

## Appendix 1

### Recommendations and Action Plan

**Red** – recommendation acknowledged and steps to be taken immediately to address the point

**Amber** – recommendation acknowledged, although steps have already been taken to address the point

**Green** – Actions are in hand to address the point

**Grey** – recommendation rejected and no active warranted

	HPP Recommendation	Response		Proposed Action
1	Ensure that Gloucester's new vision defines an authentic "brand" that lives up to its specialness as a place	The recent branding and marketing materials commissioned by the Visit Gloucester marketing team address this point. The branding will continue to be used to alter perceptions of the city.		Ongoing work to roll out the new branding by the Visitor Marketing team.
2	Consider employing an in house urban designer to augment the council's capacity in development advice and in the client team.	<p>The Council formerly employed an in-house urban designer alongside the Planning team, but this post was deleted in Together Gloucester in 2017. The Council subsequently procured part time urban design advice from Tewkesbury BC and has relied on the urban design knowledge of its other staff, such as Planners and Conservation Officers. However, Tewkesbury BC has recently withdrawn from this arrangement meaning we currently have no specialist Urban Design Advice.</p> <p>We are currently relying on the Gloucestershire Design Review Panel for major schemes and officer knowledge and experience for other schemes.</p> <p>Successive recent Planning Cabinet portfolio holders have held an ambition to drive up standards of design in the city, and SMT will recall that a report was submitted to Cabinet in December 2019 setting out an action plan to deal with the challenge. The report made numerous recommendations, including strengthening the policy framework to</p>		<ol style="list-style-type: none"> <li>1. Carry out a review of procurement of urban design expertise</li> <li>2. invest in the design skills of Planning and Conservation Officers</li> <li>3. strengthen Planning Committee members' design awareness.</li> </ol>

		<p>support the Planning process, and requiring greater use by developers of major schemes of the Gloucestershire Design Review Panel.</p> <p>A qualified urban designer would be on a senior or principal grade, so budget growth would be necessary. The current arrangement with Tewkesbury costs around £15,000 per year.</p> <p>In the absence of budget to afford such a post the Council needs to invest in the urban design skills of its Planning and Conservation staff.</p>		
3	<p>Promote an understanding of the scope and breadth of the historic environment within Gloucester. To this end you may wish to consider developing a city “app” employing digital mapping, augmented reality and other gaming related tools to foster better understanding and engagement with the historic environment.</p>	<p>The Council's Heritage team, working alongside the Gloucester Culture Trust and others, is already delivering creative and interesting ways to encourage community involvement in the city's heritage. See point 5 for more.</p> <p>Innovation is essential, and the use of new, digital technologies would offer enhanced ways to engage. The team will continue to investigate new mechanisms to engage, including drawing on good practice from other cities.</p>		<p>Heritage and Marketing Officers to discuss the development of innovative, technology solutions to enhancing awareness of heritage to visitors.</p>
4	<p>Provide the platform for the cultural sector to evolve and grow, and build on the success of linking cultural initiatives with heritage projects by broadening it into the arena of planning and regeneration.</p>	<p>Strong links exist already between the Gloucester Culture Trust and the Council at a strategic and operational level. The Gloucester Culture Strategy makes direct reference to the importance of the city's built heritage in contributing to culture, while the GCT is represented by its Chief Executive on the City Centre Commission.</p> <p>At an operational level the GCT is fully engaged in the Cathedral Quarter HSHAZ, and it manages the delivery of the £100k Cultural Programme on behalf of the Council. Note 5 refers to the artists in residence who have been engaged through the HSHAS programme</p>		<p>Continuation of existing work</p>

		Close engagement will continue with the GCT but no additional activities are proposed at this time	
5	Promote and champion the involvement of communities and young people. The lack of engagement with the City's minority communities needs to be addressed robustly. Heritage, and particularly archaeology is fascinating to a broad spectrum of people, particularly where participatory approaches are part of the development process.	<p>Heritage Officers are continually looking at ways to enhance community awareness of and individual engagement in the city's heritage. The High Street Heritage Action Zone programme has delivered a range of initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Interactive Archaeology presenting 3d artistic interpretations of how the past may have looked;</li> <li>• local and national artists in residence to engage the community in creative ways.</li> <li>• Westgate Memories' to encourage people to record and share their memories of what life was like on the street.</li> </ul> <p>The team regularly delivers lectures to the History Festival and events intended to attract families. The same officers regularly produce videos and social media postings about recent archaeology discoveries and the city's great history and built heritage.</p> <p>A challenge may be whether the team adequately engages young people and minority groups in the city.</p>	<p>Continue existing work in Cathedral Quarter.</p> <p>Consider additional mechanisms to engage young people and minority groups.</p>
6	Ensure that the City Centre Commission membership reflects the true diversity of the City's population, and become a listening rather than directing forum, to help shape rather than design initiatives. Consider setting up a "youth commission".	<p>Since the Panel visited 7 additional members have been invited to join, each representing a particular group, such as young people, black and ethnic minorities or communities within the city.</p> <p>A programme of public and business consultation will be carried out by the City Centre Commission over the summer to engage city centre users and to capture their views on what the future of the city centre should be like. This research will sit alongside the conclusions of the four symposium meetings held with stakeholders and will be incorporated into the final vision statement.</p>	<p>A programme of consultation will be carried out by the Council on behalf of the City Centre Commission over the summer</p>

