STRATEGY OPTIONS FOR THE GLOUCESTER ECONOMY

FINAL REPORT

FOR GLOUCESTER CITY COUNCIL

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SUMMARY

INTRODUCTION

This report provides a set of insights and recommendations to inform a new economic strategy for Gloucester, based upon a programme of research, analysis and consultation with stakeholders. There is a particular focus on land use and site needs to help inform the new City Plan. The report goes further to provide some ideas and options for delivery, which are intended to provoke ideas for debate and development. More detailed analysis is provided in the separate documents - Appendix A: Gloucester Economic Assessment and Appendix B: Sites and Premises Review.

THE GLOUCESTER ECONOMY

The Gloucester economy supports 68,000 jobs and 3,425 businesses. Gloucester's economy and workforce are an important part of the Gloucestershire economy, evidenced by high levels of in and out commuting. Large employers are more significant for the Gloucester economy than average, which in turn means that Gloucester has a slightly lower share of enterprises per capita than the national average.

Gloucester's key sectors include manufacturing, energy, and finance and insurance services. Gloucester has high rates of economic participation, and unemployment rates are slightly higher than County and national averages.

Gloucester has experienced high rates of population growth, which are forecast to continue. Gloucester residents' levels of educational attainment has improved markedly over recent years and are now similar to the national average. Average earnings are almost identical to the national average.

Overall – Gloucester has a diverse economy that has performed well in recent years. It does have some challenges , including the need to increase the rate of business start-ups and the business population generally, as well as slow employment growth since 2010.

OVERALL, THE FINDINGS FROM THE GLOUCESTER ECONOMIC ASSESSMENT ARE SUMMARISED AS FOLLOWS

Economic performance

> The economy supports 68,000 workforce jobs, but there has been little growth in jobs since 2010.

> In 2015, there were 3,425 enterprises in Gloucester and 4,520 local units (which includes separate branches of businesses and organisations with their own premises).

> Gloucestershire's economy has performed well on long-term historic growth (in economic output, or GVA), but has shown significantly lower growth since the recession in 2009.

> Large employers are more significant for the Gloucester economy than average, which partly explains lower numbers of enterprises per capita. Larger businesses are responsible for a greater share of employment and turnover in Gloucester compared to the national average.

> The business population has grown, but at half the national rate. Most of the growth in business stock is due to the increase in the number of micro-businesses employing 0-9 employees.

> Gloucester's business start-up rates have improved over recent years, and are now similar to other peer areas.

> Gloucestershire ranks highly for innovation (patents) and for the share of businesses with high or very high product market strategies. Gloucestershire also scored near or better than the national average in individual aspects of pricing, innovation and quality.

Business

- Production (including manufacturing) is important in terms of its contribution to economic output, even though production employment is not particularly high – which demonstrates that these activities are high value added ones.
- Appraising the top 10 industrial sectors with the highest rates of employment growth, between 2010 and 2015, employment in Gloucester grew strongly in Human health activities (+2,200 employees), Residential care activities (+800), and Electricity, gas and air conditioning services (+300). These are all sectors with specific specialisms in Gloucester (i.e. high employment quotients).
- Other growing sectors with specific specialisms in Gloucester were Specialised construction activities (+700), and Architectural and engineering activities (+300). Growing sectors where the share of local employment was not greater than nationally were Food and beverage service activities (+700 employee jobs), Activities of head offices, management consultancy activities (+600), and Computer programme, consultancy and related activities (+200).
- The largest fall in employment (-3,200) was recorded in Public Administration and defence, compulsory social security, which also has a higher than average representation. The next largest declines were in Education (-900) and Insurance, reinsurance and pension funding (-600).
- In Gloucester between 2010 and 2015, there has been marked change in the numbers of enterprises and branches in the sectors of: Finance and insurance (-170 enterprises), Information and communication (+130), and Professional, scientific and technical (+125).

People

- There is a significant commuting outflow and inflow. In 2011, 55,500 people worked in Gloucester, including 29,400 residents and 26,100 in-commuters. Of those commuting into the district, 76 per cent (20,200) commuted in from other Gloucestershire districts. In 2011, 23,500 people lived in Gloucester but worked elsewhere.
- Gloucester has high levels of economic participation which have now recovered from the impacts of the 2009 recession. In March 2016, 83.9 per cent of working age people living in Gloucester were economically active, i.e. either in work (employed) or actively looking for work (unemployed). This was similar to the Gloucestershire rate (83.5 per cent) and higher than the England average (78.0 per cent).
- Unemployment remains higher than the county and national averages. It is estimated that there were 5,100 working-age residents classified as officially unemployed in 2016, representing an official unemployment rate of 7.7 per cent. This is higher than the county rate of 4.4 per cent, and the national rate of 5.2 per cent.
- Population growth has been much higher than average in Gloucester. 127,200 people lived in Gloucester in 2015 – representing 20.6 per cent of Gloucestershire's population. Between 2005 and 2015, Gloucester's population grew by 11.7 per cent - the highest amongst all Gloucestershire districts, and much higher than the Gloucestershire County average growth rate (7.0 per cent), and England (8.3 per cent). Gloucester has a high share (24.8 per cent) of its population aged 19 or under (England average 23.6 per cent).
- Future population growth in Gloucester is expected to continue at a strong rate. Between 2015 and 2025, Gloucester's population is expected to grow by 7.5 per cent, followed by growth of 6.6 per cent between 2025 and 2035 – totalling a 16.1 per cent growth rate over 20 years from 2015.
- Growth in the number of working age people in Gloucester (10.4 per cent) was much higher than the Gloucestershire (3.7 per cent) and England (5.8 per cent) averages between 2005 and 2015
- Gloucester's residents have a qualifications profile that is similar to the national average. In 2011, 36.8 per cent of people working in Gloucester held a qualification at Level 4 or above (equivalent to degree level or above). This was slightly below the Gloucestershire average of 41.2 per cent but on a par with the England average of 36.8 per cent.
- Gloucester's economy is partly reliant on in-commuters to fulfil its demand for workers with degree-level qualifications.

- Qualifications rates amongst the adult working-age population have improved dramatically over the past ten years.
- Average earnings of people working in Gloucester are similar to the national average. Gloucester's average earnings have grown more rapidly than the national and county average over the past five years.

