

## **Appendix 1**

### **Gloucester City Centre Action Plan**

**January 2016 – January 2019**

- **Owned by City Centre Manager within the Economic and Regeneration Team.**
- **Head of the Economic and Regeneration Team to have overall responsibility.**
- **To be reviewed quarterly at City Centre Management Meetings, chaired by Cllr. Pam Tracey (City Centre Champion)**

**Date of next update - December 2017 City Centre Action Plan – Progress against Objectives**

#### **Summary of key achievements to date**

- **New ANPR system launched in Kings Walk and Eastgate Centre car parks**
- **CCTV cameras in the city centre have been upgraded to digital and free Wi-Fi provided throughout the pedestrianized areas of the city centre**
- **Project Solace, through engagement and enforcement, successful in reducing incidents of rough sleeping and begging in the city**
- **Vacancy rates for retail premises in the city centre remain below the national average of 12.5%**
- **City Centre regeneration projects progressing , including Kings Quarter, Ladybellgate Street student accommodation and the commencement of the new bus station**

**AIM 1: To positively manage the city centre environment, ensuring it's clean, safe and accessible**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROGRESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Improve city centre public toilet/baby changing provision	<p>a) Maintain Community Toilet Scheme.</p> <p>b) Include provision in redevelopment of Kings Quarter</p> <p>c) Work with the Council's partner, Amey, to ensure high standards are maintained</p>	<p>GCC Neighbourhood Management Services GCC/</p> <p>GCC</p> <p>Neighbourhood Management Services, Amey</p>	<p>Complete</p> <p>August 2018</p> <p>Continuing</p>	<p>The Community Toilet Scheme has been successfully delivered though participating businesses in the city centre. There are currently no plans to extend the scheme.</p> <p>New public toilets included in Bus Station, construction commencing 2016.</p>
2) Improve the condition of city centre car parks through enhanced lining, signing, lighting, disabled provision etc.	<p>Refurbishments completed in Kings Square and Eastgate Rooftop Car Park.</p> <p>Introduced new pay on foot system with barrier and ANPR in Kings Sq and Eastgate Roof top, old signage to be replaced Sunday 2nd October estimated to go live 3 October 2016</p>	<p>GCC Parking Services</p> <p>GCC Parking Services</p>	<p>Completed</p> <p>Completed</p>	<p>Refurbishment completed September 2016</p> <p>New pay on foot system introduced on 3<sup>rd</sup> Oct 2016</p>
3) Ensure car-parking tariff is	New tariffs applied in April 12, introducing	GCC Parking Services	Under review	A comprehensive review of car parking charges in the city is currently underway

kept competitive with similar towns and cities	lower charges and wider range of tariff option			
4) Ensure that day to day issues experienced by retailers are dealt with in a timely and effective manner	Daily Walkabouts	GCC City Centre Manager	Continuing	Action Log to co-ordinate and monitor response has been implemented.
5) Ensure high standards of street cleaning are maintained	Monthly Walkabouts	GCC Neighbourhood Management Services/Amey	Continuing	Monthly 'walkabouts' continue to be undertaken to identify and rectify any street cleaning issues, recorded and monitored through the Action Log
6) Ensure paved areas and street furniture is maintained to a high standard	Monthly Walkabouts	GCC Neighbourhood Management Services /Amey	Continuing	This has included repainting of street furniture where required, recorded and monitored through the Action Log
7) Encourage investment in premises	Submit the Stage 2 development bid for the HLF grant funding for Southgate St  Implement HLF scheme	GCC Regeneration and Economic Development	Complete	The scheme is now well underway. Currently 3 years in to a five year programme.  The scheme involves offering grants to property owners to undertake repair, re-instate lost architectural features and get empty property back into use.  Ten grants have been awarded so far out of the 22 anticipated and a total of £400,000 of the projects £1.2 million funds have

