January 2024 or telephone (01452) 396203 for support.
6.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in relation to:

	<ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings.
7.	<p>ACTION POINT ITEM (Pages 13 - 16)</p> <p>To note the outcomes of action points arising from previous meetings.</p>
8.	<p>LEASE OF LAND AT HEMPSTED MEADOW (Pages 17 - 24)</p> <p>To consider the report of the Cabinet Member for Performance and Resources and Cabinet Member for Culture and Leisure outlining the options for the disposal of land at Hempsted Meadows by way of a lease for the provision of a dedicated event space to include a car boot sale, markets and associated amenities.</p>
9.	<p>CLIMATE CHANGE STRATEGY AND ACTION PLAN (Pages 25 - 108)</p> <p>To consider the report of the Cabinet Member for Environment seeking the adoption of a Climate Change Strategy and Action Plan.</p>
10.	<p>HOUSING AND HOMELESSNESS STRATEGY (Pages 109 - 120)</p> <p>To scope a new Housing Strategy for Gloucester.</p>
11.	<p>LEISURE SERVICES UPDATE (Pages 121 - 168)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure providing an update on leisure provision in Gloucester.</p>
12.	<p>MUSEUM DEVELOPMENT PLAN UPDATE (Pages 169 - 206)</p> <p>To consider the report of the Cabinet Member for Culture and Leisure providing an overview of progress made to date against the Museum Development Plan 2021-2026.</p>
13.	<p>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN (Pages 207 - 234)</p> <p>To receive the latest version of the Committee's work programme and the Council's Forward Plan.</p>
14.	<p>DATE OF NEXT MEETING</p> <p>Monday 26th February 2024 at 6.30pm in Civic Suite, North Warehouse.</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 26 January 2024

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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



OVERVIEW AND SCRUTINY COMMITTEE

MEETING : Monday, 8th January 2024

PRESENT : Cllrs. Field (Chair), Pullen (Vice-Chair), Ackroyd, Campbell, Castle, Evans, Hilton, Hudson, Hyman, Kubaszczyk, Sawyer, Wilson and Zaman

Others in Attendance

Leader of the Council and Cabinet Member for Environment,
Councillor Richard Cook
Cabinet Member for Performance and Resources, Councillor
Hannah Norman

Corporate Director
Head of Finance and Resources
City Growth and Delivery Manager
Policy and Governance Manager
Democratic and Electoral Services Officer

APOLOGIES : Cllr. Dee

71. DECLARATIONS OF INTEREST

The Chair declared an interest in Agenda Item 10 (Proposed Sale of Land at Podsmead for the Purpose of Commencing Regeneration) owing to his position as the local ward Member for Podsmead and the fact that he had previously expressed his support for the scheme. He withdrew from the entire duration of the item and took no part in the discussion.

72. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

73. MINUTES

RESOLVED – That the minutes of the meeting held on Monday 27th November 2023 were approved and signed by the Chair as a correct record.

74. PUBLIC QUESTION TIME (15 MINUTES)

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

There were no public questions.

75. PETITIONS AND DEPUTATIONS (15 MINUTES)

There were no petitions nor deputations.

76. PEER CHALLENGE ACTION PLAN PROGRESS REPORT

76.1 The Leader of the Council, Councillor Cook, introduced the report. He advised Members that it sought to share the findings of the LGA Corporate Peer Challenge Team's feedback report further to their visit in October 2023 to review the Council's progress towards the implementation of the recommendations from the Peer Challenge in November 2022.

76.2 Councillor Cook outlined the themes considered by the Peer Team and noted that the Council had also asked them to provide feedback on its response to the cyber incident and work undertaken to tackle inequalities. Councillor Cook further highlighted that the Peer Team had seen evidence of and welcomed the Council's evolved approach to performance management and had also welcomed the increase in capacity at Senior Management level and Major Project work. He explained that the full Progress Review was included at Appendix 1.

76.3 The Chair referred to the statement in the report that the Peer Team had not yet seen evidence of the Overview and Scrutiny Committee providing critical challenge. He expressed the view that the Committee worked effectively and noted that he had not been approached to give evidence as Chair of the Overview and Scrutiny Committee. He asked what more the Committee should be doing to fulfil this recommendation. The Corporate Director noted that it was possible that the Peer Team felt that not enough time had passed to see evidence of the Committee working in the way it should and suggested that the Chair approach the Lead Peer member for further advice.

76.4 In response to a further question from the Chair regarding external communications, Councillor Cook noted that any dedicated LGA Communications Peer Review would likely come at additional cost for the Council, however the Progress Review report had highlighted that external communications had improved.

76.5 In response to concerns raised by Councillor Hilton regarding the narrative around the Aspire Leisure Trust, Councillor Cook stated that the Trust had been contracted to provide leisure services on behalf of the Council until September 2024, following the options appraisal conducted by SLC consultancy. He noted that the Trust had initially agreed to extend the contract until September 2024, but had changed their position shortly before announcing their immediate liquidation.

76.6 Councillor Hilton referred to the narrative at 3.10.4 in the report regarding Member behaviour. He noted that as leader of the Liberal Democrat Group, he had not received any complaints from Officers regarding the behaviour of

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

any Liberal Democrat Councillors and that Liberal Democrat Councillors behaved politely and respectfully to Council Officers.

- 76.7 Councillor Wilson expressed his disappointment at the statements around Member behaviour.
- 76.8 Councillor Pullen noted that he was disappointed by the observation of the Peer Team that some Members behave badly. He stated that he had not been made aware of any complaints about the behaviour of Labour Councillors. Councillor Pullen noted that Code of Conduct protocols had been reviewed by the Monitoring Officer and asked whether these related to Member or Officer Code of Conduct. It was confirmed that both Member and Officer Codes of Conduct had been reviewed, and that the Updated Member Code of Conduct had already been considered by General Purposes Committee and Council. It was confirmed that the updated Officer Code of Conduct was due to be considered at the upcoming General Purposes Committee meeting and would later be put forward for approval by Council.
- 76.9 In response to a query from the Chair as to whether there would be any more steps to the Peer Review, Councillor Cook confirmed that the Peer Review process was complete.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

77. EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) GLOUCESTER URBAN GREENING PROJECT

- 77.1 Councillor Cook introduced the report and explained that it sought to provide an overview of the completed ERDF funded 'Urban Greening Project'. Councillor Cook advised that the project completion had been delayed by a year due to several factors including the Covid-19 pandemic, however practical completion had been achieved on 31st May 2023.
- 77.2 Councillor Cook advised Members that the key interventions delivered under the project were outlined in Table 2, and that the project had delivered benefits including improved habitat and biodiversity, flood mitigation, physical and mental wellbeing for residents, water quality improvements and urban cooling. He further noted that the work undertaken through the project had received considerable praise and had also delivered on social value. Councillor Cook explained that the UK was not eligible for future ERFD funding having left the European Union, however alternative funding streams were available for future biodiversity improvement, flood mitigation and water quality projects.
- 77.3 The Chair expressed the view that both the report and the scheme were excellent and stated that he would urge the Council to apply for alternative funding streams as often as possible. He referred to the narrative at 10.1 in the report and asked whether the Council planned to maintain the areas which had seen ERDF interventions. Councillor Cook confirmed that the Council did intend to maintain the areas identified in the report, and that there had been handover meetings with the Open Spaces Team.

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

- 77.4 In relation to a query from Councillor Wilson regarding the maintenance costs associated with the project, Councillor Cook confirmed that these would need to come out of Council's normal budget, and that it was unlikely that the Council would be able to reclaim for administrative costs.
- 77.5 Councillor Sawyer referred to the narrative at 3.1 in the report and asked for clarification on the issues experienced with the initial contractor and whether there were any opportunities for the Council to learn lessons. It was agreed that further details would be provided to the Overview and Scrutiny Committee in due course.
- 77.6 In response to a further query from Councillor Sawyer as to how improvements to water quality in Gloucester were being measured and who was responsible for undertaking this work, it was agreed that follow-up enquiries would be made and that this information would be provided to the Overview and Scrutiny Committee in due course.
- 77.7 Councillor Sawyer asked how the Council measured and quantified social value activity. The Corporate Director confirmed that the Council had made social value commitments and had to deliver on these inputs. She noted that she was in the process of reviewing the social value policy and confirmed that she would be happy to share further information to Overview and Scrutiny Members.
- 77.8 Referring to the narrative at 7.4 and the statement that delivering the ERDF funded project was bureaucratic, Councillor Sawyer asked whether the Council had learnt any lessons from these challenges. Councillor Cook confirmed that the Council would learn lessons if there were any to be learnt, however it was his understanding that the bureaucracy was caused by European legislation.
- 77.9 Councillor Castle asked when the Plock Court wetland extension work would be completed. Councillor Cook advised that the ERDF project work was complete and agreed that he would ask the relevant Officers for an update on the wetland extension.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

78. CEMETERY RULES AND REGULATIONS REVIEW

- 78.1 The Cabinet Member for Performance and Resources, Councillor Norman, introduced the report and confirmed that it sought to outline the proposed changes to the rules and regulations for Gloucester Cemeteries following a decision by Council to review the 2014 rules. Councillor Norman explained that the proposed changes were set out in Appendix 2 and included the allowance of a concrete border and grass seeding graves once they had reached final settlement. She further advised Members that the report proposed a public consultation, and it was the intention to bring a further report to Cabinet in March to approve the final proposals following the consultation.

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

- 78.2 The Chair highlighted a typing error at 3.2 which referred to ‘church years rather than ‘church yards.’
- 78.3 Councillor Hilton referred to the requirement for borders to be made of granite or concrete materials and asked whether these materials complied with the Council’s carbon neutral aspirations. Councillor Norman noted that this would be followed-up with the Council’s Climate Change and Decarbonisation Lead after the public consultation.
- 78.4 Councillor Pullen observed that the report was an interesting read and asked for further information as to who would be invited to participate in the public consultation. Councillor Norman confirmed that she intended for the consultation to be as broad as possible. She advised that the Council would be sharing the consultation on social media, the designated consultations web page on the Council website, and through the weekly bereavement coffee morning as a focus setting. She further confirmed that there would be engagement with local funeral directors and notices of the consultation around graves in the cemeteries.
- 78.5 Councillor Sawyer noted that she was pleased to see the proposed changes around grass seeding. In response to Councillor Sawyer’s reflection on her personal experience, Councillor Norman asked that she contact her directly to discuss her concerns.
- 78.6 Councillor Wilson referred to the narrative at 3.2 and the proposal that no glass of any kind should be placed on the graves. He asked whether ornaments, such as glass jars, would be permitted. Councillor Norman explained that Officers had researched the approach taken by other Councils and noted that all broken glass had the potential to cause accidents to adults and children.
- 78.7 In response to a query from the Chair as to next steps, Councillor Norman confirmed that if approved by Cabinet, the proposals would go out to public consultation with a view of Cabinet approving the final proposals in March. She noted that where plots had been purchased with a deed in place, the rules at the time of the deed being made would apply and therefore there may be some variances across the cemeteries.
- 78.8 In response to an additional query from the Chair, Councillor Norman confirmed that Members were welcome to contribute to the consultation.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

79. PROPOSED SALE OF LAND AT PODSMEAD FOR THE PURPOSE OF COMMENCING REGENERATION

Having declared an interest in the item, the Chair withdrew himself from the Chamber at this point in the meeting. The Vice-Chair, Councillor Pullen, chaired the item.

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

- 79.1 The Vice-Chair reminded Overview and Scrutiny Committee Members that the subject matter of the report was the Heads of Terms of the disposal of the Podsmead sites rather than the detail of the Podsmead regeneration scheme, which could be subject to an outline planning application in due course.
- 78.2 Councillor Norman introduced the report and advised Members that Cabinet was being asked to approve the draft Heads of Terms for the disposal of the sites within the Council's ownership in Podsmead to Gloucester City Homes (GCH). She stated that the proposal was to sell the sites at a sum below market consideration in order to deliver specific Council objectives, noting that disposing of the land at an undervalue would be a key consideration for Cabinet to take into account.
- 79.3 Councillor Norman provided some background information about the proposed scheme and noted that it included regeneration benefits including 117 new homes, with 107 of these being affordable homes, community space and park and play facilities. This said, she explained that completion of the scheme was subject to several factors, including the securing of planning permission. She also reminded Members that due to the prospect of a future planning application, the discussion at Overview and Scrutiny Committee should centre around the Heads of Terms as the main subject of the report.
- 79.4 Councillor Wilson referred to the planned demolition of 64 existing homes and asked whether residents of those homes would have guaranteed allocation of new homes in the estate. The City Growth and Delivery Manager confirmed that these residents would be given first choice on the new homes but would be able to opt to move out of the estate if they so wished.
- 79.5 In response to a further question from Councillor Wilson regarding the allocation of homes to families, the City Growth and Delivery Manager confirmed that the responsibility for housing allocation would remain with GCH, and that they would undertake housing needs assessments accordingly.
- 79.6 Councillor Wilson asked for clarification as to the number of new homes included in the scheme. Councillor Norman explained that GCH had needed to review the scheme to reflect the current market, and that the whole regeneration scheme would include 177 new homes, of which 107 would be on the Council's land.
- 79.7 Councillor Hilton referred to the grant funding bid to Homes England and noted his understanding that if the funding was not spent in its entirety, the remaining funds would need to be returned to Homes England. He asked how the Council was ensuring that it was maximising on the scheme, noting that the land was being sold below market value. The City Growth and Delivery Manager confirmed that if the scheme went ahead, the Council would be enabling regeneration as well as facilitating the provision of more affordable homes in the city. He further noted that Homes England would be

OVERVIEW AND SCRUTINY COMMITTEE
08.01.24

conducting a detailed valuation in due course. Councillor Norman highlighted that if Cabinet supported the recommendations, the next steps were outlined at 9.1 in the report.

- 79.8 Councillor Hilton raised concerns about the loss of Open Space if the scheme were to go ahead. He asked what guarantees would be put in place to protect the remaining land and whether the Council would retain any control in this area. Councillor Norman stated that she assumed there would be covenants on the land as part of the process. The City Growth and Delivery Manager further confirmed that a management plan would be in place as set out in the Heads of Terms at Appendix 1.
- 79.9 In response to a query from Councillor Sawyer as to the £1 consideration, the City Growth and Delivery Manager explained that this was a nominal figure however there had to be value on the land in order to transfer the site ownership.
- 79.10 In response to a further query from Councillor Sawyer as to whether the decision would be put to full Council, Councillor Norman confirmed that this was a Cabinet decision, and that Cabinet was being asked to give delegated to authority to Officers.

RESOLVED – That the Overview and Scrutiny Committee **NOTE** the report.

80. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN

- 80.1 Councillor Hilton noted his interest in considering the Private Sector Stock Condition Survey and the Gloucester Growth Strategy, noting that these reports had not yet been added to the Cabinet Forward Plan. He suggested that major decisions which were due to go to full Council be postponed until after the May 2024 Local Elections.
- 80.2 The Corporate Director confirmed that it was likely that the Private Sector Stock Condition Survey would be added to the Cabinet Forward Plan for March 2024. The City Growth and Delivery Manager confirmed that it was likely that the Growth Strategy would be postponed until after the May 2024 Local Elections.
- 80.3 Councillor Hilton highlighted that he was particularly keen to consider the Housing Stock Survey report and stated that he hoped that due consultation would be taken with local ward Members. Councillor Norman confirmed that she was happy to take this back to relevant Officers.
- 80.4 Councillor Sawyer requested an update on the Asset Management Strategy. Councillor Norman explained that this document required the combining of multiple policies and that as the Property and Commissioning Manager had left the Council, the Investment Manager would now be overseeing this work. Councillor Norman advised that it was unlikely that the Asset Management Strategy would be ready before the pre-election period.

**OVERVIEW AND SCRUTINY COMMITTEE
08.01.24**

RESOLVED: –

- 1) That the Overview and Scrutiny Committee Work Programme be amended to reflect the above and
- 2) To **NOTE** the Work Programme.

81. DATE OF NEXT MEETING

Monday 22nd January 2024 at 6.30pm.

Time of commencement: 6.30 pm hours

Time of conclusion: 7.35 pm hours

Chair



OVERVIEW AND SCRUTINY COMMITTEE

Monday 5th February 2024

ACTION POINTS ARISING FROM PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

1. **Meeting Date:** Monday 8th January 2024

Agenda Item: 8. European Regional Development Fund (ERDF) Gloucester Urban Greening Project

Request(s):

- 1) For the Overview and Scrutiny Committee to receive further details around the issues experienced with the contractor (3.1 in the report).
- 2) To provide further information to Overview and Scrutiny Committee Members around how water quality in Gloucester is measured and who is responsible. (3.4 and 3.6 in the report)
- 3) To provide further clarification about how social value considerations are calculated/quantified by the Council.
- 4) To provide an update on any ongoing work at Plock Court nature reserve and the wetland extension.

Update(s):

- 1) The issues related to a contract to construct a wetland in Barnwood Park. The City Council were concerned that waste management at the site had not happened correctly or as per the specification. The contractor was unable to provide any evidence (which they should have had) to support that they had followed the correct procedures. As a result, the contract was terminated and the new contracts for outstanding works were drawn up with other contractors. This led to project delays.
- 2) No direct measurements are taken and the ERDF makes no provision for measuring water quality or urban cooling. It would be very difficult to take measurements that could then be directly related back to the works carried out. However, the reported benefits are delivered by virtue of the fact that the

interventions have delivered and evidence suggests that these interventions lead to specific benefits.

For example, in respect of water quality:

' ... SuDS components provide water quality improvements by reducing sediment and contaminants from runoff either through settlement or biological breakdown of pollutants. This can improve the quality of downstream water bodies such as streams, rivers, lakes, bathing or shellfish waters.

Furthermore, where SuDS reduce flows entering combined sewers, this can lead to reduced combined sewer overflow discharges (controlled discharge of surface water runoff and sewage), again improving the quality of the receiving water body. Such water quality improvements (or prevention of deterioration) can lead to a number of benefits including aesthetic, health (e.g. reduced risk of infection from bathing) or enhanced recreation and opportunities for wildlife and biodiversity'

(CIRIA (Construction Industry Research and Information Association) - the nationally recognised leading, independent and not-for-profit body on SuDS)

Regarding urban cooling:

'Urban green and blue infrastructure, including urban forests and street trees, permeable surfaces, and green roofs offer potential to mitigate climate change directly through sequestering and storing carbon, and indirectly by inducing a cooling effect that reduces energy demand and reducing energy use for water treatment.'

(IPCC (Intergovernmental Panel on Climate Change))

- 3) The Council's Social Value Themes, Outcomes and Measures (TOMS) have been circulated to Overview and Scrutiny Committee Members, which provide further information about how social value activity is calculated.
- 4) Separate to the ERDF project, external funding has been obtained to extend the Plock Court wetland. Part 1 of the consultation process (conducting questionnaires on site with users of the space) has been undertaken. Part 2 of the consultation (inviting users of the space to comment via site information boards) is due to take place shortly. Construction is due to take place in the summer of 2024.

Local Councillors have been involved in preliminary discussions and will continue to be involved throughout. Partners include the LLFA (County Council) and Gloucestershire Wildlife Trust.

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Meeting:	Overview and Scrutiny Committee Cabinet	Date:	5 February 2024 7 February 2024
Subject:	Lease of land at Hempsted Meadow		
Report Of:	Cabinet Member for Culture and Leisure and Cabinet Member for Performance and Resources		
Wards Affected:	Westgate Ward		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jayne Wilsdon, Investment Manager		
	Email: Jayne.Wilsdon@gloucester.gov.uk		Tel: 396871
Appendices:	1. Site Plans		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To consider the options for the disposal of land at Hempstead Meadows by way of a lease for the provision of a dedicated event space to include a car boot, markets and associated amenities such as parking. The report also incorporates information about site constraints and how these can be managed for the future.

2.0 Recommendations

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to Cabinet.

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

- 1) Authority be given to the Investment Manager in consultation with the Cabinet Members for Policy & Resources and Culture & Leisure to undertake a competitive process to enter into a lease for a term of up to 15 years with 5 year breaks for the area identified at Appendix 1.
- 2) The site conditions to be evaluated and recommendations made so that the site can operate all year round.
- 3) The existing operator be given a 9-month extension to their existing licence to enable the car boot sale to stay operational while the competitive process offering a lease of the area identified is undertaken

3.0 Background and Key Issues

- 3.1 The Council is aware of the importance of a car boot sale for the City of Gloucester. Car boot sales promote recycling and reuse of items and can improve wellbeing by providing important social contact.
- 3.2 The site at Hempsted Meadow has previously been used successfully as a site for car boot sales and other events and markets have successfully operated from this site.
- 3.3 In terms of location, size (capacity), access, and topography, the site at Hempsted Meadow is well suited to the holding of car boots, markets and events. Previously the car boot sales have been run under arrangements whereby the Council remained liable for the ongoing maintenance of the site and the security of the area. Management of the current site constraints are difficult and have been financially draining on the Council. With the right investment on the site to bring the area up to standard, a lease of the site could generate a service charge to cover the ongoing maintenance and management costs of the site.
- 3.4 The attached Appendix provides a site plan showing the area currently under review for the holding of future car boot sales, markets and events. It is intended to include a suitable footprint from within this area and for it to be demised in the lease. It is proposed that the ground conditions are improved by way of capital investment by the Council, with the ongoing maintenance of the site being financially covered by way of a service charge from the various tenants of the site. The service charge provision will be secured by clauses in the leases. This will ensure that the Council can plan ground works, budget sufficiently and any instances of trespass can be dealt with by the lease holders rather than the Council.
- 3.5 Site neighbours are broadly satisfied with the current pilot arrangements. Taking on board the learnings from the current pilot arrangements for the car boot sale, a future lease will ensure that good working practices are established to ensure collaborative working with other site users, that complaints are suitably considered, managed and action taken to mitigate future occurrences. The future lease will also ensure that the site is managed in line with established recycling policies and ensure that site set up and marshalling provisions work well.
- 3.6 Cabinet had previously decided to enter into a licence arrangement to pilot the operation of the site as a car boot sale. The licence in this pilot provides for the council to receive income at a fixed rate throughout the term with no drops should the car boot sale not be open for any reason. During this pilot, income has been consistent even with the car boot having to close on a number of occasions due to flooding. In the future, granting a lease on commercial terms will give the Council consistent income in the same way, but under more robust terms.
- 3.7 Entering into a long-term lease is considered to be the most appropriate way to continue to manage this site. However time will be required to undertake marketing of the site and award of the proposed lease on suitable terms and therefore officers are seeking approval to extend the existing arrangement by a further 9 months. This will mean that the current car boot sale arrangements can continue and there will be no detrimental impact on those that rely on this facility.

4.0 Social Value Considerations

- 4.1 Car boot sales can be a social destination, a family day out and can promote an inclusive environment. They promote social gathering, exciting, unique, inclusive environments therefore the marketing of this parcel of land will incorporate these uses in the lease terms whilst ensuring any limitations of the site are reflected in the user clauses and lease plans

5.0 Environmental Implications

- 5.1 Environmental requirements will be taken into account and Green Lease terms will be incorporated into the Agreement.
- 5.2 The ongoing management of the site will include provisions that ensure the correct environmental concerns are factored into the maintenance of the site such as avoiding nesting birds when programming grounds maintenance, and use of correct materials near the watercourse for things such as gritting the road way in winter. Officers will consult with the Environment Agency on any necessary restrictions over the land.

6.0 Alternative Options Considered

- 6.1 The Council's land holding portfolio has been considered to seek alternative locations for a car boot sale. There is no other site that offers sufficient scale, transport connections or access provisions. Car parks provide the closest potential but were unlikely to be big enough for vendors and patrons to be located on the same site. Also a car park being unavailable to shoppers and business users, due to a car boot, would have a detrimental impact on the local economy.
- 6.2 Consideration has also been given to whether Hempsted Meadow should be used for different purposes. Other opportunities have been considered and whilst other aspects of the site are suitable for other uses, the area where the car boot currently trades has a number of restrictions making permanent development challenging. However, the Council will continue to keep this under review, including the potential for disposal of the freehold of the site.

7.0 Reasons for Recommendations

- 7.1 The physical nature of the site limits possible uses. However, there has been much local support for bringing the car boot back to Hempsted Meadow.
- 7.2 The advantages of a lease over a licence are that it will give any tenant a proprietary interest in the land. This in turn will encourage investment from the tenant which will promote longevity of the site, enhance the area and the Council will be in a position of receiving a fixed rental income to aid recovering its costs for the ongoing operational management of the site.

8.0 Future Work and Conclusions

- 8.1 Officers will continue to monitor the site throughout the winter months to gauge the effects the operation has on the ground conditions. At the same time work will begin on how to improve the site for all tenants.

8.2 The Council will market the opportunity through an agent in much the same way as we do with any other commercial lease. Heads of terms will then be agreed with the preferred party and the lease will be documented with appropriate legal input.

9.0 Financial Implications

9.1 The Hempstead Meadow site is subject to a myriad of natural constraints. The operation of activities on the site create the need for significant investment to be made on an annual basis to ensure that the site is appropriately maintained.

9.2 Any lease agreements will need to demonstrate that the items noted in this report above are appropriately considered and that the financial contribution from the Operator maximises the recovery of the costs to maintain the site appropriately. With the introduction of a fixed rental income to the Council plus a service charge for ongoing maintenance, it is hoped that this will ensure these costs are covered on an annual basis.

9.3 A full condition survey will be required to ensure effective budgeting has taken place and that the risk of unforeseen maintenance costs is mitigated as much as possible from the outset.

10.0 Legal Implications

10.1 The authority will work in collaboration with our chosen external advisors and One Legal to enter into lease negotiations and agree suitable terms for the final lease documentation.

10.2 Section 123 of the Local Government Act 1972 allows a local authority to dispose of land held by it in any matter it sees fit. However, Secretary of State consent is required if the land is to be disposed of other than by way of a lease of 7 years or less at less than the best consideration that can reasonably be obtained. Therefore, if it is intended to grant a lease for a term of longer than 7 years, the Council will have market the site in order to show that best consideration has been obtained.

10.3 Consideration will also need to be given to whether the site might be considered to be public open space. If the site could be deemed to be public open space then under section 123(2A) of the Local Government Act 1972, the proposed lease will need to be advertised in a newspaper in circulation in the local area for 2 consecutive weeks prior to the grant of the lease and the Council will need to consider any objections to the lease which may be received in response to the advertisement. It should be noted that this provision will apply even in the case of a lease for a term of 7 years or less.

10.4 If the site has been used by members of the public for recreational purposes then it will be deemed to be public open space for the purposes of the Local Government Act 1972.

10.5 Covenants can be included in the lease to restrict the use of the site and to ensure proper management of the site.

11.0 Risk & Opportunity Management Implications

11.1 A provision can be put in the lease to enable to service charge to be reviewed annually as opposed to it being a fixed amount.

12.0 People Impact Assessment (PIA) and Safeguarding:

12.1 The PIA Screening Stage was completed against the protected characteristics and there were found to be no impacts, therefore a full PIA is not required.

13.0 Community Safety Implications

13.1 The main issues at this site are Trespassing and Fly tipping: an increased presence on the site and other security terms in the lease should help mitigate against these risks.

14.0 Staffing & Trade Union Implications

14.1 None

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Hempsted Meadows



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Gloucester City Council

Meeting:	Overview and Scrutiny Committee	Date:	5 February 2024
	Cabinet		7 February 2024
	Council		21 March 2024
Subject:	Climate Change Strategy and Action Plan		
Report Of:	Leader of the Council and Cabinet Member for Environment		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jon Burke – Climate Change and Decarbonisation Lead		
	Email: jon.burke@gloucester.gov.uk	Tel:	396170
Appendices:	1. Climate Change Strategy and Action Plan		

1.0 Purpose of Report

1.1 To agree a Climate Change Strategy and Action Plan.

2.0 Recommendations

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.

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

(1) The Gloucester City Council Climate Change Strategy and Action Plan at Appendix 1 be adopted and issued for public and key stakeholder consultation.

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

(1) The Gloucester City Council Climate Change Strategy and Action Plan at Appendix 1 be adopted and issued for public and key stakeholder consultation.

3.0 Background

3.1 In 2019, against the backdrop of growing concern about the climate crisis, Gloucester City Council (GCC) declared a climate emergency. In doing so the council committed to reaching net zero emissions across its own functions by 2030 and working towards net zero emissions across the wider district by 2050; this target was subsequently brought forward to 2045 in November 2021 in line with the higher confidence thresholds of the Intergovernmental Panel on Climate Change's (IPCC) 1.5°C report.

- 3.2 Since 2019, the council has developed a range of sustainability and climate change policy documents. These included the 2022 Green Travel Plan and a 2020 Carbon Baseline for its own functions and the Gloucestershire airport estate, incorporating actions to reduce emissions.
- 3.3 In 2020, GCC set out in a report called Tackling Climate Change Roadmap, the actions that the council, its partners and Gloucester citizens can take to achieve the objectives of the Climate Change Emergency resolution as adopted in July 2019. The roadmap provided a broad overview of how the council could achieve its ambition. Climate change is also a key feature in the Gloucester City (Local) Plan 2011-2031 which engages with issues such as nature recovery, biodiversity, adaptation to flooding, renewable energy, sustainable neighbourhoods, air quality and transport. Further sustainability commitments can be found within the Council's 2022-2024 Council Plan 'Building a greener, fairer, better Gloucester', including the aim of ensuring that all capital projects funded by the council are net zero in operation alongside the ambition to be net carbon zero in construction.
- 3.4 However, following the Coronavirus pandemic – which radically reshaped the Council's emissions profile – it was deemed prudent to undertake the production of a new Climate Change Strategy and Action Plan that incorporated both of the Council's decarbonisation targets, established a more rigorous emissions baseline, and brought a greater degree of strategic focus to the Council's work in this area.
- 3.5 Additionally – for reasons of both good practice and as a condition of the Council's membership of the Global Covenant of Mayors for Energy and Climate – the Council undertook to deliver its first comprehensive Climate Risk and Vulnerability Assessment (CRVA), with the aim of understanding and reducing the district's exposure to climatic risks from global warming that are now regarded as inevitable by the UK Climate Change Committee and the IPCC.
- 3.6 To this end, and following a rigorous procurement process, [WSP consultants were appointed in March 2023 to deliver both a Climate Change Action Plan and a CRVA.](#)
- 3.7 WSP subsequently met with the Council's Climate Change Member Working Group on 17 April 2023 to introduce the company, its approach to drafting the required documents, and to take questions.
- 3.8 Following project initiation, WSP met weekly with the Climate Change and Decarbonisation Lead and regularly with the City Council Leader and Managing Director. The first draft of the Action Plan was shared with the Council Leader, Managing Director, and Climate Change Member Working Group on 6 August 2023. The second draft was shared with the Council Leader, Managing Director, Climate Change Member Working, and – informally – with Members of Overview and Scrutiny on 30 October 2023.
- 3.9 Gloucester City Councillors and internal stakeholders participated in two workshops on 13 June and 29 September 2023 to provide information and validate the analysis and results provided by the team at WSP.
- 3.10 The final draft of the Climate Change Action Plan and CRVA are now deemed ready for adoption by the Council and to be put out to consultation to Gloucester residents and other key stakeholders.

4.0 Key Findings and Recommendations

Gloucester District Emissions Baseline

- 4.1 To achieve the goal of net zero emissions across the Gloucester District by 2045, the City Council Climate Action Plan has identified a set of actions and the stakeholders responsible for their delivery. A base year, 2019¹, has been identified to measure, monitor, and report the progress towards net zero emissions by 2045. Actions have been identified by estimating baseline carbon emissions for the district for 2019 that considers historical trends since 2005.
- 4.2 Overall, the district's carbon dioxide equivalent emissions reduced 26% from 2005 to 2019. In 2019, emissions accounted for 495 KtCO₂e. The trends observed in Gloucester District historic carbon emissions from 2005 to 2019 include:
- Emissions from gas consumption (43%) are the highest of all fuels, followed by electricity (28%) and petroleum (28%). However, the decarbonisation of the electricity grid has meant that emissions from electricity consumption have declined rapidly, a trend that the Department for Energy Security and Net Zero predicts will continue.
 - In Gloucester, the domestic sector is the dominant energy end use (34%), closely followed by industry (29%), and then transport (24%).
 - Fuel consumption Gloucester is aligned with UK trends. In 2019, in the UK 41% of emissions came from gas, used for heating homes, while petroleum is mostly used in road vehicles similar to Gloucester. While domestic emissions are the highest emitting sector in Gloucester, transport is the highest emitting sector in the UK (27%), followed by energy supply (21%), businesses (17%) and residential sector (15%). Similarly, Gloucester transport and commercial are also a key source of emissions.

Gloucester City Council Emissions Baseline

- 4.3 Gloucester City Council (GCC) is working towards net zero for its own operations by 2030. This target is aligned with its net zero target by 2045 for Gloucester District.
- 4.4 GCC emissions have been estimated by establishing an organisational boundary based upon operational control.
- 4.5 Assets owned by the council but leased to tenants or operated by third parties, have been excluded from the GHG baseline. Emissions from the operation of Gloucestershire Airport, partially owned by GCC, are referenced in section 4.7 of the GCAP.
- 4.6 The baseline year of 2021 was identified as the most recent year for which data was available covering the calendar period from January to December. Total carbon dioxide equivalents (CO₂e) emissions in 2021 accounted for 3,381 tCO₂e.
- 4.7 Scope 1 emissions accounted for 1,816 tCO₂e and represent more than half of all GHG emissions, followed by scope 3 with 28% and scope 2 with 18.3%. The biggest

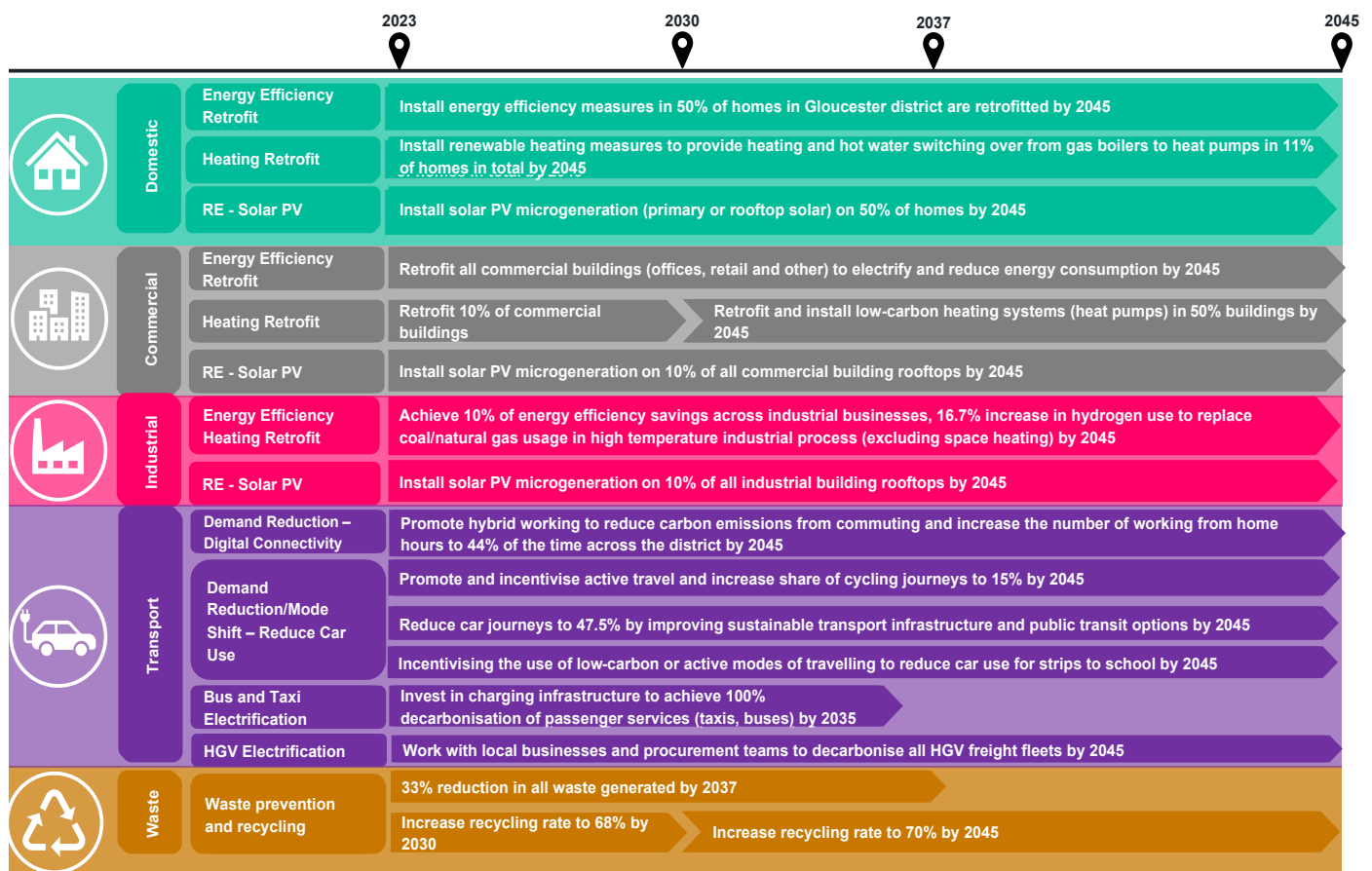
¹ 2019 has been selected as the base year instead of 2020, the last year of data available, recognising the impact and disruption caused by the COVID pandemic.

source of emissions is the consumption of gas in non-domestic buildings (37.7%), followed by electricity consumption in non-domestic buildings (18.3%) and fuel consumption by the council’s vehicle fleet depot (16%). For scope 3 emissions, well-to-tank emissions (WTT) are from the extraction, refining and transportation of the fuel consumed by the council’s operations, this will be reduced as electricity, gas, and fuel consumption decreases.

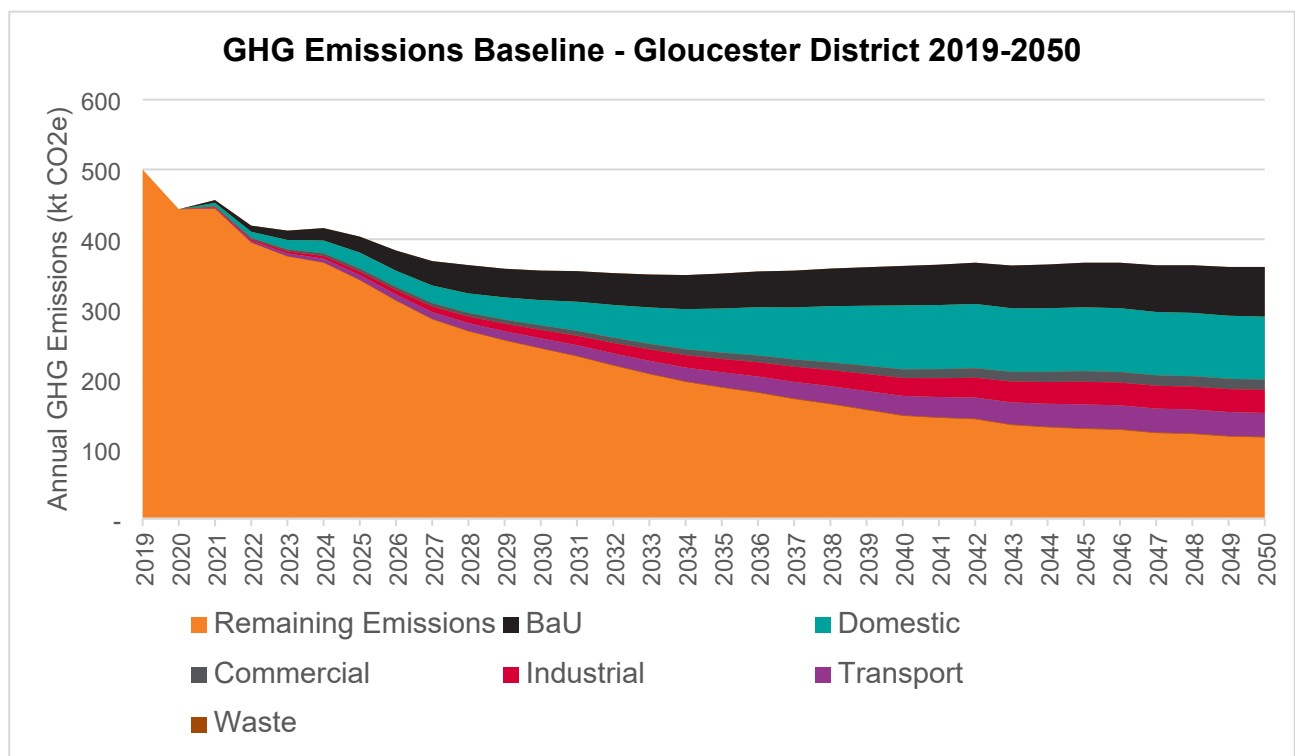
4.8 Decarbonisation of the electricity grid by 2030 (and further by 2050) means that emissions will reduce on their own as has already occurred in recent years. However, energy efficiency measures will need to continue to achieve net zero by 2030.

Gloucester District Pathway to Net Zero by 2045

4.9 To identify a pathway to net zero by 2045 for Gloucester District, the GHG reduction analysis was divided into five areas of opportunities: Domestic, Commercial, Industrial, Transport, Waste.

