

Appendix 1
Gloucester City Centre Action Plan
January 2016 – January 2019
April 2018: Member Update

- Owned within the Economic Development and Regeneration Team, within the Place service.
- Head of Place to have overall managerial responsibility, in association with the City Growth and Delivery Manager.

Summary of key achievements to date

- A refreshed parking strategy that builds on a previously commissioned study will assess and consider how best to utilise and deploy City Centre parking provision. To be considered by Cabinet in June 2018.
- 50 Local Data Company (LDC) footfall sensors will be installed across the City, allowing us to monitor general footfall for retailers during trading hours and see how this changes in relation to our City Centre events calendar.
- Continued take-up of various City Centre grant schemes has encouraged further investment within the core city centre area through the supported redevelopment of previously inactive sites across the four Gates Streets.
- Since its creation in July 2017, the Gloucester BID has led on events including the Gloucester Folk Trail and the Kings Square Christmas Maze.
- Continued implementation of the City Council's Regeneration Strategy has led to numerous successes, including an expected full planning application submission for the King's Quarter development scheme in Summer 2018
- Implementation of new City Centre wardens demonstrates strength of partnership working

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

Objective	Planned Actions	Owner	Timescale	Progress and Comments
1) Improve city centre public toilet/baby changing provision	a) Maintain Community Toilet Scheme.	GCC Place Service (City Improvement and Environment Team)	Complete	12 businesses currently participate in the community toilet scheme.
	b) Include provision in redevelopment of Kings Quarter	GCC Place Service	August 2018	Construction on the new Gloucester Bus Station continues, with a projected completion date of late 2018. Once completed, 7 toilets will be made available, with associated baby changing provision. It has been agreed that further public toilets, including a Changing Places facility, will be introduced in King's Walk Shopping Centre as part of refurbishment works.
	c) Work with the Council's partner, Amey, to ensure high standards are maintained	GCC Place Service (City Improvement and Environment Team)/Amey	Ongoing	A commitment has been given for a further Changing Places facility to be included as part of the Kings Quarter development. Work continues with Amey, with an Operational Delivery Statement in place that identifies the minimum standard expected of public toilet cleanliness.
2) Improve the condition of city centre car parks through enhanced lining, signing, lighting, disabled provision etc.	a) Refurbishments completed in Kings Square and Eastgate Rooftop Car Park.	GCC Asset Management (Parking Services)	Completion late 2018	Maintenance of the facilities is ongoing. Eastgate Car Park was resurfaced at the cost of £750,000 in 2017, with a Kings Walk upgrade due this year.
	b) Introduce new pay on foot system with barrier and ANPR in Kings Sq and Eastgate Roof top, old signage to be replaced.	GCC Asset Management (Parking Services)	Completed	New pay on foot system introduced on 3 rd Oct 2016.

Objective	Planned Actions	Owner	Timescale	Progress and Comments
3) Ensure car-parking tariff is kept competitive with similar towns and cities	New tariffs applied in April 12, introducing lower charges and wider range of tariff option	GCC Asset Management (Parking Services)	Summer 2018	The tariff was increased modestly in 2017 for the first time in 10 years, and it remains competitive. There are no plans for increases in the year ahead. The Parking Strategy may provide the context to review the tariff beyond this year, with a clear commitment to remain competitive.
4) Ensure that day to day issues experienced by retailers are dealt with in a timely and effective manner	Daily Walkabouts	GCC Place Service /Partner network	Structure in place until end of funding (late 2018)	<p>The Together Gloucester restructure made the position of City Centre Manager redundant. In light of the requirements of this action plan, it has been necessary to work cooperatively with partners to ensure these objectives are still met satisfactorily.</p> <p>The City Council provided funding toward the establishment of two City Protection Officers (CPO's), who, through working with City Safe, the PCC, and the Gloucester BID, provide additional capacity to respond to day to day issues.</p> <p>The City Improvement Team also undertakes walkabouts on a semi-regular (minimum monthly) basis.</p>
5) Ensure high standards of street cleaning are maintained	Monthly Walkabouts	GCC Place Service (City Improvement and Environment Team)/Amey/Gloucester BID	Reappraise June 2018 to assess success of approach	Monthly walkabout are carried out by City Centre Improvement Officers, Amey, and the Cabinet Member for the Environment. The Gloucester BID also provides a framework for reporting and identifies priorities for cleanliness in their prospectus. An update of their progress with this is expected at their annual review.
6) Ensure paved areas and street furniture is maintained to a high standard	Monthly Walkabouts and BID consultation	GCC Place Service (City Improvement and Environment Team)/Amey	Reappraise following consultation	Monthly walkabouts continue. The Gloucester BID has identified physical and environmental improvements to the BID area as a key priority and consultation with their board with the forthcoming public realm improvements will help in understanding business ambition.