	<p>within Southgate Street</p> <p>Attract inward investment</p>			<p>been spent to date.</p> <p>The contract for external repair works to no's 61-63 Southgate St is currently out to tender. An application is anticipated shortly, and planning and listed building consent is currently being considered for no 55 Southgate St, 'The Cottage'.</p> <p>A grant has been awarded for works to Albion House, and work has started to convert this prominent grade II listed building at risk into flats. Planning and listed building consent are currently being considered for the properties at 140-142 Southgate St, which will broaden the scheme at neighbouring 136-8, converting all 4 properties back to Town Houses.</p> <p>St Mary de Crypt churchyard walls being repaired as part of public realm arm of scheme. Two thirds of the scheme has been completed to date with construction students from Gloucestershire college offering a training opportunity with experienced stone mason. The final stage is due to start at the end of October, following on from this the railings which were removed in the 2nd world war, will be replaced.</p>
<p>8) Work with the Police and Community Safety Partnership to tackle crime and asb in the city centre</p>	<p>a) Consideration of city centre crime issues at the Safer Gloucester Partnership the Safer Estates Group, and the CCMT meeting, to share ASB issues between the groups and action as appropriate</p> <p>b) Consider the</p>	<p>CSP/Police/Safer Gloucester// Solace/ CCMT/Street Aware</p> <p>Street Aware Safer</p>	<p>Continuing</p> <p>Under review</p>	<p>Anti-social behaviour a regular agenda item on City Centre Management Team with updates provided by Street Aware team . Introduction of Streetlink telephone line for reporting rough sleeping, and project SOLACE for reporting ASB. GSA have engaged with over 40 individuals to date, with 8 persons who are refusing to engage and continue to sleep rough in the city. There are also approximately 5 who are still involved in anti-social behaviour or crime.</p> <p>Street Aware undertaken visits to other cities where PSPO's</p>

	introduction of a Public Space Protection Order to reduce ASB in the city centre.	Gloucester/		have been introduced to assess effectiveness.
	c) Introduction of Safe and Attractive Streets Policy	Safer Gloucester Partnership	July 2016	Since policy introduced, 19 people have received letters of concern. Seven people have now received warning letters for continuing to beg. Two people have faced criminal action for persistent begging, one has been arrested and bailed and one has been reported to court. Three people who were begging have been arrested for other offences.
	d) Encourage retailers to join the City Safe scheme and ensure it functions effectively in tackling retail crime	CSP/Police	Continuing	Currently 128 businesses signed up as members of the scheme
	e) Ensure the Police Crime Design Advisor is involved in all new building and public realm schemes	Police, GCC Development Control Service, Environmental Planning Service, Parking Service	Continuing	Police Crime Advisor attended public exhibition for new bus station and design advice provided as part of planning application.
	f) Support the development of a safe and welcoming evening and night time economy	Police, Ambulance Service, GCC Development Control Service, Environmental Planning Service, Licencing, Parking Service, GCoC, NightSafe Group LVA,	Continuing/ July 2017	Evening Economy Action Plan to achieve Purple Flag status under development, initial overnight assessments completed, next assessments to be undertaken July 2017. Late Night Levy – A full consultation took place between September and December 2016. Feedback on the consultation to be presented to Full Council for a decision on 23rd March 2017. If Council decide to adopt the Levy, it is proposed to be introduced from 1st July 2017.

	g) Support the development of a Business Improvement District (BID) proposal	Gloucestershire University. BID Task Group, Marketing Gloucester, GCC Regeneration and Economic Development	June 2017	Consideration being given to introducing an Ambassadors scheme as part of the BID proposal
9) Ensure private premises are maintained in good condition, free of graffiti, flytips etc.	Monthly Walkabouts	GCC Environmental Health, Neighbourhood Management Services and Planning Enforcement	On-going	Richard Cook, the new Cabinet Member for Environment, is in the process of reviving a monthly walk-about, which will include the City Centre Manager, Glos Highways rep, the Neighbourhood Manager and an Amey's supervisor.
10) Implement refurbishment of Kings Square	Include appropriate proposals within Kings Quarter planning application.	GCC, HCA, Gfirst LEP	December 2017	Appointed private sector team LDA/JLL to drive forward the Kings Quarter redevelopment scheme. Planning application expected late 2017. Growth Deal 3 proposal agreed by Gfirst LEP, awaiting a government decision
11) Improve entrances into the city centre	a) Improve Bus Station as part of Kings Quarter redevelopment	GCC Asset Management Service, GCC Environmental Planning Services, County Highways	August 2018	Driving forward our new state of the art bus station (£9M), scheduled to open August 2018