7	<p>Promote the creation of a Design Panel, with a remit to include leading an annual Conservation &amp; Design Awards scheme, made up of local experts and representatives of national specialist organisations such as Historic England.</p>	<p>The independent Gloucestershire Design Review Panel exists, comprising designers and architects from leading practices across the County. The Council already requires applicants for all major schemes to submit their development to the Panel.</p> <p>A number of design award schemes already exist, notably the prestigious RIBA national scheme, which has regional rounds. Constructing Excellence also has national and regional annual competition.</p>		<p>Investigate the Council sponsoring an award category within the So Glos annual awards.</p> <p>Discuss with other Heads of Development Management the introduction of a county-wide design awards.</p>
8	<p>Promote “meanwhiling” as a business/arts/makers/event providers incubator strategy and build on the innovation of drawing in the Public Library to the UoG campus.</p>	<p>The Economic Development Officer within the City Growth &amp; Delivery team is working with the Gloucester Cultural Trust and individual property owners and developers (eg REEF) to facilitate meanwhiling in vacant city centre properties. He is also preparing a ‘stepping stone’ guide to explain the different ways a start up business can get in to property, including via Eastgate and other markets.</p>		<p>Action: Continuation of existing work to facilitate meanwhile uses in vacant retail units</p>
9	<p>Nurture a high level, strategic relationship with University as a place making partner and encourage further expansion into the City Centre including for student accommodation.</p>	<p>In recent months the Council’s relationship with the UoG has been strengthened, firstly, through the development of the City Campus and its interest in strengthening its support for innovation in emerging sectors, and secondly, since the UoG established its Built Environment faculty, providing graduate and post graduate courses in a range of courses of relevance to the city.</p> <p>UoG is already treated as a strategic partner, and it is represented on the City Centre Commission at a senior level, but it is acknowledged that further steps could be taken to strengthen the relationship and the presence of the University and its students in the city centre.</p> <p>The Council also has good relationship with Hartpury University.</p>		<p>Ongoing workstreams and relationships to continue</p> <p>Action: Chief Executive to nurture more strategic relationships with both UoG and Hartpury</p>

		Both UoG and Hartpury have student accommodation in the city centre, including that underway in the Blackfriars scheme	
10	Promote and foster city centre living and other initiatives aimed at repurposing redundant city centre premises, (including providing evidence via development appraisal) whilst imposing controls on Permitted Development relaxations that are being counter-productive.	<p>The Joint Core Strategy and Draft City Plan already encourage and facilitate the development of residential accommodation in the city centre, including the introduction of accommodation into the upper floors of properties. In recent years the city centre has seen the development of many new residences.</p> <p>The High Street Heritage Action Zone programme in Cathedral Quarter is providing grants to property owners to develop upper floors of commercial units into residential, and a handful of schemes are underway.</p> <p>The Housing Growth Board and the Regeneration Hit List identify sites within the city centre that could be developed for housing, and officers engage actively with the owners of redundant properties to encourage and facilitate development.</p>	Ongoing work to encourage and facilitate investment in city centre premises to provide more city centre living
11	Develop a parking and transport strategy in partnership with Gloucestershire County Council, with short, medium and long term objectives. Walking & Cycling should be promoted and private vehicle use discouraged.	<p>The City council produced a parking strategy in 2018, but key factors that informed that strategy have changed since.</p> <p>The Council's adopted Climate Change Strategy is to achieve a 2030 target of net zero emissions for the City Council and a 2045 target of net zero emissions for the District, and we are working with the County Council to deliver its Transport Strategy.</p> <p>Officers are currently soft market testing for the delivery of a decarbonisation strategy and action plan for the City Council and the wider district, collaborating with the County Council.</p> <p>A Green transport strategy for the Council itself is about to go live, working with Active Glos to encourage employees to adopt greener forms of transport. This document needs to be mindful of the Council's</p>	<p>Commission decarbonisation strategy and action plan for the City Council and the wider district</p> <p>Roll out a Green transport strategy for the City Council.</p>