Objective	Planned Actions	Owner	Timescale	Progress and Comments
7) Encourage investment in premises	<p>Submit the Stage 2 development bid for the HLF grant funding for Southgate St</p> <p>Implement HLF scheme within Southgate Street</p> <p>Attract inward investment</p>	GCC Place Service (City Growth & Delivery Team)	Scheme to be completed 2019	<p>The Townscape Heritage Initiative Scheme for Southgate Street is now well established and its successes visibly demonstrated. Now four years into the 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.</p> <ul style="list-style-type: none"> • Works on twelve buildings have been completed. Press releases have been issued to raise awareness. • Three are underway • Six out to tender. <p>The target was for 21 projects with 23 currently achieved.</p> <p>Additional works have taken place at St. Mary De Crypt to install gates and gate piers following the erection of the railings. This is in line with the wider Discover DeCrypt works to regenerate the site, which should be completed April 2019.</p> <p>The Economic Development team continue to work closely with the City Council THI Officer to explore ways to promote the work that has been delivered through this funding, and in particular the knock-on investment in the City that it has generated through creating a strong location in Southgate Street as a pedestrian passage.</p> <p>The Economic Development team are currently making contact with commercial property agents (both those operating locally and those on a regional/national basis) and intend to strengthen these relationships to facilitate future conversations about vacant properties.</p>

Objective	Planned Actions	Owner	Timescale	Progress and Comments
8) Work with the Police and Community Safety Partnership to tackle crime and ASB in the city centre	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	GCC/CSP/Police/Safer Gloucester Partnership/Solace / CCMT/Street Aware	Need to re-establish by June 2018	Historically the issue of anti-social behaviour was a regular item on the City Centre Management Team meetings. Project SOLACE continues to operate. The re-establishment of regular meetings in a similar style to the previous City Centre Management Team Meetings will allow these discussions between partners to continue with the Council's guidance. The Safer Gloucester partnership will be a key group to work with.
	b) Consider the introduction of a Public Space Protection Order to reduce ASB in the city centre.	GCC/Safer Gloucester Partnership/CSP/Police	Outcome of review following April 2018	The City Council is currently seeking the public's view on a potential City Centre PSPO, the outcome of which will become clear at its conclusion on the 2nd April 2018. Details on the consultation can be accessed here: http://www.gloucester.gov.uk/council/more/Pages/Current-Consultations.aspx
	c) Introduction of Safe and Attractive Streets Policy	Police, GCC Development Control Service, Environmental Planning Service, Parking Service	Review June 2018	This policy has been a success since its introduction in 2016, seeing a dramatic reduction in the number of rough sleepers and people begging. This work is ongoing.
	d) Encourage retailers to join the City Safe scheme and ensure it functions effectively in tackling retail crime	GCC/City Safe Partnership/Gloucester BID	Updated figures to be reported June 2018	There were 128 businesses signed up as members in March 2017- it is expected this will have significantly increased following the introduction of the Gloucester BID, as full membership includes membership to the scheme.

