

The Gloucestershire Urban Economy Strategy Delivery Plan

2008/09

Introduction

Urban Gloucestershire lies astride the M5 and is made up of Gloucester City, Cheltenham Borough and parts of the Borough of Tewkesbury and Stroud District. With a total population of 310,800 and forecast by 2026 to be at least 370,800 this is a significant urban conurbation particularly in regional terms. Within the Gloucestershire economy this urban area plays a vital role.

Geographically, urban Gloucestershire is well placed. The Regional Economic Strategy describes the 'North East Triangle', which covers Bristol, Swindon, Gloucester and Cheltenham as a 'functional economic zone'. In reality urban Gloucestershire is at the centre of an area that includes Bristol, Birmingham, Cardiff, city regions of international and national significance, Oxford, Swindon and to some extent London (which is only one and half hours away). It has the potential to exploit this pivotal location by providing services and support to these major economies. It has excellent road and rail communications in all directions except the south east, with both the M5 and the Bristol to Birmingham main rail line running through the centre. Gloucestershire Airport is used for executive travel.

The two main centres in urban Gloucestershire, Gloucester and Cheltenham are only 9 miles apart, with an area of Green Belt in Tewkesbury Borough in between. There is one university, The University of Gloucestershire, two Further Education Colleges, The Gloucestershire College and Stroud College, and a number of highly successful schools. Collectively urban Gloucestershire contains a wide variety of businesses, particularly in the key economic sectors of advanced engineering/manufacturing and finance & business services, skills and attractions that mean that it has the potential to compete economically in a global environment.

On the other hand there are problems, some of which unless addressed will become more severe and constrain the economy. There are significant areas of deprivation including six Super Output Areas (SOAs)¹, in the national top 10% of 'Most Deprived SOAs'. There is already a shortage of workspace to enable the economy to grow.

Policy-makers and policies need long-term perspectives to achieve the desired change and strong and effective leadership will be required to implement these. Whilst the purpose of the Gloucestershire Urban Economic Strategy is not to promote the coalescence of the urban areas, nor to interfere with what are rightly the concerns of locally elected councils, it is to provide a clear statement of what urban Gloucestershire should seek to achieve by 2015, which will deliver the opportunities that working cohesively can bring, and which all local authorities and other partners need to adopt and work together to deliver.

Strategic Objectives and Cross Cutting Themes.

The Strategy has three Strategic Objectives and five Cross Cutting Themes. These are:

¹ SOAs are smaller than wards, containing 1,000-3,000 people. The Index of Multiple Deprivation measures income, employment, health deprivation & disability, education, skills and training deprivation, barriers to housing & services, crime and living environment and is used to compare SOAs nationally and locally.

- **Strategic Objective 1:** To create and sustain successful and competitive businesses that can take advantage of urban Gloucestershire's strength to compete globally, nationally and regionally.
- **Strategic Objective 2:** To deliver the economic elements that support strong social cohesion in urban Gloucestershire in which the maximum number possible contribute to and benefit from the economy.
- **Strategic Objective 3:** To maximise the potential of the people of urban Gloucestershire by developing skills and talent that ensure profitable employment in the 21st Century and enable them to take advantage of and contribute to the economic development of the county.

- **Cross Cutting Theme 1:** Increase the Resilience of Urban Gloucestershire.
- **Cross Cutting Theme 2:** Provide strong, collaborative and consistent leadership that embraces the whole of urban Gloucestershire and provides the long-term foresight needed.
- **Cross Cutting Theme 3:** Install the connectivity that enables urban Gloucestershire to be a place where people and communities interact and connect whether locally, regionally or to the rest of the world.
- **Cross Cutting Theme 4:** Provide a quality of life in urban Gloucestershire that attracts and retains a highly skilled and entrepreneurial workforce.
- **Cross Cutting Theme 5:** Make Urban Gloucestershire distinctive in action, appearance and reputation.

Purpose of the Delivery Plan

The purpose of the Annual Delivery Plan is to ensure an annual review of the Strategy; to identify ambitions to be achieved over the subsequent three years and to describe the activity needed over the next 12 months. Each activity must be realistic and therefore both the resources necessary and the responsibility for delivery need to be identified.

STRATEGIC OBJECTIVE 1. To create and sustain successful and competitive businesses that can take advantage of urban Gloucestershire’s strength to compete globally, nationally and regionally.