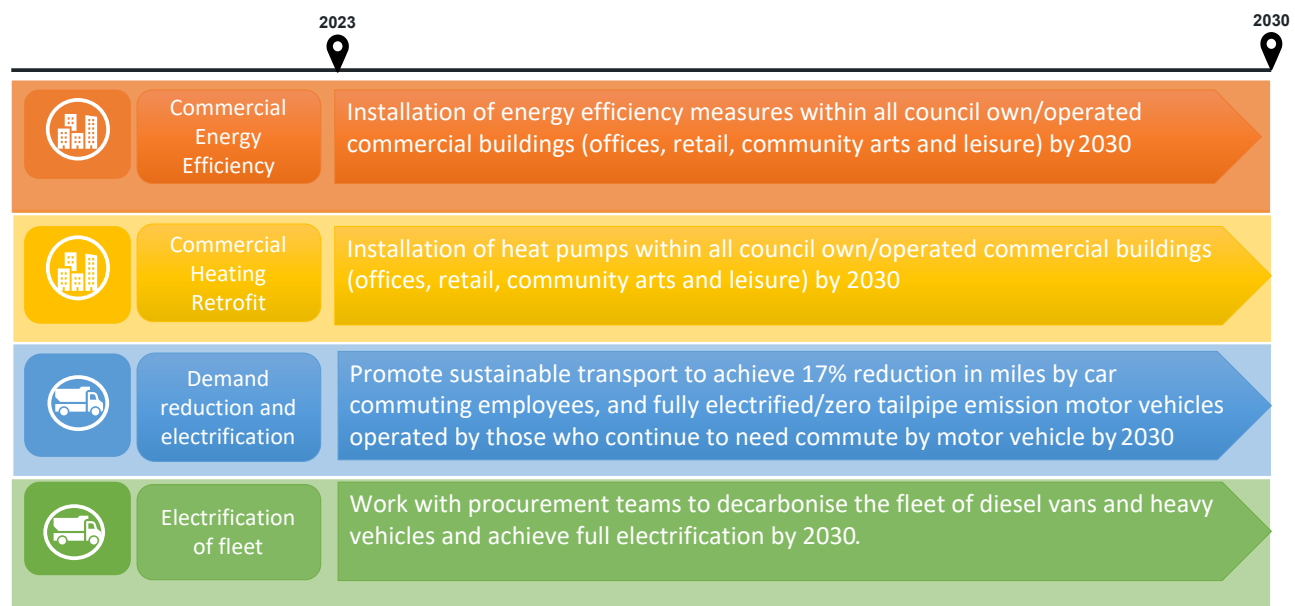


4.10 The contribution each theme can make to district decarbonisation has been modelled by the Climate Action Plan as follows:

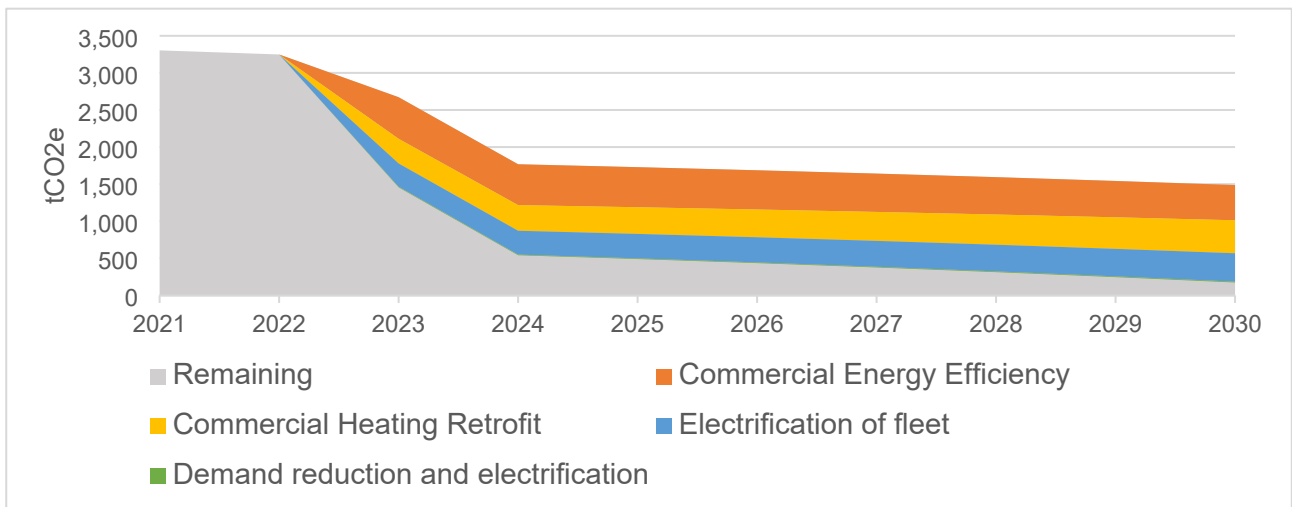


Delivering a Net Zero Carbon Gloucester City Council by 2030

4.11 To identify a pathway to net zero by 2030 for Gloucester City Council, the GHG reduction analysis was divided into five areas of opportunities: Commercial Energy Efficiency; Commercial Heating Retrofit; Demand Reduction and Electrification; Electrification of Fleet:

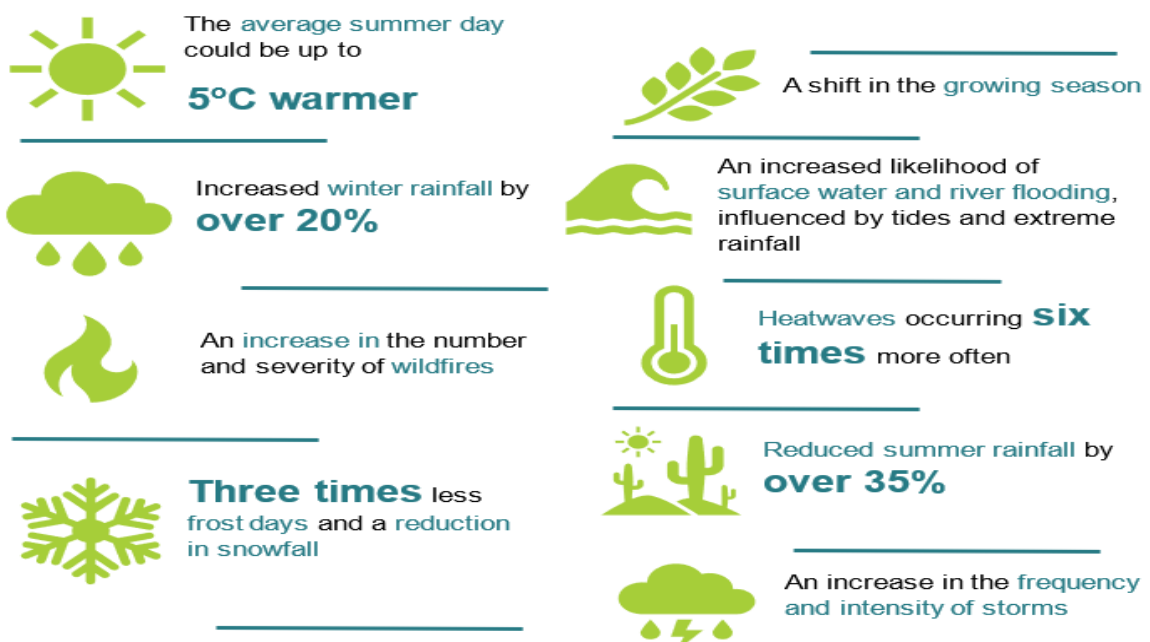


4.12 The contribution each theme can make to City Council decarbonisation has been modelled by the Climate Change Action Plan as follows:



5.0 Climate Risk and Vulnerability Assessment (CRVA)

- 5.1 The nature and extent of potential climate change risks and areas of vulnerability for Gloucester have been identified in a Climate Risk and Vulnerability Assessment (CRVA). The assessment was undertaken using the latest UK Climate Projections information and indicators (Met Office, 2022) (Arnell, 2021). The risks and opportunities were rated as low, medium, high and very high; in line with the corporate risk matrix and GCoM reporting standards. This was assessed based on the likelihood of the climate hazard occurring and, should the climate hazard occur, what would the impact or disruption look like.
- 5.2 WSP has used the latest UK Climate projections (UKCP18) and related tools to identify projected changes in climate for Gloucester. Based on these projections, by the 2080s, Gloucester will experience:



5.3 As part of the CRVA, WSP were tasked with identifying priority risks to district and council arising from modelled climatic changes:

Theme	Priority Risks
Community Wellbeing	<ul style="list-style-type: none"> ■ Unsafe working conditions and reduced employee productivity. ■ Pressure on emergency, education, and health services. ■ Risks to physical and mental health. ■ Risk to the homeless. ■ Inability to travel, leading to isolation, missed medical appointments etc. ■ Increase in antisocial behaviour and crime. ■ Issues with deliveries of supplies such as food or medicine. ■ Forced migration and civil conflict.
Infrastructure (IT, transport, energy)	<ul style="list-style-type: none"> ■ Damage to infrastructure, such as IT equipment. ■ Road / rail accidents. ■ Disruption of transport, including congestion and delays. ■ Loss of power.
Biodiversity and Environment	<ul style="list-style-type: none"> ■ Damage to and/or loss of crops. ■ Increase pressure on water supply. ■ Damage to young trees, impacting establishment. ■ Increased tide levels, due to wind and sea level rise, leading to increased risk of flooding. ■ Increased tree and branch fall. ■ Increase in pests, pathogens, and invasive species. ■ Decline in species populations and habitats.
Housing and Buildings	<ul style="list-style-type: none"> ■ Damage to / flooding of vulnerable assets, such as schools, care homes, children's homes, health centre's etc. ■ Flooding of homes and businesses. ■ Increase in risk of subsidence or landslides. ■ Destruction of homes and businesses due to wildfire or storms. ■ Displacement of residents. ■ Risk of mould.
Waste and Water	<ul style="list-style-type: none"> ■ Introductions of water restrictions ■ Contamination of water supplies ■ Reduced efficiency of burning waste ■ Water supply interruptions ■ Asset flooding ■ Strain on street cleaning services
Culture Leisure and Tourism	<ul style="list-style-type: none"> ■ Increase in public safety concerns regarding health. ■ Loss of business. ■ Overheating of outdoor sports facilities. ■ Increased risk of fire.

- 5.4 Having identified key risks to the district arising from global warming and associated climatic changes, the CRVA also provides extensive examples of how local authorities and key stakeholders within the municipal boundary can reduce localised impacts of climate change risks.

6.0 Social Value Considerations

- 6.1 WSP have prepared an educational tool for third parties and key stakeholders in the district for the purposes of fulfilling their social value obligations under the contract with the Council. This tool comprises a recording that has now been provided by WSP and will be made available to private and third sector stakeholders in January 2024.

7.0 Environmental Implications

- 7.1 The environmental implications of the Climate Action Plan and Climate Risk and Vulnerability Assessment are both local and global. In terms of climate impact, reductions in Gloucester City Council and the wider district's greenhouse gas emissions will contribute to the U.K's Nationally Determined Contribution to international efforts to limit human-induced global warming to 1.5C above pre-industrial levels. Doing so will limit the extreme weather and climate-related risks associated with global warming (see section 5.0).
- 7.2 The Climate Risk and Vulnerability Assessment reflects the need to plan for the mitigation of global warming-induced extreme weather that is likely at current and future levels of global warming that are now unavoidable. By taking a rigorous, strategic approach to climate risk in the district as early as possible, we can reduce risks to human life and public service continuity.
- 7.3 The Climate Action Plan's focus on the necessity for capital investment in building fabric, the energy system, and surface transport decarbonisation presents a range of commercial and employment opportunities for the residents of Gloucester, helping to sustain and enhance economic prosperity in the district. The fiscal multiplier associated with such economic activity will also have cascading effects for the wider local economy.

8.0 Alternative Options Considered

- 8.1 The alternative option would be for the City Council to have not undertaken delivery of the Climate Action Plan and CRVA. However, this would not have been conducive to the delivery of an orderly approach to decarbonisation at the level of either the district or council. Furthermore, both a comprehensive Climate Action Plan and CRVA are conditions of membership of the Global Covenant of Mayors for Energy and Climate.

9.0 Reasons for Recommendations

- 9.1 In 2019, Gloucester City Council (GCC) declared a climate emergency. In doing so the council committed to reaching net zero emissions across its own functions by 2030 and working towards net zero emissions across the wider district by 2050; this target was subsequently brought forward to 2045 in November 2021 in line with the higher confidence thresholds of the Intergovernmental Panel on Climate Change's (IPCC) 1.5°C report.

- 9.2 In approving the recommendations of this report, Council will be supporting further progress towards the achievement of its stated decarbonisation goals in consultation with key stakeholders and residents of Gloucester.

10.0 Future Work and Conclusions

- 10.1 Subject to adoption by Council, the Climate Change Strategy and Action Plan should be put out for public consultation.
- 10.2 Subject to any final amendments, the Climate Action Plan should, using all best endeavours, be actioned by relevant officers under the direction of relevant Cabinet Member, Managing Director, Climate Change and Decarbonisation Lead.
- 10.3 In compliance with members of the Global Covenant of Mayors for Energy and Climate, biennial monitoring of progress should be undertaken and made publicly available.

11.0 Financial Implications

- 11.1 This strategy highlights areas which will need to be considered to achieve our climate goals. This will involve significant capital projects to improve our estate and revenue funds to highlight and promote the strategy with our partners. Individual business plans for projects will be required for future projects, highlighting financial implications through the development of business plans which show investment and payback timeframes.

12.0 Legal Implications

- 12.1 The overarching legislative context of the Gloucester Climate Action Plan is the Climate Change Act 2008. This Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050.
- 12.2 Where specific projects or actions are required going forward to support the Gloucester Climate Action Plan further legal advice and support will be sought from One Legal.
- 12.3 The Council must ensure that any decisions taken must be in accordance with the Council's Constitution and Financial Rules, particularly in regard to decision making, implementation of strategy/action plans and any funding requirements.

13.0 Risk & Opportunity Management Implications

- 13.1 The Climate Action Plan and Climate Risk and Vulnerability Assessment represents an active attempt at managing local risks associated with global warming in a rational, strategic, and progressive manner. In identifying risks and opportunities for decarbonisation in the district, officers will be able to deliver projects with more robust business cases and target areas for greatest decarbonisation potential.

14.0 People Impact Assessment (PIA) and Safeguarding:

14.1 Supplied. The initial screening indicated that the implementation of this climate action plan will have largely positive impacts on those with protected characteristics, as those people tend to be more affected by climate change and risk. However, individual projects arising from the Plan will require their own People Impact Assessments as and when they come forward.

15.0 Community Safety Implications

15.1 By reducing the potential for social disruption presented by global warming-induced extreme weather, the Climate Action Plan and Climate Risk and Vulnerability Assessment will deliver long-term benefits in respect of Community Safety.

16.0 Staffing & Trade Union Implications

16.1 None.

Background Documents: Gloucester City Council Climate Action Plan.



Gloucester Climate Change Strategy

Table of contents

1. Introduction and Context	06
2. Why is a Climate Change Strategy Needed?	08
3. Our Approach to the Climate Change Strategy	10
4. Mitigation – Achieving Net Zero Emissions	19
5. Adaptation – Understanding Vulnerability to Climate Change	46
6. Delivering our Climate Change Strategy	63
7. Glossary	67
8. Key References	71

Foreword



Councillor Richard Cook
*Leader of the Council
and Cabinet Member for
Environment.*

As Leader of Gloucester City Council and Cabinet Member for Environment, I am only too aware of the gravity of the climate crisis, the urgency required to address it, and the appetite of both Councillors and the people of our city to see action at both the level of the council and the wider district.

That is why we are committed to delivering Net Zero Emissions across the council's functions by 2030 – having brought the target forward five years – and to do everything within the council's powers to achieve carbon neutrality across the wider district by 2045: in line with the findings of the Intergovernmental Panel on Climate Change's 1.5C report.

The council has already successfully lobbied the Government to reduce taxes on home energy measures, such as insulation and solar panels; called for support for onshore wind and low carbon building renovation, which presents huge opportunities to upskill Gloucester's workforce; and we have become a member of both the Global Covenant of Mayors for Energy and Climate and the UK100 group of councils committed to vigorous action on decarbonisation.

By supporting the rollout of electric vehicle charge points across the district, consuming 100% renewable electricity, helping residents to maintain high recycling rates, and delivering an ambitious programme of tree and wildflower meadow planting, and water course naturalisation, Gloucester City Council is already demonstrating its appetite for practical and effective climate action, but we understand that there is so much more we need to do.

This strategy represents a big step forward our understanding of the Council's and wider district's emissions and, for the first time, combines this information with decarbonisation pathways and credible approaches to achieving our goals.

But we also recognise – in light of the droughts, extreme heat events, flooding, and other increasing signals of global warming – that the Council has a duty to help the city prepare for a future in which the climate we have known becomes much less predictable, which is why an important element of the Climate Change Strategy is its climate risk assessment.

And we are taking that leadership role on climate resilience even further as lead council for climate change adaptation on the cross-county body Climate Leadership Gloucestershire. Our mission in that role is ensure that all districts within the Gloucestershire County Council area are prepared for the climatic changes that existing and future greenhouse gas emissions now make inevitable.

The transition to a low carbon world presents huge challenges, but it also presents huge opportunities. For jobs, security, and prosperity. We, as a Council, cannot deliver this transition alone – for that, we need to work with businesses, our ambitious higher education sector, and the people of Gloucester – but we can show leadership through reducing our own carbon footprint, working with other districts and the county council to increase the impact of these measures, and improve the district’s preparedness to climate change.

In that role, we take inspiration from the faith, industry, and long-term vision of the people who built our city’s world-famous cathedral. This strategy represents our own attempt to build something of which Gloucester and its people can be equally proud.

Executive Summary

Gloucester City Council (GCC) is committed to reaching net zero emissions across its own functions by 2030 and working towards net zero emissions across the wider district by 2045.

GCC announced a climate emergency in July 2019, joining over 300 local authorities and councils in England aiming to be carbon neutral 20 years before the national target. Local leadership as well as well as partnerships between central and local government is needed to tackle climate change.

Councils are well placed to support the Government to meet its net zero emissions target by 2050. The Gloucester Climate Change Strategy (GCCS) has been developed for Gloucester District to enable communities, local businesses, and every household to work towards meeting the district's ambitious 2045 net zero target and enhance resilience to the impacts of climate change. The GCCS also provides actions for GCC to achieve net zero emissions by 2030 across its own operations.

This GCCS provides a set of actions across mitigation and adaptation efforts focused on areas of opportunities. By adopting these actions, the associated reduction in emissions will contribute to building a more environmentally, sustainable and resilient Gloucester.

With the proposed energy, transport and waste interventions implemented by 2045, Gloucester could achieve a 76.3% reduction in GHG emissions in the district and a 95% reduction in GHG emissions in Gloucester City Council's own functions by 2030.

By 2045, homes in the District of Gloucester will need to install heating measures for space heating and hot water to achieve the greatest reductions in GHG emissions in the district.



By 2030, installing energy efficiency measures in offices, retail and other types of commercial properties provides significant carbon reduction for the council's own operations.

To achieve net zero emissions goals, carbon removals and offsets would be required. The protection and regeneration of green spaces, ecosystems and biodiversity can provide opportunities for carbon removal to Gloucester District and GCC, in addition to increased well-being.

1. Introduction And Context

1.1. Local Context

In 2019, against the backdrop of growing concern about the climate crisis, Gloucester City Council (GCC) declared a climate emergency. In doing so the council committed to reaching net zero emissions across its own functions by 2030 and working towards net zero emissions across the wider district by 2045.

Since 2019, the council has developed a range of sustainability and climate change policy documents. These included the 2022 Green Travel Plan and a 2020 Carbon Baseline for its own functions and the Gloucestershire airport estate, incorporating actions to reduce emissions. In 2020, GCC set out in a report called Tackling Climate Change Roadmap, the actions that the council, its partners and Gloucester citizens can take to achieve the objectives of the Climate Change Emergency resolution as adopted in July 2019. The roadmap provided a broad overview of how the council could achieve its ambition. Climate change is also a key feature in the Gloucester City Plan 2011-2031 which engages with issues such as nature recovery, biodiversity, adaptation to flooding, renewable energy, sustainable neighbourhoods, air quality and transport. Further sustainability commitments can be found within the council’s 2022-2024 Plan including promises to continually monitor and annual report on energy use across the council’s estate, and to ensure that all capital projects funded by the council are net zero in operation with the ambition to be net carbon zero in construction too.

Through the UK100’s Local Power in Action programme and Climate Leadership Gloucestershire, GCC is working collaboratively with local partners to achieve its sustainability goals. In January 2023 the council joined all Gloucestershire local authorities in taking collective action to deliver net zero transport, agreeing to work together on a county-wide project to tackle transport decarbonisation and achieve net zero by 2045. This commitment includes aligning Local Plans and Local Transport Plans with the county’s net zero goals, supporting local efforts to create sustainable neighbourhoods and encouraging more active travel. GCC is also part of Climate Leadership Gloucestershire (CLG) which brings together councils and other strategic partners covered by the County Council. At a wider scale Gloucester City Council is a member of the Global Covenant of Mayors (GCoM) and the UK100 Network. See section 6.6 for further information about partnerships.



Gloucester Cathedral from Gloucester Docks - water is central to life in the city.

1.2. National And International

At a national level the UK Government has set a target of achieving net zero emissions across the entire country by 2050 and, under its commitment to the Paris Agreement, has pledged to cut emissions by 68% by 2030. To achieve this the UK government has developed a Net Zero Strategy which sets out policies and proposals for decarbonising all sectors of the UK economy to meet the 2050 target. The Climate Change Act (2008) forms the basis of the country’s legally binding net zero target and requires the government to set ‘carbon budgets’ to act as stepping stones towards 2050.

At a global scale the UN Climate Change Conference Paris Agreement (2015) was the world’s first comprehensive climate treaty and commits the majority of the world’s governments to addressing climate change. In particular the Agreement aims to limit global temperature increase to below 2 degrees Celsius, while pursuing efforts to limit the increase to 1.5 degrees. The Intergovernmental Panel on Climate Change’s (IPCC) Sixth Assessment Report (published between 2021-2023) issued a ‘code red’, projecting that significant climate-related changes will be felt in all global regions in the coming decades.

The UK Climate Change Risk Assessment (CCRA) sets out the risks and opportunities facing the UK from climate change. It includes summaries and sector-specific briefings that explore climate risks and opportunities across the UK. The CCRA provides the evidence base for the Government’s National Adaptation Programmes, the third of which (NAP3) was published in July 2023. The NAP3 sets out a strategic five-year plan to boost resilience and protect communities against climate change risks. Defra has published key documents including Climate Change Adaptation: Policy Information and Good Practice Guidance for Local Government.

The Climate Change Committee (CCC) is an independent statutory body established under the Climate Change Act 2008 which advises the UK and devolved governments on mitigation and adaptation plans. It has called for making resilience to climate change a national priority and advised increasing the pace and ambition of policy development and implementation of climate action.

The Paris Agreement recognises the role of local governments in meeting it’s ambitious goal of limiting global warming to 1.5°C. City government networks like the Global Covenant of Mayors for Climate & Energy (GCoM) share a long-term vision of supporting voluntary action to combat climate change in line with the Paris Agreement. While there are currently no statutory targets or mandatory reporting mechanisms for local authorities in England, growing pressure may change this in the coming years. This presents an opportunity for Gloucester City Council to get ahead of the curve, lead by example and achieve its vision of a more environmentally sustainable and resilient Gloucester.



2. Why is a Climate Change Strategy Needed for Gloucester?

2.1. The Purpose of Gloucester Climate Change Strategy (GCCS)

This Gloucester Climate Change Strategy (GCCS) is a tool to ensure that climate and nature are considered in all decision-making and investments and sets out the vision and actions for achieving net zero.

GCC has worked with WSP to develop this GCCS for stakeholders to work towards net zero emissions across the Council's own functions by 2030 and across the wider district by 2045. The GCCS estimates the carbon savings of existing actions and identifies additional interventions required to achieve the net zero goal. In line with GCC's commitments, the decarbonisation interventions outlined within the GCCS primarily focuses on scope 1 and 2 emissions.

As part of the GCCS, WSP also supported GCC with undertaking a Climate Risk and Vulnerability Assessment (CRVA). This Assessment is a tool for identifying and prioritising the council's climate change related risks and tests the effectiveness of existing climate risk management strategies to cope with the predicted effects of climate change.

The Assessment considers baseline climate, climate projections and key climate hazards. It also assesses the risk to vulnerable groups and engages with internal stakeholders to identify potential threats and opportunities.

2.2. Key Drivers

GCC recognises the urgency of climate change and is committed to tackling the climate emergency. The council also recognises its duty to help achieve the UK's legally binding net zero emissions target by 2050 and the Sixth Carbon Budget required under the Climate Change Act. Even though the Act does not include a statutory duty for local authorities, the council has set ambitious climate action targets for the council's own operations and Gloucester District as listed below:

- ▶ Meet Gloucester's net zero commitments (net zero emissions across the council's own functions by 2030 and across the wider district by 2045);
- ▶ Increase public awareness of climate change; and
- ▶ Enable Gloucester, its citizens and biodiversity to adapt to the changes brought about by climate change to ensure the maintenance of a high quality of life.



Flooding in Gloucester, which a warming is projected to intensify.

2.3. Vision and Objectives

The Council Plan 2022-2024 sets out Gloucester City Council’s strategic direction over the next three years with a vision for the council, its partners and residents “to build a greener, fairer, better Gloucester.” To achieve this, the GCCS identified five sectoral focus areas for which actions will be identified within the objectives:

- ▶ **Energy:** Promote energy efficiency, reduce energy consumption, decarbonise heating and increase renewable energy generation in domestic, industrial, and commercial properties in Gloucester District and Gloucester City Council.
- ▶ **Transport:** Promote sustainable modes of transport, including hybrid working practices, enable the electrification of transport, while supporting walking and cycling, and improving public and multi-modal transport in Gloucester District and Gloucester City Council.
- ▶ **Waste:** Promote the reduction of waste generated and increase recycling rates in Gloucester District and Gloucester City Council.
- ▶ **Biodiversity:** To safeguard and create green spaces that enhance biodiversity, facilitate active travel, link neighbourhoods, and protect communities from the impacts of the climate crisis in Gloucester District and Gloucester City Council.
- ▶ **Resilience:** Ensure that people, nature, our prosperity, and way of life in Gloucester District and Gloucester City Council are adaptable to a changing climate and strengthen the ability to anticipate and cope and recover from unavoidable impacts.

|| The GCCS supports GCC to:

- ▶ Provide a comprehensive, public-facing, evidence-based Climate Change Strategy aligned with GCC’s targets; and
- ▶ Increase the resilience of Gloucester to climatic consequences of human-induced global warming.



3. Our Approach to The Gloucester Climate Change Strategy (GCCS)

The Gloucester Climate Change Strategy (GCCS) has been prepared to bring strategic rigour Gloucester City Council’s (GCC) commitment to achieving net zero emissions across its own functions and carbon neutrality across the wider district. The Plan has been developed in collaboration with GCC officers who have contributed to:

- ▶ **Mitigation – Achieving Net Zero Emissions:** Establishing a baseline for emissions for the district and GCC to identify actions to achieve net zero emissions by 2045 and 2030 respectively.
- ▶ **Adaptation – Understanding Vulnerability to Climate Change:** Assessing climate risk and vulnerability to determine actions to improve the GCC’s resilience to climate change.

3.1. Mitigation – Achieving Net Zero Emissions

To identify the actions included in the GCCS, GCC councillors and internal stakeholders participated in two workshops to provide information and validate the analysis and results provided by the team at WSP. Figure 3-1 describes our methodology, while the section below describes the approach and baseline emissions for the district and GCC:

- Part 1 – Gloucester District Emissions Baseline
- Part 2 – Gloucester City Council Emissions Baseline



Figure 3-1. The Process of the Climate Mitigation Assessment. Source: WSP

Step 1:	Step 2:	Step 3:	Step 4:
Collecting data to model Gloucester District and Gloucester City Council carbon baseline.	Developing carbon baseline of emissions for Gloucester District and Gloucester City Council carbon baseline and identify and validate key sectors and emissions trends.	Identify areas of opportunity for decarbonisation and existing actions.	Design and validate actions by adjusting the level of efforts with stakeholders and model the path to net zero emissions.

|| Part 1 - Gloucester District Emissions Baseline

To achieve its goal of net zero emissions across the Gloucester District by 2045, GCC must identify a set of actions and the stakeholders responsible for their delivery. A base year, 2019, has been identified to measure, monitor, and report the progress towards net zero emissions by 2045. Actions have been identified by estimating baseline carbon emissions for the district for 2019 that considers historical trends since 2005.

A business-as-usual (BAU) scenario was modelled to account for the impact for Gloucester of the implementation of national level policies, plans, and trends, assuming a continuation of the ongoing effort and fulfilment of existing commitments. Even with no further interventions, the BAU scenario represents a significant reduction in emissions, as outlined in policies detailed below. Modelled policies include:

- ▶ Domestic Minimum Energy Efficiency Standard (MEES);
- ▶ Transport electrification, including ICE (internal combustion engines) sale ban in 2035; and
- ▶ Electricity grid decarbonisation.

|| Gloucester District Historic Carbon Emissions 2005-2019

Carbon emissions have reduced 26% from 2005-2019 as shown in Figure 3-2. In 2019, emissions accounted for 495 KtCO₂e. These emissions have been quantified by developing an energy carbon model for Gloucester District based on WSP's local authority tool. The model primarily uses the Department for Energy Security and Net Zero -DESNZ (2021) sub-national total final energy consumption data to characterise the district and understand the total scale of the actions needed to achieve net zero emissions by 2045. The trends observed in Gloucester District historic carbon emissions from 2005 and 2019 include:

- ▶ Emissions from gas consumption (43%) are the highest of all fuels, followed by electricity (28%) and petroleum (28%) as shown in Figure 3-2 and Figure 3-3. However, the decarbonisation of the electricity grid has meant that emissions from electricity consumption have declined rapidly, a trend that DESNZ predicts will continue as shown in Treasury Green Book projections.
- ▶ In Gloucester, the domestic sector is the dominant energy end use (34%), closely followed by industry (29%), and then transport (24%). The carbon intensity of electricity is now lower than that of gas. In order to meet the District and UK carbon emissions targets, the district must prioritise a shift away from gas use in domestic and commercial buildings, as well as a move to electrifying the transport sector to avoid the use of fossil fuels, such as petrol or diesel.
- ▶ Fuel consumption Gloucester is aligned with UK trends. In 2019, in the UK 41% of emissions came from gas, used for heating homes, while petroleum is mostly used in road vehicles similar to Gloucester. While domestic emissions are the highest emitting sector in Gloucester, transport is the highest emitting sector in the UK (27%), followed by energy supply (21%), businesses (17%) and residential sector (15%). Similarly, Gloucester transport and commercial are also a key source of emissions.

Figure 3-2. Gloucester District Carbon Emissions by Fuel Type 2005-2019

Source: WSP with Data from DESNZ

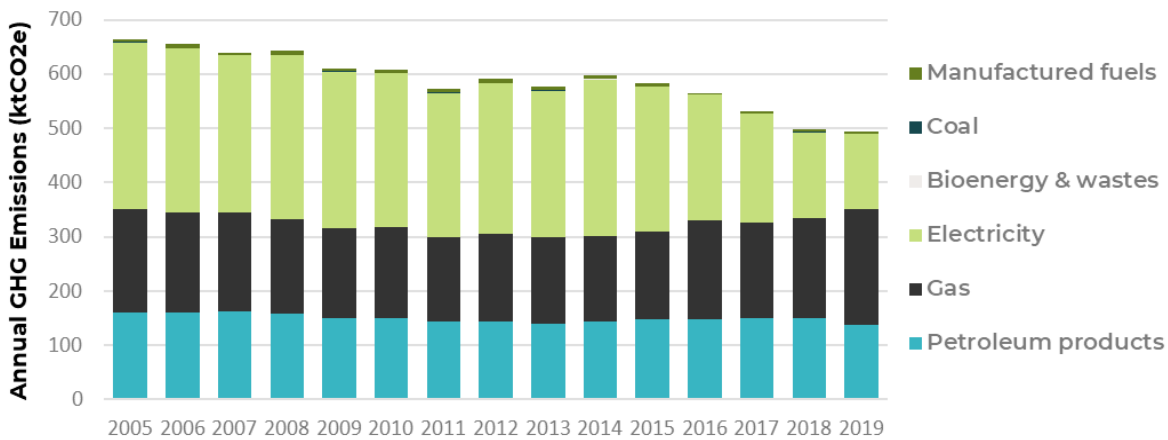
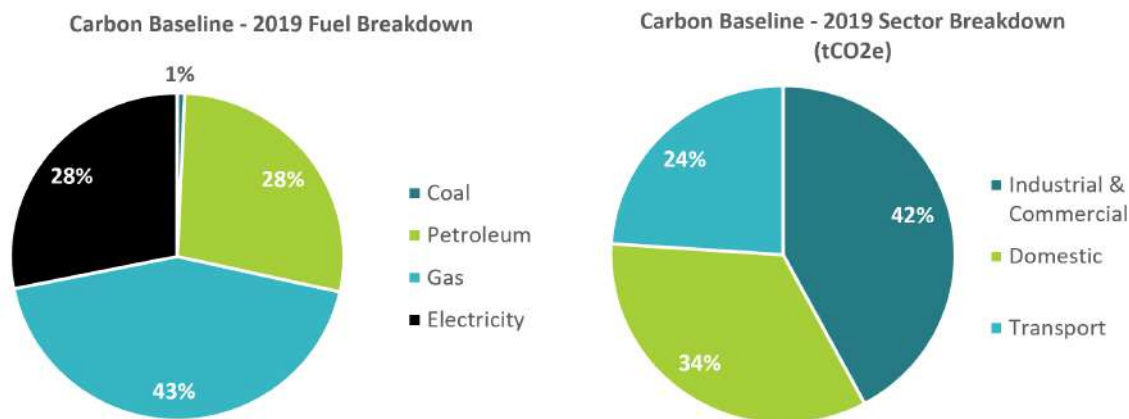


Figure 3-3. Annual Gloucester District Carbon Emissions Splits in 2019.

Source: WSP with Data from DESNZ

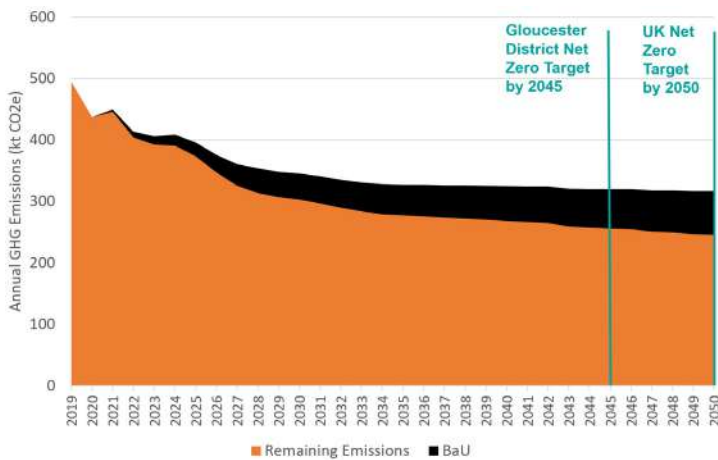


Delivering a Net Zero Carbon Gloucester by 2045

The UK's electricity grid is projected to continue to decarbonise as more renewable energy is connected, as reflected in the 'Business-as-Usual' (BaU) scenario. As a result, further electrification will lower emissions, supporting Gloucester District's ambition of achieving net zero emissions by 2045. However, achieving net zero emissions will not be possible without further action.

Figure 3-4 outlines the carbon emissions trajectory for Gloucester District up to 2050. The black area shows the estimated emission reduction on a BaU scenario. The orange area represents remaining emissions after BaU policies have been modelled.

Figure 3-4. Gloucester District BaU Carbon Emissions for 2017-2050. Source: WSP using DESNZ data for Baseline.



The GCCS response to this is set out later in this report (in Section 4. Achieving Net Zero Emissions) which outlines the actions Gloucester stakeholders will take to achieve the district’s net zero emissions target by 2045, in line with the UK’s net zero emissions target by 2050. This approach will focus on reducing remaining emissions (light green areas of the above figures), by installing renewable energy-based heating and cooling systems or encouraging active travel, public transport, and EVs for personal travel and commercial freight.

Part 2 – Gloucester City Council Baseline Emissions

Gloucester City Council (GCC) is working towards net zero for its own operations by 2030. This target is aligned with its net zero target by 2045 for Gloucester District. As a signatory of the Global Covenant of Mayors for Climate & Energy (GCoM), GCC is committed to implement policies and undertake actions to limit greenhouse gas emissions and track progress toward the GCoM objectives.

GCC emissions have been estimated by establishing an organisational boundary based upon operational control. This was identified and validated through collaboration and discussions with the GCC Climate Change and Decarbonisation Lead and council officers, and a review of relevant data sources, activities and assets.

The GHG Protocol’s Corporate Standard was followed to prepare Gloucester City Council’s emissions baseline which has been quantified using a ‘calculation approach, whereby data linked to activities (e.g. litres, tonnes, kWh etc.) is taken and converted to a mass value for GHG emissions using supplier specific and UK Government factors.

All scope 1 and 2 emissions from within the organisational boundary have been included as shown in Table 3-1. However, inclusion of scope 3 emissions is based on level of influence and data availability within Gloucester City Council. Assets owned by the council but leased to tenants or operated by third parties, have been excluded from the GHG baseline. Emissions from the operation of Gloucestershire Airport, partially owned by GCC, are referenced in section 4.7 of this GCCS and previously recommended actions to GCC will be delivered as part of the GCCS. It is anticipated that more Scope 3 emission sources will be included in future years as more data become available; Of the 15 categories included in the Scope 3 Guidance of the Greenhouse Gas Protocol, categories 1, 3, 5 and 7 have been estimated as described in the table below. Emissions from downstream assets and investments that are not yet included in scope 1 or scope 2 could be included in future estimates.

Table 3-1. 2021 Gloucester City Council Baseline Carbon Emissions and Assumptions. Source: WSP

Scope	Category	Description
Scope 1	Gas and Fuel	Direct emissions from company vehicles, generation of electricity and refrigerant gas leaks
Scope 2	Electricity consumption	Purchased electricity for own use
Scope 3	Category 1 – Purchased goods and services	Extraction, production, and transportation of goods and services purchased
Scope 3	Category 3 – Upstream well-to-tank emissions (WTT)	Extraction, refining and transportation of the raw fuel sources prior to their combustion (known as well-to-tank (WTT)).
Scope 3	Category 3 – Transmission and distribution (T&D) losses	Electricity transmission and distribution losses
Scope 3	Category 5 – Waste	Disposal and treatment of waste generated: <ul style="list-style-type: none"> ▶ Waste data was available for 2021-2022 months, this was assumed to be representative of the 2021 reporting year.
Scope 3	Category 5 – Water	Water consumption and treatment: <ul style="list-style-type: none"> ▶ Water data was available for 2021-2022 months, this was assumed to be representative of the 2021 reporting year.
Scope 3	Category 7 – Employee hybrid working	Hybrid working: <ul style="list-style-type: none"> ▶ Total number of employees for 2021 provided by GCC; ▶ Assumed 48 working weeks a year (accounting for bank holidays and annual leave); ▶ Assumed 7.5 hours worked per day.
Scope 3	Category 7 – Employee commuting	Employee commuting

|| Gloucester City Council Baseline Emissions 2021

The baseline year of 2021 was identified as the most recent year for which data was available covering the calendar period from January to December. Total carbon dioxide equivalents (CO₂e) emissions in 2021 accounted for 3,381 tCO₂e, as set out in Table 3-2.

Insights from GCC baseline emissions in 2021 are illustrated in Figure 3-5 and Table 3-2 and described below:

- ▶ Scope 1 emissions accounted for 1,816 tCO₂e and represent more than half of all GHG emissions, followed by scope 3 with 28% and scope 2 with 18.3%, as shown in Figure 3-5.
- ▶ The biggest source of emissions is the consumption of gas in non-domestic buildings (37.7%), followed by electricity consumption in non-domestic buildings (18.3%) and fuel consumption by the council’s vehicle fleet depot (16%).
- ▶ For scope 3 emissions, well-to-tank emissions (WTT) are from the extraction, refining and transportation of the fuel consumed by the council’s operations, this will be reduced as electricity, gas, and fuel consumption decreases.
- ▶ Decarbonisation of the electricity grid by 2030 (and further by 2050) means that emissions will reduce on their own as has already occurred in recent years. However, energy efficiency measures will need to continue to achieve net zero by 2030, by reducing the amount of energy needed by households and businesses, they will also reduce energy bills. These energy efficiency measures include the installation of triple glazing, cavity wall, insulation and energy saving light bulbs.

Figure 3-5. Gloucester City Council Carbon Emissions 2021 Breakdown per Scope and Categories.
Source: WSP

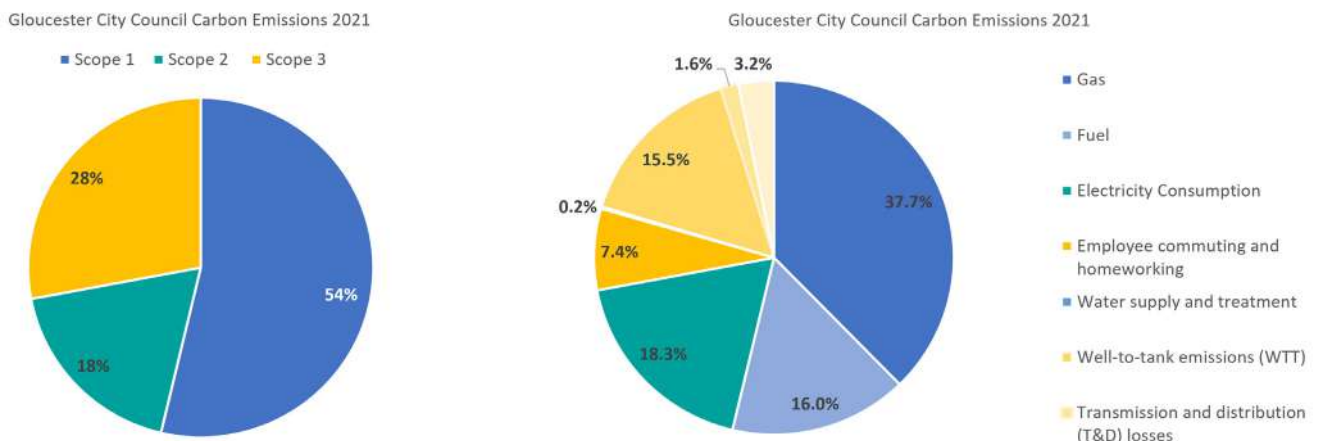


Table 3-2. Outline of GCC Operational Carbon Emissions in 2021. Source: WSP

Reporting Area	Category	2021 Total (tCO2e) (Location Based)	2021 Total (tCO2e) (Market Based)	Totals (tCO2e)
Scope 1	Gas	1,274	1,274	1,816
Scope 1	Fuel	542	542	
Scope 2	Electricity Consumption	620	1,025	620
Scope 3	Employee commuting and homeworking	251	251	868
Scope 3	Water supply and treatment	7	7	
Scope 3	Upstream well-to-tank emissions (WTT)	525	525	
Scope 3	Transmission and distribution (T&D) losses	55	55	
Scope 3	Waste	108	108	
Total		3,381	3,787	3,381

Note: Decimal number rounded to the nearest whole number.

Delivering a Net Zero Carbon Gloucester City Council by 2030

For GCC, net zero by 2030 means limiting the use of fossil fuel across all scopes:

<p>Scope 1:</p> <p>Heating buildings, ensuring council-owned buildings such as offices, are designed or retrofitted to be low-carbon;</p>	<p>Scope 2:</p> <p>Electricity use in the council is an important source of emissions, as the grid decarbonises the council can adopt energy efficiency and renewable energy technologies;</p>	<p>Scope 3:</p> <p>employee commuting, fostering a transition to sustainable transport modes; and</p>	<p>Scope 3:</p> <p>Influence on the supply chain by requiring their suppliers and contractors to be working towards net zero, for example through sustainable procurement policy.</p>
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3.2. Adaptation – Understanding Vulnerability to Climate Change

Climate Risk and Vulnerability Assessment (CRVA)

GCC is aiming for net zero by 2030, and also to create a city that is resilient to climate change impacts. The nature and extent of potential climate change risks and areas of vulnerability for Gloucester have been identified in a Climate Risk and Vulnerability Assessment (CRVA). The assessment was conducted through investigating potential climate hazards, such as heatwaves or storms, the subsequent risks to the city and its community that may occur as a result of those hazards, and existing protections against those risks and hazards. However, the changing climate not only poses risks to the city, its residents and the organisations and businesses that call it home, but also provides opportunities; such as enhancing biodiversity and landscaping, improving health and wellbeing, and providing business opportunities and cost savings through reduced heating bills.

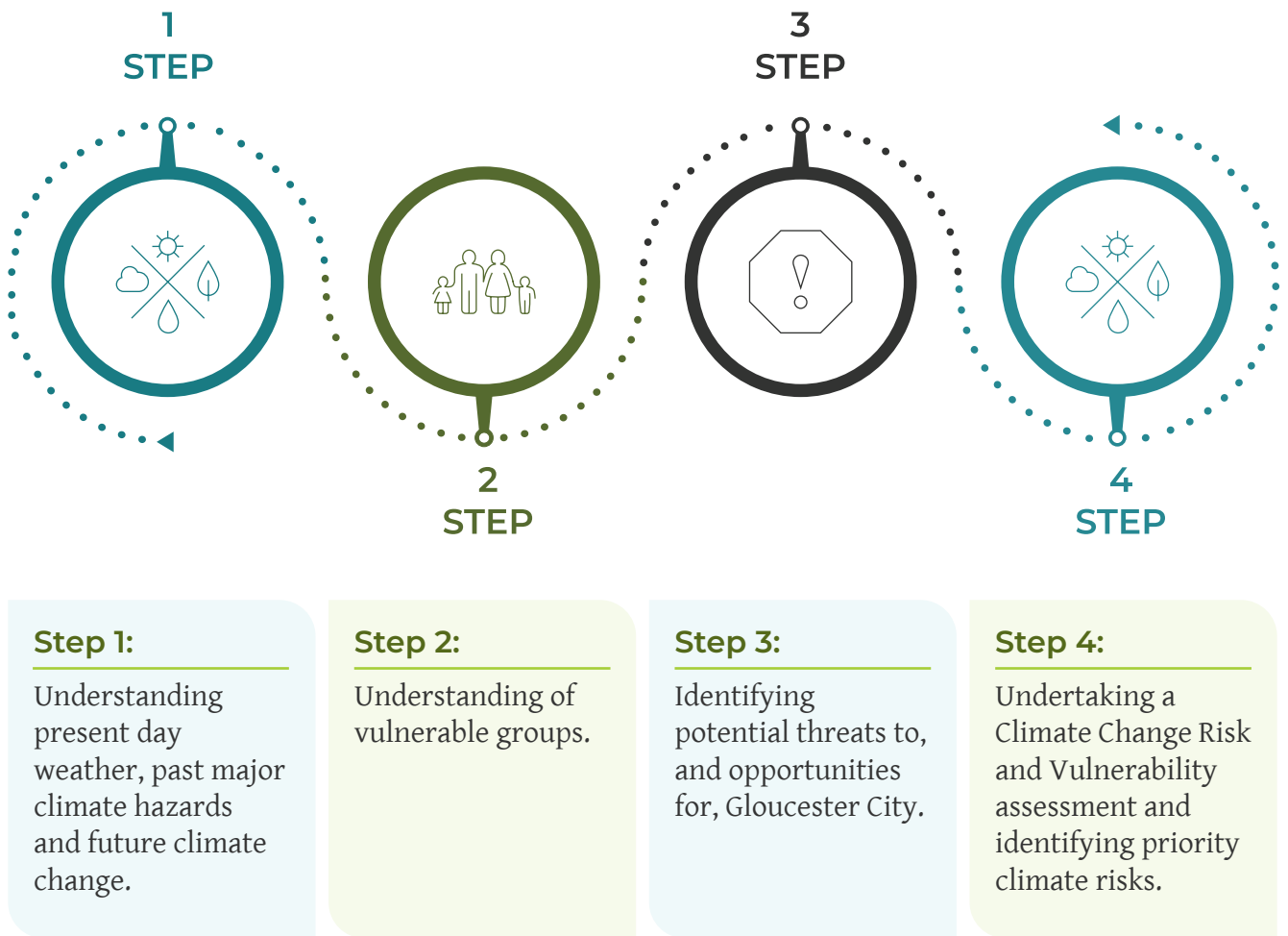
The assessment was undertaken using the latest UK Climate Projections information and indicators (Met Office, 2022) (Arnell, 2021). The risks and opportunities were rated as low, medium, high and very high; in line with the corporate risk matrix and GCoM reporting standards. This was assessed based on the likelihood of the climate hazard occurring and, should the climate hazard occur, what would the impact or disruption look like. The risks and opportunities were grouped into the six themes as outlined in Table 3-3 below.