Objective	Planned Actions	Owner	Timescale	Progress and Comments
8) Work with the Police and Community Safety Partnership to tackle crime and ASB in the city centre (contd.)	<p>e) Ensure the Police Crime Design Advisor is involved in all new building and public realm schemes</p> <p>f) Support the development of a safe and welcoming evening and night time economy</p> <p>g) Support the development of a Business Improvement District (BID) proposal</p>	<p>Police, Ambulance Service, GCC Place Service, Environmental Planning Service, Licencing, Parking Service, GCoC, NightSafe Group LVA, Gloucestershire University.</p> <p>GCC Place Service/City Centre Partners</p> <p>BID Task Group, Marketing Gloucester, GCC Regeneration and Economic Development</p>	<p>Planning for KQ expected Summer 2018</p> <p>Application submitted- assessment date 23rd March 2018</p> <p>Vote successful. Cooperation between the two ongoing</p>	<p>Stakeholders currently consulted as part of Development Management process and as and when necessary.</p> <p>Purple Flag submission has formally been made, with a visit from judges for assessment set for 23rd March 2018.</p> <p>BID was successfully approved by City Centre businesses in a ballot that closed on the 29th June 2017. 85.8% of voters supported the formation of the body. The levy will raise roughly £2.3m of funding towards the BID's programme of works for the next five years.</p> <p>Roughly 600 businesses are covered by the BID area, which covers the City Centre up to Northgate Street, down to the lower end of Gloucester Docks. A prospectus can be viewed online which details the eight priorities the BID will seek to deliver upon.</p> <p>The BID will play a key role in the delivery of a thriving City Centre and the City Council will work with this body to deliver on areas where objectives overlap.</p>

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9) Ensure private premises are maintained in good condition, free of graffiti, flytips etc.	Monthly Walkabouts	GCC Place Service (City Improvement and Environment Team) Planning Enforcement	To be reviewed June 2018 (GCC Place Service)	Monthly walk about continues. As the post of City Centre Manager was made redundant as part of the Together Gloucester restructure, the City Improvement Team have taken on the responsibilities of this area.
10) Implement refurbishment of Kings Square	Include appropriate proposals within Kings Quarter planning application.	GCC Place Service, Homes England, GFirst LEP	Summer 2018	LDA have been appointed as consultants to create a project for the King's Quarter area of the City. A full planning application for this proposal is anticipated to be submitted by late summer 2018. Negotiations are ongoing. A consultation strategy for King's Square is currently being developed.
11) Improve entrances into the city centre	a) Improve Bus Station as part of Kings Quarter redevelopment b) City Centre Investment fund Historic Areas Grant Scheme.	GCC Asset Management Service, GCC Place Service (City Improvement and Environment Team), Gloucestershire County Council Highways Team GCC Place Service (City Growth and Delivery Team)	August 2018 Funding expected to be fully allocated late 2018	Ground works and highway improvements have been completed with the erection of the steel frame now underway. A timelapse for the project can be viewed here: https://iris.time-lapse-systems.co.uk/viewer/gloucester-bus-station-bruton-way-jp81/ Funding has been provided to enable capital works to 24 buildings in the City Centre with grants between £5,000 and £20,000. £100,000 remains ring-fenced for 39, 41, 26, and 109 Westgate Street.