SO1.1 Increase the size of the ‘knowledge economy’ in urban Gloucestershire by marketing urban Gloucestershire’s strength in the finance and business services sector and encourage finance and business services to take advantage of these strengths to locate and expand here:

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.1.1	Gloucestershire First and the urban district authorities have developed a joint offer for existing business and inward investment opportunities for the knowledge economy.	Research through all partners to establish the baseline with the view to pull together case studies and examples which can be used in a marketing prospectus. Establish a County property portal website and integrate with marketing.	Negligible	Glos First	
SO1.1.2	FE and HE institutions accessible to urban Gloucestershire offer the professional financial qualifications required by the sector	Ask the Financial Services Skills Council (the Sector Skills Council of the Financial Services Sector) to carry out an audit of what is offered by FE and HE institutions in urban Glos compared to what is needed by the industry and advise the UEAP of gaps.	Nil (part of role of SSCs)	Financial Services Skills Council	Glos First, University of Gloucestershire, Gloucestershire College, Stroud College, Centre of Excellence at Cirencester College, Finance and Business Services Sector businesses.
SO1.1.3	Develop a framework of training and skills support for ‘back office’ functions across sectors, to attract potential investors to relocate into urban Gloucestershire	Discuss concept with training providers including work-based learning. FE and HE institutions, and the Financial Services Sector Skills Council	Negligible	Glos First, Financial Services Sector Skills Council, E Skills (lead for contact centres)	Work-based learning providers, HE and FE institutions, LSC

SO1.2 Increase the size of the 'knowledge economy' in urban Gloucestershire by recognising and providing for the needs of an advanced manufacturing/engineering sector in urban Gloucestershire and particularly through the LDFs providing sites suitable for 21st Century manufacturing companies and knowledge economy businesses.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.2.1	Grow the advanced manufacturing/engineering sector through a comprehensive plan recognising the role of the LDFs	<p>Identify one new site, which can be equipped with 'cutting edge technology' for advanced manufacturing/engineering businesses.</p> <p>Establish current employment baseline in advanced manufacturing/engineering sector.</p> <p>Identify the sub sectors with potential in the Advanced Manufacturing sector.</p> <p>Development of a joint investment framework for the advanced engineering sector to guide three year business plans for skills development in the County</p>	<p>Negligible</p> <p>Nil (part of annual task)</p> <p>Nil (part of ISP)</p> <p>£1000</p>	<p>Glos First</p> <p>GLMIU</p> <p>Glos First</p> <p>Glos First</p>	<p>Urban LAs², SWRDA,</p> <p>University of Gloucestershire, Gloucestershire College, LSC, Sector Skills Council, Engineering Federation</p>

SO1.3 Increase the size of the 'knowledge economy' in urban Gloucestershire by increasing the number of Government/national public sector organisations in urban Gloucestershire

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.3.1	Establishment of a common approach to employment and skills and other shared service areas within the public sector, to support existing bodies and attracting new executive agencies, particularly those connected with defence	<p>ACE Rapid Reaction Corps HQ established at Innsworth and use this as an exemplar for further investment.</p> <p>Open discussion with Lyons team</p> <p>Establishment of the Public Sector Employment Partnership</p>	<p>Negligible</p> <p>Nil (part of role)</p> <p>?</p>	<p>TBC</p> <p>Glos First</p> <p>Glos First</p>	<p>Glos CC, SWRDA, Defence Land Agent, Urban LAs</p> <p>Urban LAs</p> <p>?</p>

² Throughout the Delivery Plan the term "Urban LAs" refers to Gloucestershire County Council and Gloucester City, Cheltenham Borough, Stroud District and Tewkesbury Borough Councils

SO1.4 Increase the size of the 'knowledge economy' in urban Gloucestershire by supporting and encouraging the development and growth of the Creative Industries sector in urban Gloucestershire so that it achieves an international reputation.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.4.1	Increase the number of the workforce of urban Gloucestershire employed in the Creative Industries	<p>A Creative/Cultural manager post established in Gloucestershire First.</p> <p>The progression of the reopening of Blackfriars Priory and the development of the surrounding site</p> <p>Expansion of the GMG-Train skills development programme to support freelancers and micro business in the new media sector</p>	<p>£45K</p> <p>Nil (already in GHURC Plans)</p> <p>Not known</p>	<p>Glos First (CIAP)</p> <p>GHURC</p> <p>Glos Media Group</p>	<p>Creative Industries Advisory Panel (CIAP), County Council and all District Councils</p> <p>English Heritage, SWRDA</p> <p>LSC, FE Colleges, Cheltenham Borough Council</p>
SO1.4.2	The diversity of Gloucestershire's Creative Industries sector is recognised nationally and internationally.	<p>Draw up a plan for the Arts & Craft Sector in Stroud for consideration by CIAP.</p> <p>Ensure greater representation in the Film sub-sector.</p> <p>Establish the best way to promote urban Gloucestershire as a venue for Creative Industries businesses.</p>	<p>Nil (included in cost of post)</p> <p>Nil (as above)</p> <p>Nil (as above)</p>	<p>Glos First (CIAP)</p> <p>Glos First (CIAP)</p> <p>Glos First (CIAP)</p>	<p>Arts & Craft Sector businesses in Stroud, Stroud DC, Stroud Valleys Arts Space and Stroud's Performing Arts Centre, Gloucestershire DMO. Cheltenham Borough Council, Cheltenham Film Studios, Manor by the Lake</p>