Table 3-3. Themes and Scope of Council Services* within the Climate Risk and Vulnerability Assessment.
Source: WSP

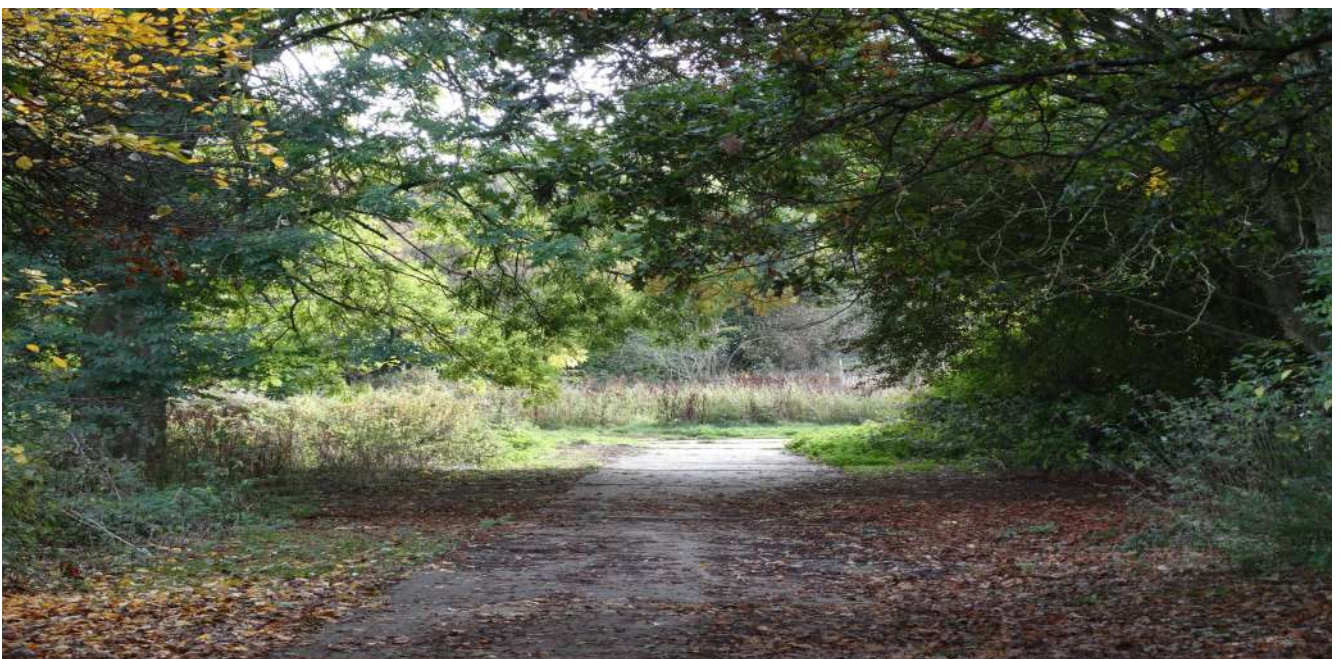
CCRA3 sectors	Theme	Services
Health and Social Care	Community Wellbeing	Safety and crime, health and wellbeing, homelessness, employment, children/young people, cemeteries, and crematoriums.
Energy, Telecoms and ICT, Transport	Infrastructure (IT, transport, energy)	IT, Transport (parking and roads) and energy
Agriculture and Food	Biodiversity and Environment	Agriculture and green and blue infrastructure
Housing, Business	Housing and Buildings	Corporate and commercial buildings
Water	Waste and Water	Waste, wastewater, bin collections, recycling, and water supply
Business, Cultural Heritage	Culture Leisure and Tourism	Farmers / craft / food markets, museums, heritage sites and assets, theatres, sports facilities, playgrounds, and tourism

*Gloucestershire airport is not included within the CRVA assessment. The CRVA methodology assesses the local authority area, and the airport falls outside of this region. Additionally, as the airport is an investment for GCC, it falls outside the services provided by the council and thus climate risks to the airport will not impact upon the functioning of the council.

Figure 3-6. The Process of the Climate Risk and Vulnerability Assessment. Source: WSP



Section 5 details further the process and outcomes of the CRVA.



One of many paths through Gloucester's nature-rich green infrastructure asset, Robinswood Hill Country Park.

4. Mitigation – Achieving Net Zero Emissions

This section describes the pathway to net zero for Gloucester District and Gloucester City Council, recognising that these are two separate but interrelated pathways. It also covers areas of opportunity for decarbonisation and actions organised around themes of energy, transport, waste and biodiversity.

4.1. Gloucester District Pathway to Net Zero by 2045

To identify a pathway to net zero by 2045 for Gloucester District, the GHG reduction analysis was divided into five areas of opportunities for decarbonisation as described in Figure 4-1 below. Related to this a set of actions has been identified for stakeholders in Gloucester District to implement to achieve the net zero target.

Figure 4-1. Gloucester District areas of opportunity for decarbonisation. Source: WSP

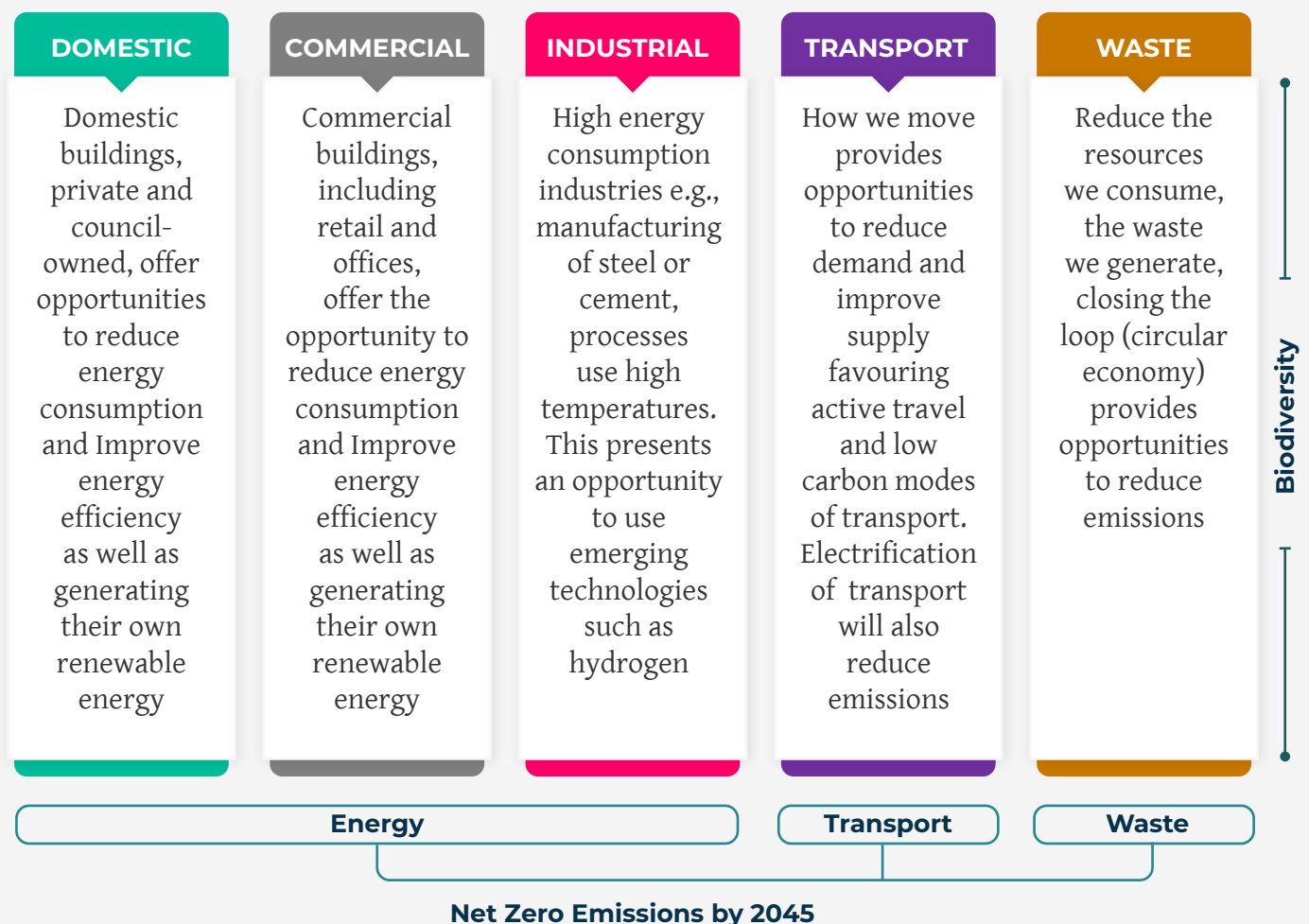
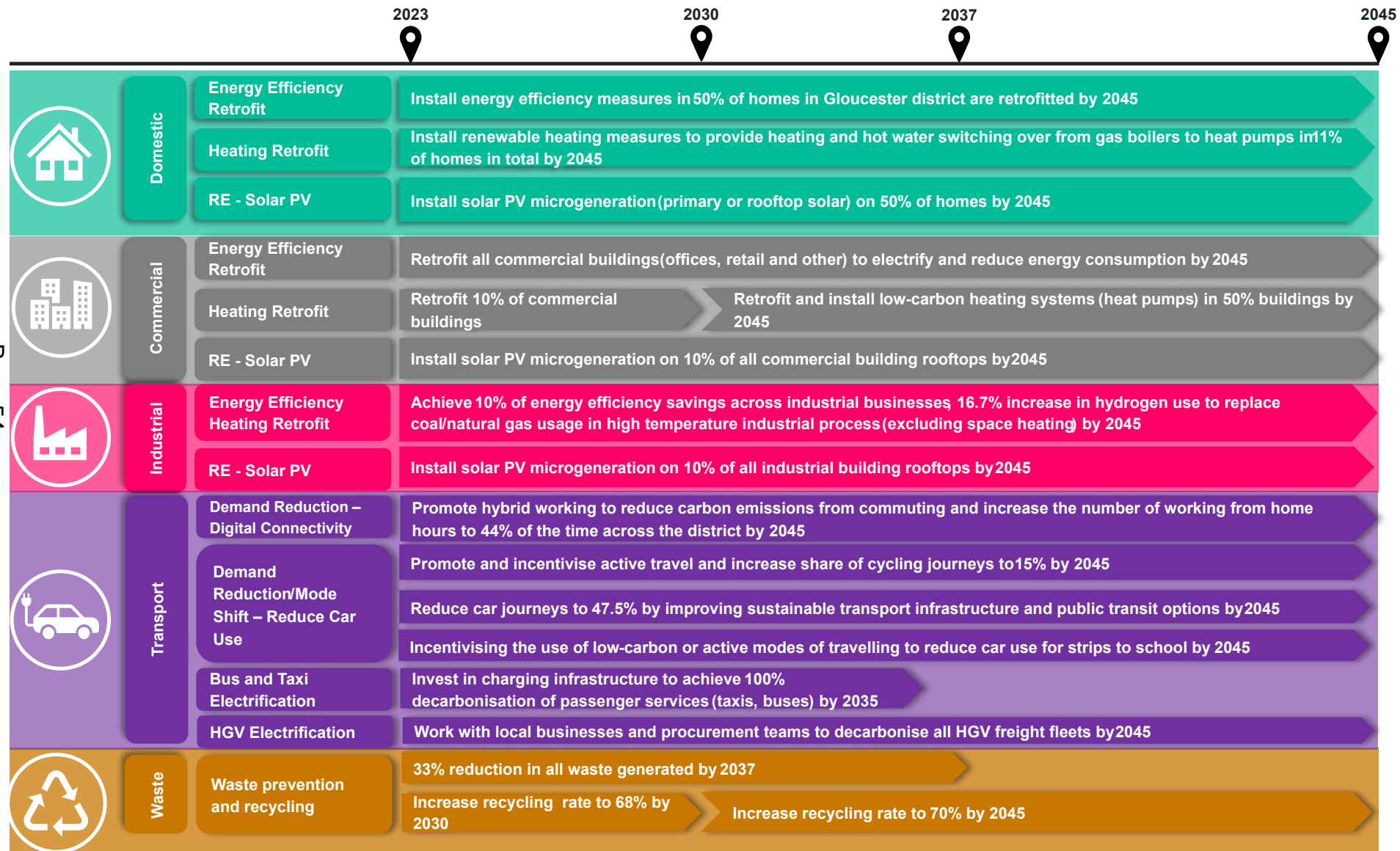


Figure 4-2 presents the actions Gloucester District can take to achieve net zero emissions by 2045, and timeline for delivering decarbonisation across the areas of opportunity. For a detailed breakdown of each action, key stakeholders and potential steps for implementation see Appendix – A – Gloucester District Climate Change Mitigation Actions.

Figure 4-2. Gloucester District roadmap to net zero emissions by 2045. Source: WSP



A short description of each action included in Gloucester District roadmap to net zero emissions by 2045 has been included in the table below as an introduction to Appendix – A.

Table 4-1. High-level description of Gloucester District Mitigation Actions. Source: WSP

Domestic energy efficiency retrofit	Installing energy efficiency measures (where not already present) in half of existing local authority owned dwellings, socially rented and private rented and owned dwellings. The installation of specific measures includes smart meters, smart thermostats, cavity and solid wall insulation, loft insulation, double glazing and other water saving measures, alongside behaviour change. Modelling considers that not all measures will be needed or can be installed in dwellings, a multi-measure approach tailored to each home is suggested.
Domestic heating retrofit	The aim is to achieve heating system retrofits in 11% of homes by 2045 (where not already present). Heat pumps are the low-carbon technology with the highest decarbonisation potential for heating. The modelling assumes the deployment trajectory modelled in the Sixth Carbon Budget report. This trajectory is based on a ban on gas boilers in 2033, and other fuels in 2028, with most installations of heat pumps taking place after 2031. However, central government has introduced an exemption on to the phase out of fossil fuel boilers, including gas, in 2035 for homes struggling to make the switch. While the Boiler Upgrade Grant for households has been increased by 50%.
Domestic solar PV	Installing solar PV in 50% of homes by 2045 can significantly reduce the demand of electricity from the network. Technology is already mature with electricity generation in the short term. A conservative capacity factor of 9.7%, which represents the energy yield of a technology, was employed in the modelling.
Commercial energy efficiency retrofit	The installation of energy efficiency measures in all commercial buildings (where not already present) models the carbon savings from the installation of a range of measures, including building fabric, building controls, energy management systems, lighting installation or building services distribution systems. Their abatement potential has been modelled using BEIS' Building Energy Efficiency Survey.
Commercial heating retrofit	Installing heating system retrofits in 50% of properties by 2045, in line with the equivalent domestic action. Achieving 10% of installations by 2030. This action requires replacing the fossil fuels (natural gas and oil) used for space heating and hot water in retail, offices, hospitality and other commercial buildings.
Commercial solar PV	Installing solar PV in 10% of commercial building rooftops by 2045 (where not already present), would require feasibility and investment to be achieved. However, PVs are a mature and cost-effective technology that provides opportunities to reduce carbon emissions. A conservative capacity factor of 9.7%, which represents the energy yield of a technology, was employed in the modelling.

Industrial energy efficiency and fuel switching	Installing measures in industrial businesses to achieve 10% of energy efficiency measures and 16.7% increase in hydrogen use as alternative to fossil fuels. The 10% energy efficiency savings is an average saving across multiple sectors, including chemicals and food and drinks. The energy efficiency was based on the BEIS Industrial Decarbonisation and Energy Efficiency Roadmaps, carried out by WSP and DNV-GL. Research for the CCC identified that, processes in which hydrogen can play a role are approximately 16.7% (on an energy basis).
Industrial solar PV	Installing solar PV in 10% of industrial buildings by 2045 can significantly reduce the demand of electricity from the network and associated carbon emissions. CCC projections for rooftop solar PV potential by 2050 on a national scale were used to estimate the technically feasible for the industrial sector. Similar to commercial and domestic, a conservative capacity factor of 9.7% was used in the modelling.
Demand Reduction - Digital Connectivity	Promoting hybrid working for people with options to work from home can reduce carbon emissions from commuting. It has been estimated that 44% of the time across the district by 2045, would be feasible based on current arrangements by UK employers requiring 2-3 days to be in the workplace. As the Sixth Carbon Budget Surface Transport report considers, improvements to IT and network connectivity would have to be in place to facilitate the implementation of this action.
Demand Reduction/ Mode Shift – Reduce Car Use	Reducing demand for car travel requires a modal shift towards active travel and public transport, combined with the provision of infrastructure and the introduction of policy measures. The Sixth Carbon Budget Surface Transport report assumes that 14% of journeys can be shifted to active travel (walking and cycling), we have adopted 15% for Gloucester, considering its urban setting. Furthermore, the CCC estimates 34% of car trips could be reduced, with the inclusion of a shift to public transport. Considering Gloucester’s current car dependency and potential for active travel, it has been assumed a 47.5% by improving sustainable transport infrastructure and public transit options by 2045. This also considers a reduction in the use of cars for schools’ trips.
Bus, Taxi and HGV/ HDV (Heavy Duty Vehicle) Electrification	<p>Investing in charging infrastructure to achieve 100% decarbonisation of passenger services (taxis, buses) by 2035. The Sixth Carbon Budget assumes Electric vehicle (EV) technology is developing quickly and they expect uptake of BEVs to grow to between 90-100% of new sales by 2030. However, this could change as the ban on the sale of petrol and diesel vehicles is moved to 2035. The GCCS modelling adopts the CCC’s projected pace of public charging infrastructure required in towns and cities as well as long-distance travel.</p> <p>The Sixth Carbon Budget states that decarbonisation of the transport sector will require widespread uptake of zero emission HDVs by 2040 to enable almost full decarbonisation of the fleet by 2050.</p>

<p>Waste prevention and recycling</p>	<p>Reducing waste tonnage by 33% by 2037 compared to 2019 levels and increase recycling to 68% by 2030 achieving 70% by 2045. These targets are aligned with the Sixth Carbon Budget Waste report recommendations; however, these would require significant behaviour changes, with the recycling of commercial and industry waste having the highest potential.</p>
<p>Biodiversity</p>	<p>To safeguard and create green spaces that enhance biodiversity, facilitate active travel, link neighbourhoods, and protect communities from the impacts of the climate crisis.</p> <p>Gloucester City Council’s Open Space Strategy (2020-2025) sets out key biodiversity objectives. The council will support Gloucestershire County Council commitment to planting one million trees by 2030.</p>



The impact of the implementation of actions illustrated in Figure 4-2 on Gloucester District baseline emissions is presented in Figure 4-3.

While business-as-Usual (BAU) policies achieve the greatest decarbonisation, which include policies such as transport electrification, including ICE sale ban, that will impact the district, the domestic sector offers the highest decarbonisation potential. This is due to its high consumption of gas for heating and potential decarbonisation through the installation of heat pumps and low carbon heating technologies.

Figure 4-3. Gloucester District Emissions 2019-2050 Graph with actions associated with five identified areas of opportunity. Source: WSP

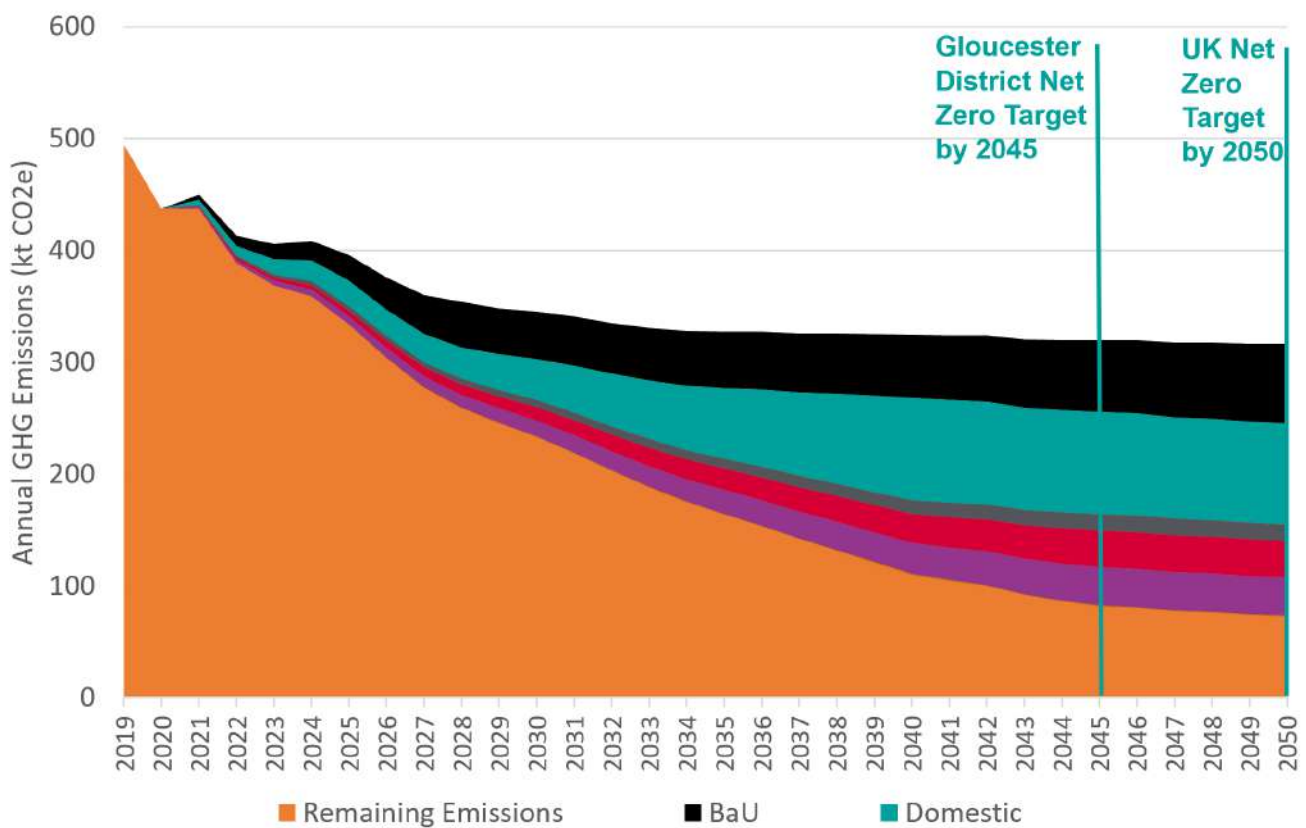


Figure 4-5 illustrates the avoided emissions in Gloucester District in 2045 from the implementation of actions included in the GCCS. Baseline emissions are for the year 2019, as described in section 3.1 to measure progress towards net zero by 2045, the cumulative impact of actions would realise a 76.34% reduction on 2019 GHG emissions levels by 2045.

Residual emissions, shown in Figure 4-5 as total remaining emissions, represents the remaining 23.76% of GHG emissions (128.30 ktCO₂e) in Gloucester District. These will have to be removed or offset to achieve net zero emissions by 2045. Following advice from Science Based Targets Initiative, offsets should not be used for more than 10% of Gloucester’s emissions: As growth is anticipated in the Gloucester City Plan 2011-2031 an up to 2045, the modelling considers commercial growth as well as additional homes anticipated to be built between 2023-2045.

Figure 4-4. Carbon reduction hierarchy. Source: Columbia University

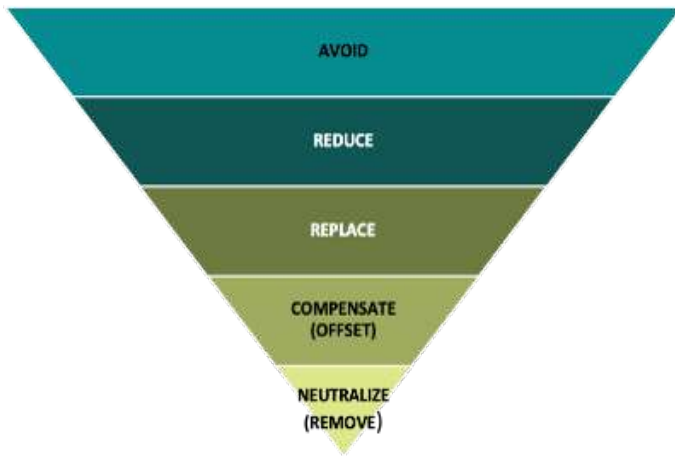
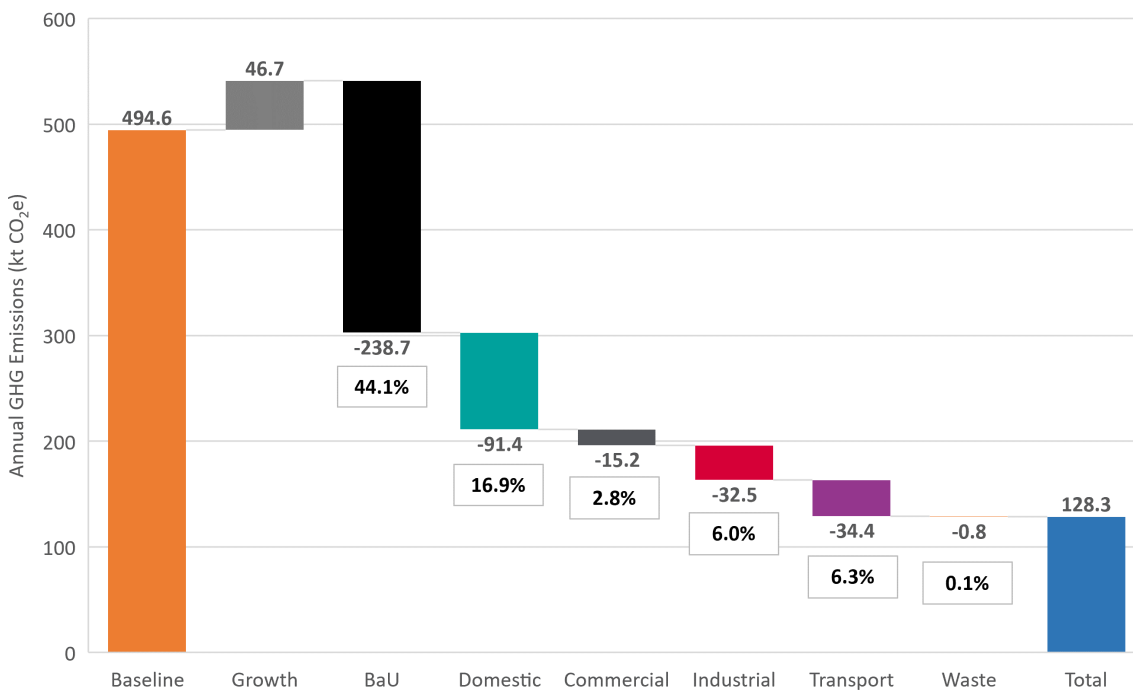


Figure 4-5. Gloucester District emissions 2045 waterfall chart with actions associated with the five identified areas of opportunity. Source: WSP



Carbon removal methods include natural strategies like tree restoration and agricultural soil management; as well as high-tech strategies like direct air capture and enhanced mineralization; and hybrid strategies like enhanced root crops, bioenergy with carbon capture and storage.

Carbon offsets involve compensating for residual emissions and involves the exchange of credits within voluntary markets. A carbon credit is a token representing the avoidance or removal of greenhouse gas emissions, measured in tonnes of carbon dioxide equivalent (tCO₂e). To achieve its net zero target at the current UK market rate (2023) of approximately £40/tCO₂, it will cost Gloucester District £5.20m to offset remaining emissions at current prices. It should be noted that high quality carbon offsets are set to increase to approximately £160/tCO₂ in 2050, increasing offset prices for Gloucester four-fold to an estimated £20.5m.

4.2. Gloucester City Council Pathway to Net Zero by 2030

To meet its net zero aspirations GCC has identified four areas of opportunities for decarbonisation as described in Figure 4-6, each with an associated set of actions as set out in Figure 4-7. These opportunities have been identified from the key emitting categories from GCC baseline emissions in 2021, as described in section 3.1, which included gas and electricity in buildings and fuel consumed by GCC’s vehicle fleet.

Figure 4-6. Gloucester City Council areas of opportunity for decarbonisation. Source: WSP

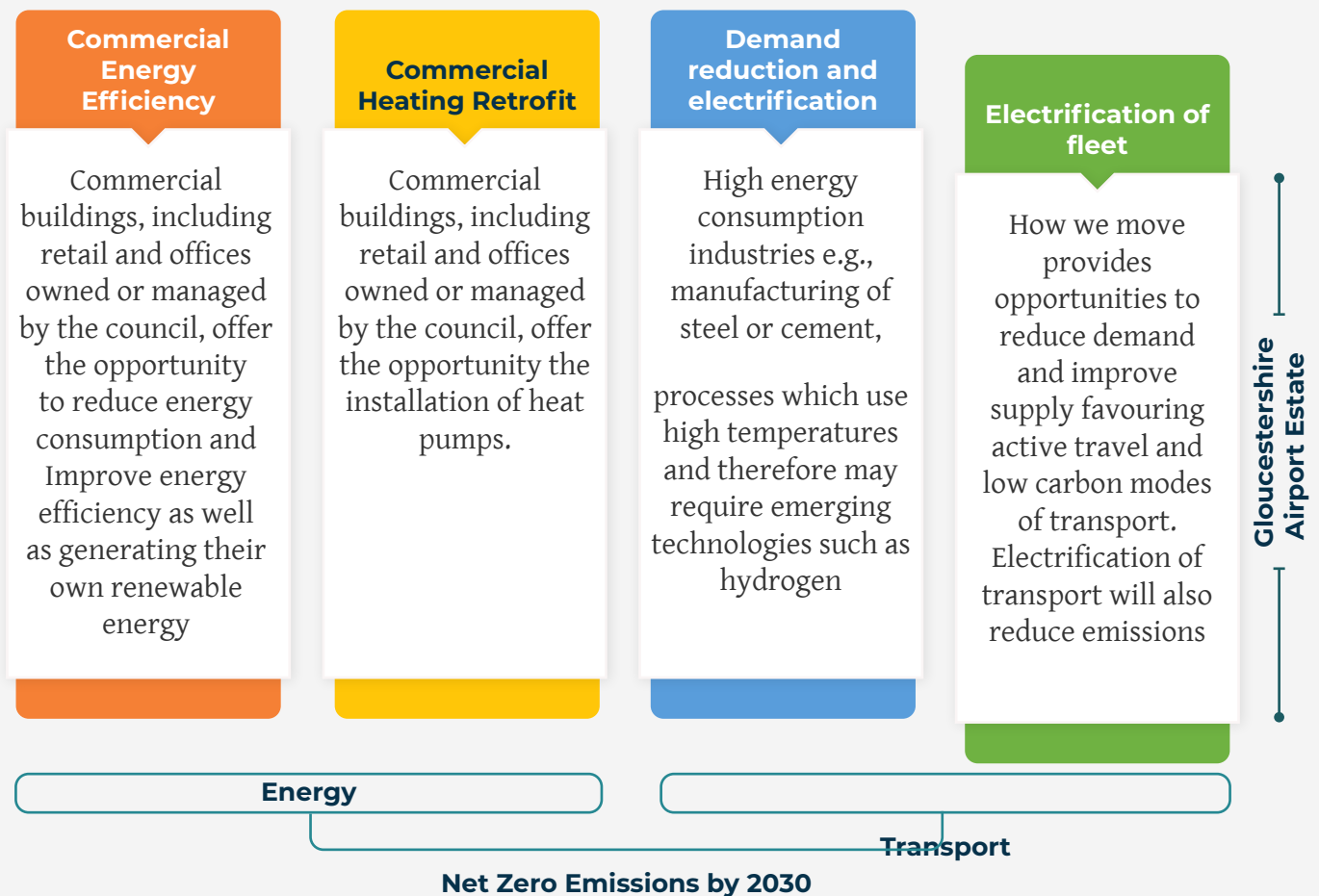
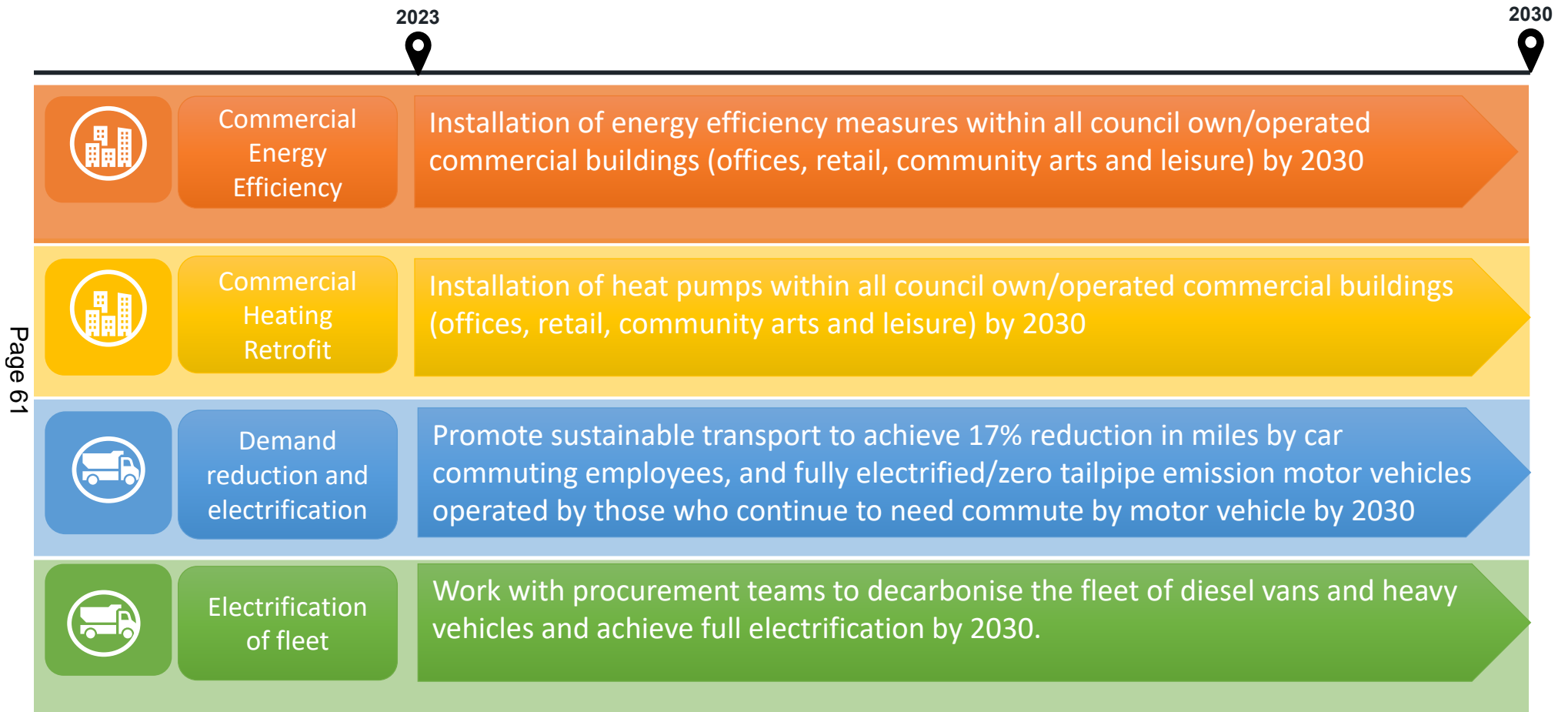


Figure 4-7. Gloucester City Council actions to net zero by 2030. Source: WSP



The net zero pathway set out in Figure 4-8 is based on existing technologies, and as such decarbonisation measures rely on the electrification and the decarbonisation of the grid, which achieves the greatest reduction from 2021 levels.

In addition to savings from grid decarbonisation, the installation of energy efficiency measures in commercial buildings achieves the greatest savings as shown in Figure 4-8. These include the following uses: community, arts and leisure, offices, retail, hospitality, and storage facilities.

Gas consumption in commercial buildings is almost three times that of electricity, which is mostly for space heating. Therefore, the installation of heat pumps will deliver substantial savings followed by the electrification of waste depot fleet, focused on diesel vans and HGVs which make up the majority of council vehicles.

Figure 4-8. Gloucester City Council Emissions 2021-2030 Source: WSP

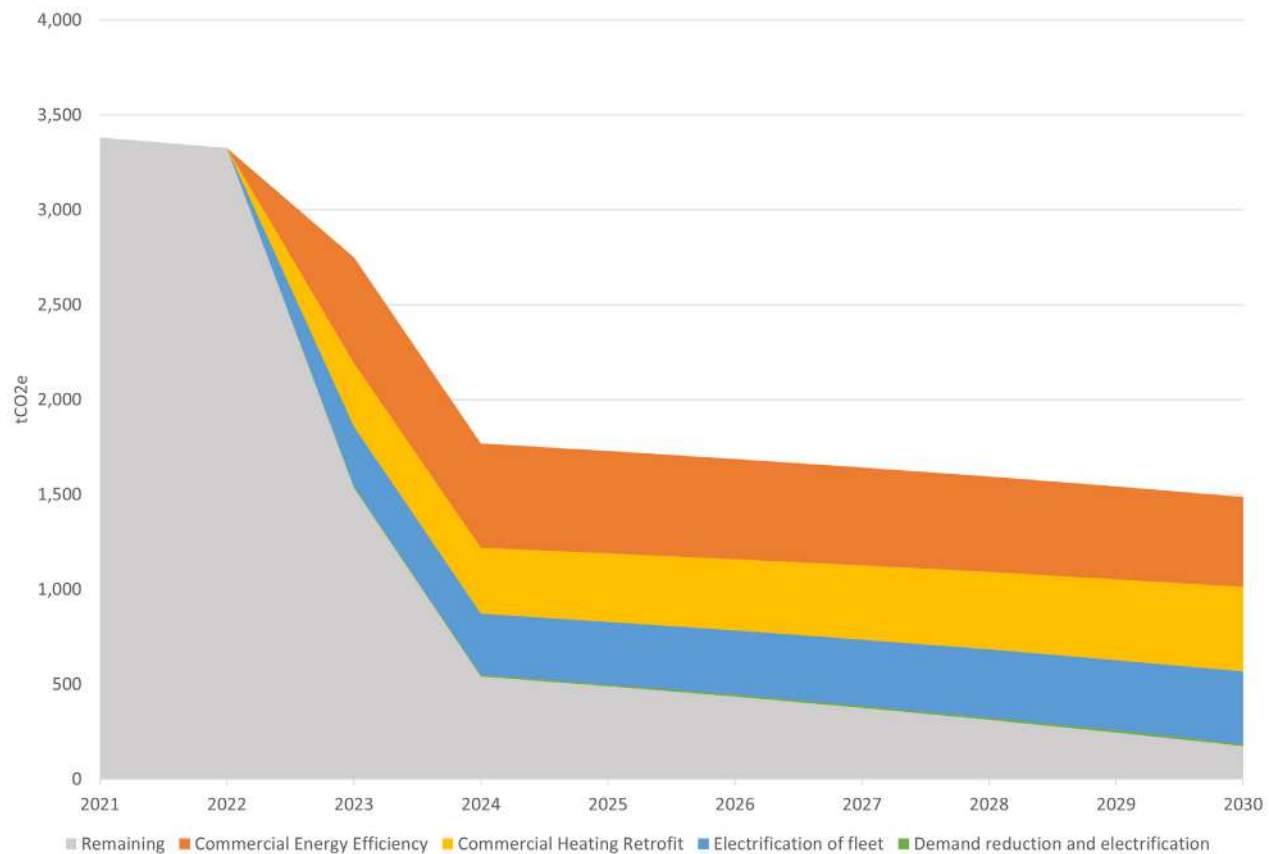
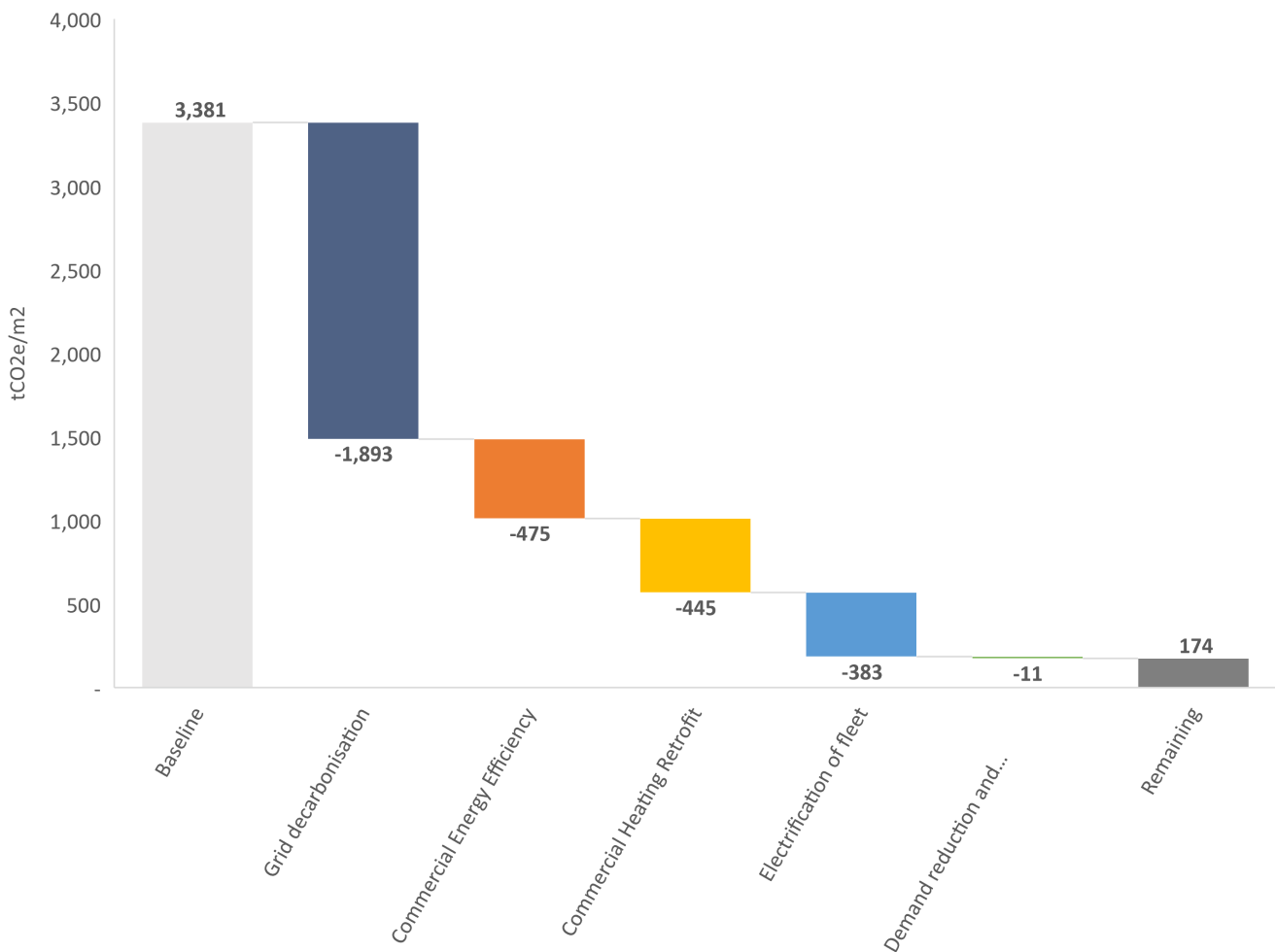


Figure 4-9 illustrates the avoided emissions in GCC’s own functions in year 2030 from the implementation of actions included in the GCCS. Baseline emissions are for the year 2021, as described in section 3.1 to measure progress towards net zero by 2030. The implementation of these actions would realise a 95% reduction on 2021 GHG emissions levels by 2030. The 5% remaining emissions will need to be removed or offset by 2030 as recommended for Gloucester District.