Place

- House prices in Gloucester are lower than average and have grown at a lower rate than the national average over the past 10 years. Gloucester's housing market has only recently recovered from the 2008/09 credit crunch and recession.
- Rateable floor space in retail and office uses has increased over the decade to 2012. Gloucester offers almost one third of Gloucestershire's office accommodation with 318,000 sq. metres of rateable floorspace in 2012. Retail floorspace increased by 47,000 sq. metres over the same period.
- Rateable values per sq. metre in 2012 were below the national average for retail and above the average for industrial. Office rateable values were less than half the England average and notably lower than in areas such as Bath and North East Somerset, Bristol, and Oxford. This is in the context of vacancies for retail premises in Gloucester City Centre being below the national average.
- Industrial floor space has declined four times faster than nationally over the 10 years to 2012. By contrast, retail grew almost three times faster (Gloucester 14.4 percent, England 4.8 per cent) and office floor space in Gloucester grew at 2 percentage points higher than the national average.

GLOUCESTER AS A PLACE

Gloucester is notable for its high quality of life, and for its successful business and industrial parks and regenerated quays. Businesses are confident, most business premises outside of the city centre are approaching full occupancy rates.

Location and access to the M5 are big strengths. However, the proposed junction improvements on the M5 are at very early stages – no feasibility work has been done. This increases the risk of delay or non-completion which will affect attempts to build market confidence in the sites adjacent to the junctions which are proposed for development.

Market conditions are such that business and industrial park rental levels and yields are approaching conditions conducive to speculative development. This is to be welcomed, and places Gloucester at a distinctive advantage to other localities to the UK. We recommend that speculative development should be supported, and perhaps that the branding or association of Gloucester with high profile manufacturing, engineering and cyber-security industries should be promoted more effectively.

There has been feedback that there is a lack of flexible small office space in Gloucester for small start-up companies and micro-enterprises. It would seem sensible to ensure that the provision of flexible office space is considered in City Centre regeneration projects, including examining the potential for temporary business incubators and workspace using existing city centre buildings that are either vacant or under-utilised.

The Quays is proving to be popular for businesses, residents and consumers alike. The Quays has, to a significant degree, proved that there is the demand for high quality premises and amenities in Gloucester, and that successful regeneration is possible. With the City Centre and Quays providing a strong and complementary joint offer, the demand conditions are good for the regeneration and redevelopment of the City Centre.

To date, the city centre has not realised the potential from this demand and higher value uses. The two major challenges are the high cost of refurbishing and repurposing heritage properties, and delivering the high quality public realm that high value uses tend to require. Substantial regeneration of the City centre is underway with the Bus Station and proposals for redevelopment of Kings Quarter and Blackfriars projects, and a public realm strategy is being prepared.

Consultations with businesses, stakeholders and property agents have indicated that the City Centre is regarded as the next big challenge, with the need for further action to make it more attractive for investment into higher value businesses and other end uses – which will require improved public realm and modern, high grade living, commercial and office space. As well as catalysing the redevelopment of the City Centre, the City Centre and Quays need to be better connected and function together rather than be seen as two distinct, or perhaps competing areas.

With Marketing Gloucester – the City has the organisational capacity that so many other towns and cities lack. It's a real advantage to have the capability for business-facing and visitor promotion. Gloucester City Centre lacks some of the place-making attributes for growth businesses and skilled professionals such as creative arts, independent retail and restaurants and a full-service business hotel. It seems sensible to explore the demand and market viability of these potential developments, as well as how they may be incorporated into regeneration plans.

OVERALL SWOT ASSESSMENT

From the consultations, a summary of strengths, weaknesses, opportunities and challenges/threats has been devised, detailed as follows:

Strengths	**Weaknesses**
• Strong business confidence • Strong demand conditions – local business base is doing well • Location – easy access to M5 and M4 motorways; good situation near Birmingham, Bristol, Oxford • Industry strengths in advanced engineering, manufacturing, energy and cyber-security • Existing support organisations – including Marketing Gloucester (e.g. more capacity and capability than Cheltenham in this regard); and The Engineering Skills Centre. The University of Gloucester is significantly active in the cyber-security sector • Gloucester Quays has proved to be a very popular regeneration project with high demand for premises by many uses, and as an attractive draw for business investment and leisure use • Heritage buildings and built environment • Most business and industrial parks are fully occupied and there is significant interest in new (outer) business park developments • Sustained high demand for industrial premises in the Canal Corridor • Rental levels in the outer business parks are strong and approaching levels that can sustain speculative development activity • Good levels of footfall in the City Centre and Quays • Quality of life and public services e.g. grammar schools, leisure centre	• There remains work to do to improve Gloucester's attractiveness as a place to live for skilled workers. This will help to support demand for housing investment, or bringing increased levels of consumer spend into the City Centre. • Currently the road transport system is pressured as many workers commute into and out of Gloucester. • Need to move away from lower value added activities in the City centre, improve the public realm and increase the provision of modern commercial and office space. Also need to increase the pace of development projects and integrate those projects more effectively. This has resulted in a lack of investment in the retail and business environment and amenities, which has made the Quays a more attractive proposition for some businesses and consumers. • There is a limited flow of people from the city centre to the quays. • Perception that there is a lack of flexible office space in the City Centre to suit small businesses. • Office rental levels are low in the city centre, versus high costs of regenerating heritage properties meaning that there is low interest in speculative development or private investment for offices. It also makes these properties relatively more attractive for residential conversion, with three office buildings converted in the past 18 months. • Plots of industrial land have been lost to housing over the past 20-30 years. • Need to ensure sufficient short/medium term employment land demand is met. Current priority sites have long lead times.

Opportunities	Threats / challenges
• Business Improvement District for the city centre • Building on the City's Digital High Street Pilot • Potential for new cultural venue (including conference facility), although subject to detailed assessment of demand and provision in the wider area • Demand for Grade A office space – redevelopment / refurbishment opportunities • Independent shops and restaurants • Creating an evening economy (appropriate to location and amenities) • Potential for a full-service hotel – if demand is there • Cyber security – University of Gloucester has significantly advanced joint working with GCHQ and supply chain, and there is the opportunity to work with Cheltenham Borough Council on a joint approach to supporting the growth of the sector • Oxstalls University Campus – business school will be based there, with computing and cyber security facilities and initiatives as well as one-third of space devoted to the Growth Hub • Distinct engineering, manufacturing and aerospace cluster on north side of City delivering new generation of hi-tech manufacturing companies’ supply chains • Scope to support the existing business base	• Finding a post-industrial role for Gloucester as a place • Engaging businesses more effectively in regeneration • The Quays’ success means that investment, footfall, businesses tend to go there rather than the city centre • Dependent on in-commuters, and effective transport infrastructure for some of skilled workforce • Stressed road system due to commuting patterns and traffic congestion • Local FE/HE provision could be more attuned to local needs • Economic targets are highly ambitious in the face of economic uncertainties • Gloucester functional economic area extends into other local authority areas and close collaboration is required to secure a coherent development strategy • Key M5 junction proposals – slow progress on developing business case and test appraisals. Lack of clarity on timescales. • Danger of retail and commercial property and business interest moving away from city centre to the Quays, noting that the Quays is restricted to A1 (retail) uses • Need to further improve the viability of viable development solutions with development partners for city centre regeneration