	<p>b) City Centre Investment fund Historic Areas Grant Scheme.</p> <p>c) Improve access to Rail station through Growth Deal 3 bid</p>	<p>GCC Conservation Team</p> <p>Regeneration and Economic Development/ Gfirst LEP</p>	<p>Continuing</p> <p>Awaiting decision</p>	<p>Funding provided for Westgate Street (59-61; 97; 58; and 82) further buildings on Westgate Street prioritised for targeted grants (26, 39 and 41).</p> <p>Growth Deal 3 proposal agreed by Gfirst LEP, awaiting a government decision</p>
12) Ensure a Shopmobility service is maintained with adequate scooter provision	Shopmobility service maintained as a GCC service. Service transformation review underway	GCC Shop Mobility, Marketing Gloucester	Under review	Service transformation review underway
13) Ensure cycle parking facilities are provided at the entrances to the pedestrianised streets	Maintain labelling and removal of abandoned cycles	GCC Neighbourhood Management Services,	Continuing	Abandoned cycles removed as appropriate
14) Upgrade City Centre Lighting	Improve lighting at key locations in city centre	GCC Planning	Summer 2018	Schemes under development include Guildhall, the Cross, Eastgate Street / College Street Junction and Cathedral precinct

**AIM 2: To animate the Gate Streets, making the most of the city's unique heritage**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROGRESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Encourage a café culture	Where licences for tables and chairs on the highway granted, continue to offer free of charge	GCC Licencing	Continuing	Tables and chairs on the highway are licenced free of charge (normal licencing considerations apply)
2) Restore and make better use of historic assets	a) Monitor the condition of listed buildings and inappropriate development in the Conservation Areas and take enforcement action when necessary	GCC Environmental Planning Services & Development Control Services	Continuing	Monitoring and conditions of LB's in city continuing and enforcement action undertaken as appropriate.
	b) Develop Blackfriars as an events venue and visitor attraction.	GCC Asset Management Service	Completed	Works at Blackfriars are complete; it is now operational as an event venue and attraction.
	c) Support for partner projects and funding applications to improve historic assets	Cathedral, Gloucestershire College, Planning Services	Continuing	Project Pilgrim awarded £4.2m from Heritage Lottery Fund, St. Mary de Crypt
3) Improve interpretation of historic building	a) New interpretation boards in Southgate Street and Spa Road	GCC Environmental Planning Service	Completed Feb 2015	City wide App, now in process and promoted through new wraps on signage. Historic plaques replaced or refurbished on Old Crown, McDonalds and Card Factory.
	b) Seek funding to develop and implement Heritage Trail scheme for	Marketing Gloucester	On-going	Great places scheme applied for £1.5 million over three years