Figure 4-9. Gloucester City Council emissions 2030 with actions. Source: WSP



Section 4.3 outlines opportunity areas for decarbonisation for both Gloucester District and GCC’s own operations. Since the net zero goals are interrelated and would require the participation of various stakeholders, the actions for the district and GCC are presented together for each opportunity area. Similarly, the evidence used to inform the net zero pathways for the district and the GCC is the same, including central government policy as well as advice from the Climate Change Committee (CCC), city research and peer journals that are relevant to Gloucester District and GCC.



4.3. Area of Opportunity for Action: Energy

|| Aim

Promote energy efficiency, reduce energy consumption, decarbonise heating and increase renewable energy generation in domestic, industrial, and commercial properties in Gloucester District and Gloucester City Council.

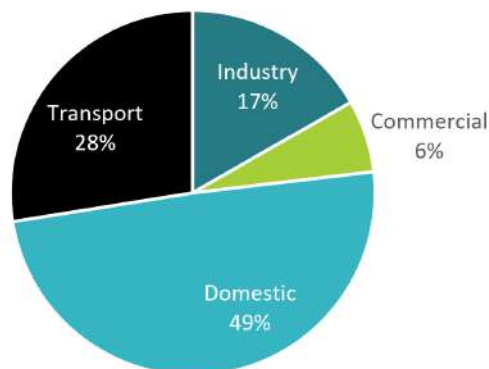
|| Energy in Gloucester

In 2019, Gloucester’s households, businesses and organisations consumed 2,288.784 kWh in energy. At least 80% of the energy used is from fossil fuel, with almost half of all energy consumption from natural gas. The domestic sector consumed the most energy, followed by industry and transport.

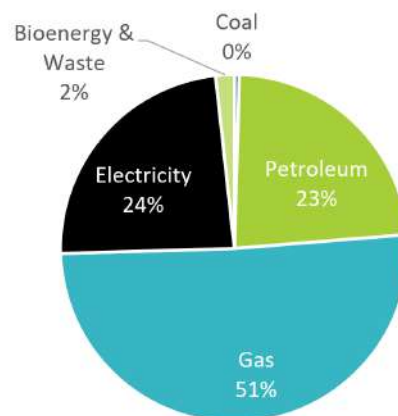
Figure 4-10. Gloucester’s Energy Consumption in 2019 by sector and fuel.

Source: WSP with data from DESNZ.

Energy Consumption - 2019 Sector Breakdown (kWh)



Energy Consumption - 2019 Fuel Breakdown

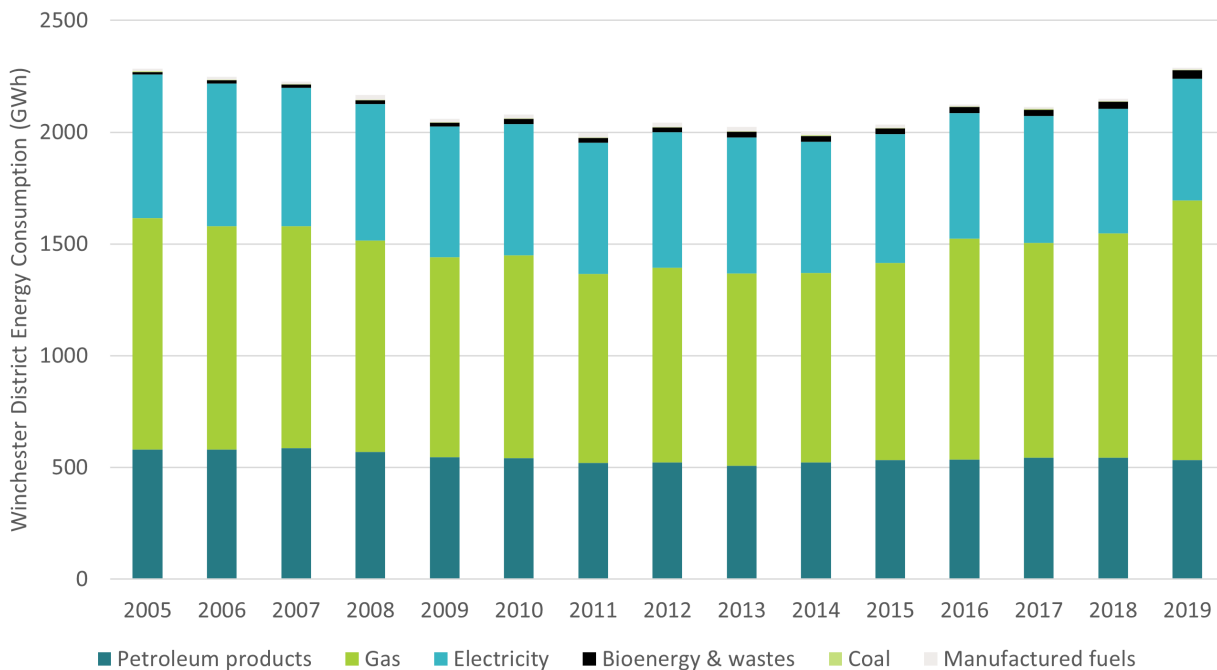


Sector Category	Energy consumption (kwh)	Percentage
Industry	279.4	29%
Commercial	107.1	13%
Domestic	823.4	34%
Transport	459.4	24%

Carbon emissions in Gloucester have reduced since 2005, however energy consumption, has fluctuated over the period from 2005-2019, reducing in early 2010s and increasing in 2019 to return to 2005 levels. Carbon emissions have reduced as a result of decarbonisation of the energy grid, and energy efficiency improvements in buildings as well as a decrease in consumption of coal (50%), manufactured fuels (20%), electricity (15%), and petroleum products (8%) since 2005.

Figure 4-11. Annual Gloucester District Carbon Emissions 2005-2019.

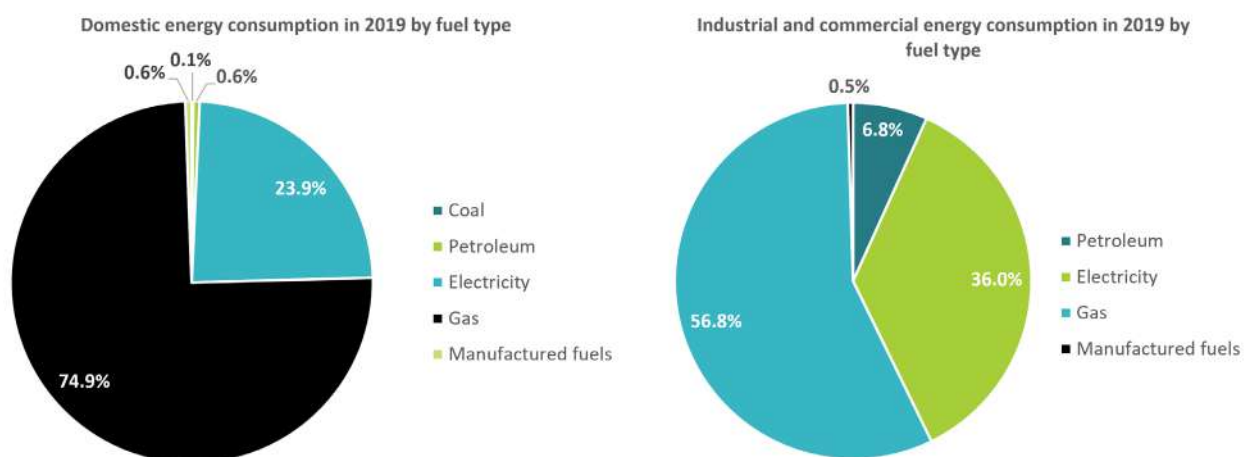
Source: WSP with data from DESNZ



Energy in Domestic Buildings

In the domestic sector, gas consumption represents 74.9% of fuel consumption followed by electricity (23.9%), as set out in Figure 4-12. Gas use is mostly for space and water heating, which can be reduced through a combination of energy efficiency measures and low-carbon heat. In 2021, more than half of homes in Gloucester have an Energy Performance Certificate (EPC) rating below C. However, there is potential to influence behavioural change, from planning and design to building net zero homes, in line with the Future Homes Standards, with no boilers installed, as well as the generation of energy from renewable energy sources, for example for solar PV.

Figure 4-12. Domestic, Industrial and Commercial Annual Carbon Dioxide Emissions Splits for Gloucester District in 2019. Source: WSP with data from DESNZ



As part of the actions to achieve net zero, Gloucester District aims to reduce domestic sector emissions by installing energy efficiency measures, heating retrofit and solar PV in homes where these measures are not already implemented.

Gloucester District

Install energy efficiency measures in 50% of homes in Gloucester district are retrofitted by 2045.

Gloucester District

Install renewable heating measures to provide heating and hot water switching over from gas boilers to heat pumps in 11% of homes in total by 2045.

Gloucester District

Install solar PV microgeneration (primary or rooftop solar) on 50% of homes by 2045.

**Case Study:
The Warm and Well Advice Line**



The Warm and Well advice line provides free, impartial, and local home energy advice to households in Gloucestershire. The scheme has been running since 2001. Skilled energy advisers help residents and businesses with a range of issues; from providing advice about simple measures in the house to improve energy efficiency to how to access home improvement grants, such as the Energy Company Obligation (ECO).

It also carries out Green Deal Assessments, including a full technical survey, to produce and EPC certificate. This full assessment looks at fuel bills and energy usage to assess the likely impact of any improvements. The scheme also directs people to a free-to-use online database that can connect residents and businesses with local sustainable energy installers and tradespeople.

For local residents earning less than £31,000 who own or rent an inefficient property the scheme can also provide fully funded insulation and low carbon heating. It has helped to install over 60,000 energy efficiency measures. For more information, Well and Warm have documented some case studies of their work.

|| Energy in Commercial and Industrial Buildings

Commercial and industry sectors consume almost 43% of energy in Gloucester (see Figure 4-10) and make a major contribution to carbon emissions. Therefore, there is a great potential to engage with businesses to reduce energy usage and carbon footprint. Commercial properties can include retail, offices, hospitality, and other non-domestic buildings.

There is a specific opportunity to improve building energy performance and energy efficiency in commercial buildings owned by, or operated on behalf of, the council to be used as an example of decarbonisation. Similarly, there is the potential to use planning as a means to work closely with businesses to integrate carbon and energy best practices in existing building stock and in new builds.

GCC aims to work closely with local businesses in the district and property managers to install energy efficiency, heating and solar PV measures on commercial and industrial buildings that can benefit from these measures and collaboratively reduce carbon emissions.

The Royal Institute of British Architects (RIBA) has developed an approach to help architects design within a climate conscious trajectory. Its 2030 Climate Challenge provides a stepped approach towards reaching net zero as well as individual targets for embodied and operational carbon, which GCC could use to inform the review of commercial planning applications.

Gloucester District

Retrofit all commercial buildings to electrify and reduce energy consumption by 2045.

Gloucester District

Retrofit and install heat pumps in 50% buildings by 2045.

Gloucester District

Install solar PV on 10% of all commercial building rooftops by 2045.

Gloucester District

Achieve 10% of energy efficiency savings and 16.7% increase in hydrogen use by 2045.

Gloucester District

Install solar PV on 10% of all industrial building rooftops by 2045.

Gloucester City Council

Installation of energy efficiency measures within all council own/operated commercial buildings by 2030.

Gloucester City Council

Installation of heat pumps within all council own/operated commercial buildings (offices, retail, community arts and leisure) by 2030.



Case Study: Working with Business to Reduce Commercial Energy Consumption

[Suntory Beverage & Food BG&I](#) developed a case study for small and medium sized independent convenience stores to implement energy efficiency measures. Cost, time, and uncertainty of where to begin were the key barriers for these businesses. After assessing a Premier in Derbyshire, a range of energy efficiency measures were implemented. These included the installation of LED lighting, replacing old chillers and updating electrical appliances. Recycling initiatives and point-of-sale sustainability measures were used to inspire behaviour change. New stock management practices were adopted to limit van driving hours.

The Energy Saving Trust worked with the store owner to support project management, energy monitoring activities, energy awareness guidance and advice on sustainability and efficiency interventions. After the interventions, the store saved £600 a year – nationwide this could reflect a £28.3m saving for independent convenience retailers. There was also a 12% reduction in electricity consumption. The project highlighted that even small, low-cost interventions can produce positive outcomes.

The Better Buildings Initiative (U.S. Department of Energy) has also produced resource toolkit: [Making the Business Case for Energy Efficiency in Commercial Buildings](#). Cambridge University have also approached this in an academic context: [Potential Barriers to Improving Energy Efficiency in Commercial Buildings: The Case of Supermarket Refrigeration](#).



4.4. Area of Opportunity for Action: Transport

Aim

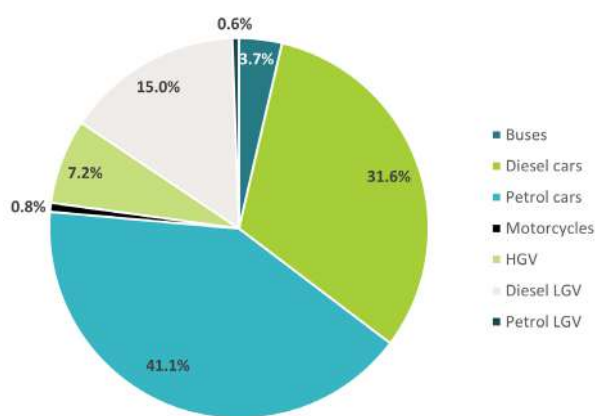
Promote sustainable practices; work with the Local Highways Authority on demand-side measures for reducing excess private motor vehicle use, and deliver demand-side policies within the Council’s own powers, such as the recently adopted hybrid working policy; enable the electrification of transport at both the corporate and private level; support walking, cycling and improvements to public and multi-modal transport in Gloucester District and within Gloucester City Council.

Transport in Gloucester

Gloucester is one of Gloucestershire’s major urban areas and main economic hub concentrating employment, education, training, and services opportunities for citizens across the county. The district is a net importer of labour, with the workday population rising as a result of in-commuting. Despite offering sustainable travel options, car use continues to be the dominant mode of transport. Continued pressure on the transport network results in delayed journey times and congestion with impacts on public health and wellbeing.

To achieve net zero emissions in Gloucester District and across Gloucester City Council’s functions, it is important to reduce tailpipe emissions to near zero. In 2019 (see Figure 4-13), more than 70% of road transport energy consumption was from fossil fuelled passenger cars (diesel and petrol), followed by fossil fuel light good vehicles (LGVs petrol and diesel) with 18%, and heavy good vehicles (HGVs) with 7.2%. Buses and motorcycles have a minor contribution with 3.7% and 0.6% respectively. Therefore, Gloucester District stakeholders will need to work collectively to shift the way people travel, reducing demand for car travel, and decarbonising transport through technological changes.

Figure 4-13. Gloucester District Transport Emissions breakdown in 2019.



The GCCS is aligned with Gloucestershire’s Local Transport Plan 2020 – 2041 which sets out the policy areas to reduce tailpipe emissions and objectives as described in Figure 4-14. It defines ‘Connecting Places Strategy’ areas, the CPS1 - Central Severn Vale includes Cheltenham and Gloucester. Priorities include to complete a strategic cycle route between Gloucester, Cheltenham, and Bishop’s Cleeve, increase rail service frequencies and improved journey times to support the expansion of the MetroWest network to Gloucester, provide multi-mode interchanges hubs with sustainable links to key residential and employment areas for onward travel by bus, bicycle or on foot.

Figure 4-14. Gloucestershire’s Local Transport Plan 2020 – 2041 objectives. Source: Gloucestershire County Council

LTP Objectives	
Protect and enhance the natural & built environment	Support sustainable economic growth
Enable safe and affordable community connectivity	Improve community health and wellbeing and promote equality of opportunity

|| Demand Reduction and Modal Shift

In 2021, 92% of passenger kilometres travelled in Great Britain were made by cars, vans and taxis. The vast majority of trips (94%) are made using private transport, with 68% of people choosing to commute by car. In South West England this is even higher with 76% of commuting trips made by car. A reduction in demand for car travel will reduce GHG emissions in the district and improve congestion and wellbeing. However, this would require behavioural changes and improving public transit options.

Societal changes include factors such as home working. In 2022 commuting is the second most common trip purpose in the UK after shopping. Home-working, local working and internet shopping all offer the potential to reduce the total number of journeys undertaken.

Gloucester City Council employees currently implement an agile working policy with 62% of employees frequently working from home. When not working from home, 50% of employees travel alone, in a fossil fuel motor vehicle, 14% of employees routinely walk/run to site; and 14% of employees use public transport to get to site (7% bus, 7% train). Employees choice of mode travel is motivated by convenience, time, and cost. Improving public transit option, affordability and reliability will have the greatest impact in behavioural change.

With Gloucester City Council leading by example, local businesses and office workers have the potential to adopt the transport decarbonisation hierarchy and to prioritise digital communication where possible. Factors such as increased home-working and local working for those with access to these actions could reduce car travel.

Case Study: Gloucester City Council's Green Travel Plan

The plan provides a route map for reducing surface transport emissions and improving air quality. Through 15 recommendations, including exploring segregated cycle infrastructure and embedding an agile working policy, the project will enable the council's climate action to be even more focused and directed by hard data.

The Green Travel Plan demonstrates both the council's commitment to meaningful action as well as this action being informed by science to address the climate emergency and create a healthier city. 22% of the UK's total emissions are from road transport and so, by 2030, the council will achieve a 17% reduction in miles that officers commute against pre-pandemic levels and vehicles to be zero emission at tailpipe.

The plan quantifies and assesses the per capita surface transport emissions from officers' travel, surveyed their travel habits and barriers to devise the recommendations. The plan encourages home and hybrid working, prohibits domestic air travel, mapped safe, low pollution walking routes, is exploring segregated cycling and will encourage reductions in driving in a fair and reasonable way.

The agile working policy has enabled average annual employee commuting emissions to stand at 185kg CO₂e, whereas the national best-case scenario (taking the lowest carbon mode of travel available) is 281kg CO₂e. This is popular with staff, who can enjoy greater flexibility and reduces council office costs, enabling greater funds for essential services.

To deliver the transport actions of the GCCS, stakeholders in Gloucestershire will need to work collaboratively to access investment and funding. The Sixth Carbon Budget published by the CCC found that a reduction in private car use can be achieved through investments in infrastructure for active travel as well as improvements to provision and reliability of public transport. This can also be complementary to policy changes such as the Low Traffic Neighbourhoods (LTNs), which have been found to be one of the most effective ways to reduce overall car use in European cities.

Brighton and Norwich have piloted school trip planning, providing travel plans and advice for pupils and their parents, combined with promoting walking, cycling and car sharing achieving a 10% reduction in car use in Norwich. However, changing behaviour requires improving cycling infrastructure and other facilities for users.

Gloucester District

Promote and incentivise active travel and increase share of cycling journeys to 15% by 2045.

Gloucester District

Reduce car journeys to 47.5% through mode shift and provision of infrastructure by 2045.

Gloucester District

Reduce car journeys to 47.5% through mode shift and provision of infrastructure by 2045.

Gloucester District

Incentivising the use of low-carbon or active travel to reduce car use for school trips by 2045.

Gloucester District

Achieve 17% reduction in miles by car commuting employees, and fully electrified/zero tailpipe emission motor vehicles by remaining vehicles by 2030.

**Case Study:
Islington Low Traffic Neighbourhood**

People friendly streets, or Low Traffic Neighbourhoods (LTNs) are designed to enable people to walk and cycle around their communities more safely. Beginning in the 1970s and growing in popularity in 2020, LTNs use planters, bollards, and other street furniture to direct drivers towards suitable arterial networks and avoid quiet, community streets being turned into shortcuts and rat runs. This can decrease congestion, improve air quality, and enable children to play outside safely. They also facilitate those who would like to use active travel to walk and cycle.

Islington Council installed measures such as bollards and smart cameras to create space for residents to walk, wheel and cycle around their neighbourhoods. These are being trialled for 18 months, with residents' views and feedback being assessed after 12 months before a decision is taken on whether to make the trial period permanent.

Consultations generally showed the popularity of the schemes, with more residents taking up active travel, people feeling safer outside and significant improvements in local air quality.

|| Zero-Emissions Vehicles

The CCC estates that cars and vans, battery-electric vehicles are now widely available and are likely to become cost-saving by the late-2020s. For HGVs options include battery-electric vehicles, hydrogen fuel-cells and electric road systems. Electric vehicle (EV) technology is developing quickly and the CCC expects uptake of Battery electric vehicles (BEVs) to grow to between 90-100% of new sales by 2030, although this may be subject to change given the Government’s recent change of deadline for phasing out the production of new, wholly combustion engine vehicles from 2030 to 2035.

Achieving Gloucester District and GCC net zero targets requires for delivering transport with zero tailpipe emissions including private vehicles, public transport, and freight operations. Gloucestershire County Council is committed to the roll out and encouragement of electric vehicles in Gloucestershire, with the rollout of 1,000 electric vehicle (EV) charging points in Gloucestershire, including sites in Gloucester. This will provide on-street EV charging for those without access to increase EV uptake.

Gloucester City Council

Work with procurement teams to decarbonise the fleet of diesel vans and heavy vehicles and achieve full electrification by 2030.

Gloucester District

Invest in charging infrastructure to achieve 100% decarbonisation of passenger services (taxis, buses) by 2035.

Gloucester District

Work with local businesses and procurement teams to decarbonise all HGV freight fleets by 2045.

4.5. Area of Opportunity for Action: Waste

|| Aim

Promote the reduction of waste generated and increase recycling rates in Gloucester District.

|| Waste in Gloucester

Sustainable waste management is a crucial part of meeting local net zero goals, and in supporting the development of a safer, greener society. Effective waste management practices not only reduce the amount of waste sent to landfills but also minimize the environmental impact of waste disposal. By implementing recycling programmes, promoting composting, and encouraging waste reduction strategies, local authorities can significantly reduce greenhouse gas emissions, create jobs, and conserve valuable resources.

By 2027/28 forecasts suggest that Municipal Solid Waste in Gloucestershire will increase to 359,612 tonnes (Gloucestershire Core Waste Strategy 2011). With a growing population the volume of household and business waste, alongside waste from building sites, farms, used cars, electrical equipment, and hospitals, is a critical issue for Gloucester City, and the county as a whole.

In 2022 Gloucester City Council worked to ensure a smooth transition to a new waste management partnership. The Council Plan (2022-2024) sets out three key actions regarding waste:

Deliver a community consultation to get feedback on our plans to increase recycling and reduce waste.

Transition successfully to the new waste partnership by 1st April 2022.

Maintain a minimum recycling level of 45% and develop a waste strategy to enable an increase.

Working in Partnership

Partnership working is a key part of delivering the City’s objectives. Gloucester City Council is part of the Gloucestershire Resources and Waste Partnership (GRWP) which provides countywide leadership and a framework for joint working on resources and waste related matters. GRWP members work together to optimise waste management services across the county.

GCC works with the county, and delivery partners to provide a range of waste management services including bins and recycling, street cleaning, fly-tipping, and handling environmental crime and offences. GCC also manages over 100 volunteer litter pickers and has worked with neighbouring local authorities to support the development of the Waste Wizard online platform which helps people manage their waste. The council is also working with Podback to provide a new free recycling service to help people recycle pods (coffee, tea, and hot chocolate) at home

At a county level, climate goals, and to cope with the growing pressure put on waste management systems, Gloucestershire County Council developed **Gloucestershire’s Waste Core Strategy (2012-2027)**. The strategy sets out how the County Council and its partners are addressing the issue of waste management.

As part of this strategy the county set a target of achieving a recycling rate of 60% by 2020 however, a 2020-21 analysis found that Gloucestershire’s recycling rate stood at 50.8%, with a significant amount of recyclable material still being disposed of by residents as residual waste. Further study showed that if all residents recycled as much as they could within the existing waste services the recycling rate would be more than 70%.

To address this, the Gloucestershire Resources and Waste Partnership (GRWP) is implementing a new Gloucestershire Resources and Waste Strategy. The GRWP has committed to developing annual action plans and has set out three key performance measures:



Recycling rate.

The recycling rate (which also includes reuse, composting and anaerobic digestion) has steadily climbed over a number of years although has not yet reached the original strategy target of 60%. We will maintain a target of 60% recycling but recognise that achievement of this will require further step changes in service delivery. In the meantime, the annual action plan will aim to deliver incremental improvement towards this target, with an interim target of 55% by 2026.

Residual waste per household.

This has been reduced significantly in recent years and, excluding 2020/21 when the effects of lockdown and home working skewed the tonnage data, continues on a downwards trend of between 10 and 20kg per household per year. Residual waste targets will therefore be set, reducing 10kg per household per year in line with this trend.

Carbon emissions.

Each partner authority monitors the carbon emissions associated with its activities and we will continue to do this. We will also develop a robust mechanism whereby carbon emissions are targeted for reduction and are embedded as a core aspect in decision making, for example in contract procurements or in operational delivery.

Examples of actions that the GRWP is exploring include:

- ▶ The addition of further separate materials collections for recycling, such as soft plastics (e.g., plastic films and bags), where viable.
- ▶ The continued encouragement of higher levels of participation in waste reduction, reuse and recycling by residents using behaviour change engagement techniques, with a particular focus on food waste.
- ▶ Maintaining a focus on materials quality, adapting services to respond to changing market requirements and the development of a more circular economy.

To achieve net zero emissions by 2045, Gloucester District will continue to work closely with Gloucestershire and existing policy, including the suggested approach by the CCC in the Sixth Carbon Budget Waste report for a balanced net zero pathway, as described in the actions below.

Gloucester District

33% reduction in all waste generated by 2037.

Gloucester District

Increase recycling rate to 68% by 2030 and to 70% by 2045.

Case Study: Making Recycling Work for People In Flats, London



ReLondon is a partnership of the Mayor of London and the London boroughs that aims to improve waste and resource management across the city.

In 2019 ReLondon led work to understand barriers to recycling in flats and enhance recycling rates and effectiveness. To do this the organisation conducted surveys of 132 inner London Peabody housing estates and conducted in-depth ethnographic research involving residents.

Using the insights gathered, ReLondon collaborated with housing providers, local authorities, and waste management organizations to create the 'Flats Recycling Package.' This package comprised a series of improvements to recycling facilities in purpose-built flats. The 'Package' aimed to provide residents with clear information and included a set of changes to recycling arrangements in purpose-built flats that could be implemented and tested to see how effective they were at improving recycling and capture rates.

The 'Package' was rolled out across 12 London housing estates over a span of nine months, concurrently implementing behavioural interventions designed to encourage residents to increase their recycling efforts. It also introduced five behavioural interventions across 10 of the 12 estates, including new signage around rubbish bins, feedback posters and in-home storage solutions for recycling.

The 'Flats Recycling Package' of measures substantially increased the volume and quality of recycling across all 12 estates. The overall capture rate increased by 22%, the recycling rate increased by 26% and the contamination rate decreased by 24% over the nine-month period.

4.6. Area of Opportunity for Action: Biodiversity

|| Aim

To safeguard and create green spaces that enhance biodiversity, facilitate active travel, link neighbourhoods, and protect communities from the impacts of the climate crisis.

|| Biodiversity in Gloucester

Biodiversity plays a crucial role in maintaining the health and balance of our ecosystems. Green and blue infrastructure, such as parks, forests, wetlands, and green roofs, not only support local biodiversity but also help to sequester emissions, adapt to climate change, and improve people's physical and mental wellbeing.

The City of Gloucester is home to over 200 areas of public open space including parks, allotments, cemeteries, six nature reserves and two Sites of Special Scientific Interest. With over 14% of the city's total land area made up of publicly accessible green space, the GCC recognises that biodiversity is an important part developing a healthier, more sustainable city.

Between 2014 and 2019 the council added an additional 15 hectares of new open space and over £2million for improvements to existing parks and open spaces across the city. However, the City's growing population (and ongoing projected growth) is putting pressure on local green spaces as demand for housing development increases. In response the council has developed policies to protect most public and private open spaces, as well as guidance to include green spaces in any new developments.

|| Biodiversity objectives

Gloucester City Council's Open Space Strategy (2020-2025) sets out key biodiversity objectives including:

To develop site improvement plans or site management plans for larger/priority open spaces and those sites with the greatest potential for increasing biodiversity.

Review the council's grounds maintenance contract and identify opportunities for less intensive open space management, to increase biodiversity, sustainability and ensure best use of available resources.

To utilise green space to help mitigate the effects of climate change and biodiversity loss, through habitat creation and management, increased tree planting, water management schemes and other appropriate measures.

To maintain Green Flag status for existing sites and to seek opportunities to increase the number of Green Flag parks in Gloucester.

In addition to the Open Space Strategy the council has developed Gloucester’s City Plan (2016-2031) which sets out guidance on a variety of aspects pertaining to green spaces across the City. The Plan sets out strategic objectives around conserving and enhancing the environment, tree and hedge row protection, protecting open spaces, delivering excellent design in new developments, meeting the challenge of climate change, and promoting healthy communities. Key themes within the Plan include:

|| Enhancing biodiversity

- ▶ Development proposals must demonstrate the conservation of biodiversity, in addition to providing net gains appropriate to the ecological network. All new streets must also be tree-lined unless it can be justified otherwise.
- ▶ Damage to the natural environment must be avoided or mitigated, and biodiversity offsets could be considered to provide overall net gain. The Severn Vale Nature Recovery Area (NRA) has been identified as an area for biodiversity offsetting as part of achieving biodiversity net gain when development proposals cannot deliver enhancements on site.
- ▶ Development which would result in the loss of irreplaceable habitats such as Ancient Woodland, Ancient Trees and veteran trees are not permitted except in exceptional circumstances.



Watercourse renaturalisation at Sudbrook, which has improved biodiversity and increased natural water retention.

|| Complying with the National Planning Policy Framework (NPPF)

- ▶ In accordance with the NPPF, the Local Nature Partnership (LNP) are currently mapping Gloucestershire’s ecological network. This includes identifying existing habitat, restoration opportunities, existing connectivity, and the strategic locations for increasing connectivity.
- ▶ Biodiversity Net Gain (BNG) is another key part of the NPPF, and the City Council is working with developers to incorporate BNG requirements into ongoing and future activities.

|| Allotments

- ▶ Allotments are key spaces for biodiversity as well as providing a range of other ecological and wellbeing benefits. Existing allotments are protected from redevelopment unless an appropriate alternative provision is made by the developer. The provision of new allotments will be supported where they would meet identified need within a community.

|| Green infrastructure targets

The importance of green infrastructure in helping to reduce the localised effects of global warming cannot be overstated. Urban tree canopy cover, in particular, helps – via shading, removal of hardstanding, and evapotranspiration – to significantly reduce the propensity, intensity, and duration of extreme heat events, with cascading effects on peak energy demand for cooling and hospital admissions; rainwater gardens and tree pits reduce surface water flooding; and green roofs reduce pressure on the drainage system while enhancing biodiversity.

As part of the City’s work to achieve its net zero ambitions Gloucester City council has committed to a programme of tree planting. The council has already collaborated with the Royal Forestry Commission, the Woodland Trust, and Gloucestershire County Council to plant 12,800 new saplings across all 18 of the city’s wards, and an additional further 100 large ‘standard’ specimens will be planted across Gloucester.

At a county level, Gloucestershire County Council has committed to planting one million trees by 2030, a target that aligns with the recommendations of the Gloucestershire Tree Strategy (current total up to 220,396 (2023)).

Case Study: Linking Neighbourhoods Through Green Infrastructure, Little France Park, Edinburgh.

Little France Park is a peri-urban green corridor that links Edinburgh City Centre to Midlothian. It is approximately 45ha has been created by reclaiming unmanaged grassland. The park is made up of a range of habitats including grassland, hedges, wetland (that has been created as part of a flood alleviation scheme), woodland and moving water courses. It is ecologically diverse and species rich and the site became a nature reserve in 2021.

The park includes a 3km cycle route that links new housing developments with the city and public transport routes. The park is adjacent to some areas of economic deprivation and is an important resource for local people.

4.7. Area of Opportunity: Gloucestershire Airport Estate

Gloucestershire Airport, located at Staverton, is jointly owned by Gloucester City Council and Cheltenham Borough Council. The analysis below summarises Gloucestershire Airport’s carbon baseline emissions for 2019 and actions to reduce emissions (excluding the air fleet).

The airport’s emissions have been calculated based on electricity and fuel consumption (made up of jet fuel, aviation gas (AVGAS), unleaded avgas 91 (UL91), and red diesel). Figure 4-15. Percentage contribution to airport emissions by source (CO₂e). Source: CLS Energy Ltd adapted by WSP. shows the relative contribution of each emission source converted into tonnes CO₂e. The aviation fuels combined (jet fuel, AVGAS, and UL91) is by far the most significant source, making up almost 99 percent of emissions.

Analysis of the airport’s electricity demand only (presented in kilowatt hours (kWh)) shows that consumption is generated from 12 locations. The top four sites (New Hanger and Terminal, Control Tower, SE27, and Gloucester Airport Limited (GAL)) contributing 90% of the the airport’s electricity consumption (with the top 3 contributing 80%) as shown in Table 4 2

Figure 4-15. Percentage contribution to airport emissions by source (CO₂e).
Source: CLS Energy Ltd adapted by WSP.

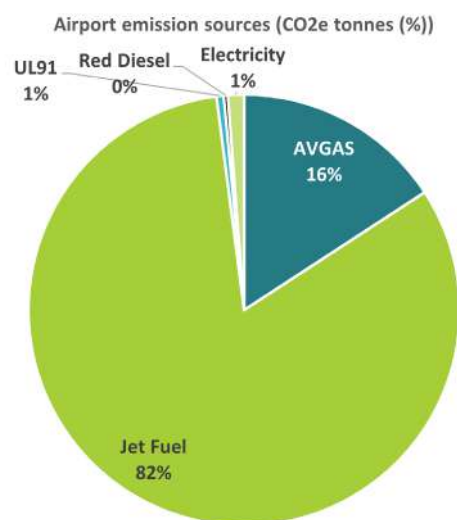


Table 4-2. Electricity Consumption Across Gloucester Airport Buildings. Source: CLS Energy Ltd Adapted by WSP

Building	Cost (£/kWh)	Consumption (kWh)	Total (%)
New hanger and terminal	0.13	128,451	32.73
Control tower	0.12	124,876	31.82
SE27	0.13	62,455	15.91
GAL	0.13	35,900	9.15
Pump house east camp	0.13	11,955	3.05
New service sewage pump	0.13	9,170	2.34
SE21 Goodrem Nicholson	0.13	6,034	1.54
SE44 Hangar	0.14	5,092	1.30
Unit 18	0.10	3,914	1.00
Blenheim House	0.13	3,411	0.87
SE20	0.13	946	0.24
Sewage farm	0.13	236	0.06
Total		392,440	100.00

|| Actions for Gloucestershire Airport Estate

Actions to reduce emissions have been identified for the airport estate, split between energy efficiency measures and renewable measures, with detail provided in Appendix B – Actions For Gloucestershire Airport Estate.

The impact of the actions has been considered in terms of ability to reduce emissions and the payback period. The payback period represents how long it will take for the initial investment to have repaid itself through profit or financial savings.

Figure 4-16. Energy savings and payback period - energy efficiency actions for Gloucestershire Airport Estate. Source: CLS Energy Ltd adapted by WSP.

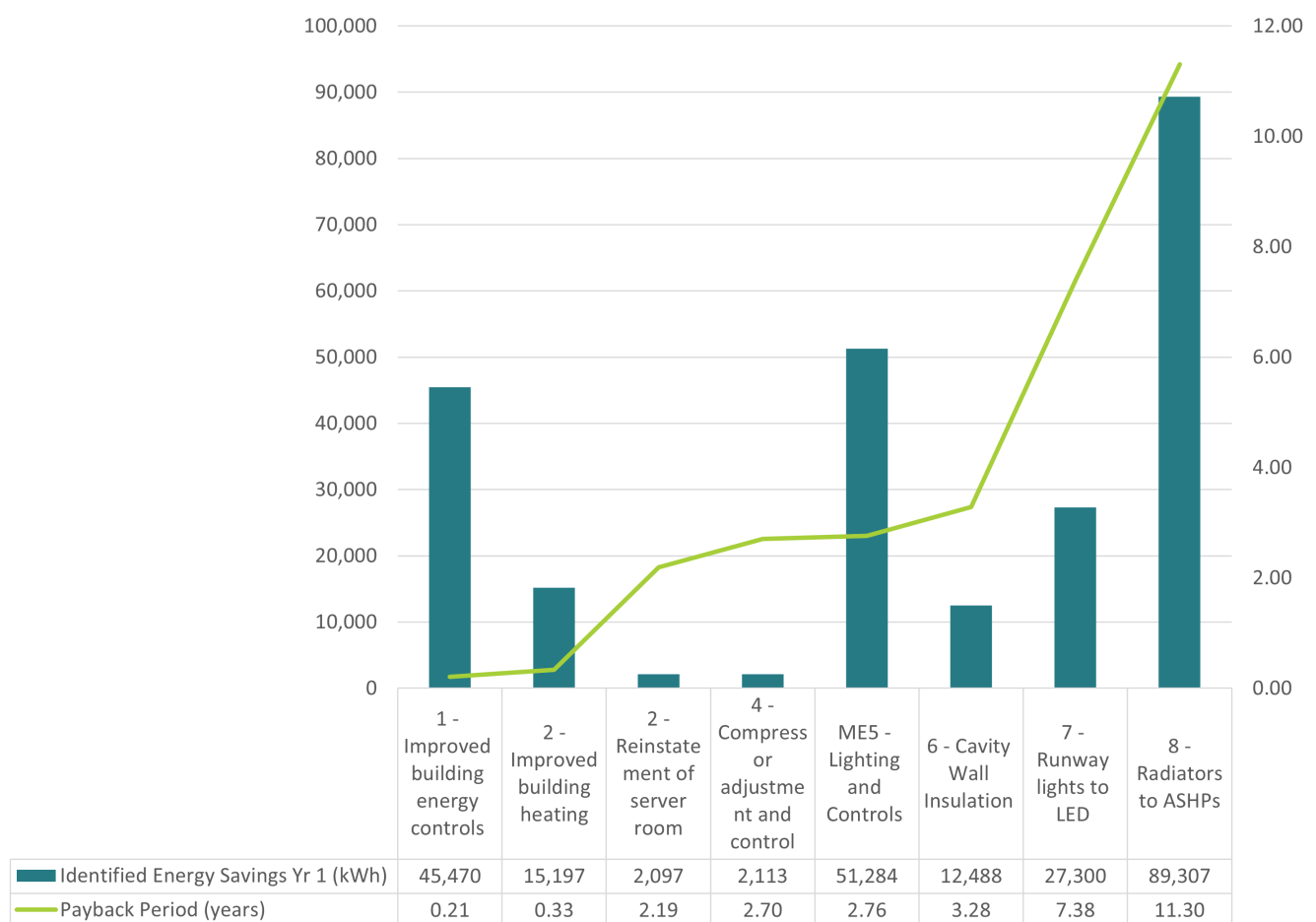


Figure 4-16 shows the combined energy savings and payback period for energy efficiency actions. The energy efficiency actions with the greatest impact within the shortest payback period are 1 - Improved building energy controls, 2 - Improved building heating, and 5 - Lighting and controls.

5. Adaptation – Understanding Vulnerability to Climate Change

5.1. Introduction

Recent experiences have demonstrated the impact that a changing climate has on our communities, buildings, infrastructure, businesses, and natural environment. In order to protect ourselves from such impacts, we must first understand how the climate is changing, what the consequences of that will be in terms of the weather, and the threats, or opportunities, this poses to our everyday lives and the council’s operations and services.

The Global Covenant of Mayors, the world’s largest global alliance for city climate leadership, includes a commitment to supporting and enhancing adaptation efforts to increase resilience to adverse climate change impacts. To be able to do so requires the preparation of a Climate Risk and Vulnerability Assessment, to understand the existing and future climate, and the risks or opportunities this may bring, to be able to inform the necessary adaptation efforts.

Figure 5-1. Image of floods and impact on infrastructure. Source: Adobe.

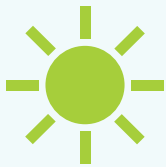


Floodwater being pumped from a property in Gloucester.

5.2. Current and Future Climate

WSP has used the latest UK Climate projections (UKCP18) and related tools to identify projected changes in climate for Gloucester. Projections were identified for the 2030s, 2050s and 2080s. Figure 5-2 indicates that by the 2080s, Gloucester will experience:

Figure 5-2. Future Climate Scenarios for Gloucester. Source: WSP



The average summer day could be up to

5°C warmer



A shift in the **growing season**



Increased **winter rainfall** by **over 20%**



An increased likelihood of **surface water and river flooding**, influenced by tides and extreme rainfall



An **increase** in the number and severity of **wildfires**



Heatwaves occurring **six times** more often



Three times less **frost days** and a **reduction in snowfall**



Reduced **summer rainfall** by **over 35%**



An increase in the **frequency and intensity of storms**

5.3. Vulnerable Groups

Climate change and extreme weather events threaten our health by affecting not only the weather we experience but also the food we eat, the water we drink and the air we breathe. While climate change can affect anyone, particular members of society are more vulnerable than others. For Gloucester, these include:



Women and girls

Vulnerable to climate change based on biophysical characteristics and gender inequalities. 50.5% of Gloucester's population are women and girls



Elderly

More likely to be increasingly physically, financially, and emotionally at risk to the impact of climate change, largely due to changes in mobility, physiology, and restricted access to resources. 16.7% of Gloucester's population are over 65.



Children and youth

Face disproportionate health effects particularly from heat related impacts as they are dependent on adults to help them adapt in their behaviour and clothing. This can have a detrimental impact on mental health and wellbeing. 19.2% of Gloucester's population are 15 and under.



Marginalised/minority communities

Can be disproportionately affected by climate change. This is generally linked to the vulnerabilities associated with people on lower incomes due to historic and systemic inequalities faced by these communities. Alongside reduced engagement and access to information. 7.7% of Gloucester's populations main language is not English.



Persons with disabilities

Can experience significant levels of vulnerability to changes in climate as a result of limitations presented across local infrastructure and services. 7.4% of Gloucester's population identify themselves as disabled and limited a lot.



Persons with chronic health conditions

Existing medical conditions can make individuals more sensitive to climatic changes, increasing the potential for health impacts and worsening symptoms. 22.4% of Gloucester's population suffer from respiratory conditions, 20.5% with poor mental health, 9.2% with heart disease, and 1.5% with dementia.



Low-income households and unemployed individuals

Those on low income are less able to deal with climate events as they lack the economic or financial capacity to invest in measures to make their homes more resilient e.g., flood insurance. Just over 20% of Gloucester's population are within the most 20% deprived nationally for income deprivation.



Persons living in sub-standard housing

Tenants in the social and private rented sector are likely to have a lower ability to adapt to climate change and extreme weather events compared to homeowners. Reliant on their landlord to ensure that they live in a building which is appropriately insured and retrofitted with appropriate equipment (e.g., air conditioning/heating). In Gloucester, 35% of households are renters.