SO1.5 Increase the size of the 'knowledge economy' in urban Gloucestershire by making the environmental technology sector a significant contributor to the urban Gloucestershire economy.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.5.1	Increase the number employed in environmental technology manufacturing businesses.	Research potential	Nil	Glos First	Severn Wye Energy, Urban LAs, SWRDA

SO1.6 Adopt the principles of Train to Gain as widely as possible to offer a holistic offer to employers to meet their business needs, including skills and training particularly to the key sectors in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.6.1	Increase the number of urban Gloucestershire businesses 'up-skilling' their employees.	<p>Establish current total engaged in Train to Gain supported activities</p> <p>25% of Gloucestershire businesses employing over 10 people sign the 'skills pledge'.</p> <p>Persuade 100 more businesses in urban Gloucestershire to have a 'training needs analysis' under-taken through 'Train to Gain'.</p> <p>Public sector organisations take the lead to publicise the scheme and raise the profile of "Train to Gain"</p>	<p>Nil (data already collected)</p> <p>Nil (already part of LSC remit)</p> <p>Nil (part of BLs task funded by RDA)</p> <p>Nil (included in training budgets)</p>	<p>LSC</p> <p>LSC</p> <p>BL</p> <p>LSC</p>	<p>Chamber of Commerce, FSB, IoD, QSW, Glos First, GLMIU, Business Link</p> <p>Business Link, Gloucestershire First, IOD, FSB, Chambers of Commerce</p> <p>LSC, Chamber of Commerce, FSB, QSW, IoD</p> <p>Urban LAs, All Public Sector Organisations in Urban Gloucestershire.</p>
SO1.6.2	Gloucester City Employment Plan used as an exemplar throughout urban Gloucestershire.	Gloucester City Employment Plan implemented to deliver local jobs and integrated employment and skills offer	£2.5 million (ESF)	Glos First	Gloucester City Council, LSC, County Council, GHURC, JobCentre Plus & SWRDA

SO1.7 Increase the profile of urban Gloucestershire as a retail destination, with good hotels and restaurants that complements Gloucestershire's rural economy.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.7.1	The reputation of urban Gloucestershire as a retail destination increased.	Promote the diversity of what urban Gloucestershire has to offer the visitor as a collective offer.	?	DMO	Gloucester Marketing Alliance, Chambers of Trade, Urban LAs, TICs

SO1.8 Prevent the leakage of construction work opportunities outside Gloucestershire by growing the capacity of the Construction Sector in urban Gloucestershire to meet the demand.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.8.1	Match skills available to those forecast as required by the Construction industry	Identify current position including capacity of training provision to meet the need.	£1000	Constructio nSkills	University of Glos, Glos College, Stroud College, Private Training Providers, LSC

SO1.9 Strengthen urban Gloucestershire's offer to tourists, visitors and businesses in support of a countywide tourism strategy.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.9.1	An increasing and thriving Tourist sector in urban Gloucestershire.	DMO fully established and working effectively.	?	Glos First	Urban LAs, Tourism businesses

SO1.10 Support, particularly through the provision of appropriate workspace, micro businesses to start up, survive and grow.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.10.1	An increase in the number of incubation premises available in urban Gloucestershire.	Draw up a plan to implement the findings of the current study into the requirement for incubation units funded by RDA and Glos First (due to report Jan 08).	Negligible in 08/09	Glos First	Urban LAs, Urban LDFs, University of Gloucestershire
SO1.10.2	Small workspace units that offer "easy in/easy	Promote concept of shared workspace.	£1000	Glos First	Basepoint

	out" terms widely available throughout urban Gloucestershire.	Develop a pathway from home-working to unit			
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SO1.12 Support the growth of the capacity and capability of the Third Sector to deliver public services, particularly where this contributes to increasing GDP and prosperity in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO1.12.1	Achieve a significant growth in the economic contribution of the Third Sector to the urban economy	Define how best to achieve this growth including the contribution employers can make through their Corporate Social Plans	Nil	UEAP	Gloucestershire Infrastructure Group, GACVA