11) Improve entrances into the city centre (contd.)	c) Improve access to Rail station through Growth Deal 3 bid	GCC Place Service (City Growth & Delivery Team)/GFirst LEP	Timetable for delivery being developed	<p>Funding has been provided for Westgate Street (59-61; 97; 58; and 82) further buildings on Westgate Street prioritised for targeted grants (26, 39 and 41). Press releases on these projects individually have been issued and a full communications strategy will be delivered in the later half of 2018.</p> <p>A £3.75m grant for improvements to Gloucester Railway Station has been agreed by GFirst LEP. The project will see the redevelopment of the underpass that links Great Western Road (where Gloucester Royal Hospital is based) to Gloucester City centre. The project will transform connectivity between the fast developing housing and employment areas, and the vibrant city centre. A timetable for delivery has not yet been established.</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 Team, Marketing Gloucester	Changes implemented- initial effectiveness to be assessed June 2018	Changes to fees and charges for the Shopmobility service were considered at January 2018 Overview and Scrutiny and approved. Changes are to be implemented from Sunday 1 st April onwards. Pricing structure has been overhauled to include a £2 charge for each time members use a scooter on top of their annual membership and an increased £6 charge for non-members.
13) Upgrade City Centre Lighting	Improve lighting at key locations in city centre	GCC Place Service (City Growth and Delivery Team)/Gloucestershire County Council	Completed	<p>Within the City Centre, Gloucestershire County Council has completed work to convert fifty lights across the Gate Streets to more efficient LED lamps. This was completed December 2017.</p> <p>The county-wide upgrade of street lighting is expected to save around £17m over the next 12 years.</p>

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

Objective	Planned Actions	Owner	Timescale	Progress and Comments
1) Encourage a café culture	Where licences for tables and chairs on the highway granted, continue to offer free of charge	GCC Licencing	Ongoing consideration	Tables and chairs on the highway are licensed free of charge (normal licencing considerations apply) at this point in time.
2) Restore and make better use of historic assets	<p>a) Monitor the condition of listed buildings and inappropriate development in the Conservation Areas and take enforcement action when necessary</p> <p>b) Develop Blackfriars as an events venue and visitor attraction.</p> <p>c) Support for partner projects and funding applications to improve historic assets</p>	<p>GCC Place Service (City Growth & Delivery Team)</p> <p>GCC Asset Management Service</p> <p>Cathedral, Gloucestershire College, Planning Services</p>	<p>Ongoing as part of statutory Conservation remit</p> <p>Development ongoing- site offer to be examined June 2018 (GCC Place Team)</p> <p>Council ambition to support</p>	<p>Monitoring and conditions of LB's in city continuing and enforcement action undertaken as appropriate. A Building at Risk list is used by the team to monitor the status of these buildings. The Conservation team work with enforcement to consider where appropriate action may be necessary.</p> <p>The Council is currently tendering for a Heritage Strategy. The Conservation team continue to monitor Conservation Areas and future opportunities to do this effectively are being explored.</p> <p>Further work being considered for 11 Ladybellgate Street, with English Heritage and the City Council working in partnership to commission a feasibility study.</p> <p>Project Pilgrim has been awarded £4.2m from Heritage Lottery Fund, with works ongoing. Outside landscaping to be completed mid 2018.</p> <p>St. Mary de Crypt to deliver Discover DeCrypt works as part of HLF and other funding sources support.</p>

Objective	Planned Actions	Owner	Timescale	Progress and Comments
3) Improve interpretation of historic building	<p>a) New interpretation boards in Southgate Street and Spa Road</p> <p>b) Seek funding to develop and implement Heritage Trail scheme for City Centre</p>	<p>GCC Environmental Planning Service</p> <p>Marketing Gloucester</p>	<p>Completed Feb 2015</p> <p>Ongoing</p>	<p>Signs continue to serve intended purpose. Consideration for signposting in other parts of the City has been made.</p> <p>The Gloucester Walking Tours App is accessible at www.gloucestertours.co.uk. Three tours are offered: one on Gloucester City Centre, one on Gloucester Docks, and one on Queens and Martyrs. These are available free of charge and run for roughly 45 minutes each.</p>
4) 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	Update June 2018	<p>The Street Trading policy has been reviewed so if buskers are looking to sell merchandise, they will need to secure street trading consent at a separate fee of £5 per day. Discussions will be had later in the year to examine the effectiveness of this policy.</p> <p>Policy can be viewed here: http://www.gloucester.gov.uk/business/Documents/Licences%20and%20Permits/Street_Trading_Policy.pdf</p>
5) Stage and attract high quality events to take place in the city centre throughout the year	Please consult Festivals and Events Report	N/A	N/A	<p>The Festivals and Events programme has been covered in a separate report presented to Cabinet.</p> <p>No further updates will be provided in future City Centre Action Plan reports.</p>