Outdoor workers

Vulnerable to extreme heat and weather events, impacting their occupational health and safety as well as influencing their line of work. In the Southwest, 134,400 are employed in construction, 75,500 in agriculture, forestry and fishing, and 40,300 in mining, quarrying and utilities.



Frontline workers

Health, education, and emergency service workers become increasingly vulnerable as climate change exacerbates conditions as they have increased exposure to people suffering from climate induced health problems (e.g., vector-borne diseases), as well as an increase in strain on services due to higher demand, subsequently impacting the physical and mental health of frontline workers. In the Southwest, 611,800 workers are employed within health and education.

5.4. Key Risks

As part of the CRVA process, risks were identified across the six themes of Community Wellbeing; Infrastructure (including IT, transport and energy); Biodiversity and Environment; Housing and Buildings; Waste and Water; and Culture, Leisure and Tourism. The risks were identified through an in-depth analysis of documentation provided by GCC, a review of the UK’s Third Climate Change Risk Assessment (CCRA3) and stakeholder engagement sessions.

The UK’s Third Climate Change Risk Assessment (CCRA3) was used as a foundation to develop the risks applicable to Gloucester. CCRA3 identifies primary risks to health and social care, energy, telecoms and ICT, transport, agriculture and food, housing, business, water, and cultural heritage. This includes, for example, risks to agricultural and forestry productivity, to business locations and infrastructure, to building fabric, to infrastructure networks from cascading failures, to health and wellbeing from high temperatures, to household water supply, to people, communities and buildings from flooding, and risks to infrastructure from subsidence. Therefore, through using these themes and risks as a basis to which the CCRVA could evolve into risks and themes that were distinctive to Gloucester.

Figure 5-3. The Percentage of Overall CRVA Risks per Theme Across All Time Periods (current, 2030s, 2050s and 2080s). Source: WSP

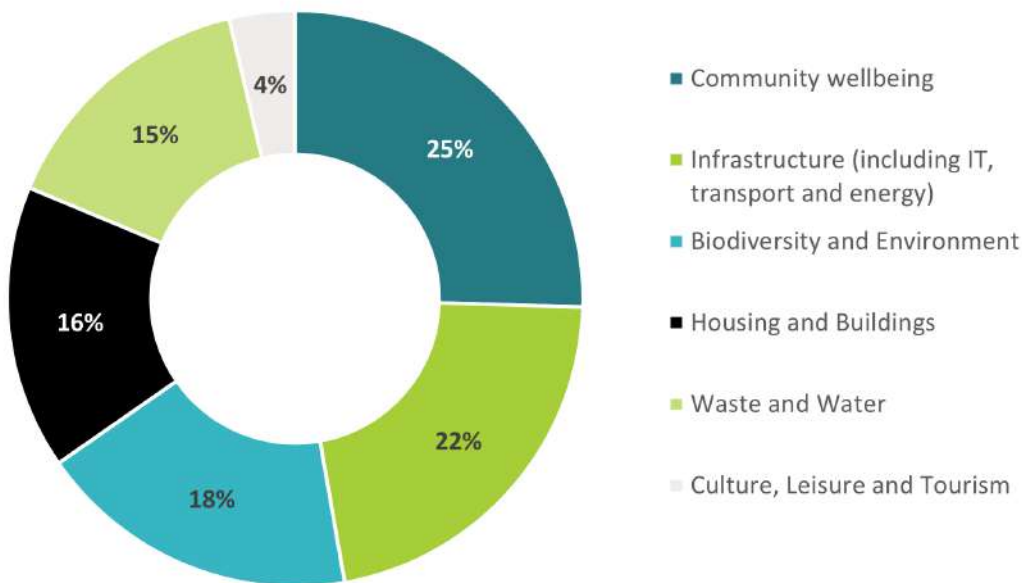


Figure 5-3 shows the percentage breakdown of all risks (low, medium, high and very high) across the themes. 25% of risks fall within the category of Community Wellbeing.

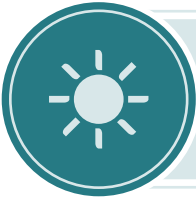
Presented below is a summary of the key findings of priority risks identified during the CRVA process.

Table 5-1. Priority Risk Examples Identified During the CRVA Process. Source: WSP

Theme	Priority Risks
Community Wellbeing	<ul style="list-style-type: none"> ■ Unsafe working conditions and reduced employee productivity. ■ Pressure on emergency, education, and health services. ■ Risks to physical and mental health. ■ Risk to the homeless. ■ Inability to travel, leading to isolation, missed medical appointments etc. ■ Increase in antisocial behaviour and crime. ■ Issues with deliveries of supplies such as food or medicine. ■ Forced migration and civil conflict.
Infrastructure (IT, transport, energy)	<ul style="list-style-type: none"> ■ Damage to infrastructure, such as IT equipment. ■ Road / rail accidents. ■ Disruption of transport, including congestion and delays. ■ Loss of power.
Biodiversity and Environment	<ul style="list-style-type: none"> ■ Damage to and/or loss of crops. ■ Increase pressure on water supply. ■ Damage to young trees, impacting establishment. ■ Increased tide levels, due to wind and sea level rise, leading to increased risk of flooding. ■ Increased tree and branch fall. ■ Increase in pests, pathogens, and invasive species. ■ Decline in species populations and habitats.
Housing and Buildings	<ul style="list-style-type: none"> ■ Damage to / flooding of vulnerable assets, such as schools, care homes, children’s homes, health centre’s etc. ■ Flooding of homes and businesses. ■ Increase in risk of subsidence or landslides. ■ Destruction of homes and businesses due to wildfire or storms. ■ Displacement of residents. ■ Risk of mould.
Waste and Water	<ul style="list-style-type: none"> ■ Introductions of water restrictions ■ Contamination of water supplies ■ Reduced efficiency of burning waste ■ Water supply interruptions ■ Asset flooding ■ Strain on street cleaning services
Culture Leisure and Tourism	<ul style="list-style-type: none"> ■ Increase in public safety concerns regarding health. ■ Loss of business. ■ Overheating of outdoor sports facilities. ■ Increased risk of fire.

5.5. Opportunities

Whilst climate change does pose considerable risks, it also presents opportunities to be benefitted from.



An increase in sunshine leading to an increase in energy generation from solar power can create opportunities for offsetting carbon emissions and creates long-term cost savings.



Warmer winters resulting in reduced household heating can save energy and costs to homeowners.



New business opportunities will arise in areas such as retrofitting, the food and beverage sectors, and outdoor leisure pursuits.



There will be benefits to health and wellbeing, with an increase in outdoor leisure pursuits, and a reduction in cold-related illnesses and lessened symptoms of some conditions.



The local economy will benefit from increased tourism, as a result of an extended tourist season due to warmer, drier weather.



There will be opportunities for new plant, animal or bird species to colonise habitats, and new planting opportunities.



Agriculture and forestry could be boosted by the increased suitability of new and alternative crop and tree species.

5.6. Adaptation Activities

As seen in recent years, climate change and extreme weather events have caused damage to the environment and community. To strengthen the city’s resilience to climate change, there is the need to alleviate the impacts that climate change presents, such as those identified in Table 5-1, through adaptation. Climate change adaptation is (IPCC, 2022):

The process of adjustment to the actual or expected climate and its effects.

Adaptation is important for Gloucester because, despite the fact that the causes of climate change might be global in nature, the effects of climate change are felt locally. As the effects are felt locally, the solutions need to be specific to the local context. To identify these adaptation solutions for Gloucester, a collaborative effort was made by WSP and council officers through exploring existing adaptation measures in place at the local, county and national levels, investigating other council’s adaptation measures, and online research. These adaptation measures have been established in response to the CRVA, to mitigate the high and very high risks that were identified, and examples are discussed throughout this section, looking more closely at those actions under community wellbeing, biodiversity and environment, and built environment and services. These themes have been selected as there are multiple overlaps between the adaptation actions from the original six themes.

In establishing the adaptation actions for Gloucester, a number of co-benefits were identified. Co-benefits are valuable because they target multiple objectives and reduce numerous risks through one adaptation action, which also has the benefit of being cost-efficient. Two types of co-benefits were identified, these were direct and cascading. Direct co-benefits simultaneously meet several objectives that enhance climate resilience and the overall environment, society and economy. Cascading co-benefits meet several objectives in succession of one another.

Direct example: Joint Green Infrastructure Strategy

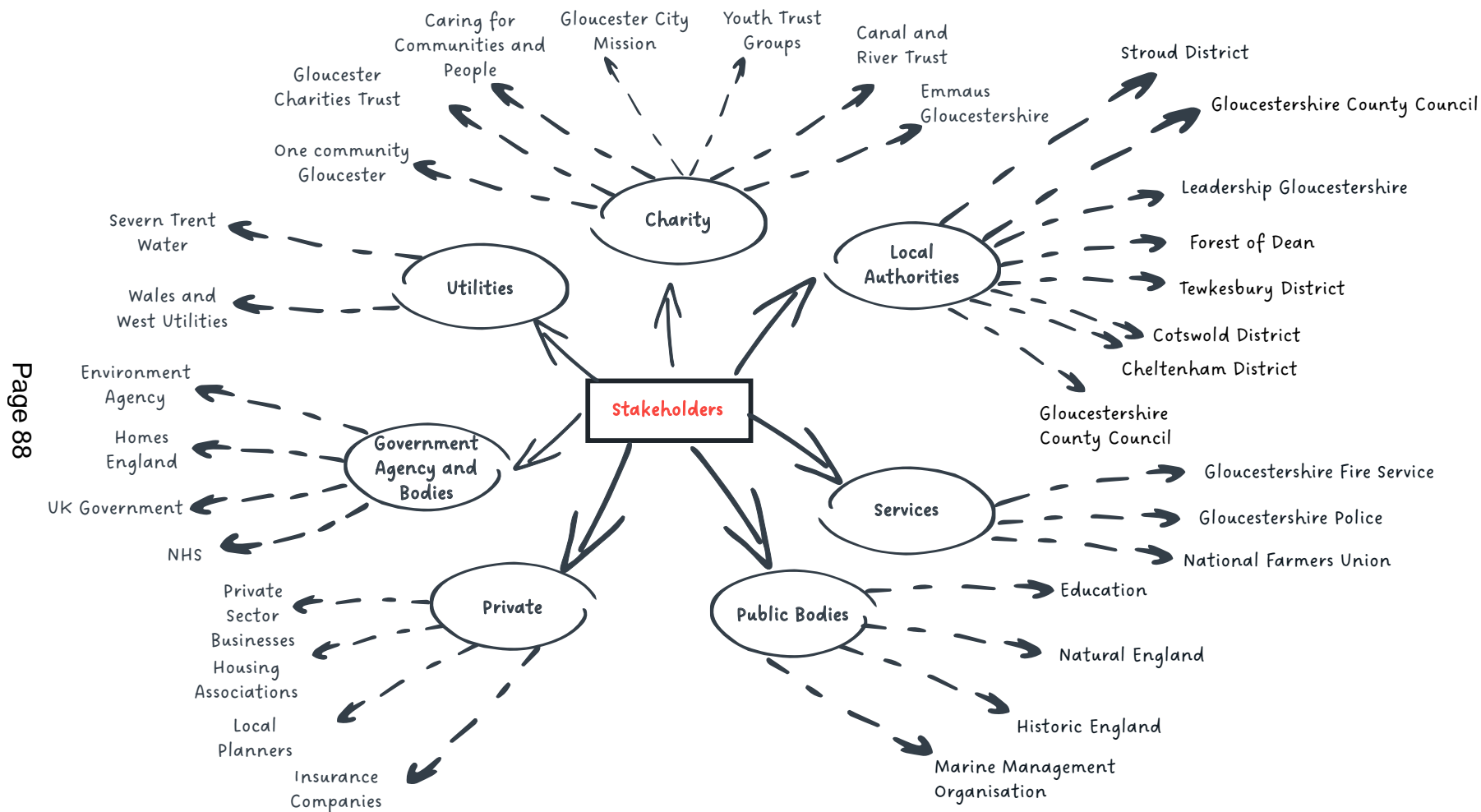
- Reduces flood risk
- Improves biodiversity
- Creates carbon sinks
- Decreases local temperatures
- Provides new habitats
- Improves community

Cascading example: Flood defences

- Reduces disruption
- Reduces insurance claims
- Cost savings
- Reduces damage to assets / residential and commercial buildings
- Reduces impacts to physical and mental health

However, it’s important to acknowledge that adaptation is not any specific individuals responsibility. It is a cross-cutting and cross-sectoral issue that is relevant and of interest to a wide range of stakeholders, as identified in Figure 5-4. Their engagement and participation can also greatly support adaptation action. Therefore, it is necessary to understand who these key stakeholders are for Gloucester as working in partnership allows for a greater pool of knowledge, shared resources and responsibility, has a greater influence and addresses interdependencies between organisations.

Figure 5-4. Gloucester City Council's stakeholders. Source: WSP



Page 88

The adaptation measures mentioned above are both an example of where multiple organisations can come together, in this instance neighbouring local authorities or GCC and the Environment Agency, and develop adaptation actions that work towards an increasingly climate resilient City in a more effective way.

Case Study: Gloucestershire Local Resilience Forum



Gloucestershire Local Resilience Forum (LRF) is a multi-agency partnership made up of representatives from the emergency services, local authorities, the NHS, the Environment Agency and others.

The Partnership co-ordinates effective and efficient integrated emergency management arrangements within Gloucestershire to prepare your family, business and community for emergencies and disruption.

The LRF carries out a risk assessment to identify the range of risks present in the community, assess the likelihood of their occurrence together with the health, social, economic and environmental impacts that would occur in the event of the risk happening.

The completed risk assessment is used to help prioritise the work they do to ensure emergency preparedness. They subsequently provide advice to help you prepare for cold weather, fires, flooding, storms, extreme heat, power failures, evacuation and more in their 'Are you Ready' booklet. Being prepared can help reduce the effects of extreme weather on your life, reduce the need for support from others and enable you to support the vulnerable members of your community.

Action: Joint Local Plan Update

The Joint Strategic Plan is a partnership between Gloucester City Council, Cheltenham Borough Council and Tewkesbury Borough Council, which sets out a strategic planning framework for the three areas.

Since the Joint Core Strategy was adopted in 2017, the councils' have been working towards a review of the plan.

A review of the plan provides the opportunity to develop sustainable construction, biodiversity, flood risk, and green infrastructure policies into a more targeted approach towards adaptation in new developments and communities.

Action: Adaptation Working Group

The newly formed Gloucester Adaptation Working Group is comprised of local stakeholders who will meet on a quarterly basis to discuss climate adaptation in the local area, through a formal governance process.

The Group provides the ideal opportunity to share experiences, knowledge, and funding to work towards co-ordinated goals and targets to improve climate resilience in Gloucester.

Using the CRVA from this report, the Group can establish priority risks to their individual and combined sectors and determine the actions necessary to reduce those risks.

|| Community Wellbeing

Community wellbeing as a theme brings together a range of areas, including, education and children, physical and mental healthcare, crime, food security, employment, and social care. Ensuring that communities are capable of anticipating, preparing and responding to events, trends, or disturbances related to climate is essential to successfully adapt to climate change. As such, public participation plays such an important role in the effort to adapt to climate change.

Community Based Adaptation (CBA) embodies local community action on climate adaptation initiatives. This may involve participatory learning and problem-solving (including creative trial-and-error approaches), sharing, collaborative planning and local implementation of climate adaptation initiatives.

What is important to the community in terms of climate adaptation?



|| What can individuals do?

There are many ways to adapt to what is happening and what will happen. Individuals can take some simple measures. It is beneficial to plant or preserve trees at home, opt for vegetative gardens as opposed to hard standing patios or plastic alternatives, this supports cooling of inside temperatures, support natural ecosystems, and provide natural drainage systems. Investing in flood gates or barriers at home if it is prone to flooding and encouraging neighbours to do the same. Using a variety of shading types and fixtures to windows reduces overheating from windows. The most effective type is by using external, fixed shading, for south facing windows deep reveal with horizontal overhangs are most effective and for east/west facing windows vertical moveable shutters/louvres are most effective. Rainwater collection systems such as green roofs, rain gardens or water butts can be used to both reduce localised flood risk and support green spaces during drought periods and in the event of hose pipe bans. Clearing brush might reduce fire hazards. For businesses, start thinking about and planning around possible climate risks, such as hot days that prevent workers from doing outside tasks.

What can Gloucester City Council and the community do?

The loss of urban green space leads to increases in urban heat and flooding, which are amplified by climate change, and can threaten human health, well-being, infrastructure and property. Open and green spaces provide natural cooling of air and surfaces, and support water management in urban areas. Green spaces are an invaluable resource for delivering sustainable urban health to the community and Gloucester City Council Open Space Strategy supports this. Other adaptation actions to support the community include raising awareness and training, working with stakeholders such as fire and rescue and the NHS to support vulnerable community and those directly impacted by extreme weather events and co-designing solutions with communities, as identified on the following page.

Case Study: Gloucester City Council Open Space Strategy



Gloucester's open spaces provide residents and visitors with opportunities for formal and informal recreation, and daily contact with nature. Open spaces provide venues for sports, social events, entertainment, relaxation and celebration. Open spaces are places where people from communities can come together to rest and play. Open spaces also form part of a vital biodiversity network, providing habitat for wildlife and bringing the countryside into the heart of the city. The council has embarked on an exciting programme of biodiversity and habitat improvement schemes aimed at making green spaces even more wildlife friendly. Green spaces also provide areas where natural processes can occur, which is vital in helping to protect Gloucester City and its residents from the effects of climate change.

The Open Space Strategy aims to utilise green space to help mitigate and reverse the effects of climate change and biodiversity loss, through habitat creation and management, increased tree planting, water management schemes and other appropriate measures, and support the health and wellbeing agenda and help address health inequalities, by improving existing open space facilities in areas of the city where there is a deficit in the provision of open space, and where the scope to provide additional open space is limited.

Action: Awareness Raising

The City Council should work with partners to provide training and workshops for young people focusing on awareness and coping with climate anxiety.

Action: Extreme Weather Follow-Up Scheme

The City Council should establish a follow-up system with the County Council Public Health officer and NHS for victims of flooding, storm damage or wildfires to ensure their wellbeing.

Action: Fire and Rescue Community Wildfire Education Programme

The City Council should work with Gloucestershire Fire and Rescue on public education of wildfire causes and risk.

Action: Community Support for Retrofitting

The City Council should establish a communications plan to encourage residents / businesses to invest in mechanical cooling measures and establish a plan for potential funding to retrofit cooling measures for the most vulnerable.

Action: Climate Café's

A climate café would be a free event held by the Council to discuss climate risk and adaptation with the local community. It can be used to raise the general public's awareness of health-related impacts from climate change and avoidance measures.

Action: Wildlife Trust Projects

The City Council should continue working with the Wildlife Trust on a range of projects with different groups to improve wellbeing, including projects such as Nature Nurtures, Tuffley Rose Garden, Brighter Future, and Nature on your Doorstep.

Action: Overheating Respite Area Creation

The City Council should consider developing outside respite areas (shaded, open to air currents, potentially with moving water) for (particularly vulnerable) people who live in premises at risk of overheating and within large open spaces.

Biodiversity And Environment

The risks associated with biodiversity and environment, such as damage to and/or loss of crops and vegetation, increase in pests, declines in species populations and habitats and so forth are areas which are vital to the functioning of our ecosystem. The environment is also critical to absorbing carbon, reducing local temperatures, managing flood risk, restricting wildfires, enhancing wellbeing, reducing air pollution, and improving biodiversity.

Protecting biodiversity is key to adapting to climate change, as healthy ecosystems are much more resilient and therefore able to maintain the services on which we depend. The loss of biodiversity can lead to an increased risk of wildfire, urban heat extremes, and flooding, as well as having a cascading effect on interdependent species. However, an increase in biodiversity and green space will provide protection against such risks, as with the renaturalisation of watercourses in Gloucester which provides flood risk protection from the river. Actions taken to mitigate the risks to the environment often have many co-benefits, these measures include increasing connectivity of green and blue infrastructure through the Joint Green Infrastructure Strategy, new land management practices, regular vegetation inspections and maintenance, rewilding of landscapes, the creation of tiny projects, and enhancing the natural environment through creating or protecting wildflower meadows, or restricting grass cutting, as identified on the following page.

Case Study: Riparian restoration plus associated habitats

This project is located in an urban area on the Whaddon Brook, adjacent to Holmleigh Park, Gloucester. Prior to the project, the watercourse comprised a straight, concrete lined channel with short utility mown grass banks, offering very little in the way of habitat, biodiversity, and flood resilience.

The concrete base and sides were removed from a 180-metre reach of watercourse with a new, natural channel was created with meanders and a two-stage profile. In areas where there was a risk of bed erosion, stone cobbles were laid. Similarly, where there was a risk of lateral bank erosion, coir rolls, planted with native wetland species, were installed. Gravels were introduced to support fish and invertebrates, and the banks were sown with wildflower seed and native trees were planted.

The changes have allowed for reduced flood risk, an improved habitat for fish, invertebrates, insects, reptiles and small mammals, reconnected waterways, reduced pollution impacts, urban cooling, cost savings, and benefits to mental and physical health through creating a more aesthetically pleasing, nature-orientated space for people to enjoy.

Action: Joint Green Infrastructure Strategy

The Strategy sets out a local interconnected network of green infrastructure for the existing settlements, based around the network of watercourses linking together key strategic GI assets. This should be reviewed, monitored, and updated.

Action: Land Management and Farmer Collaborations

The City Council should work with farmers to support a shift in farmland management and encourage consideration of crop diversification, maintenance plans, and encourage relationships with water suppliers.

Action: Regular vegetation inspections and maintenance

The City Council should carry out regular inspections of vegetation and establish maintenance plans for vegetation, i.e. Watering schedules for newly-planted trees, regular inspection of trees for damage prior to storm events and other extreme weather events.

Action: Rewilding

The City Council should continue to provide support to partners to restore nature and landscapes in rewilding of the region. The delivery partners activities include research and monitoring, as well as practical conservation and awareness-raising.

Action: Tiny Forests

The City Council should establish Tiny Forests, these are dense, fast-growing, native woodlands about the size of a tennis court. Each forest is made up of around 600 trees and provides a biodiversity rich habitat, with low management and maintenance requirements.

Action: Gloucester Urban Green Project

The project has delivered benefits through multiple methods such as, changes to grass cutting regimes and wildflower meadow creation. The asset register and mapping should be made available online for public use and benefits should be monitored.



|| Built Environment And Services

The built environment and services addresses risks related to housing and buildings, infrastructure, waste and water, and culture, leisure, and tourism. The protection of residents, particularly vulnerable groups such as those with disabilities, people living in sub-standard housing, and low-income households is at the core to supporting resilience in this area, collaboration between the council and its stakeholders is essential, as evidenced below.

Gloucestershire’s Local Transport Plan sets out several objectives which support the protection and enhancement of the natural and built environment, encourage sustainable economic growth, enable safe and affordable community connectivity, and improve community health and wellbeing. The Plan aims to reduce air pollution through supporting active travel, reducing congestion, and increasing planting. These measures will also help to improve the health and wellbeing of residents through reduced exposure to pollution and increased physical activity. Indirectly this objective reduces vulnerabilities to climate change. Increased planting is also targeted because of its multiple other benefits which directly decrease risks associated with climate change, including reducing flood risk, reducing local temperatures in heatwaves, protecting habitats, and carbon absorption. Gloucester Nature Park is similar in that there is increased planting and active travel provision, thereby providing the same benefits and climate risk mitigation. Additional actions are identified on the following page.

Case Study: Gloucester Nature Park



Gloucester Nature Park is an exciting new project focused on the area of urban fringe between Gloucester and the River Severn. It will include areas of new woodland, wetland, low carbon energy generation, wildflower meadows and green infrastructure. Accessibility is at the heart of this project:

- Proximity to the city centre
- Increased footpath and cycle path provision
- Improved viewpoints and educational opportunities
- Opportunities to connect people with nature for the first time.

So far, 480 people have been directly engaged with the project, through walks and talks, tree planting, and installing access improvements.

Climate resilience is at the heart of this project, including flood mitigation, renewable energy, and reducing the urban heat island effect.

Action: Future Design Standards

The City Council should collaborate on future design standards, such as with DHULC or Homes England, to mitigate climate risks and improve the adaptive capacity of new developments and communities.

Action: Review Locations of Key Infrastructure

The City Council and its stakeholders should review locations of key electrical connections / telecommunications' interfaces / signals / power supply equipment and where possible relocate away from areas likely to be affected by flooding.

Action: Multi-Agency Extreme Weather Plan

Emergency services are particularly impacted through demand on services to respond to flooding, storm, and heatwave events. Collaboration to alleviate pressure through a multi-agency extreme weather plan with neighbouring services should be considered.

Action: Water Efficiency Measures Installation

The Council should consider the installation of measures such as rainwater harvesting, grey water recycling and others to reduce water demand and use (e.g., low flow taps) in their properties, and encourage uptake of such practices to residents.

Action: Planned and Preventative Maintenance

Alongside stakeholders, the City Council should carry out regular inspections of assets (buildings, vegetation, infrastructure) and ensure planned and preventative maintenance takes place prior to, during and post-extreme weather events to minimise the risk of damage.



6. Delivering Our Climate Change Strategy

This section outlines the framework needed for delivery of the net zero and adaptation goals and supporting Strategy, including governance, monitoring and communications of progress towards the goals. It will be developed into the final version of the GCCS draft in September 2023.

Climate action planning ensures successful and responsible climate change mitigation and adaptation in alignment with the community’s needs. Gloucester’s Climate Change Strategy will set out actions to implement climate mitigation, adaptation, and access to sustainable energy strategies to meet net zero targets, specific priority actions, and a timeline. The GCCS provides a holistic, approach to achieve mitigation, adaptation, and other sustainable development goals.



6.1. Governance

The diagram below published in the Climate Change Committee’s Sixth Carbon Budget highlights local authorities’ leverage and influence through the services they provide. The report notes that while councils face a number of significant barriers to achieving net zero, their leadership role both within their own operations, and in partnership with others, means that local authorities remain at the heart of the climate conversation.

As described in Table 6-1, local authorities have the power to lead on sustainability within their own operations, enable change through policies and partnerships, and inspire communities to take action.

Table 6-1. Gloucester City Council Climate Change Strategy Roles and Influence. Source: WSP

Lead	Enable	Inspire
In the council’s operations	Action through programmes, policies, and decisions	Businesses and residents to act
<ul style="list-style-type: none"> ■ Energy use ■ Travel ■ Council estate and land ■ Procurement 	<ul style="list-style-type: none"> ■ Transport networks ■ Planning policies ■ Waste and the circular economy ■ Green spaces and biodiversity 	<ul style="list-style-type: none"> ■ Helping residents lead more sustainable lives ■ Providing climate and sustainability education opportunities for all ages ■ Signposting organisations and individuals to act ■ Partnering with other anchor and leading organisations to act together

6.2. Monitoring and Reporting Progress

As part of the progress monitoring and reporting approach of this GCCS, GCC would need to define a data collection approach to measure progress against net zero targets using the actions defined in this GCCS. This approach will help the council understand local climate action and its impact, which is crucial to get to net zero by 2030 for its operations and by 2050 for the district.

|| Data Collection and Performance

For each mitigation action of the GCCS, a deadline for delivery as well as level of effort have been identified to report progress against. GCC has the option to choose yearly targets to measure progress. The council and other Gloucester District stakeholders will need to collect data and information from stakeholders responsible for the delivery of actions. Data quality and accessibility will be key enablers to track progress and increase climate action.

|| Reporting on Progress

By disclosing annual progress, the council can transparently disclose the data and methodologies used and lessons learned with partners and neighbouring local authorities.

GCoM has a reporting framework with a standardised set of reporting requirements that apply across all GCoM regional covenants, while allowing for regional flexibility. The council will align its annual reporting with reporting to Cabinet Members and GCoM.

6.3. Raising Awareness and Communications

|| Within Gloucester City Council

The GCCS presents a springboard from which to build capacity and climate literacy across the council. Raising awareness internally is vital for generating buy-in and catalysing action. This may include activities such as:

- ▶ Tailored climate literacy training for Councillors and council staff that includes the key findings and recommendations of the GCCS.
- ▶ The development of accessible digital and physical communication materials that highlight key findings and next steps for the council.
- ▶ Presentation of the GCCS at committee, department, and senior leadership meetings.

|| With Local Communities and Partners

The climate crisis and the actions taken by local authorities have become important (and sometimes controversial) local issues. For this reason, the council must pro-actively disseminate information, and be prepared to react to questions from external stakeholders. Preparing for this could include:

- ▶ Ensuring that councillors and council staff have the knowledge and materials necessary to communicate the GCCS with local external stakeholders.
- ▶ Working with partner organisations to disseminate key messages from the GCCS and act on recommendations.
- ▶ Using digital channels to distribute information to the public.

|| Across the District

The causes and impacts of the climate crisis are not limited to local authority boundaries. It is important that the findings from the GCCS are discussed at a county and/or regional level in order to plan effectively. Doing this may include:

- ▶ Presenting the GCCS at key partnership meetings such as those held as part of the Climate Leadership Gloucestershire partnership.

6.4. Partnerships for Delivering the GCCS

Partnerships are a vital part of developing and implementing climate action. Both mitigation and adaptation are issues that transcend local geographies and sectoral boundaries. Councils have a key role not only in making their own operations more sustainable but in bringing different stakeholders together to drive holistic and coordinated climate action.

Gloucester City Council works with neighbouring local authorities as well as with central government, industry and local communities to mitigate and adapt to climate change.

|| With Central Government

In 2022 Gloucester received funding from the UK Shared Prosperity Fund, to be administered locally by the council, and given to schemes that help improve residents' opportunities and quality of life. Fourteen projects were awarded funding including a refill shop and a nature park.

|| With Neighbouring Local Authorities

At a local level Gloucester is part of Climate Leadership Gloucestershire (CLG) which brings together councils and strategic partners from across the county. The council also works closely with other district authorities across Gloucestershire, South Gloucestershire and other partners on a range of issues including its Affordable Warmth Strategy which aims to improve energy efficiency and its Green Travel Plan.

The council is working with Severn Wye Energy Agency which manages the Warm and Well domestic retrofit programme on behalf of the eight Local Authorities in Gloucestershire and South Gloucestershire.

|| With Local Communities and Partners

The council has partnered with the Gloucestershire Wildlife Trust to carry out Natural Flood Risk Management in the Twyver Catchment. The project is also receiving support from Stroud District Council and the Environment Agency.

|| With National and Global Networks

At a global level Gloucester City Council are members of the Global Covenant of Mayors and the UK100 Network.



7. Glossary

|| Adaptation:

- ▶ In human systems, the process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities. In natural systems, the process of adjustment to actual climate and its effects; human intervention may facilitate adjustment to expected climate and its effects.

|| Adaptive capacity:

- ▶ The ability of systems, institutions, humans and other organisms to adjust to potential damage, to take advantage of opportunities, or to respond to consequences.

|| Anthropogenic emissions:

- ▶ Emissions of greenhouse gases (GHGs), precursors of GHGs, and aerosols, caused by human activities. These activities include the burning of fossil fuels, deforestation, land use and land use changes (LULUC), livestock production, fertilisation, waste management, and industrial processes.

|| Biodiversity:

- ▶ or biological diversity means the variability among living organisms from all sources including, among other things, terrestrial, marine, and other aquatic ecosystems, and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems.

|| Business as usual (BAU):

- ▶ BAU projections assume that operating practices and policies remain as they are at present.

|| Carbon dioxide (CO₂):

- ▶ A naturally occurring gas, CO₂ is also a by-product of burning fossil fuels (such as oil, gas and coal), of burning biomass, of land use changes (LUC) and of industrial processes (e.g., cement production). It is the principal anthropogenic greenhouse gas (GHG) that affects the Earth's radiative balance.

|| Carbon neutrality:

- ▶ Carbon neutrality means having a balance between emitting carbon and absorbing carbon from the atmosphere in carbon sinks. Removing carbon oxide from the atmosphere and then storing it is known as carbon sequestration. In order to achieve net zero emissions, all worldwide greenhouse gas (GHG) emissions will have to be counterbalanced by carbon sequestration (European Parliament, 2023).

|| Carbon offsets:

- ▶ A carbon offset is a reduction in emissions of carbon dioxide or other greenhouse gases made in order to compensate for (“offset”) an emission made elsewhere.

|| Carbon sequestration:

- ▶ The long-term removal of carbon dioxide (CO₂) or other forms of carbon from the atmosphere, with secure storage on climatically significant time scales (decadal to century). The period of storage needs to be known for climate modelling and carbon accounting purposes (European Parliament, 2023)

|| Carbon sink:

- ▶ is any system that absorbs more carbon than it emits. The main natural carbon sinks are soil, forests and oceans. According to estimates, natural sinks remove between 9.5 and 11 gigatonne of CO₂ per year. Annual global CO₂ emissions reached 37.8 gigatonne in 2021 (European Parliament, 2023).

|| Climate:

- ▶ in a narrow sense is usually defined as the average weather, or more rigorously, as the statistical description in terms of the mean and variability of relevant quantities over a period of time ranging from months to thousands or millions of years. The classical period for averaging these variables is 30 years, as defined by the World Meteorological Organization. The relevant quantities are most often surface variables such as temperature, precipitation and wind. Climate in a wider sense is the state, including a statistical description, of the climate system.

|| Climate change:

- ▶ refers to a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forcings such as modulations of the solar cycles, volcanic eruptions, and persistent anthropogenic changes in the composition of the atmosphere or in land use.

|| Climate change risk and vulnerability assessment:

- ▶ Risk assessments focus primarily on the projected changes in climatic conditions, inventory of potentially impacted assets, the likelihood of the impact happening and the resulting consequences. Vulnerability assessments emphasise exposure, sensitivity and adaptive capacity of systems, assets and populations. Integrated risk and vulnerability assessments address both the vulnerability to and the impacts of climatic hazards.

|| Co-benefits:

- ▶ The positive effects that a policy or measure aimed at one objective might have on other objectives, thereby increasing the total benefits for society or the environment. Co-benefits are often subject to uncertainty and depend on local circumstances and implementation practices, among other factors.

|| Decarbonisation:

- ▶ Decarbonisation denotes the declining average carbon intensity of primary energy over time.

|| Enabling mechanisms:

- ▶ Enabling mechanisms are management and other approaches that engender execution in accordance with policy and planning intent (Peltz, Eric, et al, 2012).

|| Greenhouse gases (GHG):

- ▶ Gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of radiation emitted by the Earth's ocean and land surface, by the atmosphere itself, and by clouds. This property causes the greenhouse effect. Water vapour (H₂O), carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and ozone (O₃) are the primary GHGs in the Earth's atmosphere.

|| Global Convergence of Mayors:

- ▶ The Global Convergence of Mayors (GCoM) is the largest global alliance for city climate leadership, built upon the commitment of over 11,500 cities and local governments. GCoM serves cities and local governments by mobilizing and supporting ambitious, measurable, and planned climate and energy action in their communities.

|| Hazards:

- ▶ the potential occurrence of a natural or human-induced physical event or trend that may cause loss of life, injury, or other health impacts, as well as damage and loss to property, infrastructure, livelihoods, service provision, ecosystems and environmental resources.

|| Pathways:

- ▶ The temporal evolution of natural and/or human systems towards a future state. Pathway concepts range from sets of quantitative and qualitative scenarios or narratives of potential futures to solution-oriented decision-making processes to achieve desirable societal goals.

|| Resilience:

- ▶ The capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganising in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation.

|| Risk:

- ▶ The potential for adverse consequences where something of value is at stake and where the occurrence and degree of an outcome is uncertain. In the context of the assessment of climate impacts, the term risk is often used to refer to the potential for adverse consequences of a climate-related hazard, or of adaptation or mitigation responses to such a hazard, on lives, livelihoods, health and wellbeing, ecosystems and species, economic, social and cultural assets, services (including ecosystem services), and infrastructure. Risk results from the interaction of vulnerability (of the affected system), its exposure over time (to the hazard), as well as the (climate-related) hazard and the likelihood of its occurrence

|| (Climate change) roadmap:

- ▶ A climate change roadmap is an ever-evolving document, which seeks to push the agenda for further action on climate change.

|| Social vulnerability:

- ▶ comes about through the interaction of a number of personal, environmental and social factors that affect the way in which climate hazards impact on the well-being of individuals or groups.
- ▶ Personal features of the individual such as age and health.
- ▶ Environmental characteristics such as the availability of green space or quality of housing.
- ▶ Social and institutional context, such as levels of inequality and income, the strength of social networks, the cohesion of neighbourhoods and the day-to-day practices of institutions.

|| Vulnerability:

- ▶ The propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.

|| Weather:

- ▶ Weather refers to short term atmospheric conditions (ranging from days to months).

Definitions taken from IPCC glossary reports unless otherwise stated.

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Gloucester City Council

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www.gloucester.gov.uk

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Overview and Scrutiny Committee

5th February 2024

Scoping a new Housing Strategy for Gloucester

Neil Coles

Housing Innovation Manager

The current strategy

The current Housing, Homelessness and Rough Sleeping Strategy was adopted in 2020 and expires in 2025

Housing that works for everyone

Housing, Homelessness
and Rough Sleeping Strategy
2020-25



Housing that works for everyone

Housing, Homelessness
and Rough Sleeping Strategy
2020-25



The strategy sets out three key priorities:

- Increasing supply
- Making best use of existing stock
- Reducing homelessness and rough sleeping

And four cross-cutting themes

- Partnership working
- Focussing on health and wellbeing
- Responding to climate emergency
- Promoting good design and high standards

Housing that works for everyone

Housing, Homelessness
and Rough Sleeping Strategy
2020-25



Housing that works for everyone

Housing, Homelessness
and Rough Sleeping Strategy
2020-25



And we have delivered these key outcomes:

- Worked with registered providers to deliver an average of 230 affordable homes each year
- Prevented over 1,000 households from becoming homeless
- Improved over 800 dwellings in the private rented sector

What next?

It is now time for the Council to start work on our next Housing Strategy for adoption in 2025:

- The first step is to seek the views of Overview and Scrutiny Committee to help scope this work
- Officers will use these views to prepare a draft strategy
- Residents and stakeholders will be consulted on the draft strategy
- Aim for adoption of the new strategy in spring/summer 2025

Thoughts for discussion?

Has the housing climate changed since 2020?

- What would you want to see highlighted now?
- Should our priorities change?
- Do our current priorities remain valid today?
- Do we need to focus on fewer or more priorities?

What timeframe?

Our current Strategy covers a five-year period:

- Is there any sense in setting a shorter or longer strategic period?
- Does a five-year strategy give us sufficient time to maximise impact and effect change?
- If a shorter or longer strategic period is appropriate, how long?
- Could we align the life of the strategy with other corporate strategies?

Setting objectives

Our current Strategy sets both strategic aims and short-term actions to be delivered:

- Does this approach work?
- Is there a conflict between the short-term actions and broader priorities?
- Would a high-level strategic document with an annual action plan enable clearer monitoring?

Monitoring outcomes?

We currently report on performance against the strategy annually:

- Does this feel appropriate?
- Are there alternative approaches we could consider?
- How can performance reporting best be represented to communicate our outcomes?

Leisure update report for Overview and Scrutiny meeting – 5 Feb 2024

Author: Philip Walker, Head of Culture and Leisure

Date: 25 Jan 2024

Background

1. Until September 2023 The Aspire Sports and Cultural Trust was contracted to provide sporting and leisure opportunities and to operate the Council-owned facilities at GL1 Leisure Centre and Oxstalls Sports Park. As noted in the council report in October 2023, Aspire Trust ceased to operate the facilities from 30th September. The Trust formally entered the liquidation process on 10 November 2023. Delegated authority to procure an interim provider was granted by council at an extraordinary meeting held on 19 October 2023.

Activity since September 2023

2. Since 1 October 2023 the council took over the management of the council-owned leisure facilities and working with University of Gloucestershire, facilitated the temporary use of some of the pre-booked activities at Oxstalls Sports Park and the Arena. This enabled some of the regular clubs in the city to retain their training schedules with a minimal period of disruption. The council enabled one club access to the swimming pool for training at GL1. A regional swimming gala event took place over a weekend facilitated by the council events team and members of the club, with the support of contractors and partners. This ensured that a key event in the county's sporting calendar was honoured and the club was able to train in the lead up to the event.
3. Council officers and University colleagues were able to reopen their facilities to some of those regular clubs that required minimal external support to operate. Grass pitches at Oxstalls were reopened and made available to pre-booked clubs by the weekend 7 Oct 2023. 2G, 3G and 4G pitches were reopened by the following weekend to pre-existing bookings by regular clubs including hockey, football and rugby. The Council held meetings with representatives from many of the main sporting clubs using these facilities, including the swimming club, to identify ways in which those clubs could resume their use of the facilities (indoor and outdoors). The University was able to reopen its Arena facilities with immediate effect for its own internal teaching uses, to enable that educational provision to continue without disruption, and re-established some community usage of those facilities from 16 October 2023.
4. In parallel to this, Council Officers (working with SLC) worked to appoint a leisure services provider on an interim basis, to bridge the 12–18-month gap until a longer-term provider is procured. Following an initial filtering stage, a small number of interested providers were invited to a tour of the facilities and then asked to submit written proposals. Their proposals were evaluated using the following criteria:
 - The level of overhead and/or profit to be retained by the Operator
 - The level of service / customer offer the Operator proposes to provide within the Council's financial constraints

- The speed, deliverability and robustness of the Operator’s mobilisation plans
 - The Operator’s track record of delivering high quality services
 - The Operator’s overall capacity and resources to support with mobilisation and ongoing contract management
5. Following evaluation of the submissions Freedom Leisure was chosen to provide the interim management of the facilities from 11 November. An agreement was drawn up and a letter of intent served as a guarantee to both parties until a contract could be agreed. The basis of the agreement was taken from the submission provided and the brief set by the council. The overall aim of the interim situation was to re-open the leisure facilities as soon as practicable and safe to do so in order to allow the public, clubs and users of the facilities to return.
 6. An initial mobilisation meeting was held on Monday 30th October. This meeting identified a series of actions required and the council and the new operator, based upon their submission. Freedom Leisure mobilised extremely quickly. In line with the wishes of the council, within the first two weeks from the date of appointment their team interviewed over 100 former Aspire staff, appointed 79 staff, provided training, inductions and contracts and were able to re-open the facilities to the public on Saturday 11th November for the majority of sports and leisure activities available. See Appendix 1 - the Partnership report from Freedom Leisure.
 7. To ensure that a strong working relationship was built between the council and the leisure provider, weekly meetings were established from 30th October. Since January, meetings have taken place on a fortnightly basis, alternating between a focus on Operational matters and Financial and Business performance. Monthly reports are presented and discussed and performance is monitored.
 8. An interim contract has been drawn up based upon the Sport England standard contracts – based upon best practice for the leisure industry. This agrees the management fee that the council will pay to the operator and is capped at a level that is beneath the agreed budget approved by Cabinet.
 9. Since operating the facilities Freedom Leisure have conducted visible marketing activity and offers. The town crier has been employed to promote and a series of public membership deals and offers have been issued, announced via the press and advertised using digital channels. Where possible, former members and regular users of the facilities have been contacted to encourage them to return.
 10. The former Aspire Leisure Trust entered liquidation process on 10 November 2023 following a creditors agreement to formally appoint Crowe UK as the liquidators. The council as a creditor and is awaiting the outcome of the process to understand whether it will receive any recompense from this.

11. A funding bid to Sport England's Swimming Pool Support Fund (Phase II – Capital) was submitted in October with the announcement due in early 2024.

Next steps

12. Appendix 2 shows the timeline for procurement of a longer-term leisure provider. An announcement has been published in December to alert the leisure providers nationally that Gloucester is seeking a provider to take on the running of the leisure centres. The formal invitation to tender will be issued in February 2024. A bidder's day will take place on 5th March to enable interested operators to visit the facilities and to better understand the opportunity to run the city's facilities.
13. Subject to a successful outcome of the bid to Sport England for capital investment funds from the Swimming Pool Support Fund (Phase II), the council will invest into capital works on improvements to GL1 facilities to implement a series of energy saving measures. These will be delivered in 2024-25 with the benefits of these being seen in future years through reduction in operating costs and energy usage reductions. The measures will contribute towards the council's net-zero targets.