		income generation targets from parking.		
12	Match the scale of ambition with additional specialist capacity in the fields of heritage and design in order to deliver both quality and value for the city.	Heritage – in the light of the Council’s budget situation an increased specialist capacity is not required  Urban Design - see point 2		
13	Focus on key routes, such as from Gloucester Station, and the four main Gate streets as priorities and as destination.	The wayfinding for the city is currently being replaced which will present clearer maps and will be branded using the new bright and eye-catching city branding.  We promote the walkable nature of the city as much as possible in blogs and website content.		
14	The wonderful resources of Alney Island and the River Severn need much improved access and better management to play a fuller part in attracting people to come and visit or live in the city and enrich the lives of those that already do.	Much of Alney Island is held under stewardship, although it would benefit from a detailed management plan, including issues of visitor use, education and public access. The Glos Wildlife Trust are taking an increasing involvement in the site, and officers are working with them on a management Plan. This would be along the lines of a Green Flag Management Plan, to include accessibility and community engagement as well as bio-diversity, habitat management and environmental conservation.  Visit Gloucester have some new photography of Alney Island that is currently on the homepage of the website. We will plan a few fun facts about the Severn and promote the activities you can undertake on the water such as Paddleboarding, Boat Trips.		Progress discussions with Glos Wildlife Trust over the management of Alney Island, incl the preparation of a Management Plan  Ongoing promotion of Alney Island and the Severn and Canal
15	Disseminate good practice among partners, in particular the private sector. Heritage projects can seem daunting to the	<ul style="list-style-type: none"> <li>The Council is a member of Constructing Excellence and officers are planning an event in the summer on The Fleece development, the HShAZ and Project Pilgrim.</li> <li>The City Council hosts a Development Forum twice per year with</li> </ul>		HSHAZ to deliver training programmes in traditional construction methods.  Ongoing delivering of

	<p>uninitiated but success can spread confidence – the council could play a key role in brokering introductions between those who can learn from each other’s experiences.</p>	<p>the development industry. Topics of relevance to heritage are discussed in that forum</p> <ul style="list-style-type: none"> <li>• Conservation Officers are members of the Institute of Historic Buildings and Conservation (IHBC), which includes local authority and private sector professionals. The organisation holds regular events to showcase good practice.</li> <li>• Within the HSHAZ officers intend arranging training sessions in traditional methods of construction for members of the public.</li> </ul>		<p>Gloucester Developers’ Forum meetings</p> <p><b>Lead: David Evan</b></p>
16	<p>Consider initiating a program of section 215 notices in areas where the market is unwilling to tackle maintenance deficits as a way of increasing confidence to invest.</p>	<p>The threshold for serving a S215 is high and there needs to be real and demonstrable harm to local amenity to be able to serve a S215. They take up a considerable amount of officer time and resource. Even if successful there is not requirement for the owner to maintain after it has been cleared or penalties. As such it is only a short term fix and the site and fall into a state of disrepair over time again and the cycle would have to start again.</p> <p>The Council has used Section 215 (Town &amp; Country Planning Act 1990) notices on only a couple of occasions in recent years to require a landowner to tidy up land where there is a particular amenity issue. In both situations the Council has had to carry out the improvement work itself and try to secure payment from the landowner subsequently (eg through a charge on the property). Whilst a useful tool more resources, such as a designated budget, would need to be maintained that could be drawn on as and when necessary.</p> <p>These types of cases are currently considered a low priority in the light of the other pressures on the Enforcement Officer’s time.</p>		<p>Ongoing use of Sec215 notices served on a case by case basis</p>
17	<p>Lincoln, a “World Class Small City” has been on a similar journey to</p>	<p>Although progress has been hampered by the lockdown, the Heritage team intends strengthening links with nearby and similar heritage towns, including Swindon, Weston SM, and Bath, to share experience and</p>		<p>Heritage Officers to make contact with Lincoln City Council and other similar</p>

	<p>Gloucester and shares many of its attributes. Among these its city centre “new” university has been a key ingredient in its regeneration and sharing experiences would pay dividends.</p>	<p>good practice. The relationship with Swindon has progressed well and officers have visited the town and received a visit from its Conservation team.</p> <p>Lincoln sounds like a very comparable city to Gloucester, and Historic England have offered to provide an introduction and to facilitate a learning visit. The strengthening of the relationship with Lincoln would also be of interest to members of the Gloucester Culture Trust.</p>		<p>places to share learning.</p>
18	<p>Gloucester has some very successful examples of modern design, and also some that are less so. Consider the production of design codes to establish qualitative and quantitative parameters to assist in the delivery of well-designed buildings which contribute to the image of the city. Each development is an opportunity to take a step towards the overall vision</p>	<p>Design coding is becoming increasingly seen as a core element of the Government’s planning policy for places. The Council submitted an unsuccessful bid to MHCLG to become a pilot design code area for the St Oswalds development last year.</p> <p>Gloucester is extremely varied in terms of character so it would be a challenge to prepare a Design Code which would be meaningful for the whole of GCC. Design Codes would be much more useful for specific major sites such as St Oswalds. However, there is no expertise in the planning team to prepare such documents and they would need to be prepared by a consultant.</p>		<p>Design coding to be progressed on a site by site basis and reviewed in the light of emerging Government policy.</p>

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