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 and Comments
1) Promote bus links between the Quays and the city centre	Improve public awareness of services and trail new approaches	GCC Place Service (City Improvement and Environment Team)/GCoC Highways	Ongoing	A land train has been trialled in the past, but at present there is no fixed service in place. Issues still persist with financial viability, despite the trial being popular across the three days it ran. There is a keen appetite for this to be delivered and a potential second trial has been discussed.
2) Encourage active uses along the new linkages route	Investigate the potential for specialist markets along Southgate Street	GCC Licencing / Markets / Port Trading Ltd.	Ongoing	The Gloucester Famers market along the Cross every Friday (9am-3pm) sees continued success. Success of the THI scheme along Southgate Street has started to address issues of connectivity.

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

Objective	Planned Actions	Owner	Timescale	Progress and Comments
1) Ensure ease of way-finding in and around the city centre	Review fingerpost signs and update as necessary	GCC Place Service/Marketing Gloucester	Update by June 2018	Seven freestanding, double-sided digital signage boards were proposed for installation across the Gloucester Docks area to provide more information to visitors. These were part of a City-wide overhaul to signage across the City (including Gloucester Railway Station and across the Gate Streets). Individual plans were submitted for each signage board in late 2016. As a result of professional comments and consultation, revised proposals are currently being prepared for submission to

				ensure digital signage can be delivered as a key strand of the City Council's Great Places bid.
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	Marketing Gloucester	Annual update	Visitor guide annually produced and can be picked up along with other published literature for the City.
	b) Publish regular e-newsletter	Marketing Gloucester	Monthly update	City of Gloucester e-newsletter issued on a monthly basis. Sign-up accessed through City of Gloucester website.
	c) Promote Believe in Gloucester campaign.	Marketing Gloucester	Annual update	Believe in Gloucester Awards 2017 took place in November 2017. The City Council and Marketing Gloucester are key sponsors.

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

Objective	Planned Actions	Owner	Timescale	Progress And Comments
1) Attract more quality, diverse range of retailers – multiples, independents, restaurants and other food outlets	a) Deliver Kings Quarter development	GCC Place Service	Summer 2018	Actively progressing towards a full planning application in Summer 2018.. Kings Quarter now refocused as a mixed use gateway scheme with little retail content. Focus for retail will be around Kings Square and the Gate Streets. The regeneration of Kings Walk in partnership with Reef Estates will give the opportunity to bring in new retailers.
	b) Provide 1:1 support for potential investors	GCC Place Service (Economic Development & Regeneration Team)	Ongoing programme	The Economic Strategy, to be considered in May 2018, has identified the need for stronger business engagement. The City Council ED team intend to have a stall at the Gloucestershire Business Show in May 2018.