Related works

14. Leisure options appraisal produced in 2022.
15. A fully costed set of Condition Reports of the facilities was commissioned in 2022.
16. Procurement strategy for long-term leisure provision agreed and capital
17. The Gloucester Sports and Physical Activity Strategy (2023 – 2028) was produced with Active Gloucestershire and approved in May 2023 Cabinet. This is now published on the council website.

Appendix 1: Freedom Leisure Performance report Jan 2024

Appendix 2: Timeline for procurement of long-term Leisure provider

Appendix 3: Gloucester Sports and Physical Activity Strategy (2023 – 2028) [Layout 1 \(gloucester.gov.uk\)](https://www.gloucester.gov.uk)

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Gloucester

Q3 2023-24 review

“improving lives
through leisure”





“We are delighted to have Freedom Leisure as our new interim provider and have been impressed with their enthusiasm and dedication to getting this right for everybody.

We know this has been a tough time for the employees and freelancers who worked there, and those who rely on the centre, but we’re confident that Freedom Leisure will make this transition seamless and get things up and running as soon as they can.”

– Cllr Andy Lewis



Strategy



People
Passionate, bespoke and local



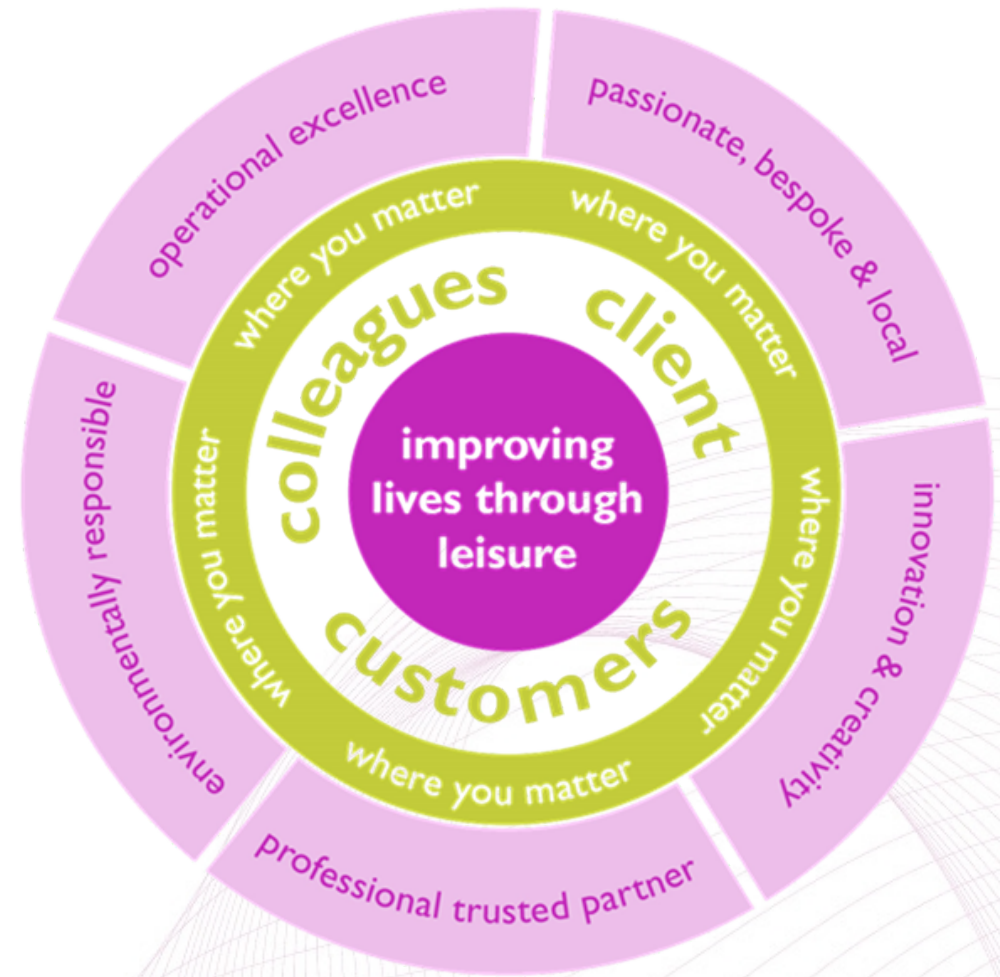
Process
Operational excellence / environmentally responsible



Customer
Professional trusted partner



Product
Innovation & creativity



Timeline of events

Date	Events
30th October 2023	Freedom Leisure/ Gloucester city council Mobilisation Meeting
2nd November	Area Manager- Karl Allen Appointed
3rd November	Oxtalls Park & Gloucestershire Arena Operations Manager Appointed- Steve Wigg
6th & 7th November	Recruitment day for ex Aspire employees- 78 recruited.
8th & 9th November	Freedom Leisure Colleague Inductions and on site training
10th November	Cleaning of sites and Operational set-up
11th November	GLI Leisure Centre and Oxtalls Sports Park open
14th November	Cheltenham school of gym returned - gymnastics
16th November	Indoor Bowls club returned
20th November	Swim school started 5 week block of swimming lessons
20th November	Schools swimming started back for the remainder of Autumn term 2023
20th November	5 week tennis academy programme started

Page 128



Timeline of events

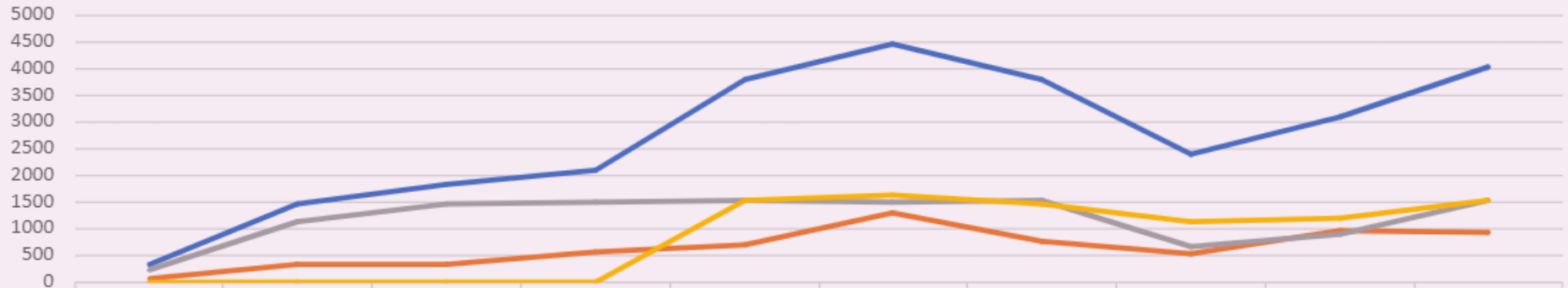
Page 129

Date	Events
1st December	Gym re-opened
1st December	Cheltenham water polo team/ Gloucester tri team / Gloucester canoe club / Sub aqua club all returned
1st December	Friendship cafe (Muslim community) Male and female only weekend swims
2nd December	Soft play at Oxstalls opened
4th December	Freedom Leisure resumed community hours management of the UoG Arena
8th December	Toddler world reopened in Oxtalls
9th December	Cater Cater returned at both sites
16th December	First event back at GLI. ~700 people attended for white collared boxing
2nd January	Swim school started its rolling (DD) swim programme
2nd January	Macmillian returned in the health hub at GLI
8th January	Schools Swimming started back for Spring term 2024



Participation

Participation by site



Page 130

	Opening weekend 11th / 12th Nov	Week 1 (13th November)	Week 2	Week 3	Week 4 (December)	Week 5	Week 6	Week 7	Week 8 (January)	Week 9
Overall participation	351	1485	1856	2109	3820	4494	3821	2410	3115	4050
GL1 Participation	86	347	366	590	721	1307	779	550	989	948
Oxtalls Sports park	265	1138	1490	1519	1545	1531	1557	694	915	1547
UoG Arena	0	0	0	0	1554	1656	1485	1166	1211	1555

— Overall participation — GL1 Participation — Oxtalls Sports park — UoG Arena

27,511
Total visitors



3,001
Swim visits



1,576
Tennis visits

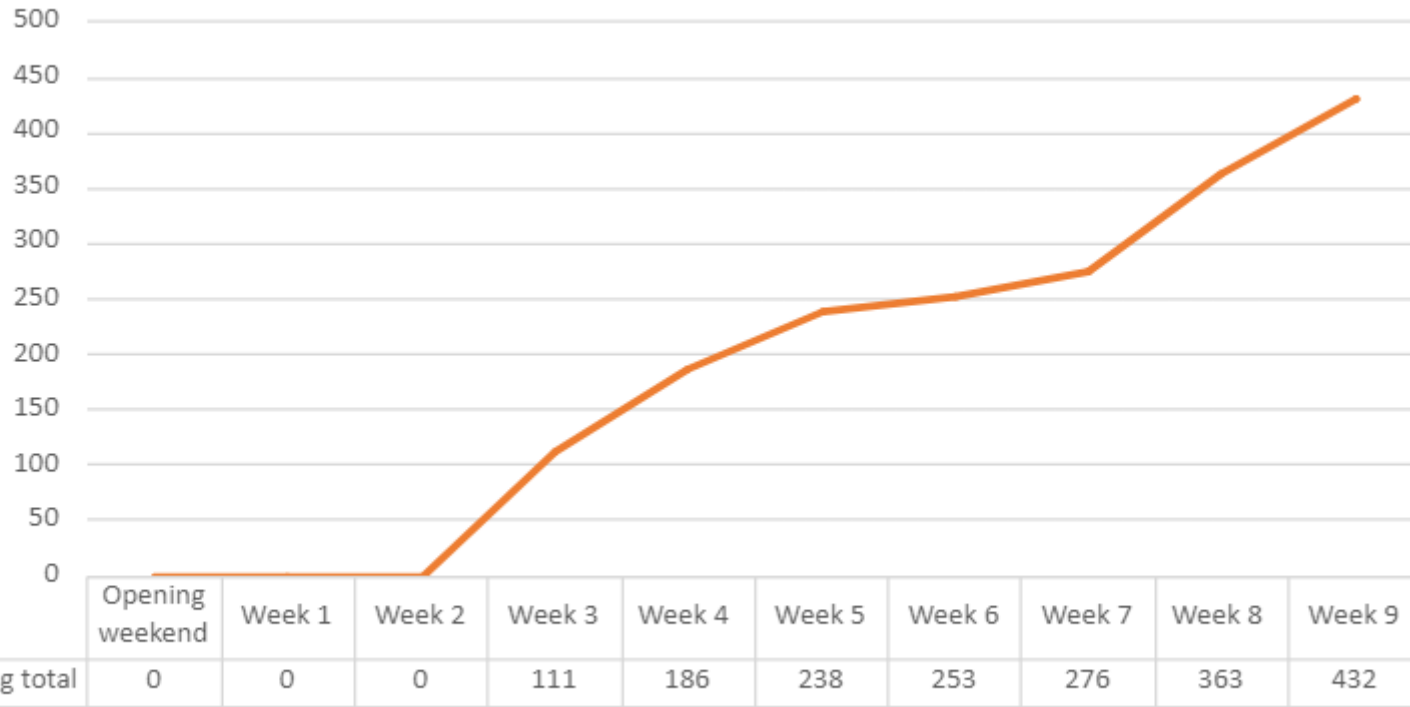


2,982
Gym & Group
Exercise visits



Performance - Membership

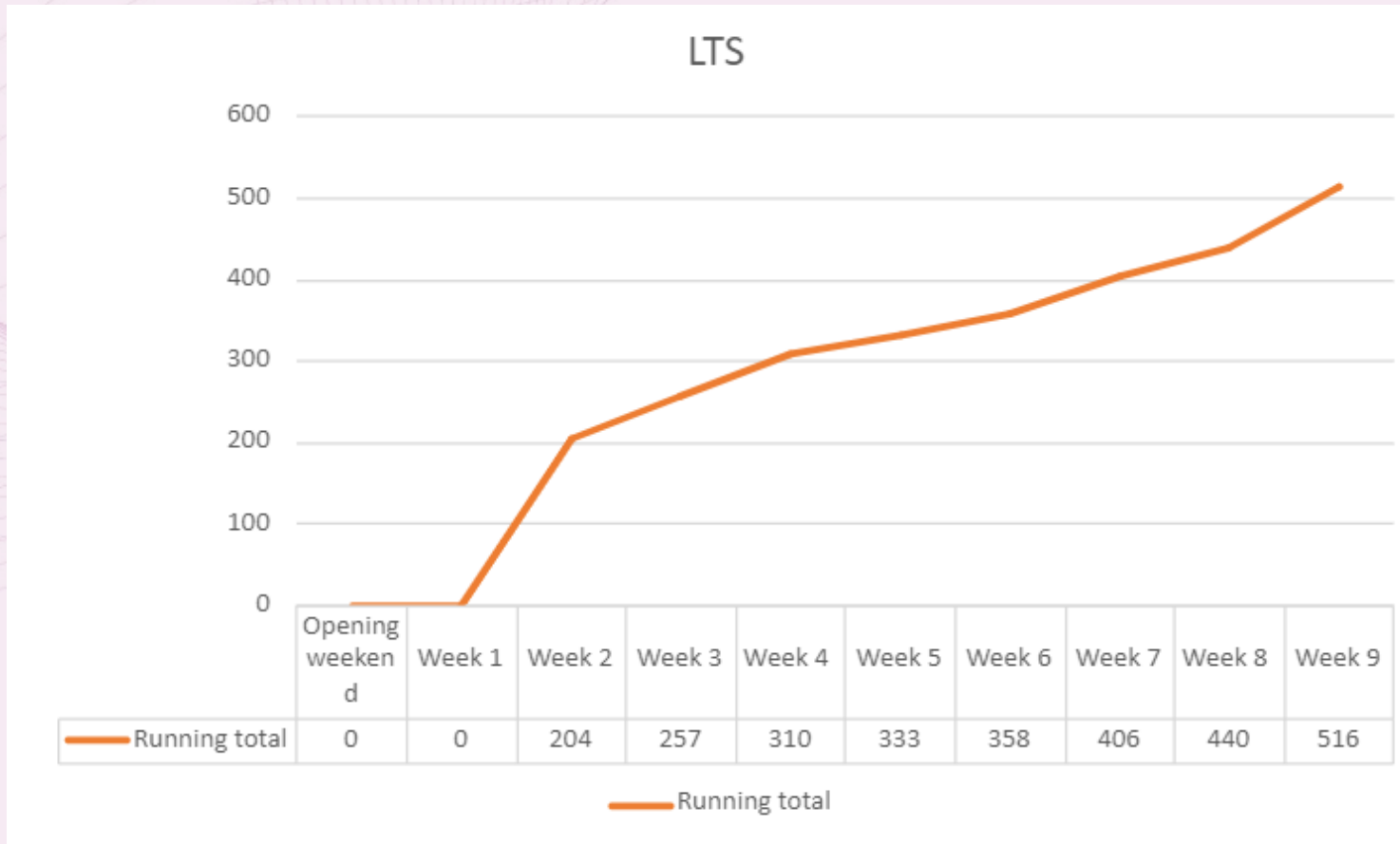
Membership



**Pre-closure:
1,032**



Performance - LTS



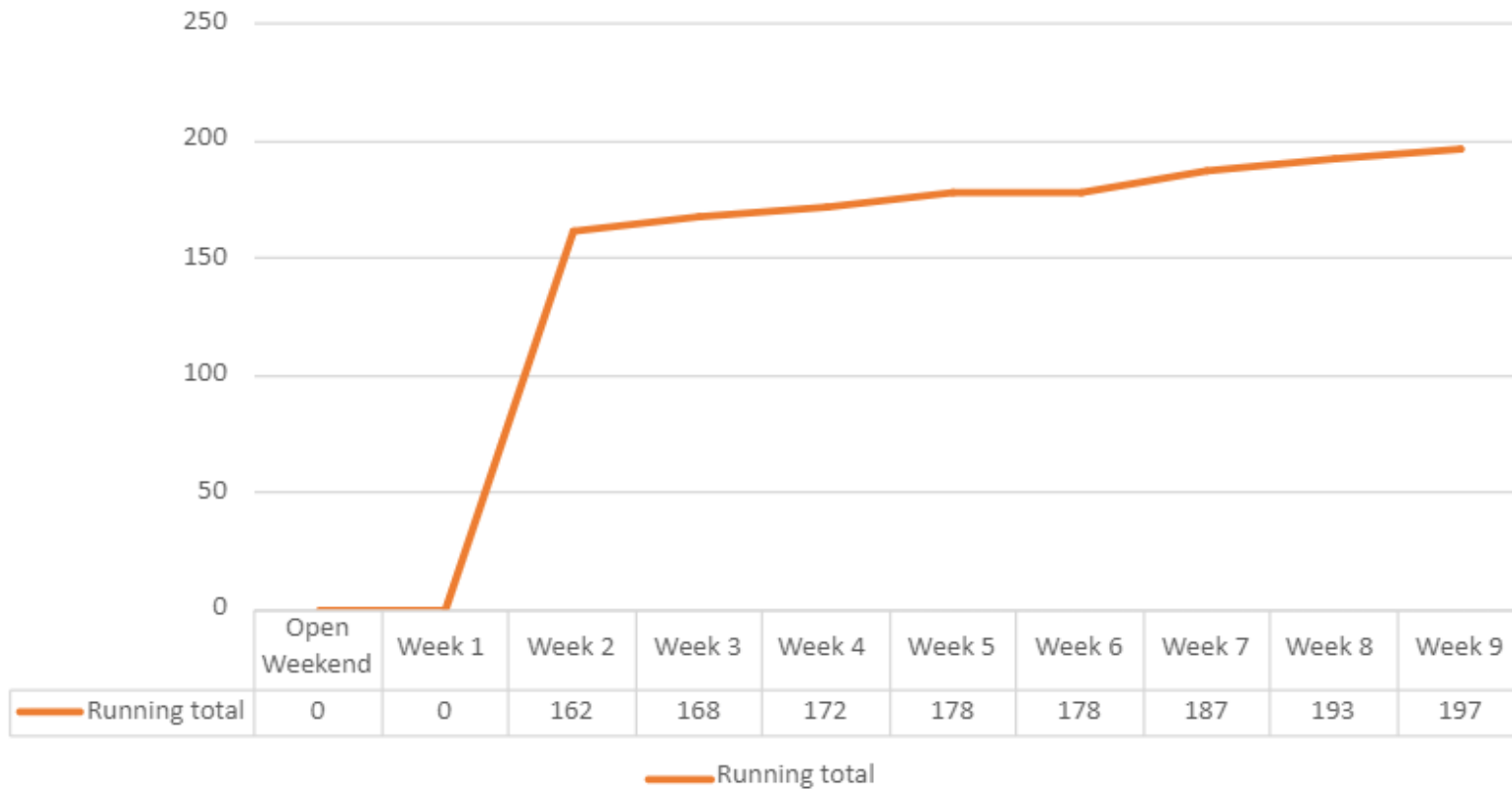
**Pre-closure:
1, 313**



Performance – Tennis Academy

Page 133

Tennis Academy



**Pre-closure:
251**



“You said, We did”

“Ladies only sessions”

We introduced ladies only structures & unstructured gym sessions and ladies only swimming

“More group exercise classes, especially yoga”

There is now 35 Group exercise classes on the weekly programme, inclusive of 4 yoga.

“Extend Adult swim lessons and 1:1’s”

Adult only LTS group swimming sessions and 1:1’s launched January 15th 2024

“Get the schools back in to swim”

We now have over 1200 weekly school children swimming at GLI

“It costs too much to park at GLI”

Freedom Leisure customers & staff at GLI Centre can now access FREE car parking in Asda car park with a valid QR code

“Can we access all of Freedom leisure, leisure centres?”

We have introduced a ‘Gloucestershire Connected Membership’, entitling the member to access all Freedom Leisure centres across Forest of Dean, Gloucester and Cotswolds.

Customers



GL1 Leisure Centre - Gloucester

2 December 2023 · 🌐

Thank you Freedom so good to be back home and doing what we love



GL1 Leisure Centre - Gloucester

14 November 2023 · 🌐

The boys are back in town! Great to welcome back Gloucester Indoor Bowls Club, one of their three sessions this week. Lovely to see the friendly atmosphere and competitive spirit on display! We are hoping for another photo later in the week when the ladies return!

Lots of activities now available including, Swimming, Badminton, Group Exercise Classes, Squash to name a few. Timetables and contact details are on our website <https://www.freedom-leisure.co.uk/centres/gl1/>



GL1 Leisure Centre - Gloucester

28 November 2023 · 🌐

School swimming lessons are back in the pool!! We are so excited to see you all ❤️



“I just wanted to say that your lane swimming timetables are greatly improved on what they were under the previous management and also better than my own local pool. The times and durations work really well for me and I have been swimming at GLI way more in the last three weeks than in the previous three years! Thank you and keep up the good work!”

– Dominic Hamilton, Customer



Gloucester
City Council
Transforming Your City



freedomleisure
where you matter



GL1 Leisure Centre - Gloucester

29 November 2023 · 🌐

It's not only our customers that are excited to be back!!

We couldn't have said it better ourselves. One of our Swim Team Matts story! 🗣️

"Being back at GL1 these last few weeks has been such a relief. Since Freedom took over we've managed to welcome some of our customers back. We have been lucky enough to re open our Swim School and School Swimming Lesson programmes already. Myself and the swim team are looking forward to welcoming back our previous swimmers as well as any new customers"

💧 Pictured below Matt and Sydney 💧



Page 136

No of Employees

89

Karl Allen is the new Freedom Leisure area manager and was previously employed by Aspire Sports Trust.

He said: *"I am personally so pleased to be reopening the leisure facilities in Gloucester with Freedom Leisure. It was a devastating time for all the employees and to the community that the venues had to close."*

"I am excited and confident that with the support of Freedom Leisure, these facilities will thrive once more and I'd encourage as many of our users to return to support their local community leisure facilities."

– BBC News



- **Initially we introduced weekly performance and operations update meetings**
- **With rapport building we have moved to:**
 - Monthly performance meeting
 - Monthly Operations meeting
- **Quarterly presentation**
- **Partnership work with Richard Graham MP**



Gloucester City Council
2,931 followers
2mo • 🌐 [+ Follow](#)

We are pleased to have appointed Freedom Leisure as the new interim provider to run the city's leisure services.

Freedom Leisure, one of the UK's leading charitable and not-for-profit leisure trusts that manages over 100 leisure and cultural facilities across England and Wales, will continue to reopen the facilities in stages.

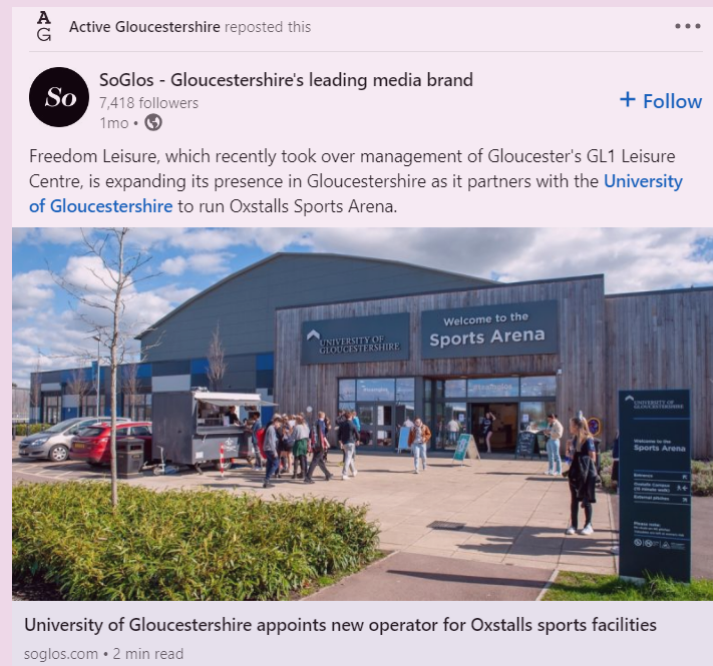
If you are a former Aspire employee or freelancer you are guaranteed an interview and you're invited to register for their recruitment day on Monday, November 6. More <https://orlo.uk/7dSBw>

A close-up photograph of a swimmer's arm and hand breaking the surface of a swimming pool. The water is blue and splashing around the hand. A blue lane marker is visible in the background.

Local/ National Stakeholder engagement

- University of Gloucestershire
- Swim England
- Active Gloucestershire
- SoGlos
- Lawn Tennis Association (LTA)
- Eastgate shopping centre
- Gloucester Rugby Club
- Gloucestershire Live
- Community Leisure UK
- Punchline Gloucester

Page 138



Gloucester
City Council
Transforming Your City



Successful PR %

71%

Gloucester GL1 and Oxstalls to reopen after recruitment drive

© 10 November 2023



GL1 and Oxstalls will reopen under management by interim provider Freedom Leisure



Page 139

[BBC News - GL1 Re-opens](#)

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Page 140

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Gymnastics at GL1 Leisure Centre

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Page 141

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Gloucester City Council Procurement		 LINKED TO PROJECT PLAN						
File	Version 1.0	Dates Completed W/E	Start (week number)	End (week number)	Dates Actual W/C	Dates Actual W/E	Status	Comment
QA	Duncan Wood-Allum							
Date	26/01/24							
Activity								
STAGE 1: PROJECT INCEPTION								
1.1	Project inception meeting to establish information requirements, project scope and project plan via TEAMS	11/08/23	1	1	07/08/23	11/08/23	Completed	Completed on 15/08/23
SubTotal								
STAGE 2: PROCUREMENT STRATEGY								
2.1	Development of Procurement Strategy Key Considerations briefing paper. This includes contract length, risk allocation for R&M and utilities, strategic objectives and associated contract KPIs, approach to pricing and concessions, potential investment, evaluation criteria etc.	18/08/23	1	2	07/08/23	18/08/23	Completed	Draft issued on 17/08/23
2.2	Procurement Strategy Workshop with key senior stakeholders to explore and refine key considerations as set out in briefing paper. (On the same day as Spec Workshop)	25/08/23	3	3	21/08/23	25/08/23	Completed	Held on 24/08/23
2.4	Final Procurement Strategy Report with key decisions from Workshop for Cabinet approval.	01/09/23	4	4	28/08/23	01/09/23	Completed	Issued on 30/08
SubTotal								
STAGE 3: PROCURMENT DOCUMENTS								
3.1	Services Specification meeting to explore and refine key requirements to inform drafting of Services Specification document. (Same day as Procurement Strategy Workshop)	01/09/23	4	4	28/08/23	01/09/23	Completed	Held on 24/08/23
3.2	Draft Services Specification document.	22/12/23	5	20	04/09/23	22/12/23	In progress	Next action - SLC to revise draft to encompass any known amendments due to relaunch and reissue to PW - 10 Nov Secondary action: PW to review and return with amendments / actionable responses to comments - 15 Dec SLC to provide further draft iteration by 22 Dec
3.3	Draft ITT document including SSQ and evaluation criteria.	22/12/23	4	20	28/08/23	22/12/23	In progress	Next action - SLC to revise draft to encompass any known amendments due to relaunch and reissue to PW - 10 Nov Secondary action: PW to review and return with amendments / actionable responses to comments, in advance of sharing for discussion with UoG and BCCBS - 8 Dec Discussion with UOG /BCCBS w/c 11 Dec to inform further draft developed by SLC by 22 Dec
3.4	Input into Draft Risk Allocation Matrix and Contract to be produced by legal partners and input into draft contract documents.	08/09/23	5	5	04/09/23	08/09/23	In progress	Sessions held previously with Sharpe Pritchard Next action: SP to share draft for SLC and GCC review, identifying any outstanding areas
3.5	Final Services Specification, SSQ and ITT following client review and input.	26/01/24	23	25	08/01/24	26/01/24		Finalisation of documents following GCC / BCCBS / UoG review (between 22 Dec and 8 Jan)
3.6	Final ISFT document	21/06/24	46	46	17/06/24	21/06/24		
SubTotal								
STAGE 4: PROCURMENT PROCESS								
4.1	Draft FTS Notice - SLC input	09/02/24	27	27	05/02/24	09/02/24		
4.2	Publish FTS notice and commence procurement - 12th Feb 2024	16/02/24	28	28	12/02/24	16/02/24		
4.3	Market interest bidders day and site tours. SLC to attend and produce programme.	01/03/24	30	30	26/02/24	01/03/24		Date to be set for inclusion in ISIT

4.4	Hold evaluation training and preparation workshop via TEAMS	26/04/24	38	38	22/04/24	26/04/24		
4.5	Deadline for Initial Tender and SSQ Submissions - 10th April 2024	10/05/24	40	40	06/05/24	10/05/24		
4.6	Evaluate ISIT quality section submissions (assume 3 Bids). Includes evaluation panel meeting.	07/06/24	41	44	13/05/24	07/06/24		
4.7	Undertake negotiation meetings with bidders.	14/06/24	45	45	10/06/24	14/06/24		
4.8	Commence Invitation to Submit Final Tender in Final Tender Instructions - 24th June 2024	28/06/24	47	47	24/06/24	28/06/24		
4.9	Deadline for Final Tender submissions - 2nd Aug 2024	02/08/24	52	52	29/07/24	02/08/24		
4.10	Evaluation of ISFT submissions (assume 3 bids) including attendance at evaluation panel.	16/08/24	53	54	05/08/24	16/08/24		
4.11	Final evaluation panel meeting.	23/08/24	55	55	19/08/24	23/08/24		
4.12	Preparation of procurement outcome report for internal scrutiny and GCC approval.	30/08/24	56	56	26/08/24	30/08/24		
4.13	COUNCIL GATEWAY Approval of Preferred Partner - Sept 2024	13/09/24	58	58	09/09/24	13/09/24		
4.14	Send letter notifications to bidders - incl. scores and commentary - SLC input.	20/09/24	59	59	16/09/24	20/09/24		
4.15	Standstill period - Sept / Oct 2024	04/10/24	60	61	23/09/24	04/10/24		
SubTotal								
STAGE 5: PROJECT MANAGEMENT AND MOBILISATION								
5.1	Support dataroom with bidder clarifications.	19/07/24	28	50	12/02/24	19/07/24		
5.2	Support with contract mobilisation.	06/12/24	62	70	07/10/24	06/12/24		
5.3	Project management and contingency.	03/01/25	1	74	07/08/23	03/01/25		
5.4	CONTRACT COMMENCES - 2 Jan 2025	03/01/25	74	74	30/12/24	03/01/25		
SubTotal								
ADDITIONAL WORK FOR UNIVERSITY OF GLOUCESTER								
6.1	Hold meeting with University to develop Specification and agree University Specific method statements.	01/12/23	3	17	21/08/23	01/12/23	In progress	Next Action: Meet with UoG regarding proposed changes to specification (based on mark up of documents previously provided to UoG for discussion) Secondary action: Meeting with UoG, GCC and BCCBS re method statements and evaluation.
6.2	Draft University Specification.	22/12/23	15	20	13/11/23	22/12/23		Next Action: Implement agreed approach to specification drafting and issue for UoG review
6.3	Final Services Specification.	26/01/24	23	25	08/01/24	26/01/24		
6.4	Input into University specific contract.	26/01/24	16	25	20/11/23	26/01/24		
SubTotal								
ADDITIONAL WORK TO INCLUDE BLACKBRIDGE COMMUNITY SPORTS HUB								
7.1	Hold meeting with Blackbridge Charitable Community Benefit Society Trust to develop Specification and agree University Specific method statements.	01/12/23	3	17	21/08/23	01/12/23	In progress	Next Action: Meeting with UoG, GCC and BCCBS re method statements and evaluation
7.2	Draft Blackbridge Specification.	22/12/23	15	20	13/11/23	22/12/23		Next Action: Review and implement feedback on specification and reissue secondary draft for BCCBS review.
7.3	Final Services Specification.	26/01/24	23	25	08/01/24	26/01/24		
7.4	Input into Blackbridge specific contract.	26/01/24	16	25	20/11/23	26/01/24		
SubTotal								
Total								

Gloucester City Council Sport & Physical Activity Strategy 2023-2028





PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

Foreword

We know that participation in sport and physical activity offers an enormous range of benefits to individuals, families and communities. Being physically active lowers the risk of lifestyle related diseases such as diabetes and heart disease and can assist in preventing or surviving other illnesses. Participating in active recreation helps to refresh the mind, contributing to improved mental health and enhancing overall health and wellbeing. It can help build individual self-esteem and self-confidence, encourage social interaction, bring communities together and contribute to strong family relationships.



Physical activity is also an opportunity for people to get together: kicking a ball, riding a bike or watching the kids play sport are all opportunities for a families and friends to come together in an enjoyable and supportive way. Sport and physical activity also reduce healthcare costs,

generate economic activity, provide opportunities for volunteering and skills development and play a role in reducing crime and antisocial behaviour.

Gloucester City Council and its partners recognise that the City has good capacity to deliver physical activity opportunities through its sport and leisure facilities, open spaces, schools and the wider environment. However, a sustainable approach to maintaining and developing these physical community assets is required as the local area faces a challenging economic climate in the coming years.

This strategic plan for sport and physical activity, covering the period 2023 to 2028, provides a clear direction for the Council to work in partnership to support healthy lifestyles in the community by reducing levels of inactivity amongst its residents, while at the same time helping local people who already participate in physical activity and sport be the best they can be.

Supported by four leading priorities and a set of Key Performance Indicators, the strategy will guide the development of activities, programmes and partnerships that can help realise the full potential of physical activity and



PHOTO: KAY LILLINGTON

sport within the community. At the same time, it will help to ensure that the Council and its delivery partners are working collaboratively towards the same goals, ensuring that resources are deployed efficiently and that new opportunities for participation are maximised.

A handwritten signature in blue ink, which appears to read "Richard Cook".

About Gloucester

Located in the heart of Gloucestershire, the district, county town and cathedral City of Gloucester boasts a wealth of cultural, architectural and industrial heritage alongside a thriving, well connected local economy. Its population of just over 132,000 people enjoys access to numerous open spaces and waterways and a diverse range of sport, physical activity and cultural facilities.



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

Despite this backdrop the health and wellbeing of Gloucester residents is often compromised by low activity levels and, in some areas of the City, poor socio-economic conditions. Gloucester also has several diverse ethnic communities who experience inequalities and barriers to being physically active.

To further establish the context for this strategy it is useful to highlight some of the key demographic and health characteristics of the district:

- The population of Gloucester has increased by 8.9%, from around 121,700 in 2011 to 132,500 in 2021, higher than the overall increase for England over the same period (6.6%). As of 2021, Gloucester is the third most densely populated of the South West's 30 local authority areas. There has been an increase of 22.3% in people aged 65 years and over; an increase of 6.8% in people aged 15 to 64 years, and an increase of 6.1% in children aged under 15 years (2011 to 2021), all higher than the England averages.

- Public Health England's 2019 'Local Authority Health Profile for Gloucester' provides the most recent snapshot of the prevailing health conditions within our district, which are found to be varied compared with the England average. Life expectancy for men is lower than the England average, while life expectancy is 13.5 years lower for men and 9.5 years lower for women in the most deprived areas of Gloucester than in the least deprived areas. The under 75 mortality rate from cardiovascular diseases is worse than the England average, and in terms of children's health in Year 6, 23.6% (377) of children are classified as obese – this is worse than the average for England, as are the district's levels of teenage pregnancy.
- Regarding physical activity levels 60.8% of our local adult population are active for more than 150 minutes a week, slightly lower than the average across England (61.4%). However slightly more (12.4%) of local residents over the age of 16 are fairly active (30-149 minutes of activity per week), compared to the average of 11.5% across England. Between November 2018 and November 2021 levels of adult inactivity rose from 24.6% to 27.2%, no doubt due in part to the impact of the Covid 19 pandemic and associated lockdowns.



PHOTO: GLOUCESTER RUGBY CLUB



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

- Local children and young people (aged 5 to 16) are slightly less active than the national average, with 43.9% being active for 60 minute or more each day (compared to 44.9% nationally), 19.6% being fairly active (30 to 59 minutes per day) compared to 23.8% nationally, and 36.5% being less active (under 30 minutes per day) compared to 31.3% across England. Significantly fewer children and young people in Gloucester have reported doing the recommended amount of exercise than in the other Gloucestershire districts.
- Gloucester is the most deprived district in Gloucestershire and ranks as the 138th most deprived of the 317 districts in England. 10 out of 13 of Gloucestershire's top 10% most deprived Local Super Output Areas nationally are located in Gloucester district and Gloucester has the highest proportion of all districts living in the most deprived areas (23% of the district). About 16.1% (4,195) children live in low income families.
- In terms of active travel and working from home the 2021 Census shows that 24.2% of Gloucester residents work from home, compared to an England & Wales average of 31.2%. Conversely, the number of residents who either

walk to work (9.0%) or cycle to work (3.3%) is higher than the averages for England & Wales (7.6%/2.0% respectively).

- Ordnance Survey publish the locations and extent of green spaces that are likely to be accessible to the public. The data include the following types of green spaces: allotments or community growing spaces, bowling greens, cemeteries, religious grounds, golf courses, other sports facilities, play spaces, playing fields, public parks or gardens and tennis courts. 2017 data shows that 11.9% of Gloucester district (excluding the parish of Quedgeley) is comprised of green space (412.5 hectares), compared with an England average of 2.2%, while public parks and gardens cover 136.1 hectares (3.9% of the district) compared with an England average of 0.8%.

Making the case for Sport and Physical Activity

Sport England, the arms-length body of government responsible for growing and developing grassroots sport and getting more people active across England, makes a compelling, evidenced-based case for sport and physical activity across five key areas:

1. Physical Wellbeing

- Sport and physical activity can help prevent ill health as well as provide therapeutic and management effects for those suffering - particularly for people affected by cancer.
- It can also lead to improvements in strength, balance, movement and motor skills, and help in maintaining a healthy body weight.
- It can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of a range of medical conditions, including cancer, dementia, strokes, heart disease and depression.
- Other physical wellbeing outcomes backed by evidence include improved quality of sleep, increased energy levels, healthy early years development, reduced unhealthy behaviours like smoking, reduced mortality, effective pain management and improved quality of life in ageing.



PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

2. Mental Wellbeing

- Physical activity can contribute to enjoyment and happiness, and more broadly to life satisfaction through increased social interaction.
- Volunteers and sports fans also have an increased sense of purpose and pride, while self-esteem and confidence are known to increase through participation or volunteering.
- Sport and physical activity also have the potential to reduce anxiety and depression symptoms.

3. Social & Community Development

- As well as developing individuals, sport and physical activity can help build stronger communities by bringing people together.
- Sport is widely seen as a way for people of different backgrounds to interact and integrate by taking part, volunteering and spectating.
- It can provide opportunities for migrants to adapt to living in England and can bridge divides between men and women, homeless people and those who are not homeless, and people with different employment backgrounds.

4. Individual Development

- Physical activity can have a positive impact on a person's employment opportunities and provide support to those who are not in employment, education or training.
- There's also clear evidence being active improves educational behaviour and attainment, through greater self-esteem, confidence and direct cognitive benefits.
- It can also help reduce anti-social behaviour in disaffected young people and increase willingness to volunteer and the development of soft skills, such as integrity, responsibility and leadership.

5. Economic Development

- The sport and physical activity sector boosts the economy in two ways: directly, through job creation, and indirectly by reducing healthcare costs due to a healthier population and reducing crime.

In the context of this background of evidence, Gloucester's demographic, health and activity data illustrates not only the barriers residents face to getting active, but also provides a framework for creating opportunities and solutions.

The district's considerable population growth over the ten years between 2011 and 2021, and that of neighbouring areas such as Tewkesbury, is significant. Firstly, it is likely to be putting pressure on local sport and physical activity facility infrastructure in terms of demand, meaning that investment in upgraded and new facilities must be a priority. Secondly, the data shows a simultaneous increase in the number of children and older people over 65. Inactivity within these groups is particularly detrimental to overall community wellbeing, meaning children must be supported to develop a life-long 'habit' of being physically active, while 'active ageing' should be encouraged to help reduce age-related illnesses.

The City's health profile shows a significant gap between the life expectancy of men and women living in the most and least deprived areas of the City, as well as a relatively high under 75 mortality rate from cardiovascular diseases. This, combined with slightly lower than average rates of physical activity, suggest that taking measures to increase participation in sport and physical activity can play a critical role in reducing health inequalities among our communities. Similarly, supporting children and young people to be more active both inside and outside of school hours can directly impact on participation levels and help address levels of obesity.

The data for active travel is encouraging, with higher than average numbers of Gloucester residents walking or cycling to work. Travelling actively has a huge number of benefits and is a direct way in which people can address the impact of climate change. We are committed to working with county and local partners to improve travel infrastructure and make it easier and safer for pedestrians and cyclists to get around the City.

Also encouraging are the statistics on the provision of green and open spaces. There is strong evidence to suggest that green spaces have a beneficial impact on physical and mental wellbeing and cognitive function through both physical access and usage. Despite its relatively high population density Gloucester is fortunate to have much



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higher levels of green and open spaces than the national average, yet many of the organisations we consulted as part of the research for this strategy questioned how well known and accessible these spaces are. As such, there is great potential to increase the number of people accessing the natural environment, but factors such as access to transport will need to be considered.

The evidence suggests that there are numerous barriers to physical activity – including safety, location, affordability, weather, cultural and social – and that delivering change at scale is difficult. For these reasons we believe that a systematic approach is needed to harness the benefits of a physically active lifestyle.

'Whole system' thinking acknowledges that multiple factors contribute to an individual's decision to adopt or sustain an inactive lifestyle. These factors are diverse, context dependent and constantly changing. To get to grips with the challenge, we need to consider not individuals and their conditions, but the holistic system and the dynamic relationships, diverse perspectives and invisible boundaries that exist within it. Changing one factor may have a cascading effect – positive or negative – on one or many more of the others.

The systems approach to solving problems begins by looking for points of convergence and evidence of shared ambitions and goals. The following section attempts to do this by taking a high-level look at the strategic landscape within which this strategy sits.

Strategic context

This strategy is primarily guided by Gloucester City Council's overarching strategic plan, the **Council Plan 2022-2024**. The Plan has three leading priorities, one of which is 'building greener, healthier, and more inclusive communities'. This priority aims to ensure that Gloucester's residents can lead a healthy and active lifestyle by ensuring everyone has access to high-quality leisure facilities and thriving green spaces, developed and delivered with a range of leading local partners.



PHOTO: GLOUCESTER RUGBY CLUB

The strategy's development has also been influenced by several other national, county and district level strategies and plans, which further contextualise and shape the strategic approach for physical activity, sport and wellbeing:

- **Uniting the Movement – Sport England, 2021:**

this ten year plan is based on five key pillars, all of which resonate with objectives of the Gloucester City Council Plan:

- **Recover and Reinvent** – recovering from the pandemic to create a network delivering sport and physical activity opportunities
- **Connecting Communities** – sport and physical activity's ability to make better places to live and bring people together
- **Positive Experiences for Children & Young People** – as the foundations for a long and healthy life

- **Connecting with Health & Wellbeing** – strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life
- **Active Environments** – creating and protecting the places and spaces that make it easier for people to be active

- **Building Back Better in Gloucestershire 2022-2026:**

Gloucestershire County Council's four year strategy outlines how the council aims to support and engage with communities to help them realise their ambitions across areas including skills, education, employment and their health and wellbeing. Gloucester City is highlighted as an exemplar of 'asset-based community development', an approach that begins with what is strong about communities, not what is wrong with them. The strategy also addresses the need to tackle climate change and highlights the role physical activity can play by creating a network of local cycling routes to make active travel the default choice for short journeys.

- **Gloucestershire Joint Health and Wellbeing Strategy 2020-2030:**

developed by Gloucestershire County Council and the NHS Gloucestershire Clinical Commissioning Group this strategy focuses on areas where a collective, system wide approach can help to improve the health and wellbeing of the population of Gloucestershire. 'Physical activity' and 'healthy lifestyles' are recognised as key interventions with the strategy lending support to 'We Can Move', a social movement supported by Active Gloucestershire (the Active Partnership for the county) which aims to get 30,000 inactive people in Gloucestershire active and to make being physically active the social norm.



PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

● **Gloucestershire Health and Care NHS Foundation Trust Strategy 2021-2026:**

the county's Foundation Trust provides provide integrated services for people with physical health, mental health and learning disability needs and a leading aim of its strategy is to work in partnership with communities to improve the health outcomes of those who are most disadvantaged. Key to this is being an active partner at both a locality and system level to tackle the root causes of health inequality, and this way of working offers significant opportunities to harness the benefits of physical activity to achieve better health outcomes for individuals and the communities they live in.