PRIORITIES AND ACTIONS

A. BUSINESS

Priority	Rationale	Delivery ideas
A1 Improve business start-up and growth rates	• Lower rates of start-up • Dependent on growth of micro-businesses with <10 employees	Support for Growth Hub, added services or resources to existing business support initiatives
A2 Consolidate support for the engineering and manufacturing sectors	• Engineering and manufacturing activities offer high value jobs and wealth creation • Sector is varied in terms of activity and sizes of firms and would probably benefit from coordination • Strong manufacturing heritage which could be used for promotion and branding	Manufacturing and Engineering industry leadership board – to ensure coordination of views and understanding of needs Improved branding and marketing of the industrial capabilities, activities and offer Support for employment land and planning designations for engineering and manufacturing Engineering and manufacturing incubator – with access to:- • Managed workspace • Prototyping and workshop facilities • Mentors / non-exec directors
A3 Advocacy and partnership in cyber security initiatives	• Very strong public and private sector activities and employment that is growing • University of Gloucestershire a significant player with activities locating onto Oxstalls Campus • Lot of actors and initiatives, perhaps opportunity to help shape and delivery long term success of sector	Cyber security international industry conference Working closely with Cheltenham Borough Council and GFirst LEP, develop a cyber security industry leadership forum (involving GCHQ, HM Government, Local authorities, supply chain interests, real estate interests)
A4 Creating and promoting the **city centre** 'rich mix'	• Gloucester offers one of two urban locations, with potential for rich mix of businesses, amenities and services • Viability for City Centre regeneration and housing is contingent upon achieving mix of uses, assets and attributes	Visioning workshops on creative ideas – e.g. themed 'city quarters', creative industries, strategic phases of development that will build footfall and confidence Market assessment of niches or roles that are under-served – e.g. family amenities and family-friendly city centres Producing a City Centre Regeneration Strategy and Delivery Plan

B. PEOPLE

Priority	Rationale	Delivery ideas
B1 Initiatives for local workforce development	• High rates of in-commuting for skilled jobs • Pressures on transport infrastructure • Workforce availability may constrain future growth	Enhanced careers and adult guidance services including enterprise and education initiatives and work experience
B2 Engineering and manufacturing skills provision	• Engineering and manufacturing activities offer high value jobs and wealth creation • Sector is varied in terms of activity and sizes of firms and would probably benefit from coordination • Skills a critical location factor for engineering and manufacturing businesses	Manufacturing and engineering skills initiative or academy: • Utilise existing Engineering Training Centre • Partner with University that has excellence in undergraduate and graduate skills programmes for engineering, and with a good reputation for working with industry
B3 Place-making to attract and retain talent should be a significant part of land use and regeneration strategies	• Create and enhance communities that can attract and retain skilled workers	Planning policies and regeneration projects Major regeneration and development activities develop and implement employment and skills plans Opportunity to develop local employment and training initiatives linked to major regeneration developments

C. PLACE

Priority	Rationale	Delivery ideas
C1 More clearly articulate the economic priorities for administrative area of Gloucester and the areas close to the City boundary as part of the wider Joint Core Strategy Area	• Sector forecasts and aspirations are, on their own, not a sufficient basis for land use allocations and prioritisation • Perceived and actual shortage of employment land and premises to meet current business needs • Need appraisal of site aspirations and allocations based on viability, use and other contingencies (such as green belt, environmental, and transport investments)	Continued and extended support for existing employment land opportunities and planning designations to meet short term business needs Strategic sites study, start with most market viable sites that have no major contingencies such as long term infrastructure upgrades. Identify criteria through planning policy to safeguard key business locations and sites
C2 Prioritising key interventions that will have most impact	• There is a need to appraise the economic and business case on a site by site basis • The 'economic case' for certain priorities would be helpful to detail what actions are likely to make the biggest impact on revenues, jobs, business retention and investment	As above.
C3 Improving the place making role of the City Plan to provide a cohesive, market driven regeneration programme	• The City Plan must have a clear place making role. It should set out a clear, functional role for the City Centre, reconciling several competing objectives in the City Centre into one cohesive whole together with its relationships with the wider Gloucester City urban area. • The city centre delivery plans are being refocused to reflect changing economic and market conditions with the potential for viable development propositions. • It will be important to assess the wider impact of the interventions and how they work individually or comprehensively	City Centre Regeneration Strategy and Action plan. One that is practical, considers plot and site use and the phasing of development. Designation of themed city centre quarters and industrial parks might be a useful communications and marketing device for planners, investors, developers and businesses – e.g. "Gloucester cyber-quarter" "Gloucester Meteor Technology Park" "Whittle Engineering Academy" "Gloucester Station Gateway"
C4 Improving the intelligence on key sectors and their spatial requirements and appraisal of policy options	• Need to articulate the rationale for identified growth sectors in the JCS economic strategy and what the prime advantages are of Gloucester as a business location for some of these	Business Forum for infrastructure, sites and premises Developers and commercial interests forum – a network for property and planning related interests.