	City Centre			
4) Provide new public art in the city centre	Deliver a new mural on Southgate at the junction of St Anne's Way.	Marketing Gloucester	Underway	Marketing Gloucester have secured Arts Council Funding to produce Mural and are finalising location
5) Promote Gloucester as a venue for quality street entertainers	Monitor compliance with the code of conduct for street entertainers and ensure distribution of leaflet to new retailers and entertainers.	GCC Licencing	Continuing	The Council's Street Trading Policy is under review and proposes a separate charge for Buskers who are selling goods as part of their performance; this should support the team in identifying performing buskers to ensure they hold a copy of the code of conduct. The proposed Buskers fee is significantly less than a normal street trading fee so not to discourage entertainment in the City Centre.
6) Stage and attract high quality events to take place in the city centre throughout the year	<p>a) Summer Festival and Blues Festival</p> <p>b) Bi-ennial Tall Ships Festival</p> <p>c) Heritage Open Days</p> <p>d) History Festival</p> <p>e) New Christmas package</p>	<p>GCC Museums/Guildhall Marketing Gloucester</p> <p>GCC, Civic Trust, Marketing Gloucester</p> <p>Marketing Gloucester /GCC/ Civic Trust</p> <p>Marketing Gloucester/ GCC/ Civic Trust/ History Festival Committee</p> <p>Marketing Gloucester</p>	<p>Annual</p> <p>Biennial</p> <p>Annual</p> <p>Annual</p> <p>June 2017</p>	<p>SoMAC festival in 2016 was designed and promoted by Marketing Gloucester and a whole range of partner organisations. It brought together over 300 events in the summer, including a new free classical music festival</p> <p>Tall Ships returns 2017 - 27<sup>th</sup> – 29<sup>th</sup> May</p> <p>In 2016 these succeeded in becoming 2nd largest in UK, excellent work done by Civic Trust and History Festival Committee</p> <p>Close working with Civic Trust and History Festival Committee - 2000 tickets sold for 2016 event</p> <p>Reliant on BID funding for 2017 (ballot June 2017), Marketing Gloucester are producing proposals and costings</p>

		/GCC Business Improvement Team		
	f) Annual Residents' Weekend	Marketing Gloucester	March/April 2017	31 <sup>st</sup> March – 2 <sup>nd</sup> April 2017
	h) Three Choirs	Three Choirs Festival Ltd	Triennial	Gloucester due to host in 2019

**AIM 3: To ensure the city centre links seamlessly with Gloucester Quays and acts as a single, cohesive destination**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROGRESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Ensure clear signage for pedestrians	As part of the Kimbrose Triangle works, several new pedestrian 'Way finder' signs were installed that matched the style of signs that were installed in the docks.	Marketing Gloucester	Completed	Completed October 2015
2) Promote bus links between the Quays and the city centre	Improve public awareness of services and trail new approaches	GCoC Highways	Completed	Kingsway Bus Service now takes in P & R and Quays. Land train pilot undertaken 5 <sup>th</sup> – 7 <sup>th</sup> August 2016.
3) Encourage active uses along the new linkages route	Investigate the potential for specialist markets along Southgate Street	GCC Licencing / Markets / Port Trading Ltd.	Under development	This was previously delivered by GCCCP who later dissolved. There is a greater need to driver further footfall towards Westgate Street, a community interest Group called Port Trading Ltd have made a request to pilot a number of craft markets in Westgate Street. This street can also accommodate a larger number of stalls than Southgate Street.

**AIM 4: To improve the marketing of and information about the city centre in order to increase footfall**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROGRESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Ensure ease of way-finding in and around the city centre	Review fingerpost signs and update as necessary	Marketing Gloucester	On-going	Existing Updated – digital signage planning approved on 7, 7 more in process Marketing Gloucester lead
2) Ensure good quality and availability of city centre information on retailing, historic attractions, events, park & ride, bus services, etc.	a) Publish Annual Gloucester Visitor Guide  b) Publish regular e-newsletter  c) Promote Believe in Gloucester campaign.	Marketing Gloucester  Marketing Gloucester  Marketing Gloucester	Awaiting publication  Continuing  Completed	Awaiting publication of 2016 guide covering 16 months  To be augmented by revised by Resident's Card scheme  Awards held November 24th 2016