● **We Can Move Strategy 2021-2030:**

We Can Move was formed in 2017 with the aim of helping more people to get active and enjoy the benefits of a healthier life. The movement provides support, resources and systems leadership for individuals and organisations involved in the delivery of sport and physical activity within Gloucestershire, and Gloucester City Council is fully committed to supporting its work under the Council Plan's 'Leading a healthy lifestyle' priority.

● **Gloucester Playing Pitch Strategy 2015-2025:**

this plan provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities, thereby helping the council prioritise and target resources. The vision of the strategy is 'to provide an accessible, high quality and sustainable network of outdoor sports facilities, which provide opportunities for all residents to access good sport, physical activity and recreation facilities'. The key priorities identified by the strategy were to develop full sized 3G Artificial Turf Pitch provision, of which there were no pitches at the time, as well to reduce grass pitch shortfalls through use of 3G pitches for match play and improvement of grass pitch quality. Since the publication of the strategy a number of these recommendations have been successfully delivered, including new 3G ATPs at the University of Gloucestershire/Oxstalls Sports Park and Council investment into grass pitch improvement at key local authority managed sites.



PHOTO: KAY LILLINGTON

- Gloucester Indoor & Built Facilities Strategy 2019:** this report enables the council and its partners to plan and develop the more modern, efficient and sustainable range of indoor community-based leisure, physical activity and sport facilities that Gloucester requires, thereby ensuring residents have the opportunity to develop their physical, sporting, health and wellbeing ambitions within their local community. The strategy notes the Council's commitment to a presumption (in Planning Policy) against any net loss of active sport and leisure facilities in the City, and that the principal opportunity/challenge for Gloucester City is to ensure that its stock of facilities is fit for the future.



PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

- Gloucester Open Space Strategy 2021-2026:** setting out how Gloucester City Council plans to protect, manage and enhance its open spaces, this strategy recognises the importance of formal and informal green spaces and has as a leading priority the promotion of Gloucester's open spaces as attractive places to sustain and improve physical and mental health and wellbeing. In terms of overall open space provision, the strategy identifies that the distribution of open space across the City is adequate, but rather uneven. Due to the densely built-up nature of many of the City's residential areas, creating additional new open spaces where there are shortfalls will not be possible. Instead, the strategy seeks to improve the quality of facilities and accessibility to existing green spaces, as well as providing residents with plenty of information about parks and recreational opportunities in adjacent areas.
- Gloucester Local Football Facility Plan 2018:** developed in partnership with the Football Foundation and Gloucestershire FA, this plan builds on the findings of the Council Playing Pitch Strategy and highlights the assets and opportunities associated with the district's football facilities. The plan's Priority Project List outlines the main improvements and additions required, including the provision of additional 3G Artificial Turf Pitches and enhanced supply of grass pitches.
- Gloucester's Cultural Vision & Strategy 2021-2026:** a key aim of the strategy is to ensure cultural policy runs through the heart of the City's wider strategies, recognising the role of arts, heritage and creativity as fundamental drivers of Gloucester's economic, social and community development, as well as health and wellbeing. Given the obvious 'crossover' between art and physical activity with activities such as dance, musical theatre, illusion, mime, circus arts and performance art, it is important that the strategy's aims and objectives are reflected in this plan.

Consultation findings

Another important aspect to understanding how physical activity, sport and wellbeing can contribute to wider local strategic goals is gathering insight. To ensure we met this objective a consultation process was undertaken to inform the development of the strategy, allowing our leading partners and the wider sport and physical activity delivery network the opportunity to contribute and help direct us.

An initial visioning workshop was held with elected members, directors and key staff from the Council, the main outcome of which was the production of a shortlist of key themes that set the agenda for further consultation and ultimately the strategy content itself.

As well as setting the Council's vision and ambition for sport and physical activity in the context of the Council Plan, the workshop confirmed the desire to illustrate the golden thread that links it to complementary Council services and key community partners. Also highlighted was the need to evidence and articulate the leading issues facing communities, describe the positive change that is needed and ensuring that resources are assigned efficiently and effectively, and that outputs and outcomes are measurable.

The following outcomes were also prioritised by the group:

- Investing in existing and new facilities and repurposing them where viable.
- Maximising funding and sponsorship opportunities from national, regional and county level sources.
- Supporting greater community use of facilities at education sites.
- Developing new and existing partnerships, particularly with the health sector, with a focus on Asset Based Community Development.
- Increase the profile of, and investment and participation in, sport and physical activity by attracting more elite-level events to the City.
- Highlight links to the City's broader cultural offer.
- Help develop social enterprises around facility maintenance and service delivery.

In order to get a more detailed understanding of Gloucester's needs and opportunities a number of face to face interviews with leading representatives of the healthcare, community development, leisure and disability sectors were carried out. These discussions were invaluable in placing emphasis on many of the points raised during the visioning workshop, as well as highlighting further issues for consideration, including the following:



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

- Tackling inactive, sedentary lifestyles amongst residents is key, particularly where individuals are in poor health. Joining the dots between primary health care providers and community sport and physical activity organisations would make a significant impact.
- Linked to this, we need to build on the success of the 'whole system approach' to tackling inactivity through both closer working within Council departments and with external partners and stakeholders.
- Being active needs to resonate with people of all ages in the way that it affects their daily lives – how can they walk or cycle to school more safely, how can being active more easily become part of people's social lives, and how can the maintain physical activity into older age, especially around core strength and balance?



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

- Recognise the importance and influence of behavioural science and look at activity-related issues such as walkability, navigability, self-confidence and social norms.
- Improve accessibility to city-centre leisure facilities, particularly car parking, cycle storage and enhanced walking routes.
- Diversify the range of activities available at venues, for example GLI Leisure Centre's hosting of cultural events and installations has encouraged new users.
- Highlight more effectively where and how people can be active, particularly where there is no cost involved. Some green and open spaces are hidden away – how can they be made more accessible (particularly for disabled people) and more well-known?
- Make the link between climate change and being more physically active clearer by using language and examples that people more easily understand. Active travel can play a key role here.
- Develop an asset improvement strategy to highlight where sport and physical activity facilities require upgrade, repurposing or replacement.
- Gloucester City Council's Playing Pitch Strategy Working Group is a Sport England exemplar of good practice - could it be used to enhance participation further?
- A lot of facilities are in the centre of the City, with much less provision in smaller outlying neighbourhoods. How can it be made easier for people to access those spaces that are local to them?
- Barriers are harder to break down if we don't involve people in facility and programme design and provision, so we require a 'strength-based' approach to understanding what is available and where and how well that is matched to what local people want.

Finally, an online survey was carried out to gauge the views and opinions of various community-based sport and physical activity providers delivering within the district. The survey was sent out to over 220 organisations whose details were held by Active Gloucestershire and included schools, clubs and community groups.

The survey's main findings were as follows:

- 74% of responding organisations cater for people with disabilities or long-term health conditions, a good base from which to enhance the inclusivity of sport and physical activity organisations.
- While 55% of organisations reported that the Covid 19 pandemic had caused a decrease in their user numbers, 67% believed that there would be an increase in their user numbers over the next 5 years.
- Cost, time pressures and lack of motivation are seen as the main barriers to participation in sport and physical activity.
- 59% of organisations rated the quality of the City's sports facilities as being either 'good' or 'very good', while 13% thought they were poor. Similar figures were reported for the affordability of the facilities, while 23% described their availability as being poor or very poor.
- The leading method of travel to facilities was by car (87%). Encouragingly, travelling actively to venues (i.e. walking, cycling, running) was recorded by 57% of organisations.
- When asked to consider 'what, if anything, would encourage your users to switch to more active forms of travel to the chosen facility?', 33% of respondents highlighted 'a better connected and signposted walking and cycling network'.
- In the survey's final 'open' question organisations highlighted the difficulty in hiring grass pitches, the need for clubs to become more 'multi-sport' in their focus, greater partnership working between venues to raise awareness of the City's sport and physical activity offer and more and safer cycleways.



Vision

Having considered the findings discussed above the Council and its partners have agreed a clear vision for sport and physical activity in Gloucester:

‘Delivering a healthier, stronger, more active Gloucester’

This vision complements key national and local strategic plan and encompasses all aspects of a systems-based physical activity including sport, health and wellbeing and active travel.

Gloucester’s current leisure provision

Gloucester is well served across the district by both indoor and outdoor leisure facilities. In common with most local authority areas, Gloucester’s provision of sport and physical activity facilities is predominantly a combination of council-owned venues (some of which are operated by a third party) and spaces and places operated by sports clubs, schools and voluntary/community sector organisations. Taken as a whole, these operators host a wide range of universal leisure facilities and activities available to everyone.

The Council owns two leisure centres, GLI Leisure Centre and Oxstalls Sports Park that are managed by Aspire Sports and Cultural Trust, created in 2008 from the Council’s previous in-house team. The contract is primarily based on a lease with the Council holding landlord responsibilities which is scheduled to end in September 2024.

Aspire offers a range of services and interventions which are focused on providing social value to Gloucester residents including the City’s largest swimming and swimming lesson programme. In 2019, Aspire launched a Health and Wellbeing Hub in GLI working with health partners including Gloucester Community Wellbeing Team, the 2gether Trust (physiotherapists specialising in mental health services), and Gloucestershire Care Services NHS Trust (Macmillan Cancer Rehabilitation Specialists). Many councils are aspiring to develop similar hubs, but few have actually achieved this.

In 2022 the Council commissioned a Leisure and Cultural Services Assessment and Management Options Appraisal to better understand the Council’s options for future delivery of the services. The report concluded that while procurement of a multi-site trust operator is the most advantageous management option for the Council, there is work to be done to make the service ‘procurement ready’.

This included addressing some of the physical barriers to



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

access (such as car parking at GLI), undertaking asset condition surveys to help understand the whole life costs of key venues, developing a strategic approach to leisure and a services specification focused on contributing towards narrowing health inequalities in the City.

A key purpose of this new Sport & Physical Activity Strategy is to address the relevant recommendations not only of the Management Options Appraisal but also the three Council strategies which underpin our understanding of facility provision within the district, namely our Playing Pitch, Open Space and Indoor & Built Facilities Strategies. Each has their own action plan, and we will continue to review and act upon the recommendations made in each.

The high level findings and recommendations of these strategies indicates that Gloucester’s sport and physical activity facilities largely (with the exception of a shortfall in 3G Artificial Turf Pitch and natural grass pitch provision) fulfil



PHOTO: JAY WILLMOTT

the suggested quota for the population and will meet the needs of future generations, providing these facilities are well maintained and remain fit for purpose.

Gloucester has a strong sporting heritage and as such there is an equally strong presence throughout the area of teams, clubs, leagues, associations and organisations offering a wide variety of sports and leisure activities. While Gloucester Rugby Football Club proudly brings elite level rugby to the City there are a significant range of amateur clubs offering participation and progression routes, with football and rugby clubs being the most prevalent closely followed by bowling, cricket, running and athletics.

Sport clubs/organisations and their members have a wealth of knowledge and experience about their particular

sport and have an important part to play in promoting, developing and delivering activity in the future. We want to do more to encourage clubs to become accredited within their own sports discipline, e.g. Charter Standard Clubs. Accredited clubs tend to be run more ethically and have to provide welfare officers, qualified coaches and be proactive in tackling issues around equality and child protection.



The role of Gloucester City Council in providing sport and physical activity opportunities

Our role in sport and physical activity goes beyond commissioning the management of our leisure centres.

The City Council also has an important leadership role in facilitating and enabling an infrastructure conducive to physical activity through our planning policies, and the Council can, for example, require developers to make contributions towards the provision and maintenance of community leisure facilities.

With the increasing profile of climate change and active travel there is strong evidence to support the introduction of cycle friendly facilities and routes around the City and for excellent pedestrian access to be maintained for all areas including workplaces and public amenities. We will continue to work with Gloucestershire County Council's ThinkTravel and highways teams to explore ways in which we can invest in and improve our active travel infrastructure and encourage more people to walk or cycle to their destination.

Through our presence on the Gloucestershire Health & Wellbeing Board and our partnerships with strategic health bodies such as NHS Gloucestershire Clinical Commissioning Group, Gloucestershire Health and Care NHS Foundation Trust, Gloucester Integrated Locality Partnership and



PHOTO: KAY LILLINGTON

Gloucestershire County Council's Prevention, Wellbeing and Communities Team we are well placed to promote and share healthy lifestyle messages, ensuring that people have access to information about healthy lifestyle choices and opportunities to be more active. This extends beyond the provision of sports and leisure facilities and parks to include access to informal places and opportunities for people to walk, cycle and enjoy the natural environment.

In the past, we have been able to more easily access funding to support the provision of leisure facilities and services. However, funding for leisure is now the lowest it has ever been and the City Council is under increasing pressure to deliver more with less, meaning we will need to target limited resources far more effectively. We will build on our



PHOTO: KAY LILLINGTON





PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

recent success in securing 'levelling up' funding by seeking investment from a wide range of sources, while at the same time we will strive to build resilience into the community networks in Gloucester by supporting local clubs, groups and partner organisations to become more sustainable in the future.

We will continue to support initiatives that help open school facilities for wider community use. Many of Gloucester's schools have fantastic facilities located in the heart of their communities, and there are a range of benefits to opening them up for community use in the evenings and at weekends, such as increasing the activity levels of pupils and the local community, making connections with

local and national organisations that are looking for safe spaces for young people to be active and providing a vital new income stream.

Lastly, we will continue to lead the sport and physical activity sector's recovery from the Covid 19 pandemic. Since March 2020, the City's residents and its leisure facilities and sporting activities have been significantly affected by the Covid-19 pandemic, with the impact being felt hardest by people disadvantaged because of their health condition, social isolation, economic circumstances or their ethnicity. This has naturally made it more difficult for these groups to be active.



Our priorities for sport and physical activity



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

PRIORITY I

Achieving health and wellbeing outcomes

To ensure that Gloucester's residents can lead a healthy and active lifestyle we will focus our resources on areas that will increase the health and wellbeing of our residents.

Consequently, areas of activity that are most popular and have greatest impact on health will be prioritised.

We will do this by:

- Ensuring everyone has access to high-quality leisure facilities and thriving green spaces by working closely with organisations within our communities, our leisure provider; and through our role on the Gloucestershire Health and Wellbeing Board.
 - Enabling and encouraging those who are currently inactive to participate in physical activity, building up their levels of participation.
 - Ensuring sport and physical activity is embedded in the wider prevention agenda.
 - Continuing to support 'We Can Move' and encourage a collaborative 'whole system' approach to service development and delivery across Gloucester's leading sport, physical activity and health providers.
- Shaping Gloucester's sport and physical activity offer to meet the needs of the current and future population. The criteria for decisions on future provision will be based on the impact these services have on physical and mental health and wellbeing.
 - Addressing barriers to participation and improving access to all facilities and services, advice and information.
 - Ensuring facilities and services remain diverse and delivered by a range of providers across the public, private and voluntary sector.
 - Promoting the diverse range of sport and physical activity opportunities across Gloucester:



PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

PRIORITY 2

Reducing inactivity, increasing participation

We will ensure that the facilities and services delivered on our behalf and the City's wider sport, physical activity and wellbeing offer encourages people to participate, particularly those who are inactive.

We will do this by:

- Ensuring that council-owned leisure facilities and other key venues deliver increased activity in key groups, such as adults and children who are inactive, overweight and those with poor mental health.
- Supporting physical activity initiatives as a pathway to employment and to improve mental health and resilience.
- Joining with strategic partners to work with schools to maximise their physical activity offer to children, young people and the wider community.
- Promoting sport and leisure as a diversionary activity for young people at risk of crime and anti-social behaviour.
- Promoting active travel choices that reduce carbon emissions and contribute to physical and mental wellbeing.
- Promoting active workplaces and addressing the often sedentary nature of working from home.
- Developing and promoting more family focussed opportunities for physical activity.
- Harnessing the growing 'active environments' agenda and our wealth of parks and green spaces to develop and deliver more sport and physical activity opportunities.
- Monitoring and evaluating progress by running an annual resident survey based on the relevant Key Performance Indicators included within this strategy.



PHOTO: UNIVERSITY OF GLOUCESTERSHIRE

PRIORITY 3

Delivering a positive customer experience at our facilities

To secure the best health and physical activity outcomes from our facilities we recognise the need to strengthen existing and future leisure services contracts.

We will do this by:

- Addressing the recommendations of the Leisure and Cultural Services Assessment and Management Options Appraisal.
- Reviewing the provision and impact of sport and leisure facilities and programmes currently delivered at GLI and Oxstalls.
- Assessing property conditions to ensure the facilities remain fit for purpose now and into the future, with a particular focus on energy resilience and sustainability.
- Developing a range of Key Performance Indicators upon which to base future leisure services contracts.

- Looking for opportunities to diversify services at GLI and Oxstalls (for example the co-location of health services) and encourage greater collaborative working with other sport and physical activity providers.



PHOTO: ASPIRE LEISURE AND CULTURAL TRUST

PRIORITY 4

Working with Local Clubs, Groups and the Third Sector

We recognise the very significant contribution our local clubs and community groups make to Gloucester's sport and physical activity offer. Local clubs and groups can often engage with our residents in ways that public services cannot. We will work with these organisations to help them develop traditional and non-traditional activities within a diverse range of settings, thereby giving residents the best chance of getting active on their own terms.

We will do this by:

- Ensuring Gloucester's network of high quality, sustainable and accessible sport clubs and community groups continues to grow and thrive.

- Working with local groups, clubs and volunteers to see if more facilities and services can be provided by the voluntary sector.
- Linking clubs and groups to opportunities to enhance the health and wellbeing of their users alongside their tradition programme/activity offer.
- Promoting our sport clubs and groups through our leisure facilities and partner NHS Primary Care settings.
- Encouraging the uptake of accreditations amongst Gloucester's sport clubs and groups and celebrating their achievements and those of their users and volunteers.



Key Performance Indicators

To ensure we can monitor progress against the four priorities identified above we have developed the following suite of 18 Key Performance Indicators.

Reporting against the KPIs will provide a baseline of data for sport and physical activity projects, programmes and interventions delivered in Gloucester and, where possible, they will be used to underpin the Council's leisure contracts.

Those KPIs marked with an asterisk are drawn from insight collected as part of Sport England's 'Active Lives Survey', which gives us the opportunity to compare progress with the regional and national picture. Others are recorded by either the council or its leisure contractor.

Priority Outcome	Key Performance Indicators
<p>PRIORITY 1</p> <p>Achieving health and wellbeing outcomes</p>	<p>KPI 1*</p> <p>a. Percentage of adults in Gloucester taking part in sport for 30 minutes once per week</p> <p>b. Percentage of the population taking part in sport and physical activity at least twice in the last 28 days</p> <p>c. Percentage of people physically inactive</p> <p>KPI 2 Number of Gloucester residents aged 16-64 participating in physical activity on average 30 minutes, 5 times per week (or 2.5 hours per week) in leisure centres and outreach programmes as a percentage of the total district population</p> <p>KPI 3 Number of residents participating in physical activity on average 30 minutes, twice per week in leisure centres and outreach programmes as a percentage of the total district population</p>

Priority Outcome	Key Performance Indicators
<p>PRIORITY 2</p> <p>Reducing inactivity, increasing participation</p>	<p>KPI 4* Residents in specified Indices of Multiple Deprivation area(s) participating at least once per week in physical activity as a percentage of the total in the area(s).</p> <p>KPI 5* Residents with disabilities taking part in sport and physical activity at least twice in the last 28 days</p> <p>KPI 6* Residents from black and minority ethnic (BME) backgrounds taking part in sport and physical activity at least twice in the last 28 days</p> <p>KPI 7* Residents aged 5-16 years active (for 60 minute or more each day), fairly active (30 to 59 minutes per day) and less active (under 30 minutes per day)</p> <p>KPI 8* a. Percentage of children achieving physical literacy b. Percentage of young people (11-18) with a positive attitude towards sport and being active.</p> <p>KPI 9 Residents taking out the concessionary pricing schemes as a percentage of those eligible in the district.</p> <p>KPI 10* Residents over 65 years of age who have taken part in an activity at least twice in the last 28 days in council owned facilities as a percentage of the total in the district.</p> <p>KPI 11* Percentage of adult residents participating in active travel at least twice in the past 28 days.</p>





Priority Outcome	Key Performance Indicators
<p>PRIORITY 3</p> <p>Delivering a positive customer experience at our facilities</p>	<p>KPI 12 Customer and partner satisfaction indicators captured through an on-going monthly rolling programme</p> <ul style="list-style-type: none"> ● the overall service ● staff/coaches ● access and parking ● facilities ● catering ● cleanliness ● changing rooms ● value for money <p>KPI 13 Satisfaction with the leisure operator/s as a partner.</p> <p>KPI 14 Quest™ Plus scores for Leisure Facilities and Sports Development.</p> <p>KPI 15 Customer retention; fitness, swimming, courses/activities.</p> <p>KPI 16 Relative importance of Leisure Facilities as expressed by residents responding to the Gloucester City Council Annual Budget survey.</p>

Priority Outcome	Key Performance Indicators
<p>PRIORITY 4</p> <p>Working with Local Clubs, Groups and the Third Sector</p>	<p>KPI 17*</p> <ol style="list-style-type: none"> a. Increase in the number of people volunteering in sport in the last 12 months. b. Club membership in the last 12 months. <p>KPI 18 Uptake of accreditations amongst Gloucester's sport clubs and groups.</p>



PHOTO: GLOUCESTER RUGBY CLUB





Acknowledgements

This strategy was researched and developed in partnership with **Active Gloucestershire**, the coordinators of **'we can move'**, a social movement designed to get more people active in the county.

The consultation survey for the sports strategy was sent to **197 schools, clubs and other physical activity delivery organisations** drawn from the Active Gloucestershire CRM database. A further **20 or so clubs** were sent the link via the contact forms on their websites.

From this a total of **40 responses** were collected comprising the following:

Constituted sports clubs, Charities, Schools and Colleges, Social enterprises and Community Interest Companies, Sport Governing Bodies and other businesses

The respondent organisations covered the following sports:

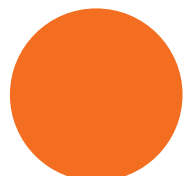
Athletics, Running, Badminton, Basketball, Bowls, Boxing, Canoeing, Cricket, Cycling, Dance, Fencing, Fitness activities, Football, Futsal, Gymnastics, Hockey, Martial Arts, Netball, Roller Hockey, Rowing, Rugby, Squash, Swimming, Table Tennis, Tennis, Trampolining, Volleyball and Walking

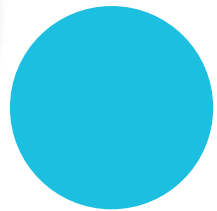
Thank you to all these respondents to the consultation survey and particularly to the following organisations whose valuable insights helped shape the strategy's vision and priorities:

- Active Gloucestershire
- Aspire Leisure and Cultural Trust
- Gloucester City Council
- Gloucester City Integrated Locality Partnership
- Gloucester Community Building Collective
- Gloucestershire County Council
- Gloucestershire Health and Care NHS Foundation Trust
- Gloucestershire Playing Fields Association
- Inclusion Gloucestershire
- One Gloucestershire
- University of Gloucestershire
- Venture:White City

Thanks also to the following for providing images

- Aspire Leisure and Cultural Trust
- Gloucester Rugby Club
- Kay Lillington
- University of Gloucestershire
- Jane Willmott





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Gloucestershire 



Meeting:	Overview and Scrutiny Committee	Date:	5 February 2024
	Cabinet		7 February 2024
Subject:	Museum Development Plan – Progress Update		
Report Of:	Cabinet Member for Culture and Leisure		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Lucy Chilton, Visitor Experience Service Manager		
	Email: lucy.chilton@gloucester.gov.uk		Tel: 39-6570
Appendices:	A. Museum Development Plan Progress Update B. Museum Development Plan 2021-2026		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To provide an overview of progress made to date against the Museum Development Plan 2021-2026.

2.0 Recommendations

2.1 Overview and Scrutiny Committee is asked to consider the information contained in the report and make any recommendations to the Cabinet.

2.2 Cabinet is asked to **RESOLVE** that

- (1) The report is accepted and progress against the objectives and actions noted.

3.0 Background and Key Issues

3.1 The Museum of Gloucester Development Plan (from here-on known as MDP) 2021 to 2026 was welcomed and adopted by Cabinet on 10 March 2021. The Museum is currently in year 3 of the 5-year plan.

3.2 The MDP sets out four key priorities, that set the overarching development plan and actions of the duration of the plan:

- 1. **Collections** – we will prioritise our collection – using our team and resources effectively we will understand our objects, their relevance to the city and will build appropriate facilities for their preservation and interpretation to effectively engage with the public.

2. **Public Programming** – We commit to curating an engaging and stimulating programme that we will use to educate and entertain our audiences. We believe learning through creativity is key and will embed this in our work, particularly using our collection to inspire the activity delivered within the Museum and beyond.
 3. **Audiences** - We will become a fully open and accessible organisation with collaboration and co-creation at the heart of everything we do. We are nothing without people. We commit to developing a sense of shared ownership, to ensure our community is valued, listened to and able to influence the way we engage audiences with our collection and wider activity.
 4. **Sustainability** - We will manage our budgets and fundraising efforts to ensure financial sustainability long-term, including identifying and implementing appropriate commercial opportunities.
- 3.4 Appendix A provides a more detailed update of some of the main highlights and progress made since the MDP was adopted in 2021. There are many different strands to the work of the Museum, all contributing to the priorities of the MDP.
 - 3.5 Collections – the council holds responsibility for the city’s historic collections. The city’s collection contains over 750,000 objects. To maintain, care for, conserve, interpret and develop and make these collections publicly accessible, staff with expertise and professional knowledge of museum practice is important. Suitable methods of storage, documentation and display are also key to the effective management of the museum collections. The Museum of Gloucester is an accredited museum, meaning that it meets the professional standards set by the sector and the accreditation process is awarded approximately every 5 years by the Arts Council England. The Museum of Gloucester was granted its accreditation renewal in 2018 and renewals generally take place every 5 years through the submission of data returns to provide evidence of collections standards. To retain accreditation status, the Museum will be required to provide the next return during 2024/25.
 - 3.6 A collections review is needed to fully understand the extent and contents of the Museum collection. A full review of all 750,000 objects will take time but the outcome of this will enable the service to make informed decisions, to be able to rationalize the number of objects held and to increase access to the Museum collection. In tandem, the decant of 25,000 objects are currently taking place at the former Folk Museum with a target date of 2027 to fully vacate the premises. Both areas of work, alongside other projects as listed in Appendix A will enable the Museum to understand its current and future storage needs. Once completed, this will be a significant moment for the Museum service as it can make better informed and more proactive decisions around the Collection and displays.
 - 3.6 Public Programming/Audiences - Pre-pandemic, visitor numbers saw 40,000 people through the Museum doors per year. At the start of 2021/2022, numbers into the Museum were low. Further into 2021, numbers started to increase with a notable difference in August where the Ladybird Exhibition attracted visitors back into the Museum. *History, Her Story, Their Story, Our Story* continued to draw visitors in towards the end of the year with the first exhibition in a three-year partnership with Royal Photographic Society *International Photography Exhibition* (IPE162) taking place in early 2022. In total there were 19,658 visitors to the Museum in 2021/22.

- 3.7 In 2022/2023, the annual visitor figures total rose to 30,700. A touring exhibition Titanic Honour and Glory Exhibition arrived to inspire audiences during the peak season. A 1980s memorabilia exhibition took place late 2022 which also proved popular.
- 3.8 IPE163 continued into Spring 2023, with blockbuster *May The Toys Be With You* arriving to excite visitors over the summer period, followed by Buttons, Badges and Blazers in late 2023, the first exhibition since 2019 where the Museum collection was central to the exhibition. Forecasting to year-end, visitors number for 2023/2024 will be similar to those in 2022/2023 however, the noticeable difference for 2023/2024 is the increase in income generated through ticketed exhibitions. Income has also increased across the gift shop and café when comparing to previous financial years.
- 3.9 A programming consultant was appointed to review the entire Museum programme and create a Programming Framework to help place audiences and communities at the heart of the ethos of the Museum and its activities.
- 3.10 Sustainability – The Museum received £581,700 from external funders over the past 18 months. This funding has come from sources including the National Lottery Heritage Fund, Arts Council England and South West Museum Development. The City Council continues to subsidise the Museum, recognising the Museum as an important asset to Gloucester. Retaining Museum accreditation status and building relationships with funding partners is going to be essential in the continued development of the Museum.
- 3.11 The ongoing work of the Museum will ensure it meets the MDP 2026 goals (see page 2 of Appendix B).

4.0 Social Value Considerations

- 4.1 Museums play an important role in social value. *“Museums change lives. They educate, entertain, and inspire. They provide spaces for social interaction and reflection. And they make valuable contributions to their local communities. Some involve audiences in active participation; some play active roles in supporting social change. There’s no doubt that museums make a difference to the world.” – www.museumnext.com*
- 4.2 Cultural activity in the city can provide far-reaching benefits to citizens’ health, well-being, skills and help develop social cohesion and a sense of place. Cultural participation in activities such as visiting and engaging with Museum can bring disparate communities together to celebrate and collaborate.

5.0 Environmental Implications

- 5.1 Museum of Gloucester is implementing a programme of capital works that will result in reductions of energy consumption, through the Arts Council funded MEND project. This includes replacement of older heating systems, improved systems and equipment and replacement of lighting with LED throughout the museum. The impact of this investment will be realised from 2024 onwards.

6.0 Alternative Options Considered

6.1 N/A – update report.

7.0 Reasons for Recommendations

7.1 Update report.

8.0 Future Work and Conclusions

8.1 Retaining Museum Accreditation is critical. 2024/2025 will see the team updating several policies and evidence provided to Arts Council England. At this stage, a submission date is not known – Arts Council England provides 6 months' notice.

8.2 The former Folk Museum decant will continue to work towards the agreed decant deadline. This will enable the Civic Trust to maximise spaces within the building and will be a step closer in housing the Museum collection under one roof.

8.3 The Museum will continue to react to funding opportunities from external funding providers. Fundraising and grant applications will be important to enable future projects and any transformational plans. Further investment is needed in the Museum building and the team are already aware that a further round of MEND capital funding is due to be announced by Arts Council England in spring.

8.4 With the combination of the former Folk Museum decant, the collections review and rationalisation and the Archaeological project, the Museum will start to understand its future storage needs and can therefore start to outline its requirements to enable continuous collecting. Further discussions will take place with the county Library service to understand what opportunities are available with the space.

8.5 The Programming Framework project will be complete, and the Museum will start to adapt its programme to ensure that the Museum is meeting the needs of its audiences.

8.6 The Museum will be fully integrated into the new ticketing system in 2024 and will benefit from better audience insights and a better customer experience. A new retail system is due to be implemented late 2024.

9.0 Financial Implications

9.1 The report provides an update on the progress of the museum development plan. The report notes that external funding has been received and has been used to support the plan. There is no additional funding required from the Council as a result of this report.

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

10.0 Legal Implications

10.1 There are no legal implications arising from the content of the report. Officers will work together with colleagues in procurement and One Legal for advice on the delivery of the objectives detailed in the report to ensure that they comply with the

provisions of the Councils Contract Rules and the procurement rules and regulations.

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

11.0 Risk & Opportunity Management Implications

11.1 The opportunity to expand the footprint of the Museum across the Brunswick Road building that is shared with county council should be explored. There is potential for bringing the collections together into the same building from a set of disconnected stores across the city. Discussions with the county council should be conducted in order to understand whether this is an option for the future expansion of the museum at this site.

11.2 The risks to the city is the limitation of the storage availability across the various museum stores. This makes collections care and management more complicated and time-consuming. The ability to continue to collect relevant material to represent recent, current, and future material that is important in telling the story of Gloucester and its communities could be missed if lack of suitable storage becomes the driving factor in future museum collecting policy.

12.0 People Impact Assessment (PIA) and Safeguarding:

12.1 N/A

13.0 Community Safety Implications

13.1 None

14.0 Staffing & Trade Union Implications

14.1 None

Background Documents: See appendices.

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Museum of Gloucester, Museum Development Plan: 2021-2026 Years 2 and 3 Progress Update – FEB 2024

Author: Lucy Chilton, Visitor Service Manager

Date: 25 Jan 2024

Priority 1 - Collections

Collections Review & Rationalisation

There are over 750,000 objects in the Museum collections. A full review of the collections is needed to understand what is currently held by the Museum. This review is in progress and is working in tandem with the former Folk Museum decant and other Museum-related projects as described throughout the rest of this document. The Museum is following SPECTRUM standards which is an important aspect of retaining Museum Accreditation.

A full review of the Museum collection takes time. The process involves condition checking, documenting, repacking, and relocating whilst continually planning the future storage needs of the service. By following SPECTRUM standards, the Museum will fully understand what is in the collections and how to care and manage it in the future; this will enable it to become more accessible to the public.

The service has updated the rationalisation process.

Rationalisation of objects is important if a museum is to continue to collect in the future. Museum collections need to remain relevant to its vision and objectives which evolve over time as well as to its communities and visitors. This process will take place throughout the review.



Figure 1: Packaged objects in storage at the Museum of Gloucester



Figure 2- Collection stored in the Museum of Gloucester basement

As part of the ongoing review of the Museum collections, the team were successful in their 2023 bid for £160,000 from the National Lottery Heritage Fund. The project 'From Store to Store: Uncovering Gloucester's Archaeological Treasures' will see the archaeological stores opened, and the collection moved to a central unit where it can be sorted, reviewed, and repacked to ensure its long-term preservation, all alongside a co-created engagement programme.

During this project, all emptied stores will be cleaned and reconfigured. The collection will be rationalised therefore creating space to continue to collect archaeology into the future.

Former Folk Museum Decant

The former Folk Museum (now known as The Folk) still houses collections that are in the care of Gloucester City Council. August 2021 saw the lease signed, and the former Folk Museum handed over to Gloucester Historic Buildings Ltd, where Gloucester Civic Trust has now taken on the day-to-day operations of the building. It was agreed that the City Council would remove any collection in storage or not on loan by August 2026, giving the Museum service time to source additional storage and remove objects in their entirety, unless on loan to the Civic Trust.

Since 2020, the Collections team have been working to catalogue and move objects - to date, around 4,500 objects have been cleaned, catalogued, and moved to new locations, with a further 2,000 objects catalogued and repacked. The work has mostly focused on objects that were previously on display or in smaller stores. The primary focus going forward is on the stores which house the greatest number of objects (around about 18,000). The team has been working with a core group of volunteers to complete this work whilst also responding to several small emergency salvage situations.

The project was put on hold in 2021/2022, due to building work at the Folk that meant the team were unable to access the building for 9 months. The deadline for the full decant was pushed back to February 2027 to accommodate these works. There has also been a focus on staff training to ensure that collections are managed to SPECTRUM standards and to address longstanding collections' care issues and concerns.



Figure 3- Art Store at the former Folk Museum



Figure 4- Relocating artwork, Museum store, cleaning of Museum objects

Storage Assessment

Projects that are currently taking place or pending will help us understand the storage requirements for the immediate and longer-term future of Museum collecting.

The former Folk Museum decant, the Archaeology Centre project, the collections review, archaeological depositions review and update, along with the MEND capital works that are currently taking place, all contribute to understanding the current and future storage needs of the service. Once these projects are complete, the service will be clearer on its storage position.



Figure 5- Museum store

Accreditation

Museum Accreditation is a standard that increases a museum's credibility and value to funders, policy makers, insurers, the community, and peers. Accreditation demonstrates that a museum is meeting the professional standards set by the industry and is administered by the Arts Council of England. The Museum of Gloucester was granted its accreditation renewal in 2018 and renewals generally take place every 5 years through the submission of data returns to provide evidence of collections standards. Due to a national backlog, it is expected that a return will need to be submitted in 2024/2025. It is the intention to continue to ensure that the Museum of Gloucester maintains its status as an accredited Museum.

Collection Digitisation

The current Collections Management System used by the Museum of Gloucester is called Modes. Modes is widely known in the Museum sector for the management of Museum collections. For the Museum of Gloucester to enable the Museum collection to become more widely accessible, more notably via digital methods, a new Collections Management System will need to be sourced.

In conjunction with the City Council's IT department, the Museum team have been through a process to understand the different systems available that meet SPECTRUM standards and enable access to the collection via digital means. A preferred supplier has been identified to help allow better access, but implementation of this new system was delayed due to the 2021 cyber incident, where Modes became inaccessible for nearly 18 months. Since then, there have been several other priorities for the team as detailed within this progress report, however, a new Collections Management System is important and will be progressed in 2024/2025.



Figure 6 - Condition checking and cataloguing objects

Priority 2 – Public Programming

Education

Education in museums is important as it connects the community to the Museum and provides inspiration for adults and children of all ages. The Museum of Gloucester has built positive relationships with schools within Gloucester and the surrounding areas, and these relationships means that the Museum can respond to societal challenges, and educational programmes can provide opportunities for more isolated, vulnerable, and marginalized members of society, to take part in activities and gain experiences.

The Museum education offer has continually grown from a basic loans box offer to investment from the Cultural Recovery Fund in 2021 where new sessions were designed, and resources updated. In 2021/2022, the focus was about building relationships and therefore a smaller number of school sessions were delivered. In 2022/2023, 32 school sessions were delivered onsite which saw 1,686 school children visit the Museum.



Figure 7 - Students learning via loans box

During 2023, the Museum participated in a pilot project called 'Wild Escape' which was supported by Art Fund. This project saw the taxidermy collection travel outside of the Museum, visiting schools where students created comics that told of the escape from the Museum to a better environment. The nationally funded project saw a grant of £3,000 provided to the Museum to engage with school children across KS1 and KS2 in the lead up to Earth Day 2023. Examples of some of the work produced during this project can be seen here - [The Wild Escape — Museum of Gloucester](#)

The education programme is currently undergoing re-imagination to make it more memorable, engaging, inspiring and an immersive experience for school children of all ages. Audience research on the requirements of education providers has been conducted with ongoing consultation and relationship building continuing to be a priority. The Engagement Officer is in the process of recruiting a pool of casual facilitators called 'Museum Inspirers' to support the delivery of the new learning programme. The new programme will consist of sessions at the Museum, outreach, loans boxes, pre/post visit resources, online resources, and virtual sessions. This new programme will be launched in stages, with the initial launch taking place in April 2024 (start of the summer term) with sessions at the Museum. A priority piece of work due to be undertaken is the rationalising and cataloguing of the education and handling collections.



Figure 8 - Wild Escape project

Exhibitions & Events

The current exhibition programme structure will see three exhibitions take place annually in the main exhibition space on the first floor of the Museum.

A blockbuster touring Summer exhibition aims to attract a family audience, an audience and season that helps maximise footfall and income generation. The Autumn/Winter exhibition programme aims to showcase objects held within the Museum collection, with the New Year/early Spring exhibition currently showcasing photography as part of the Royal Photographic Society partnership.



Figure 9 - Ladybird Exhibition 2021

Exhibitions are the main driver of footfall and are essential in encouraging visitors to return to the Museum. A wraparound programme keeps visitors engaged and provides an opportunity to generate further vital funds through the Museum café and shop.

There have been many exhibition highlights since the MDP was adopted in 2021. Below is a list of exhibitions that have taken place, along with attendance numbers:

Exhibition	Visitor Numbers
2021 - Ladybird Book Artists	5,950 – Summer
2021 – History, Her Story, Their Story, Our Story	3,040
2022 – RPS IPE162	1,167
2022 – Titanic Honour and Glory	3,939 – Summer
2022 - 1980s – Britain Money Changes Everything	890
2023 – RPS IPE163	1,564
2023 - May The Toys Be With You	6,097 - Summer
2023 - Buttons, Badges, Blazers	3,426



Figure 10 - Titanic Exhibition, 1980s Exhibition, 1980s Exhibition

Two of the listed exhibitions had a greater level of importance in telling the story of Gloucester and its communities.

History, Her Story, Their Story, Our Story showcased a diverse collection of work by artists inspired and mentored by renowned British photographer Vanley Burke. History, Her Story, Their Story, Our Story depicts creative responses to the question 'When was the first time you saw someone of different ethnicity to you?' This City Voices partnership project that included Gloucestershire Archives and Fresh Air Foundations, culminated in an exhibition of artwork at the Museum of Gloucester.



Figure 11 - History, Her Story, Their Story, Our Story



Figure 12 - Buttons, Badges and Blazers Exhibition

The Autumn 2023 exhibition was also notable as this was the first collections-based exhibition since late 2019. Buttons, Badges and Blazers showcased a selection of costumes from the Museum's collection of 4,500 costumes. Costumes on display came from as early as the 16th to the 20th century. Prominent pieces on display included 16th century judicial robes, robes worn by the first female magistrate as well as uniforms of police officer, prison wardens, water bailiffs and midwives. There were also several high-profile loans on display from members of Gloucester's community such as the uniform of the first openly transgender

police woman in Gloucestershire and the uniform of the first female World Cup Rugby Referee. Two young artists were commissioned to produce two contemporary pieces in response to the exhibition. You can view some behind the scenes footage from one of the contemporary artists here - <https://youtu.be/InyOWKPyWuk>



Figure 13 - Costume designed by Katie Taylor, workshop, costume designed by Sam Bates

This exhibition was funded by an Arts Council England Project Grant. The Museum received £21,500. In addition to this, South-West Museum Development provided a £1,000 grant for the conservation of 2 rugby caps dating back to 1887 and 1928, enabling them to be put on display as part of the exhibition.

In late 2023, South-West Museum Development awarded the Museum £7,200 as part of their Small Grants, Big Improvements funding programming. These funds were used to appoint a consultant, Rob Bowman, to review the entire engagement, events and exhibitions programme and help place audiences and communities at the heart of our ethos and activities. The outcomes of this piece of work will include:

- Increased and more diverse engagement across programming.
- Improved understanding of how to respond to the needs of audiences.
- Greater coherence across programming, rather than standalone events and activity.
- Greater confidence in exploring radical ideas and themes that resonate with audiences through our programme
- Improved connectivity with other strands in the cultural service.

This work continues to take place at the point of writing this progress report, but the new Programme Framework the consultant is writing will be critical in ensuring that the Museum continues to grow commercially and remain relevant.

Community Gallery

The Community Gallery, which is located on the ground floor of the Museum, is a space where community groups and artists can showcase their work. Led by the Museum Engagement Officer, there has been a series of exhibitions within this space, including:

- The Rush Brothers, identical twins who have found different mediums through ceramics and sculptures to explore who they are and how they feel
- 'Women at the Well' – artwork that enters into a journey of reflection, faith, hope and action – encountering various stories of 'Women at the well'. This community-led group were formed in 2021, all women who read stories about women at wells in the Bible and the Qur'an.

Further information about the Community Gallery exhibitions can be seen here - [Community Gallery — Museum of Gloucester](#)



Figure 14 - Exhibition by Rizpah Amadasun, exhibition by The Rush Brothers

Priority 3 – Audiences

Audience Development

This will be an area for growth as the MDP progresses into its 4th year. The audience relationship framework includes:

- Acquire – We seek out our audiences and get them to pay attention to us.
- Engage – We help them connect to us through entertaining content and a relevant offer.
- Convert – We make it easy and desirable for them to visit and buy from us.
- Retain – We make them want to visit and buy from us again.

In 2023, the Tourism and Destination Marketing team took on the responsibility of Museum marketing. A dedicated part-time Marketing Officer was appointed, and work is to start in building out the marketing strategy, so that it delivers a simple marketing system, deliverable with the resources available, focusing on the above framework.



Figure 15 - History line up outside the Museum of Gloucester - credit Paul Nicholls.

Decolonisation Project

As part of the Museum's commitment to decolonisation, collections staff started to research and investigate the records to see what objects connected to the Transatlantic Slave Trade were in the collections. It quickly transpired that due to incomplete and poor record management in the past that this was turning into a much bigger project than originally expected. This contributed to the decision to carry out a major inventory and cataloguing project across all of the collections, highlighting and amending problematic language and flagging objects with difficult and controversial histories as a part of that process – essentially bringing the decolonisation process into our everyday practice.