<table>
<tr><th colspan="3">C. PLACE (CTD.)</th></tr>
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<td>C5 Implementing initiatives to build interest in the city centre and test the market for new businesses and roles</td>
<td>Sometimes city centre regeneration can be characterised by waiting for big strategies, plans or initiatives to deliver a bold set of improvements.
There will be a need for some short-term measures or initiatives to build interest, test new service and retail offers, and to build confidence in the city centre.</td>
<td>Temporary ‘pop-up’ business incubators / workspace. Focus on businesses that are knowledge-based, innovative, are useful additions to services to support commercial and business operations in the centre.
Independent retail initiative: incubation and support.
Retail arcade as incubator for new independent retailers
Independent retail business rates relief
Independent retail loan fund.
Themed markets</td>
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1. BUSINESS

BUSINESS: KEY FINDINGS

Economic assessment

- The business population has grown, but at half the rate of nationally. In 2015, there were 3,425 enterprises in Gloucester and 4,520 local units (which includes separate branches of businesses and organisations with their own premises). Between 2010 and 2015, the number of businesses and branches in Gloucester increased by 290. This represents a growth of 6.9 per cent compared to 14.0 per cent nationally.
- Gloucester has a lower rate of entrepreneurship than average although this might be partly due to the presence of large employers. In Gloucester, there were 46 enterprises per 1,000 working age residents (England = 65), this reflects a greater presence of large employers.
- Improving start-up rates. In 2014, 13 new businesses per 100 active enterprises started in Gloucester. Whilst this is slightly below the rate for England, it is higher than many comparator areas, except for Birmingham (16 start-ups per 100 active enterprises), Cardiff (16) and Oxford (13). Before 2012, Gloucester's start-up rate tended to be below the national average rate. Over the past two years it has been at or above the national average.
- Large businesses are responsible for a greater share of turnover and employment compared to the national average.
- Gloucester performs well on measures of innovation, including patents, product-market strategies.
- Sector strengths and opportunities include: manufacturing (a diverse range of activities), energy, cyber-security, business services, computer programming, and architectural and engineering activities. Public sector jobs, including health, remain important in terms of the numbers of jobs provided in the city.
- Manufacturing is very diverse: there are a range of activities, from basic to advanced technologies.
- Overall Gloucester's economy is diverse, which may provide resilience going forward.

Consultations

- There are high levels of business confidence in Gloucester, and general optimism amongst business consultees.
- In terms of attracting business investment, there are challenges in getting businesses to locate and invest in city centre locations. Financial and business services and office-based activities have experienced mixed fortunes. The Quays have been more successful and offer the type of high quality, high amenity site that growth businesses require.
- There have been significant in-roads made into supporting the cyber security cluster by the University of Gloucester. The scale of engagement, provision of new incubator spaces and business facilities and courses at the university has been impressive over the past 18 months.
- Issues that concern businesses are: the potential for worsening traffic congestion and the reliance on in-commuters for skilled jobs and a lack of available Grade A space to meet business needs. The need for smaller offices or workspace units was also emphasised.

BUSINESS: PRIORITIES

Improve business start-up and growth rates

Rationale:

- Gloucester's rate of business start-up has improved over recent years, which is a good sign, but the size of growth in the business population has only been half that of the national average.

- Most of the growth in the business population has been due to microbusinesses (employing 1-9). In order for these businesses to grow further and become the major local employers of the future, they will require support and nurturing.

Consolidate support for the engineering and manufacturing sectors

Rationale:

- Gloucester and the surrounding area (Gloucestershire, West of England, West Midlands) have a significant strength in a variety of engineering and manufacturing industries. A significant share of these are in medium or high technology and value added activities.
- Engineering and manufacturing industries add high levels of value and help to create prosperity. They are more likely to be exporting overseas.
- Gloucester, and Gloucestershire more widely has a rich engineering and manufacturing heritage, particularly in aerospace. This is useful for the place-identity of the area and association with such activities.

Advocacy and partnership in cyber security initiatives

Rationale:

- GCHQ has grown and its current Cheltenham site is at capacity. Two years ago, it introduced new supply chain relationships and initiatives. There has been active investment and location of cyber-security activities in the existing GCHQ and other sides in Gloucestershire.
- The University of Gloucestershire has made significant progress in establishing skills and R&D initiatives and facilities for the cyber-security community. Whilst the University's cyber-security ICT and computing activities will remain in Cheltenham, further activities will be supported on the new Oxstalls Campus.
- There seems to be a lot of initiatives and relationships forming and taking priorities and actions forward, but perhaps no overall strategic leadership that joins up all the stakeholders. There is an opportunity to take this forward and ensure that Gloucester City Council works closely with Cheltenham Borough Council, the University of Gloucester, GCHQ and its supply chain.

Creating and promoting the 'rich mix' that only city centres can: developing viable propositions for city centre regeneration that fit with existing and potential business demand

Rationale:

- There is a high level of business confidence, and current premises outside of the city centre are fully occupied.
- There is a demand for Grade A office space in Gloucester and the JCS area.
- There is also demand for smaller offices and business units within Grade A developments.
- To be a viable business and commercial location, we need to think about a significant range of factors. It is important to understand the requirements of modern businesses in terms of a city centre location (e.g. they will range from access to skilled workforce to local services and amenities, quality of life, quality of public realm, cultural events, and professional networking opportunities and venues). The advantage of a city centre is that it can provide a 'rich mix' of these location factors in a way that many business parks and greenfield sites cannot.
- This is why many inward investment functions have combined visitor promotion over the past 10 years – e.g. London & Partners – as the full range of locational assets and benefits are attractive as much to businesses as they are to tourists and visitors.
- Overall it is important that the current nature of business demand ties with any agreed vision for the centre – so that the appropriate mix of buildings and accommodation can be delivered to enhance the offer in Gloucester and its competitiveness as a business location.

BUSINESS: OPTIONS FOR DELIVERY

IDEA/OPTION	LIKELY OUTCOMES	RESOURCE IMPLICATIONS
Support for Growth Hub, added services or resources to existing business support initiatives	> Enhanced start up and growth support for Gloucester businesses > Improved start-up rates > Improved survival rates	> Could be significant if augment or add to Growth Hub offer
Continued and extended support for employment land and planning designations for engineering and manufacturing (the City Council already actively encourages this for some existing business parks)	> Demand for expansion sites and new sites is met creating growth and jobs > Retention of manufacturing and engineering as provide sides for consolidation, extension, new investment	> Small if aligned with planning processes. > Some marketing and branding effort will help. > As business and industrial parks are almost viable for speculative development – there needn't be any public outlay for development. Close collaboration with neighbouring authorities will be critical.
Engineering and manufacturing incubator – with access to:- • Managed workspace • Prototyping and workshop facilities • Mentors / non-exec directors	> Start up space and incubator services > Help with start-up rate > Provide smaller units that seem to be in demand	> Perhaps deals can be made with developers to get incubators/workspace built. > Or alternatively – existing firms might be willing to donate / sublet existing premises.
Better branding and marketing of the industrial capabilities, activities and offer	> (see next section)	> (see next section)
Cyber security and ICT events and networking – e.g. hackathons, using cyber/IT skills on traditional industry projects or challenges	> Levering cyber skills into other sectors in the economy > Creating a 'buzz' that something exciting is happening > Creating openness to creativity and innovation	> There would be some event organisation and marketing costs > Many of the costs presumably could be met by industry sponsors
Cyber security international industry conference	> Improving visitor numbers and spend in a sector directly related to a strong and growing industry > Showcasing work of University of Gloucester	> There would be some event organisation and marketing costs > Many of the costs presumably could be met by industry sponsors
Cyber security industry leadership forum (involving GCHQ, HM Government, Local authorities, supply chain interests, real estate interests)	> Consolidate support for cyber-security industry > Put future strategic needs of the cyber security industry on the table for debate and solutions	> Minimal costs
Manufacturing and engineering industry leadership board or forum. The manufacturing base is very diverse – such an initiative would help to bring it together.	> Consolidate support, mechanisms for dialogue with public sector and foresight on future issues.	> Minimal costs