**AIM 5: To improve the retail offer of the city centre**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROGRESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Attract more quality, diverse range of retailers – multiples, independents, restaurants and other food outlets	a) Deliver Kings Quarter development  b) Provide 1:1 support for potential investors	Aim 1 action 9 above  Regeneration and Economic Development Team	Continuing	Aim 1 action 9 above  TK Maxx opening 23 <sup>rd</sup> March 2017; Miles Morgan Travel opened December 2016; Bangkok Canteen (Westgate Street) opened January 2017
2) Ensure City Council Markets add to the retail mix of the city  a) Indoor Market  b) Farmers Market  c) Monthly Craft Market  d) Specialist Markets	Campaign to reduce empty stalls & Continue weekly let business start-up packages.  Continue and grow Friday market.  Operate monthly for further period.  Continue to link the daytime and evening economies with night markets	GCC Markets  Made in Stroud Ltd  Port Trading Ltd supported by Made in Stroud Ltd.  GCC Markets	Under development  Continuing  December 2016  Early 2017	Revised start up charges implemented, new butchers stall delivered, development underway of marketing campaign to improve take up  Made in Stroud contract extended.  For a pilot period until December 2016, Port Trading Ltd. (non-for-profit) ran a community craft market in Westgate Street every last Friday of the Month to extend the market offer and encourage local community crafts to be sold.  There are no current providers offering a night market in the city since GCCCP wound up their operation earlier in 2016.
3) Ensure high standards of retailing and street trading	Continue to raise standards of Street Trading	GCC Licensing	Continuing	The provision of Healthy food options is now included as a consideration for mobile catering applications.

**AIM 6: To engage and support city centre retailers and other stakeholders, share information and encourage them to play an active role**

OBJECTIVE	PLANNED ACTIONS	OWNER	TIMESCALE	PROCESS AGAINST OBJECTIVES COMMENTS WHERE APPLICABLE
1) Ensure there is effective representation for city centre traders	a) Support existing groups and establish Trader Groups in each Gate Street	City Centre Manager	Continuing	Representatives from each area of the city centre attend / invited to bi-monthly City Centre Management Team meetings. Membership of the group continues to grow. Westgate Quarter and Fourgates website continue to develop and are represented at the CCMT meetings
2) Ensure there is effective communication with retailers and city centre stakeholders	a) Hold bi-monthly City Centre Management Team meetings	GCC, GCo C, Glos Police, Kings Walk Shopping Centre, Eastgate Shopping Centre, Westgate Quarter, Civic Trust and other businesses and stakeholders, City Centre Manager.	On-going	Membership of City Centre Management Team continues to increase including Peel Group

**AIM 7: To ensure accurate and timely information is available to measure the performance of the city centre**

<b>KEY MEASURE</b>	<b>OWNER</b>	<b>FREQUENCY</b>	<b>BASELINE</b>	<b>DECEMBER</b>	<b>LATEST</b>
1. Parking information on levels of usage (dwell time information is being investigated)	GCC Parking Service (from APCOA)	Monthly	Year to Dec 2014 – 85,188 (monthly average)	Year to Dec 2015 – 90,450 (monthly average)	Year to Dec 2016 – 92,816 (monthly average) Showing a 2.6% increase in usage.
2. Number of empty units in the primary shopping area	City Centre Manager	Monthly	31 (June 2015)	23 (Dec 2015)	34 (Nov 2016)
5. Number of restaurants in the city centre	City Centre Manager	Annual	110 (Aug 2014)	112 (Sept 2015)	110 (Sept 2016)
6. Number of Street Licences for tables and chairs	GCC Environmental Services.	Annual	19 (December 2011)	33 (December 2015)	26 (November 2016)
7. Crime Statistics	CSP City Centre Manager	Annual	Nov 2013 – Oct 2014 Average = 396	Nov 2014 – Oct 2015 Average = 414	Nov 2015 – Sept 2016 Average = 383 Note - (Nov 14 to Sept 15 average 369)
8. Numbers in City Safe scheme	CSP City Centre Manager	Annual	80 (Dec 2014)	123 (Dec 2015) Stroud joined the scheme in January 2015	128 (Nov 2016)