Objective	Planned Actions	Owner	Timescale	Progress And Comments
2) Ensure City Council Markets add to the retail mix of the city				
a) Indoor Market	Campaign to reduce empty stalls & Continue weekly let business start-up packages.	GCC Markets	Ongoing	Twitter page has been established which can be viewed here: https://twitter.com/eastgatemarket?lang=en . Flexibility offered through a weekly rental rate for market stall of £150. New businesses such as Aunty Em's Confectionary and AP Meats have proved successful and are representative of the improving take-up rate of stalls within the market.
b) Farmers Market	Continue and grow Friday market.	Fresh n Local (Made in Stroud Ltd)	Ongoing	Over 15 market traders currently attend the Farmers Market. Twitter page has over 700 followers: https://twitter.com/gloucsfarmmrkt . Actively supported by the Gloucester BID.
c) Monthly Craft Market	Operate monthly for further period.	Port Trading Ltd supported by Made in Stroud Ltd.	Ongoing	Arts and Crafts market set for 14 th /15 th July 2018 as part of SoMAC calendar of events. Orchard Street Market in Gloucester Quays occurs on a monthly basis and currently fills this need.
d) Specialist Markets	Continue to link the daytime and evening economies with night markets	GCC Markets	Ongoing	Timetable for City Centre events available through the City of Gloucester web portal. Currently not a fixed market meeting this objective.
3) Ensure high standards of retailing and street trading	Continue to raise standards of Street Trading	GCC Licensing	Continual objective	Street trading policy has been updated to reflect continual requirement for high standards. Changes can be seen here: http://www.gloucester.gov.uk/business/Documents/Licences%20and%20Permits/Street_Trading_Policy.pdf .

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 and Comments
1) Ensure there is effective representation for city centre traders	a) Support existing groups and establish Trader Groups in each Gate Street	GCC Place Service	Meeting to be reintroduced Q2 2018	<p>Discussions are ongoing internally to reorganise the City Centre Management group, to ensure the objectives identified in this strategy can be met in respect of recent resource limitations.</p> <p>Each group previously a part of the board has continued to deliver individually. With the support of the Gloucester BID, the business community of Gloucester City Centre has a clear voice and it is envisaged that through the realignment of the City Centre Management group, external trader and stakeholder engagement with the Gloucester BID can be facilitated to ensure the motivation behind this objective can be achieved.</p>
2) Ensure there is effective communication with retailers and city centre stakeholders	a) Hold bi-monthly City Centre Management Team meetings	GCC Place Service, Gloucester BID, GCoC, Glos Police, Kings Walk Shopping Centre, Eastgate Shopping Centre, Westgate Quarter, Civic Trust and other businesses and stakeholders, City Centre Manager.	On-going	Please see entry above. An assessment of the role of each group, and how they will be expected to contribute to this meeting, will be mapped out and made available.

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

Key Measure	Owner	Frequency	Baseline	December	Latest
1. Parking information on levels of usage for Eastgate Street Car Park + King's Walk Car Park	GCC Parking Service (from APCOA)	Monthly	Eastgate Street Car Park Jan 14- Dec 14: 17088 (avg) King's Walk Car Park Jan 14-Dec 14: 13178 (avg)	Eastgate Street Car Park Jan 15- Dec 15: 17086 (avg) Kings Walk Car Park Jan 15-Dec 15: 13295 (avg)	Eastgate Street Car Park Jan 17- Dec 17: 21463 (avg) King's Walk Car Park Jan 17- Dec 17: 12148 (avg) <i>NB: The figure from King's Walk has been impacted by issues with car park barriers. In Feb 18 the car park saw 14200 users, an increase of 39% compared with the same month in 2016.</i>
2. Number of empty units in the primary shopping area	GCC Place Service	Monthly	31 (June 2015)	36 (Apr 2017)	34 (April 2018) City occupancy rate at 87.42%. Data collected internally. Reduction from a high of 45 in July 2017.
3. Number of Street Licences for tables and chairs	GCC Place Service	Annual	33 (December 2015)	26 (November 2016)	28 (March 2018)
4. Crime Statistics	CSP/GCC Place Service	Annual	Nov 2013 – Oct 2014 Average = 396	Nov 2014 – Oct 2015 Average = 414	Mar 2017 – Mar 2018 Average = 259 crimes logged per month on the City Safe network
5. Numbers in City Safe scheme	CSP/GCC Place Service	Annual	80 (Dec 2014)	123 (Dec 2015) Stroud joined the scheme in January 2015	108 (Apr 2018) Note: Gloucester BID membership gives businesses access to services of City Wardens.