2. PEOPLE

PEOPLE: KEY FINDINGS

Economic assessment

> There is a significant commuting outflow and inflow. In 2011, 55,500 people worked in Gloucester, including 29,400 residents and 26,100 in-commuters. Of those commuting into the district, 76 per cent (20,200) commuted in from other Gloucestershire districts. In 2011, 23,500 people lived in Gloucester but worked elsewhere.

> High levels of economic participation which have recovered from the impacts of the 2009 recession. In March 2016, 83.9 per cent of working age people living in Gloucester were economically active, i.e. either in work (employed) or actively looking for work (unemployed). This was similar to the Gloucestershire rate (83.5 per cent) and higher than the England average (78.0 per cent).

> Unemployment remains higher than the county and national averages. It is estimated that there were 5,100 working-age residents classified as officially unemployed in 2016, representing an official unemployment rate of 7.7 per cent. This is higher than the county rate of 4.4 per cent, and the national rate of 5.2 per cent.

> Population growth has been much higher than average in Gloucester. 127,200 people lived in Gloucester in 2015 – representing 20.6 per cent of Gloucestershire's population. Between 2005 and 2015, Gloucester's population grew by 11.7 per cent - the highest amongst all Gloucestershire districts, and much higher than the Gloucestershire County average growth rate (7.0 per cent), and England (8.3 per cent). Gloucester has a high share (24.8 per cent) of its population aged 19 or under (England average 23.6 per cent).

> Future population growth in Gloucester is expected to continue at a strong rate. Between 2015 and 2025, Gloucester's population is expected to grow by 7.5 per cent, followed by growth of 6.6 per cent between 2025 and 2035 – totalling a 16.1 per cent growth rate over 20 years from 2015.

> Growth in the number of working age people in Gloucester (10.4 per cent) was much higher than the Gloucestershire (3.7 per cent) and England (5.8 per cent) averages between 2005 and 2015

> Gloucester's residents have a qualifications profile that is similar to the national average. In 2011, 36.8 per cent of people working in Gloucester held a qualification at Level 4 or above (equivalent to degree level or above). This was slightly below the Gloucestershire average of 41.2 per cent but on a par with the England average of 36.8 per cent.

> Gloucester's economy is partly reliant on in-commuters to fulfil its demand for workers with degree-level qualifications.

> Qualifications rates have improved dramatically over the past ten years.

> Average earnings of people working in Gloucester are similar to the national average. Gloucester's average earnings have grown more rapidly than the national and county average over the past five years.

Consultations

> There was concern about the tendency to rely on in-commuting to fill skilled jobs and the potential problems that further growth might bring in terms of transport infrastructure.

> Most employers and business representative organisations were critical of the attractiveness of Gloucester as a place to live for skilled workers – in terms of housing stock, city centre and amenities.

> It was generally thought that the FE and HE institutions could improve their provision for local employers.

> There is a significant cluster of manufacturing and engineering businesses in Gloucester and the county, and there was scope to support for skills development, workforce development and apprenticeships within existing firms.

> There is a general willingness from employers to engage in skills policy and delivery, and to get involved in apprenticeships and working with local schools. An Employment and Skills Board (involving the public sector, training providers and businesses) is being established which may help to capitalise on this.

PEOPLE: PRIORITIES

Engage in initiatives for local workforce development

Rationale:

- Gloucester has higher than average unemployment and relies on in-commuting to fill a good number of its skilled jobs. This pressurises the existing road transport network.
- There is feedback that educational institutions do not always provide education and training suitable for local industries and employers, although there has been notable progress in cyber-security. This lack of institutional provision could be contributing to a disconnect between local residents and available jobs.
- There is also the potential for an increase in city centre service jobs, with the potential regeneration and redevelopment of the city centre.
- It will be important for the City Council to work with partners such as JCP, GFutures and local communities to target training support to individuals to seek jobs.

Engineering and manufacturing skills provision

Rationale:

- Gloucester and the surrounding area have a significant strength in a variety of engineering and manufacturing industries. A significant share of these are in medium or high technology and value added activities.
- The engineering and manufacturing sector is very diverse, with a range of company sizes. It is perhaps difficult to see that there is easily one, or a few sources of critical insight into skills and workforce issues, or that industry engagement is going to be easy with such a diverse base.
- Gloucestershire Engineering Training provides training tailored to employer needs and has been successful in terms of employer engagement and delivery. This shows that there is demand for skills training and development.
- There are many potential and planned sites for new or expanded engineering and manufacturing activities, but they will require a workforce with the right skills.

Place-making to attract and retain talent should be a significant part of land use and regeneration strategies

Rationale:

- Successful businesses seek to attract and retain skilled and talented personnel.
- Skilled and talented personnel, and entrepreneurs in growth industries seek a diverse range of characteristics for locational preference, including: industry networks, cluster of career and market opportunities, green space, leisure and culture, high quality housing, schools, R&D community, and international connectivity. Thus, it is the quality of a community on many levels and characteristic, that favours the location of skills, talent and business.
- To reduce commuting or to at least slow the rate of growth in road traffic, there would need to be some attraction and retention of skills and talent that currently commute into Gloucester from other areas of residence. A lot of the consultation feedback suggested that skilled workers wouldn’t live in Gloucester. This even extended to undergraduate students, where it was suggested that Gloucester was viewed as undesirable as a place to live, mostly on the basis of amenities, night-life and presence of other students.