The Museum had made a previous commitment to hold a temporary exhibition at the Museum, but through this process the project team including the City Archaeologist (lead for the Historic Monuments Review) decided that instead of discussing the results of the Review, that it would be an interesting approach to look at one key figure in Gloucester's history. George Whitefield (1714-1770), an Anglican cleric and evangelist was selected. The Museum presented both sides of his story, including the things that he is praised and commemorated for, but also highlighting his links to slavery. The public were then asked a series of questions about this approach and encouraged to leave feedback. Most of the public agreed that this was a good approach – sharing all parts of a person's or place's

history and not just highlighting the positive. This approach is now being built into the collections management processes, as well as in any interpretation and displays done by the Museum team.

Partnerships

New partnerships are being formed regularly. Below are just a small handful of partnerships that that have been developed:

In 2021 the Museum of Gloucester announced a 3-year partnership with the Royal Photographic Society, committing to a series of International Photography Exhibitions in 2022, 2023 and 2024. The International Photography Exhibition is the world's largest running photographic exhibition. Now in its 165th edition, the IPE portfolio is a powerful presentation that demonstrates the breadth of contemporary image making and storytelling today. Themes of identity, cultural heritage, global societal issues, gender politics, mental health, the natural world, and the human condition can all be seen on display.

VOICES Gloucester (previously City Voices) partnered with several Gloucester based organisations, including the Museum of Gloucester, on a project called 'Threads'. 'A Costume for Gloucester' was a community project that brought together over 100 stitchers to showcase Gloucester's unique heritage, history, and culture. The final costume went on display at the Museum of Gloucester as part of the Buttons, Badges, and Blazers exhibition and has been accessioned into the Museum's permanent collections.

In 2023, Young Gloucestershire were approached as part of the Museum's commitment to working with young people. Young Gloucestershire were consulted about two projects as a springboard for future engagement – the Buttons, Badges & Blazers Costume Project and the Archaeological archives project. The Museum Project Officer and Engagement Officer joined meetings of the Young Gloucestershire Youth Board – a group made up of 12 young people aged 16-24. The Youth Board advised on the format of the engagement and events programme, giving ideas and advice on what type of events would attract young people and also about what would attract a young person to volunteer. They have expressed an interest in helping us with some of the physical decorations works behind the scenes and in the stores as well. This is an important partnership that will continue to build in the future.

The Museum, as part of the wider cultural services team, have continued to work closely with Gloucestershire Sight-Loss Council to ensure that the Museum is accessible to visitors who may have a level of visual impairment. Museum staff have received visual impairment training, whilst the Museum continues to engage with the Sight-Loss Council on day-to-day aspects of the Museum to ensure we are inclusive of the broadest possible audience. This includes advice on:

- exhibition and event planning,
- use of colour in the décor and exhibits
- new partnerships

South-West Museum Development have provided several opportunities for peer networking and staff development through various projects. Rebuilding Foundations saw 10 Gloucestershire Museums develop skills and knowledge around volunteer management, safeguarding and ED&I. More recently, the Travelling Together project saw 8 Museums from across the South West region come together to further develop skills and knowledge to ensure that museums are accessible to all.

Volunteer Development

Volunteers play an important role in the Museum of Gloucester, especially supporting the decant of the former Folk Museum and in supporting the collections review. The Museum has always attracted volunteers because it is seen as an entry point for those wanting to gain experience in working with Museum collections.

From April to December 2023, Museum volunteers provided 1,185 hours of support to this service. These hours have predominantly supported the former Folk Museum decant but have also contributed to the set-up of exhibitions and events.

Volunteers will continue to play an important role as we move into 2024/2025. The collections review will continue but the 10-month Archaeology Centre project will be reliant upon the support from volunteers, with a recruitment drive supported by the appointed archaeology contractor. If successful, we are expecting in excess of 4,000 volunteer hours contributing towards this project alone.



Figure 16 - Volunteers working on the costume collection

Priority 4 - Sustainability

Entrance Relocation

When writing the MDP, the intention was to act on previous conversations held with the Library service about creating a shared entrance to both the Museum and the Library, as there is a redundant entrance that sits between both venues. If progressed, both services would benefit considerably due to footfall and different types of audiences moving between services. Since then, the Library service has announced that it will be relocating to the former Debenhams unit, therefore, these plans are now on hold until the City Council understands the plans for the former Library building.

Museum Transformation

The MDP identified that in order for the Museum of Gloucester to remain relevant, it would need to identify and deliver a 'transformation project'. At the time of writing the plan, the specifics were not detailed - it was clear that the Museum needed change across the board.



In planning for future transformation, the Museum building needs to be fit for purpose. In 2021, £2m worth of investment was identified as being needed to bring the Museum building up to standard. At the same time, Arts Council England announced its 'Museum Estates Development Fund' – a capital fund targeted at non-national accredited museums and local authorities based in England. These funds were to undertake vital infrastructure and urgent maintenance backlogs which may be beyond scope of day-to-day maintenance budgets. A bid was submitted and accepted with Arts Council England awarding the Museum £387,500 of a total project budget of £470,350. Works include upgrading the distribution boards, upgrading lighting to LED, lift repairs, drainage improvements, dehumidification improvements, roof recovering, as well as improving the air handling in both exhibition spaces therefore improving

environmental conditions, enabling the Museum to attract loans of national importance. These works have started and will be complete by the end of March 2024.

Museum Website

The Museum website was upgraded in 2022 after receiving funding as part of the final round of Cultural Recovery Funding. During the last 12 months, there has been changes to enable better navigation in finding events, exhibitions, and items for sale. A new online store has been launched to enable customers to purchase Gift Shop products from home, and new donation options have been launched, including Adopt an Object. Work is ongoing to further streamline the sitemap of the website, to better integrate the new ticketing system and to update out of date information and images.

Carbon Neutral by 2030

The Museum has taken steps to support the Council's ambition to become carbon neutral by 2030. The MEND capital works are significant in that lighting changes will reduce energy consumption and changes to boilers and radiators will mean that spaces/rooms can be temperature controlled independently, rather than having to heat the whole building at once. New TRVs allow for even better temperature control.

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Development Plan 2021-2026



**MUSEUM OF
GLOUCESTER**

Contents

- Contents 1
- Introduction 2
- Wider Context 4
- Audiences 5
- Statement of Purpose 7
- Vision and Values 8
- Overarching Priorities 9
- 5 Year Priorities 2021-202610
- Year 1 Priorities – 2021/22.....11
 - Collections11
 - Public Programming.....12
 - Audiences13
 - Sustainability14
- Financial Considerations15
- Risk Assessment16

Introduction

The Museum of Gloucester is on a journey.

Gloucester is changing, and with it, so are the ambitions of organisations and residents - and the Museum needs to keep up with this pace of change. Our audiences have high expectations, and we need to be ready to deliver. Over the past 2 years we have integrated the Tourist Information Centre with the Museum to create a welcoming, informative cohesive team. We have established a Collections Team and introduced Engagement Officer to sit alongside our Events & Marketing team – we are ready to take the next step.

During the next 5 years, we want to deliver fundamental transformations in our service that will ensure we are able to be the quality museum an important city like Gloucester deserves.

This plan outlines the projects to be delivered over a 5-year period and gives more detail on the specific objectives for the next 12 months, Year 1 of the plan. The scale of work to be delivered cannot be underestimated, so it is important to hold a shared ambition that GCC and stakeholders can buy-into and support – the adoption of this plan gives buy-in across GCC, which will allow us to hold creative conversations and to reimagine the museum in an open forum alongside wider organisations and stakeholders.

We value and appreciate the input from the heritage sector in the city and believe a shared vision will deliver success, so we commit to engage our existing partners such as Gloucester Heritage Forum, SWMD, Arts Council, Gloucestershire Libraries Service, Gloucestershire Archives, Gloucester Civic Trust, amongst many others in the wider community and voluntary sector, along our journey.

The Museum of Gloucester by 2026...

- Having reviewed and considered the needs of a 21st Century museum – including storage, access, display, carbon footprint, exhibitions and income generation - we have developed a plan for the best use of the existing building(s) against a purpose built development, and committed to a plan of action, and are now well underway in fundraising and implementing the agreed plan.
- The Museum is inclusive and diverse, reflecting the community and people of Gloucester.
- Our infrastructure and practice are resilient and fit for purpose, with sufficient space and resources for the Collections, visitors, staff and activities.
- We are committed to tackling climate change and set an example for the community on green initiatives to reduce long term costs and be more sustainable.
- We are a museum beyond walls – our Collections are visible, valued and endure to inspire both present and future generations, embodying and representing the energy, history and passion of Gloucester and its diverse communities.
- Working with a variety of local and regional partners, our exhibitions, events and educational experiences represent the diverse nature of Gloucestershire. We provide the resources and means to enable the community to access and share their stories, both within and externally to the museum.
- Our education offer is externally accredited as amongst the best in the country and we work with local schools to shape an offer that is relevant to the curriculum. We offer blended learning, meaning our

education programme is accessible both in the classroom and in the museum. Learning is always inclusive and considers different learning styles.

- Accessibility of the museum, education and engagement programmes sits at the heart of our offer. We have an unyielding dedication to ensure that every single person who visits, both the museum and online, has the same enjoyable, engaging and educational experience that captures their imagination and interest, so they return time and again.
- We are the number one ticket agent service in Gloucester for local, regional and national events as well as for some of the nation's favourite attractions Using knowledge acquired over many years, we offer outstanding customer service both in person and online.
- The Museum of Gloucester Shop is the premier Gift shop in the area, where visitors, tourists and locals can discover a range of unique and bespoke gifts, both museum and exhibition related as well as locally produced arts and crafts. The online shop is also popular with repeat customers and purchases.
- The Café is a community hub, giving people an inspiring and unique place to gather with friends whilst enjoying locally produced food and drinks.
- We are well known for our fundraising expertise and successes. The entire team understand the part they play in this. Everyone is trained and eager to encourage and explain the benefits of making donations as well as in fostering and building relationships with corporate sponsors and grant-making bodies.
- As a service, the Museum is financially sustainable and always looking at ways to increase income and reduce expenditure. Fundraising is an important part of this strategy and we actively look to increase grants and donations income year on year to implement our many projects, as well as providing resources and paid work placements for our community.
- We have state of the art technology and equipment, which supports a seamless and effortless experience across the digital offer and interpretation within the museum. This includes the front and back office systems, such as ticketing and till systems and online shop, as well as gathering real-time analytics and feedback that we use to shape future activity. We know who our audience are and who they are not and are able to target specific communities to encourage engagement and interaction. Visitors engage with us regularly across digital platforms including social media and our website and we use these interactions to further share and develop the collections and engagement offer.
- The museum and its events and activities contribute to the wider Tourism and Destination Marketing Plan to amplify the marketing for the city.

Parts of Year 1 outcomes in this plan are supported by



Supported using public funding by
**ARTS COUNCIL
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Art Fund



Wider Context

In creating the Museum of Gloucester Development Plan, consideration has been given to the wider national, regional, and local context. Below are summaries of key strategic documents that inform direction of travel and priorities contained within this plan.

Arts Council Strategy: Let's Create 2020-2030

- Creative People
- Cultural Communities
- A Creative & Cultural Country

Achieved through:

- Ambition & Quality
- Dynamism
- Inclusivity & Relevance
- Environmental Responsibility

Gloucester Heritage Strategy 2019-2029

- Overarching Ambition - To achieve effective and sustainable conservation, regeneration and management of Gloucester's heritage, to realise fully its economic, community and cultural potential.
- 2.9 Museum & Collections
- 2.10 Education & Skills
- 2.11 Community-led Development & Volunteering

Gloucester Cultural Strategy 2021-2026

- Put Culture at the heart of the City's future plans
- Develop Artists & Arts Organisations so as to build the creative & cultural industries
- Broaden the Cultural Offer to support social & economic development
- Develop a vibrant city centre, full of cultural activity & things to do
- Develop audiences who enjoy new cultural opportunities being created
- Put Gloucester on the map by developing high profile events
- Make things happen & continue a momentum for change

Gloucester Destination and Tourism Marketing Strategy 2021

- Develop our online presence to a mixture of digital marketing campaigns and 'always on' activity
- To cultivate and grow our inbound audiences in 2021
- Strengthen audience development and community engagement initiatives to diversify audiences and address brand perceptual barriers
- Build a robust network of partners in the city from a variety of businesses operating to serve the visitor economy
- Lead the tourism recovery in the city by supporting partners in their activity

Audiences

Current Museum of Gloucester Audiences

From April 2019 to March 2020, the Museum of Gloucester attracted 84,079 visitors.

This was 50.85% increase on the previous year – the Tourist Information Centre relocated to the ground floor, and the museum became free in April 2019 which will have positively impacted on these figures and prior to Covid-19, we were actively working to maintain and build on these increased audience figures.

A recent online survey from 2020 identified, as part of a wider survey, several motivations to visit the museum and provided a general understanding of how people visit, or don't visit the museum.

- 84.36% had previously visited the museum
- 64% of visitors are likely to visit again
- 21% of visitors state that their primary motivation to visit is to learn something
- 18% for educating and stimulating their children
- 13% for spending time with family and friends
- 76% of visitors think that all the collections are equally interesting
- 70% of bookings for Museum events take place on the day or in the week before the event, translating to 90% of ticket sales

This insight is being further interrogated alongside the age, gender, and audience segmentation to form part of an action plan which informs a number of objectives held within this plan.

Online Audiences

Since July 2019, we have welcomed over 19,000 unique visitors to our website. A new website was launched in November 2020 to positive reviews and continues to grow in engagement. www.museumofgloucester.co.uk

At the end of January 2021, our current social media insights show that we have: 2,836 Facebook followers / 1,838 Twitter followers / 1,022 Instagram followers. Growth has been hugely exponential since January 2019.

We continue to engage across a variety of other digital platforms and engagement including newsletters, Google listings, TripAdvisor, heritage websites and many more.

Gloucester's Audiences

In 2019 a report was commissioned the South West Tourism Research Company to undertake an Economic Impact Study for the Visitor Economy of Gloucester which show that Gloucester:

- attracted 313,000 domestic visitors to the city spending £50m in the city
- had 50,000 inbound visitors to the city spending £23m in the city
- 76% of visitors were visiting for a holiday
- 11% were visiting for business
- 12% were visiting friends and relatives
- A total of 3,438,000m day visits to Gloucester were taken attracting £140,722,000 spend in the city
- May was the busiest month for both overnight stays and day visits and spend 194,000 trips were taken with a spend of £13

Future Audiences

As part of the audience development project and survey, we have identified several audience segments as growth areas which will be prioritised as part of this plan.

The top 3 are identified as:

Domestic Family Audiences

45% of these family-group visitors to the museum are a general family type audience who visit for as an excursion that benefits everyone in the party. They are the largest segment of visitors, yet visit the least frequently at an average of 1 a year. Many attend once and do not return. 20% of family group style visitors visit for the benefit of others rather than the benefit of themselves. They visit about 2 or 3 times a year and the Museum is seen as 'a place to take the kids or the parents-in-law'.

Young people - Under 25s

Half of the Museum's visitors are under the age of 25, 47% are under the age of 20, 41% are under the age of 15, and 30% are under the age of 12. Children and young people use spaces differently to adults needing to be 'handed' 'things to see and do' in overt ways, considering their short attention span, and limited ability and stamina to read.

Developmental Audiences (Non-Users)

Developmental audiences are visitors who for a variety of reasons do not visit the museum or do not feel it is for them. It important to understand and appreciate the barriers to access for each of these groups and how to tackle these.

Statement of Purpose

At the Museum of Gloucester, we connect people through shared experiences.

Through exceptional collections, research, and preservation, we record and interpret the ever-evolving development of the City of Gloucester and its people.

We co-create experiences that engage and inspire.

We will ensure our museum is fit for purpose, sustainable and addresses social and environmental challenges.

Vision and Values

As a key part of Gloucester City Council, we share and commit to deliver the organisation's Vision and Values, but we have used them to inspire and shape our specific ambitions at the Museum of Gloucester.

Gloucester City Council – A city that works for everyone

Our Values -

- Efficiency and value for money
- Forward thinking with innovation
- Making residents lives better
- Passionate about the city
- Working together to make it happen

The Museum of Gloucester – A Museum for Gloucester

Uncovering Gloucester's past and shaping our future...

We are -

- Welcoming**, inspiring and engaging
- Representing** and empowering our communities
- Sharing** and collecting powerful stories
- Innovative** and forward thinking
- Sustainable** with a social and environmental focus

Overarching Priorities

We have identified 4 key priorities, that will set the overarching development plan and actions over the next 5 years.

Collections

We will prioritise our collection – using our teams and resources effectively we will understand our objects, their relevance to the city and will build appropriate facilities for their preservation and interpretation to effectively engage with the public.

Public Programming

We commit to curating an engaging and stimulating programme that we will use to educate and entertain our audiences.

We believe learning through creativity is key and will embed this in our work, particularly using our collection to inspire the activity delivered within the Museum and beyond.

Audiences

We will become a fully open and accessible organisation with collaboration and co-creation at the heart of everything we do.

We are nothing without people. We commit to developing a sense of shared ownership, to ensure our community is valued, listened to and able to influence the way we engage audiences with our collection and wider activity.

Sustainability

We will manage our budgets and fundraising efforts to ensure financial sustainability long-term, including identifying and implementing appropriate commercial opportunities.

We will be carbon neutral by 2030 - We understand there is no future unless we address climate change urgently, so commit to do our part internally and externally.

We will openly review the needs of a 21st century museum against our existing facilities and commit to developing a roadmap that will address changing needs and digital advancements of the future. This will include a substantial project titled Museum Transformation Project – where all facets of the Museum will feed into this singular objective – what is the Museum, what should it look like and how should it deliver its objectives? All the projects within the plan feed into this project as they will inform the answer to the questions posed.

The Museum Transformation Project is a substantial piece of work that, by the end of the 5 year plan will have been outlined, approved and committed to by GCC and wider stakeholders, with the expectation that fundamental advancements towards its outcome will have begun.

5 Year Priorities 2021-2026

No.	Project	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26
1	Accreditation Retention	█	█	█	█	█
2	Life Museum Decant	█	█	█	█	█
3	Collections Review and Rationalisation	█	█	█	█	█
4	Collections Management System Replacement	█	█	█	█	█
5	Decolonisation Review & Engagement	█	█	█	█	█
6	Collection Re-Interpretation	█	█	█	█	█
7	Museum Digitisation	█	█	█	█	█
8	Re-imagining Education	█	█	█	█	█
9	Commercialisation	█	█	█	█	█
10	Museum Building Needs Assessment & Design Plan	█	█	█	█	█
11	Phase 1 – Entrance Relocation	█	█	█	█	█
12	Museum Transformation Project	█	█	█	█	█
13	Public Programming Strategy & Implementation	█	█	█	█	█
14	Audience Development	█	█	█	█	█
15	Fundraising Development	█	█	█	█	█
16	Volunteer Engagement	█	█	█	█	█
17	Roadmap & deliverables to achieve carbon neutral status by 2030	█	█	█	█	█
18	Engagement & Partnership Working	█	█	█	█	█

Page 199

Project Delivery
 Background Project Activity/Delivery
 Completed or integrated into core activity

Year 1 Priorities – 2021/22

Collections

No.	Project	Detail	Budget	Owner
3	Collections Review & Rationalisation	<ul style="list-style-type: none"> Commission Collections expert to deliver rationalisation project. Scope of work – Using Collections Policy, carry out a review of previously identified objects for deaccession, and review the main Collection for other items that fall into this category. Follow deaccession and disposals process in line with Accreditation and national guidance. <i>Purpose of project – To focus the Collection in line with Collections Policy, so resource isn't spent housing, caring for and conserving objects that aren't relevant to the City's heritage. Required to identify space & resource requirements for main Collection long-term.</i> 	Existing Ring-fenced reserve	Collections Officer
2	Life Museum Decant	<ul style="list-style-type: none"> As per conditions within lease with GHB and Civic Trust, there is a 5-year decant period to remove objects from the Life Museum. <i>Approximately 30,000 objects located here, forcing a review of storage across the service/wider GCC to identify where these objects will be housed long-term.</i> 	Existing Budget	Collections Officer
1.2	Storage Assessment	<ul style="list-style-type: none"> Commissions Collections expert to deliver storage assessment. Scope of work - Review objects held across the Collection and their storage requirements against existing facilities. Identify where existing storage is appropriate/needs improvement/non-compliant and devise solution, including purpose-built storage and identify associated costs and timeline for delivery. To form basis of business case with funding options for presentation to Cabinet by Q4. 	TBC – potential link with Collections Review Budget	Collections Officer
1	Accreditation Preparation	<ul style="list-style-type: none"> Ongoing - to ensure national compliance with any collections work undertaken. Review of documentation in preparation for next submission. 	N/A	Collections Officer
7	Collection Digitisation	<ul style="list-style-type: none"> CRF investment in digital camera equipment. While undertaking Collection Review and Life Museum Decant - record the collection in high quality digital images for use in Condition Reports, monitoring, and in preparation for future investment in a Collections Management System that can incorporate images, and link to a website for public engagement and access purposes. 	Equipment purchased through Cultural Recovery Fund	Collections Officer

Year 1 Priorities – 2021/22

Public Programming

No.	Project	Detail	Budget	Owner
8	Re-Imagining Education	<ul style="list-style-type: none"> Redesign of 3 of the most popular loans boxes and educations sessions to create a blended learning programme: <ul style="list-style-type: none"> Victorian, Romans and Anglo-Saxons 2x redesigned loans boxes, video recorded session, new learning materials. Redesign of Blackfriars education programme in-line with new Museum framework. If successful with CRF2 – develop a further 2 education sessions in the same framework. Engage schools in new programme (already collaborated during development stage) to re-establish Museum/Schools relationships and generate income. 	Culture Recovery Fund & existing budget	Engagement Officer & Events & Marketing Officer
13	Engagement	<ul style="list-style-type: none"> Develop framework for engaging with older adults, care homes and families – in-person visits and blended/virtual. Develop a Youth Forum building on links with Jolt to engage young people in programme development and encourage ownership of activities. Identify income streams against this 	Existing budget	Engagement Officer
13	Exhibitions	<ul style="list-style-type: none"> Establish annual programming framework – working with external curator, focused around quality, engagement opportunities, linking with city/national anniversaries where relevant, income generation and profile raising. Develop 3-year programme to establish long-term thinking to deliver against framework objectives. 	Cultural Recovery Fund Delivery from existing budget or external funding / sponsorship	Events & Marketing Officer
13	Community Gallery	<ul style="list-style-type: none"> Refresh physical gallery space to improve quality of exhibitions. Establish programming framework for Community Gallery – focus on quality & effective engagement with community. 	Existing budget	Events & Marketing Officer

Year 1 Priorities – 2021/22

Audiences

No.	Project	Detail	Budget	Owner
14	Audience Development	<ul style="list-style-type: none"> Complete brand identity, marketing strategy, social media plan and establish evaluation framework for regular data collection against our activity. Setup fixed questionnaires for iPads – reception/exhibition gallery and education to collect regular data for evaluation. 	SWMD/Cultural Recovery Fund	Events & Marketing Officer
5	Decolonisation Project	<ul style="list-style-type: none"> Review the collection for objects linked to slavery to feed into the Cabinet commitment, in line with the Race Equality Commission recommendations. Work with community to carry out research into the objects held by the Museum and across the city in the form of statues or other references to create an archive. Use the archive to co-create a temporary exhibition (proposed Autumn 2022/Spring 2023) that will potentially contribute to a permanent display at the Museum (<i>as part of long-term redesign in Museum Transformation Project</i>). Exhibition/Display will sit alongside engagement and education materials which will form part of the permanent Museum learning and engagement offer. 	Core budget & external funding potential	Collections Officer & Engagement Officer
13	Engagement – Partnerships & Networking	<ul style="list-style-type: none"> Build on partnerships with AgeUk, Gloucester Community Building Collective, VCS, Culture Trust, Civic Trust, GMG, Heritage Forum, Gloucestershire Archives, to develop an active forum for project development across the city. Develop internal framework for partnership working to ensure projects undertaken are in-line with overarching objectives, and resources are allocated appropriately for delivery. 	Cultural Recovery Fund & existing budget	Engagement Officer Museum Project Officer
16	Volunteer Development	<ul style="list-style-type: none"> Address how volunteering has changed since covid-19 and what ‘new normal’ will be, so MOG can continue to engage volunteers and use them in a way that benefits both the Museum and Individual. Review processes/procedures and projects volunteers engage with. Review and re-invigorate our Engage in Gloucester Portal. 	Cultural Recovery Fund	Visitor Experience Team Leader

Year 1 Priorities – 2021/22

Sustainability

No.	Project	Detail	Budget	Owner
11	Entrance Relocation	<ul style="list-style-type: none"> Engage Library in conversation about development of a shared entrance. If Library are open to this proposal, work up designs, costs and project plan together and establish how it will be funded. Key to this project is for Museum and Library to share long-term ambitions for use of building so developments can complement each other. If Library not able to be part of this, project will end and focus will turn to wider Museum Transformation project on areas of the building within GCC control. 	Planning and Design – Internal Budget Business case to address implementation if progressed	Cultural Development Manager
Page 12 203	Museum Transformation	<ul style="list-style-type: none"> Establish an outline plan, based on Collections Review, Rationalisation Project and interest in entrance relocation, to address Museum of the 21st Century – outline Collections, Programme, Education and commercial offer, space usage and options for repurposing building or relocating long-term. 	Existing budget	Cultural Development Manager
9	Website	<ul style="list-style-type: none"> Improve appearance and functionality of website – particularly integration with Box Office system & enhanced retail opportunities as part of Commercialisation project. 	CRF/Box Office Replacement Budget	Events & Marketing Officer
17	Carbon Neutral by 2030	<ul style="list-style-type: none"> Audit of energy use and single-use materials. Create action plan in conjunction with Climate Change & Environment Manager 	Existing budget	Visitor Experience Team Leader
	Commercialisation	<ul style="list-style-type: none"> Retail – Develop an identify for the retail offer, with a clear brand and product line. Retail – Establish products to integrate in online shop as part of Box Office Upgrade. Café – review catering offer and benchmark against Covid Recovery activity in other organisations to create options for operating models – ties into outcomes from Entrance Relocation – will affect timeline and scale of project. 	Cultural Recovery Fund & existing budget	Visitor Experience Officer

Financial Considerations

This is an ambitious 5-Year Development Plan. This plan will run parallel and closely interlink with the day-to-day management and delivery obligations of the Museums Service and this level of work cannot be underestimated.

Alongside Officer time and resource, there is a need for financial investment to ensure this plan is a success. One of the key identified projects within the plan is addressing commercial opportunities and implementing a fundraising strategy so all avenues for income generation can be addressed and prioritised to ensure all is being done internally to support the Development Plan, in both short term implementation and longer term in establishing a sustainable model.

However, there is still likely to be a potential gap in the funding to be achieved without a certain level of match funding from the core organisation. Some of this can be mitigated by the bequest held in reserves, however, as part of a 5-year plan, this will not cover all the investments required, and as part of this Development Plan, a costed proposal of what is potentially required will be drawn up for review.

Year 1 of the Development Plan has been supported through initial funding from South West Museum Development and Arts Council Cultural Recovery Funds, which have funded an audience development project and key recovery activities that will stimulate the delivery of the identified priorities during this period. This support, dove-tailed with the development of this plan will enable good progress to be made in the early stages of this plan, which we hope will continue as the plan is implemented further.

Risk Assessment

Risk	Mitigation	Risk	Comments
Staff Capacity	The 5-Year Plan is ambitious but divided into smaller projects spread across the team ensures it sets appropriate delivery expectations.		Rated as medium risk due to Covid-19 influences – there may be requirements for Museums team to support wider GCC services in Covid Recovery, which will change capacity to deliver against the plan.
Financial: Internal budget commitments / budget reduction	Sign-off of this plan and programme of work. Regular meetings with Finance, Head of Service and Service Managers will ensure monitoring is in place.		This plan will ensure projects are allocated in a timely manner that uses staffing and budgetary resource appropriately. Where Museum Transformation may require some up-front commitment, this is a risk.
Financial: External fundraising effort failure	Fundraising strategy to be developed as part of this plan to engage funders and build relationships to ensure a shared vision. Smaller funding streams to be accessed to develop positive track record of delivery against funding objectives.		Covid may increase competition for funds, and internal budgets may not provide appropriate level of match funding.
COVID-19 impact on ability to progress	Government roadmap yet to be communicated, so Development Plan objective based on best estimates from information available. There is a great deal of the unknown in this area that may influence the delivery of the plan.		
In-house Skills	Using training opportunities, against plan objectives to upskill and use partner/mentors to support where required. Acknowledge need for specialist skills when required.		Use of wider GCC officers to support projects may be required, so resource will be requested/allocated appropriately.
Maintaining priorities	This Development Plan, linking with Service Plans and Individual Annual Objectives will keep projects on track.		
External Stakeholders buy-in / commitment	Open dialogue, sharing aspirations with all stakeholders through regular meetings. Transformation plans are kept purposefully vague at this stage of development, as they will be shaped by stakeholder engagement i.e. capital works to MOG/library will need shared vision and ambition.		To deliver this plan, particularly the Museum Transformation and potential capital works, relies on stakeholder/partner buy-in and commitment that will inform how the plans are shaped, but also how feasible they are to deliver. With Covid and external priorities, it is imperative to keep the project on track if it is to be delivered.

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Gloucester City Council

FORWARD PLAN FROM JANUARY TO DECEMBER 2024

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 Stephanie Chambers	stephanie.chambers@gloucester.gov.uk
Culture & Leisure (C&L)	Councillor Andrew Lewis	andrew.lewis@gloucester.gov.uk
Communities & Neighbourhoods (C&N)	Councillor Raymond Padilla	raymond.padilla@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)
JANUARY 2024						
KEY	<p>Cemetery Rules and Regulations Review</p> <p><u>Summary of decision:</u> To request that Members review the Rules and Regulations for Tredworth and Coney Hill Cemeteries.</p> <p><i>Wards affected: All Wards</i></p>	10/01/24	Cabinet Cabinet Member for Performance and Resources			Carly Hughes, Bereavement Services Manager Tel: 01452 396087 carly.hughes@gloucester.gov.uk

NON	<p>Peer Challenge Action Plan Progress Report</p> <p><u>Summary of decision:</u> To report feedback from the LGA Peer Review team on progress made against the recommendations of the Corporate Peer Challenge of November 2022.</p> <p><i>Wards affected: All Wards</i></p>	<p>8/01/24</p> <p>10/01/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet Leader of the Council</p>			<p>Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk</p>
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 211</p>	<p>NON</p> <p>Review of the S123 Notice for the Disposal of Open Space at Blackbridge</p> <p><u>Summary of decision:</u> To consider any representations received in response to the publication of the Public Notice giving notification of the Council's intention to dispose of Public Open Space at Blackbridge to Blackbridge Charitable Community Benefit Society by way of a 125 year lease.</p> <p><i>Wards affected:</i> <i>Podsmead</i></p>	<p>10/01/24</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk</p>
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KEY	<p>Second Homes Premium and Amendments to the Empty Homes Premium</p> <p><u>Summary of decision:</u> To recommend the introduction of a Council Tax Second Homes Premium and amendments to the Council Tax Empty Homes Premium.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/01/24 25/01/24</p>	<p>Cabinet Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
KEY Page 212	<p>Amendment to the Council Tax Discount Scheme for Care Leavers</p> <p><u>Summary of decision:</u> To consider amending the Council Tax discount available to Gloucestershire care leavers.</p> <p><i>Wards affected: All Wards</i></p>	<p>10/01/24 25/01/24</p>	<p>Cabinet Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

KEY	<p>Proposed Sale of Land at Podsmead for the Purpose of Commencing Regeneration</p> <p><u>Summary of decision:</u> To approve the draft Heads of Terms over the sale of three areas of land in Podsmead to Gloucester City Homes, to enable the redevelopment of those sites.</p> <p><i>Wards affected:</i> <i>Podsmead</i></p>	8/01/24	Overview and Scrutiny Committee			David Evans, City Growth and Delivery Manager david.evans@gloucester.gov.uk
		10/01/24	Cabinet Cabinet Member for Planning and Housing Strategy, Cabinet Member for Performance and Resources			
NON	<p>European Regional Development Fund (ERDF) Gloucester Urban Greening Project</p> <p><u>Summary of decision:</u> To update Cabinet on the completion of the ERDF Urban Greening Project.</p> <p><i>Wards affected: All Wards</i></p>	8/01/24	Overview and Scrutiny Committee			Nick Chadwick, Engineering & Environmental Consultant Tel: 01452 396657 nick.chadwick@gloucester.gov.uk
		10/01/24	Cabinet Cabinet Member for Environment			

KEY	<p>Festivals and Events Programme</p> <p><u>Summary of decision:</u> To seek approval for the 2024-25 Festivals and Events Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>8/01/24</p> <p>10/01/24</p>	<p>Overview and Scrutiny Committee</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>
FEBRUARY 2024						
NON	<p>Hold of Purchase in Reserve Graves</p> <p><u>Summary of decision:</u> To consider putting a temporary hold on purchase in reserve graves where plots are purchased in advance of requirement at Coney Hill Cemetery.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/24</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Carly Hughes, Bereavement Services Manager Tel: 01452 396087 carly.hughes@gloucester.gov.uk</p>

NON	<p>Climate Change Action Plan</p> <p><u>Summary of decision:</u> To introduce the final draft of the Climate Change Action Plan for consideration by Members ahead of wider public consultation.</p> <p><i>Wards affected: All Wards</i></p>	<p>5/02/24</p> <p>7/02/24</p> <p>21/03/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Cabinet Member for Environment</p>			<p>Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk</p>
NON Page 215	<p>Future Plans for Hempsted Meadows Site to Include Car Boot Sale Site and Land to be Disposed to Sea Cadets</p> <p><u>Summary of decision:</u> To agree to lease land for a car boot site and to the Gloucester Sea Cadets for a new headquarters.</p> <p><i>Wards affected: Westgate</i></p>	<p>7/02/24</p>	<p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Melloney Smith, Asset Officer Tel: 01452 396849 melloney.smith@gloucester.gov.uk</p>

BPF	<p>Final Budget Proposals (including Money Plan and Capital Programme)</p> <p><u>Summary of decision:</u> To seek approval for the final Budget Proposals for 2024-5, including the Money Plan and Capital Programme.</p> <p><i>Wards affected: All Wards</i></p>	<p>22/01/24</p> <p>7/02/24</p> <p>22/02/24</p>	<p>Overview and Scrutiny Committee</p> <p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources, Leader of the Council</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
NON	<p>Cultural Strategy Update</p> <p><u>Summary of decision:</u> To provide Cabinet with an annual update in relation to the Cultural Strategy Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	<p>7/02/24</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>

MARCH 2024						
NON	<p>Private Sector Stock Condition Survey</p> <p><u>Summary of decision:</u> To provide a summary of the Private Sector Stock Condition survey that was undertaken for the Council in 2023 and discuss the options available to the Council to respond to the key conclusions set out in the survey report.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Planning and Housing Strategy			Neil Coles, Housing Innovation Manager Tel: 01452 396534 neil.coles@gloucester.gov.uk
NON	<p>Growth Strategy for Gloucester</p> <p><u>Summary of decision:</u> To approve a draft of a 5 year Growth Plan for the city of Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Leader of the Council			David Evans, City Growth and Delivery Manager Tel: 01452 39621 david.evans@gloucester.gov.uk

NON	<p>Electric Vehicle Charging in Gloucester</p> <p><u>Summary of decision:</u> To update Members on progress towards the delivery of electric vehicle charge points by the Council.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Environment			Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@gloucester.gov.uk
KEY Page 218	<p>Cemetery Rules and Regulations Review</p> <p><u>Summary of decision:</u> To review the Rules and Regulations for Tredworth and Coney Hill Cemeteries.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			Carly Hughes, Bereavement Services Manager Tel: 01452 396087 carly.hughes@gloucester.gov.uk

NON	<p>2022-2024 Council Plan Six Month Update</p> <p><u>Summary of decision:</u> To provide an update on the delivery of the activities as outlined in the Council Plan 2022-2024, to build a greener, fairer, better Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	26/02/24 6/03/24	Overview and Scrutiny Committee Cabinet Leader of the Council			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
NON Page 219	<p>Pay Policy Statement 2024/25</p> <p><u>Summary of decision:</u> To seek approval for the annual Pay Policy Statement 2024-25 in accordance with Section 38 of the Localism Act 2011.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

NON	<p>Capital Strategy</p> <p><u>Summary of decision:</u> To approve the Capital Strategy 2024-25.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk
BPF	<p>Treasury Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Treasury Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24 21/03/24	Cabinet Council Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@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 2023-24.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			Hadrian Walters, Accountancy Manager Tel: 01452 396231 hadrian.walters@gloucester.gov.uk

KEY	<p>Business Rates - Retail, Hospitality and Leisure Relief Scheme</p> <p><u>Summary of decision:</u> To propose a retail, hospitality, and leisure business rates relief scheme commensurate with government budget announcements.</p> <p><i>Wards affected: All Wards</i></p>	6/03/24	Cabinet Cabinet Member for Performance and Resources			<p>Karen Haile, Service Delivery Manager (Revenues & Benefits) Tel: 01452396476 karen.haile@gloucester.gov.uk</p>
<p>APRIL 2024 - No Meetings</p> <p>MAY 2024 - No Meetings</p> <p>JUNE 2024</p>						
NON	<p>Equalities Action Plan Annual Report</p> <p><u>Summary of decision:</u> To receive an update on activities undertaken to support the Equalities Action Plan.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Cabinet Member for Communities and Neighbourhoods			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

NON	<p>2022-2024 Year End Council Plan Update</p> <p><u>Summary of decision:</u> To provide an update on the delivery of the activities as outlined in the Council Plan 2022-2024 to build a greener, fairer, better Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Leader of the Council			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
NON Page 222	<p>2023-24 Financial Outturn Report</p> <p><u>Summary of decision:</u> To update Cabinet on the Financial Outturn Report 2023-24.</p> <p><i>Wards affected:</i></p>	12/06/24	Overview and Scrutiny Committee Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk
NON	<p>Treasury Management Year End Annual Report 2023/24</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	12/06/24	Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

JULY 2024						
NON	<p>Annual Report on the Grant Funding provided to the 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>	10/07/24	Cabinet Cabinet Member for Communities and Neighbourhoods			Leanne Purnell, Community Wellbeing Officer Tel: 01452 396069 leanne.purnell@gloucester.gov.uk
NON	<p>Annual Risk Management Report</p> <p><u>Summary of decision:</u> To update Members on the Council's Strategic Risk Register.</p> <p><i>Wards affected: All Wards</i></p>	10/07/24	Cabinet Cabinet Member for Performance and Resources			Paul Brown, Senior Risk Management Advisor Tel: 01452328884 paul.brown@gloucestershire.gov.uk
AUGUST 2024 - No Meetings						

SEPTEMBER 2024						
NON	<p>Financial Monitoring Quarter 1 Report</p> <p><u>Summary of decision:</u> To receive an update on financial monitoring information for the first quarter 2024/25.</p> <p><i>Wards affected: All Wards</i></p>	11/09/24	Cabinet Cabinet Member for Performance and Resources			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
OCTOBER 2024						
Page 224 NON	<p>Green Travel Progress Report 2023-2024</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>	16/10/24	Cabinet Cabinet Member for Environment			<p>Jon Burke, Climate Change Manager Tel: 01452 396170 Jon.Burke@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>	16/10/24	Cabinet Cabinet Member for Communities and Neighbourhoods			Isobel Johnson, Community Wellbeing Officer Tel: 01452 396298 isobel.johnson@gloucester.gov.uk
NOVEMBER 2024						
NON	<p>Regulation of Investigatory Powers Act 2000 (RIPA) – Annual Update</p> <p><u>Summary of decision:</u> To report on the Council’s use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA).</p> <p><i>Wards affected: All Wards</i></p>	13/11/24	Cabinet Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

DECEMBER 2024						
BPF	<p>Local Council Tax Support Scheme</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>11/12/24</p> <p>30/01/25</p>	<p>Cabinet</p> <p>Council Cabinet Member for Performance and Resources</p>			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>
NON	<p>Tourism and Destination Marketing Report 2024</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 2024.</p> <p><i>Wards affected: All Wards</i></p>	<p>11/12/24</p>	<p>Cabinet</p> <p>Cabinet Member for Culture and Leisure</p>			<p>Philip Walker, Head of Culture Tel: 01452 396355 philip.walker@gloucester.gov.uk</p>

KEY	<p>Infrastructure Funding Statement (IFS) 2024</p> <p><u>Summary of decision:</u> To approve for publication the Community Infrastructure Levy and S106 reports for 2023/24 and the Infrastructure List.</p> <p><i>Wards affected: All Wards</i></p>	11/12/24	Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, CIL Manager for the Joint Core Strategy Authorities of Cheltenham, Gloucester and Tewkesbury Tel: 07828542734 paul.hardiman@gloucester.gov.uk
NON Page 227	<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>	11/12/24	Overview and Scrutiny Committee Cabinet Leader of the Council, Cabinet Member for Performance and Resources			Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk

NON	<p>Treasury Management Six Monthly Update 2024/25</p> <p><u>Summary of decision:</u> To update Cabinet on treasury management activities.</p> <p><i>Wards affected: All Wards</i></p>	11/12/24	Cabinet Cabinet Member for Performance and Resources			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@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 second quarter 2024/25.</p> <p><i>Wards affected: All Wards</i></p>	11/12/24	Cabinet Cabinet Member for Performance and Resources			<p>Greg Maw, Head of Finance and Resources Tel: 01452 396422 greg.maw@gloucester.gov.uk</p>

NON	<p>2022-2024 Council Plan Update</p> <p><u>Summary of decision:</u> To provide an update on the delivery of the activities as outlined in the Council Plan 2022-2024, to build a greener, fairer, better Gloucester.</p> <p><i>Wards affected: All Wards</i></p>	11/12/24	Cabinet Leader of the Council			Tanya Davies, Policy and Governance Manager Tel: 01452 396125 tanya.davies@gloucester.gov.uk
ITEMS DEFERRED- Dates to be confirmed						
<p>KEY</p> <p>Page 229</p>	<p>Community Infrastructure Levy (CIL) Charging Schedule</p> <p><u>Summary of decision:</u> To approve a draft new CIL Charging Schedule for public consultation.</p> <p><i>Wards affected: All Wards</i></p>		Cabinet Cabinet Member for Planning and Housing Strategy			Paul Hardiman, CIL Manager for the Joint Core Strategy Authorities of Cheltenham, Gloucester and Tewkesbury Tel: 07828542734 paul.hardiman@gloucester.gov.uk

KEY	<p>Asset Management Strategy</p> <p><u>Summary of decision:</u> To seek approval for the Asset Management Strategy.</p> <p><i>Wards affected: All Wards</i></p>		<p>Overview and Scrutiny Committee</p> <p>Cabinet Cabinet Member for Performance and Resources</p>			<p>Jayne Wilsdon, Asset Management Officer Tel: 01452 396871 jayne.wilsdon@gloucester.gov.uk</p>
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**Gloucester City Council
Overview and Scrutiny Committee Work Programme 2023-24
Updated 26th January 2024**

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
5th February 2024			
Lease of Land at Hempsted Meadow	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Group Leads
Climate Change Action Plan	Cabinet Report	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee
Housing and Homelessness Strategy		Cabinet Member for Planning and Housing Strategy	Requested by Group Leads
Museum Development Plan – Progress Report	O&S Progress Report	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
Leisure Provision Update	Update	Cabinet Member for Culture and Leisure	Requested by Overview and Scrutiny Committee
26th February 2024			

Item	Format	Lead Member (if applicable)/Lead Officer	Comments
Private Sector Stock Condition Survey	Cabinet Report	Cabinet Member for Planning and Housing Strategy	Requested by Overview and Scrutiny Committee
2022-24 Council Plan Six Month Update	Cabinet Report	Leader of the Council and Cabinet Member for Environment	
Water Quality Review	To be scoped	Leader of the Council and Cabinet Member for Environment	Requested by Overview and Scrutiny Committee

Dates to be confirmed	Format	Lead Member (if applicable)/Lead Officer	Comments
Asset Management Strategy	Cabinet Report	Cabinet Member for Performance and Resources	Requested by Overview and Scrutiny Committee
Ubico Briefing		Leader of the Council and Cabinet Member for Environment	
Growth Strategy for Gloucester	Cabinet Report	Leader of the Council	Requested by Overview and Scrutiny Committee

NOTE: The work programme is agreed by the Chair, Vice-Chair and Spokesperson of the Overview and Scrutiny Committee

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