PEOPLE: OPTIONS FOR DELIVERY

IDEA/OPTION	LIKELY OUTCOMES	RESOURCE IMPLICATIONS
Regeneration jobs study and strategy	> Study to look at the jobs implications of regeneration implementation > Strategy and action plan for capturing value of job creation for local residents	Funds for consultancy / expert support or for internal officer support.
Employer connect initiative to better relate employer needs to educational institution provision, and to guidance materials on career options.	> More agile education and training system for employer and individual needs	Funding for guidance / project officers.
Adult guidance, support, guaranteed interview schemes	> Provide initial and ongoing guidance and support to help out-of-work adults back into jobs > Provide guaranteed interview schemes for jobs relating to employer agreements and those being generated by regeneration	Funding for guidance / project officers.
Enhanced careers and adult guidance services including enterprise and education initiatives and work experience	> Employers and business more closely involved in schools, careers guidance and work experience > Young people and adults supported through career planning and journey	Could be significant for a full-service Careers and Guidance Initiative, or smaller coordination resources for employers and schools.
Manufacturing and engineering skills initiative or academy: • Utilise existing Engineering Training Centre • Partner with University that has excellence in undergraduate and graduate skills programmes for engineering, and with a good reputation for working with industry	> Workforce retention, succession and development > Action on a critical location and success factor for these industries > Quality jobs for local residents	Partnering and actively encouraging a university to get involved would need resources to develop propositions and broker relationships. Gloucester already has the Engineering Training Centre which is successful and well regarded.
Place-making for sustainable communities and talent helps to guide future planning and investment policies.	> New housing developments and city centre regeneration help build communities and environments that have rich cultural, leisure and natural environment as well as business and professional environment.	There are resource implications from setting down design, public realm and planning requirements. In addition, incentives will be needed for the regeneration of heritage properties.

Major regeneration and development activities develop and implement employment and skills plans.	> End use of sites has plan in place in terms of skills and workforce development. > New business activities and potential employment opportunities are integrated into plans of supporting agencies and education and training providers. > For residential developments, gives opportunities for employers to work / communicate with housing developers.	Such employment and skills plans have become requirements for other major developments in the UK. Would likely need some resource / management for setting out requirements, good practice and brokering relationships locally.

3. PLACE

PLACE: KEY FINDINGS

Economic assessment

> House prices in Gloucester are lower than average and have grown at a lower rate than the national average over the past 10 years. Gloucester's housing market has only recently recovered from the 2008/09 credit crunch and recession.

> Rateable floor space in retail and office uses has increased over the decade to 2012. Gloucester offers almost one third of Gloucestershire's office accommodation with 318,000 sq. metres of rateable floorspace in 2012. Retail floorspace increased by 47,000 sq. metres over the same period.

> Rateable values per sq. metre in 2012 were below the national average for retail and above the average for industrial. Office rateable values were less than half the England average and notably lower than in areas such as Bath and North East Somerset, Bristol, and Oxford.

> Industrial floor space has declined four times faster than nationally over the 10 years to 2012. By contrast, retail grew almost three times faster (Gloucester 14.4 percent, England 4.8 per cent) and office floor space in Gloucester grew at 2 percentage points higher than the national average.

Consultations

> Location and access to M5 are big strengths. However, the proposed junction improvements on the M5 are at very early stages – no feasibility work has been done. This increases the risk of delay or non-completion which will affect attempts to build market confidence in the sites proposed.

> Heritage buildings and the built environment are very strong in Gloucester, but are also expensive to redevelop or to renew (e.g. for office or commercial use). Consultations with businesses, stakeholders and property agents have indicated that the City Centre is seen as a particular challenge, with the need for further action to make it more attractive for investment, move away from lower value businesses, improve the public realm and make available modern commercial and office space.

> Given current market sentiment, the costs of regenerating heritage sites, and low rateable values and rental levels in the city centre, the response will need to be ambitious and transformative to bring in market investment, building on the major regeneration projects underway. This will counter the trend for Gloucester Quays to viewed as the preferred location for property investment, commercial and office use, retail and leisure.

> However - Gloucester Quays has set a precedent for high quality retail, residential and business space with amenities and a distinctive and maintained environment. The Quays are useful proof that regeneration and transformation of places in Gloucester and the wider County can be successful and that there is significant demand and appetite for investment. Together, the City Centre and Quays can provide a strong and complementary joint offer.

> Most of the business and industrial parks in Gloucester are fully occupied, from the high-quality parks in outer areas to the mixed industrial use estates. Rental levels are nearly high enough to support speculative development. In terms of regenerating and improving existing industrial estates – there is a challenge of phasing and providing new premises for existing industrial uses. In particular, there is the need to have sufficient new sites attractive to developers in the short-to-medium-term to support existing business growth and supply chain inward investment opportunities in city and wider JCS area.

> There has been feedback that there is a lack of flexible small office space in Gloucester for small start-up companies and micro-enterprises. It would seem sensible to explore the potential for temporary business incubators and workspace using existing city centre buildings that are either vacant or under-utilised.

> With Marketing Gloucester – the City has the organisational capacity that so many other towns and cities lack. It's a real advantage to have a business-facing promotion agency.

- Gloucester City Centre lacks some of the place-making attributes for growth businesses and skilled professionals such as creative arts, independent retail and restaurants and a full-service business hotel. However, there is likely to be demand and there may be regeneration opportunities to address this.
- A retail strategy for the City Centre would be beneficial. Independent retail is strong in Gloucester, and provides one of the unique selling points of the City Centre. The investment climate for retail multiples is very uncertain in the current market.

Employment Site and Premises Review

Economic uncertainties ahead

- Changes in the economic environment: It is important to note the comment in the economic assessment which states that the economic environment is likely to change attitudes to risk in the property sector, and lead to structural change in business services. This may mean that key property investments may be stalled and may be restructured. On the contrary, this could mean that Gloucester could benefit from offering better value and higher quality premises with appropriate workforce skills.

Gloucester as a Strategic Business Location

- The Joint Core Strategy and Strategic Economic Plan seek to improve the attractiveness of Gloucester as a business location, to improve productivity through developing key sectors, improving skills, unlocking infrastructure and transport constraints and providing business support. The Joint Core Strategy identifies the provision of 27 hectares of strategic employment land in Gloucester together with strategic allocations in Tewkesbury. In addition, the provision is to be met through consideration of other employment sites within the City, provision of employment sites at urban extensions to Gloucester, allocations at Gloucester Airport and M5 junctions. Market commentators note strong confidence in Gloucester as a business location. Gloucester has an excellent strategic location with access to Bristol, Swindon, Birmingham and South Wales by both road and rail. The strongest growth market to date is in those sectors that require easy and convenient access onto the M5.

Business Park Offer

- Stakeholders confirm that locations in and adjacent Gloucester City are perceived to have a strong Business Parks offer, with the quality, type and size of accommodation provided at competitive prices to meet business needs. These sites reflect the profile of the newly investing or expanding business. In part, commentators suggest that success is in part due to the lack of supply in Cheltenham. Importantly, the existing Business Park sites are perceived to be reaching capacity within the Gloucester City administrative boundary.
- Cheltenham and Tewkesbury's business park offer will become stronger as new strategic employment sites come on stream at junction 9 and junction 10 of M5 and sites around Gloucester City itself. Gloucester as a functional economic area, both within and outside the administrative boundary, must therefore maintain its position as a 'location of choice' for businesses wanting a business park location and excellent access onto the M4 and M5, recognising the potential to attract new inward investment. This will add to the wider Cheltenham/Gloucester/Tewkesbury offer and will be strengthened by greater collaboration between the Authorities in developing and marketing that offer.
- The opportunity for Gloucester may be one relating to phasing as Gloucester can offer immediate opportunities for Business Park developments. Securing this early intervention will be critical to gain momentum ahead of other Business Park opportunities.
- Rental levels on business parks are approaching levels required to support speculative property development although the current economic confidence and uncertainty surrounding the Referendum decision may cause some delays in positive progression. The land availability analysis suggests that the pipeline and planned supply of employment land advocated through the JCS process is sufficient to meet B1 use classes. However, it is recommended that the Local Plan and in its relationship through Duty to Co-operate with neighbouring authorities pursues a strong business park strategy promoting sites with excellent access onto the M5.

Office accommodation

- Gloucester's stock still represents a significant contribution with almost one third of the County's office accommodation. However, the rateable value of office stock in Gloucester and indeed elsewhere in Gloucestershire is significantly below the national average and other regional competitors. Gloucester has not experienced the loss of B1 office development to residential that has been experienced in other parts of Gloucestershire such as Cheltenham and Cotswold. However, there is a risk that there will be a distinct shift and acceleration in loss of B Class land since the introduction of new Permitted Development Rights and proposed consultation changes to paragraph 22 of NPPF which supports a more positive approach to the use of commercial land for alternative uses. In addition, maintaining or converting historic buildings to modern business standards is perceived to be unviable and a positive policy approach is required to either support the retention of office accommodation or alternative uses.

Industrial land

- The industrial land offer in Gloucester particularly along the Canal Corridor is strong reflecting the historic diversity of the city. The sites are well used and vacancy rates are low reflecting strong market interest in this accommodation. However, the valuation data, monitoring reports and evidence to the JCS Public Examination highlights the loss of B2 Employment land. The rateable industrial stock in Gloucester has reduced by over 20 per cent between 2002 and 2012. The relocation of jobs, closure of sites and the associated loss of industrial floor space at Gardener Denver, Wellman Graham, and Contract Chemicals suggest this trend is continuing beyond 2012.
- The JCS analysis for B Class land suggests that 60 percent of new B Class land is required for B2 land Industrial and Manufacturing jobs. Given the continued loss of B2 land, and the uncertainties and ambiguity in the wider strength of the manufacturing sector nationally, it will be important to offer a wider range of B Class land uses. Consultations have identified bespoke sectors including medical, aerospace, engineering and nuclear as potential growth sectors.
- Given the functional economic area of Gloucester extend into Stroud and Tewkesbury districts, the proportion of B2 Class use within each strategic allocation needs to be considered in detail and with close collaboration with neighbouring local authorities. As an example an increase in B2 uses in those locations where residential allocations are also proposed will require wider buffer zones resulting in less net developable space.
- The Canal Corridor and Southbrook Road Trading Estate are key examples of sites that have the potential to be upgraded while retaining employment uses.
- Consultations suggest that sites become less attractive to the industrial market closer to the edge of the city centre due to congestion and accessibility issues for larger vehicles. The integrity of these sites must be protected, whilst the sites must remain flexible to adapt to market change. Where an opportunity for enhancement arises to add value to these sites, this should be taken. Perhaps there can be a principle in the new local plan that any employment land lost to alternate uses are supplemented on sites elsewhere to keep a readily available stock of sites/buildings. Having sufficient supply of employment land and premises is critically important as it sustains a diverse Gloucester economy and broadly supports growth, whilst providing foundations from which emerging sectors can develop.
- Stakeholder consultations suggest that the development of Triangle Park represents a positive and viable development on brownfield land where high cost infrastructure was needed. It is noted that a positive and flexible approach by the planning authority was required to deliver the site. However, the remaining Railway Triangle sites are less attractive to the commercial market due to the access constraints and position north of the rail line. This increases the risks associated with the market appraisal and a residential led scheme is likely to be considered more attractive by the commercial market.

City centre regeneration

- City centre regeneration, its spatial interventions and priorities are set out in the Council's policy documents. The policy documents clearly identify that a successful Gloucester requires a City Centre first approach. The City Plan objectives currently highlight a complex range of potential uses for the City Centre, describing them as a mix of town centre propositions including several functions that the centre could perform.

- Stakeholders comment that Gloucester City Centre is becoming less competitive as Cheltenham secures investment from key magnets such as John Lewis. Recent planning consents suggest that the retail focus is moving south, away from the historic core towards the Quays and Docks. Importantly, the initial consultations and data reveal an absence of a clear Gloucester Brand and profile for the City Centre and a piecemeal approach to projects which are perceived to be slow in delivery. A distinct city centre Business Quarter is identified as a structural deficit.
- The City Plan should support a clear, bold and distinctive place making role. A vision and distinct offer for the City Centre as a destination, retail and commercial location would provide certainty and confidence to potential investors, as well as businesses and stakeholders elsewhere in the city. The Local Plan presents an opportunity to develop a detailed and functional role for the City Centre, reconciling several competing objectives in the City Centre into one cohesive whole. It is important that the centre considers its relationships with the wider Gloucester City urban area.
- The Docks area is identified as a unique and distinct offer and brand which has and continues to attract stronger commercial interest. The relationship and permeability between the Docks and the High Street, Cathedral and the public transport hub has been identified by stakeholders as a potential opportunity to create a commercial or cultural centre. Gloucester requires a high quality and dynamic town centre solution capitalising on existing public sector assets, and opportunities to pump prime sites to overcome current viability constraints. The economic strategy can set out the support needed to deliver such a solution including the potential benefits of a visible task force or delivery vehicle which could can accelerate the delivery of key sites such as Blackfriars and Greyfriars.

PLACE: PRIORITIES

More clearly articulate the economic priorities for administrative area of Gloucester and the areas close to the City boundary as part of the wider Joint Core Strategy Area

Rationale

- The Joint Core Strategy expresses the relationship between economic priorities and the spatial strategy as a series of strategic employment allocations, the quantum of which is based upon a calculated B Class land requirement flowing from economic forecasts and a high growth scenario. The B Class requirements are heavily biased toward B2 Class (industrial land) and require an immediate review of town centre and retail policies in Gloucester City.
- . Consultations suggest an emerging shortage of high quality office accommodation, particularly on business parks and land and premises to meet short term business needs.
- The economic assessment identifies the strength of engineering and manufacturing industries and the need to maintain industrial floorspace which is meeting a local need.
- The objectives and targets are highly ambitious and there are distinct risks, including those around Brexit which may pull down employment growth in the short and medium term. The rationale about the scale of the ambition and the economic benefits and impacts of strategic allocations could be strengthened beyond sectoral aspirations.

Prioritising key interventions that will have most impact

Rationale

- Delivery of the strategy requires a series of structural interventions to support and accelerate the delivery of strategic sites. These strategic interventions are articulated in policy and the Growth Deal propositions. There is some concern that some interventions have yet to have a business case and yet to be evaluated by the commissioning organisations. This is particularly true for M5 junction improvements.
- The Growth Deal bid includes headline performance indicators and anticipated outputs. The 'economic case' for certain priorities would be helpful to detail what actions are likely to make the biggest impact on revenues, jobs, business retention and investment.

Improving the place making role of the City Plan to provide a cohesive, market driven regeneration programme

Rationale

- The City Plan objectives currently highlight a range of potential uses for the City Centre and a number of functions that it would perform. The City Plan has to have a clear place making role. It should set out a clear, functional role for the City Centre, reconciling several competing objectives in the City Centre into one cohesive whole together with its relationships with the wider Gloucester City urban area.
- The city centre delivery plans are being refocused to reflect changing economic and market conditions with the potential for viable development propositions. Currently, each site is assessed individually against environmental and policy constraints together with physical capacity. More consideration needs to be made of how these sites either work individually or comprehensively together against economic or social criteria for the locality or the sub area.
- Each of the delivery plans will need to identify the commercial attractiveness / viability of the scheme together with the resources / funding streams that can provide the necessary interventions to attract commercial investment. Additionally, it will be important to show how these interventions work towards a greater and holistic vision for the city centre and are deliverable.
- City should build on what is has done well including the successful and vibrant Docks /Quayside which offer a unique and distinctive environment including new regeneration programmes such as Project Pilgrim.

Improving the intelligence on key sectors and their spatial requirements and appraisal of policy options

Rationale

- A wide range of growth sectors (10 sectors) have been identified for the JCS economic strategy area, by business stakeholders and the Strategic Economic Plan. These include and extensive list for the entire JCS area. Following the analysis in the economic assessment and consultations, the opportunities for Gloucester can now be more closely defined for Gloucester as hi tech manufacturing, engineering and cyber-security.
- The strategy also needs to articulate the rationale for these sectors; location choice, customers, suppliers, inputs, workforce, assets. What are the prime advantages that exist or can be strengthened in relation to Gloucester as a business location? An action would be to articulate the major strengths of business and industries located in Gloucester, what are economic benefits and outcomes of focussing on key sectors.
- In moving forward, Gloucester City will need to have a clearer understanding of which sectors it has a clear competitive advantage, which sectors it is seeking to attract and the land use requirements / implications of growth in that sector. It is also clear that the surrounding authorities also have ambitious growth plans, exceeding the business as usual forecasts. A clear and distinct USP is required if Gloucester is to capture and implement its share of this growth.

Implementing initiatives to build interest in the city centre and test the market for new businesses and roles

Rationale

- Sometimes city centre regeneration can be characterised by waiting for big strategies, plans or initiatives to deliver a bold set of improvements. However, there is still a lot of positive work that can be done in the short term to build interest, test new service and retail offers, and to build confidence in the city centre.
- Given the availability of low cost rentals and buildings, these could be used temporarily to test market viability for certain activities, as long as they were effectively managed to keep out nuisance activities.
- Often big investments will be decided on the basis of existing market interest or confidence. There is a lot that can be done to help build this in the run up to large capital investments.

PLACE: OPTIONS FOR DELIVERY

IDEA/OPTION	LIKELY OUTCOMES	RESOURCE IMPLICATIONS
City Centre Regeneration Strategy and Action plan. One that is practical, considers plot and site use and the phasing of development and is deliverable.	> Part regeneration of key sites in the City Centre- building confidence for future development	Potentially significant, given the constraints to development viability in heritage sites.
Safeguarding existing employment premises and continued and extended support for employment land and planning designations (the City Council already actively encourages this for some existing business parks)	> Short term demand for expansion sites and new sites is met creating growth and jobs > Retention of key employment premises to meet business needs	> Small if aligned with planning processes. > Some marketing and branding effort will help.
Designation of themed city centre quarters and industrial parks might be a useful communications and marketing device for planners, investors, developers and businesses "Gloucester cyber-quarter", "Gloucester Meteor Technology Park", and "Whittle Engineering Academy"	> Improves the profile and association of Gloucester with successful industries and existing capabilities, as well as future ambitions.	Mainly time spent researching and exploring branding concepts and names, and developing marketing materials and signage.
Temporary 'pop-up' business incubators / workspace. Focus on businesses that are knowledge-based, innovative, are useful additions to services to support commercial and business operations in the centre.	> Repurposing of heritage or unused buildings for 1-3 years as temporary workspace > Provides proof of concept for what kinds of businesses would be attracted to city centre location	Refurbishment / concierge costs
Independent retail initiative: incubation and support. • Retail incubator arcade • Independent retail business rates relief. • Independent retail loan fund. • Themed markets. (this has been used to good effect in Stockton on Tees – to build a new role for the town centre around independent retail and services such as microbrewery pubs).	> New pipeline of independent retail businesses > Provides distinctive market role to Gloucester Quays and Cheltenham > Provides distinctive attraction for visitors/shoppers	Costs of arcade/ subsidised rents, business support, concierge/manager. Costs of support for market, events retail initiatives.
Business and developers' forum – a network for property and planning related interests.	> Provide regular market insights. And help council staff stay	Industry-sponsored?

MY LOCAL ECONOMY

www.mylocaleconomy.org