STRATEGIC OBJECTIVE 2 - To deliver the economic elements that support strong social cohesion in urban Gloucestershire in which the maximum number possible contribute to and benefit from the economy

SO2.1 Align public funding of community-based initiatives to the economic as well as the social benefits for the residents.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.1.1	All public service funding agreements with the voluntary sector incorporates objectives to support employment and skills progression for residents within urban Gloucestershire	Pilot the process of effective joint investment of public funds through the Gloucester City Employment Plan.	NIL	Gloucestershire First	Gloucester City Council, LSC, County Council, GHURC, JobCentre Plus & SWRDA, Voluntary Sector

SO2.2 Increase the take up of appropriate apprenticeships, particularly amongst the BME Group, as a route into sustainable employment.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.2.1	A 10% increase in the take up of apprenticeships among the BME community in urban Gloucestershire.	Establish the 2007 baseline Implement the Gloucester City Employment Plan.		LSC LSC	Job Centre Plus, Voluntary Sector Glos First, Urban LAs, Work-based learning providers

SO2.3 Support initiatives with the potential to reduce the differential between the lowest household income and the average in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.3.1	Increase the employment rate within urban Gloucestershire wards which currently fall below the regional average.	Establish the 2007 baseline	£1000	GLMIU	

SO2.4. Support effective employment and skills initiatives up to at least Level 2 that deliver employability skills across urban Gloucestershire, particularly for those in the 10 most deprived SOAs

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.4.1	A 5% increase in those having at least Level 2 Skills in urban Gloucestershire (In 2001 42.64% had less than Level 2 qualifications – GLMIU to update).	Establish the 2007 baseline Intensive marketing of the Train to Gain offer by all partners	£1000 Negligible	GLMIU LSC	Business Link, Glos First LEA, Connexions, Gloucestershire College, Stroud College, private training providers (e.g. Prospect Training Services)

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.4.2	A 5% increase in those having at least Level 3 Skills in urban Gloucestershire (In 2001 63.65% had less than Level 3 qualifications).	Establish the 2007 baseline Intensive marketing of the Train to Gain offer by all partners	£1000 Negligible	GLMIU LSC	Business Link, Glos First, LEA, Connexions, private training providers, Gloucestershire College, Stroud College, Glos First, Business Link
SO2.4.3	A significant reduction in the numbers of those from urban Gloucestershire dropping out of employment within 6 months of starting a job.	Establish the 2007 baseline. Gloucester City Employment Plan implemented to deliver local jobs through an integrated employment and skills offer		GLMIU/Job Centre Plus Glos First / LSC	Gloucester City Council, County Council, GHURC, JobCentre Plus & SWRDA

SO2.5. Ensure that those who are most deprived in urban Gloucestershire have the opportunity to participate in the jobs that will deliver the regeneration projects.

Serial	Ambition 2008-2011	Activities 2008	Estimated Cost	Lead	Other Partners
SO2.5.1	A significant reduction in the numbers of those from urban Gloucestershire dropping out of employment within 6 months of starting a job.	Establish the 2007 base-line and the measures that are proven to assist in achieving the ambition.	Nil	UEAP	LSC, Connexions
SO2.5.2	An increase in the numbers securing local jobs in each regeneration project in urban Gloucestershire.	Ensure there is a process in place for measuring the numbers of people from urban Gloucestershire by SOA employed in the regeneration projects	£1000	UEAP	GHURC, GLMIU

SO2.6. Increase the number of economically active disabled people in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO2.6.1	At least 60 people from urban Gloucestershire currently on incapacity benefit re-enter the workplace by March 2010 and the project is judged worth extending	Support the current "Back to Work" project being run by Gloucestershire First.	Nil (already funded to March 2010)	UEAP	Gloucestershire First, Gloucestershire PCT, Gloucestershire Partnership NHS Trust, JobCentre Plus, LAs, private sector employers, VCS

STRATEGIC OBJECTIVE 3 - To maximise the potential of the people of urban Gloucestershire by developing skills and talent that ensure profitable employment in the 21st Century and enable them to take advantage of and contribute to the economic development of the county

SO3.1 Increase the percentage of each year's cohort of young people achieving A*- C Grades in Maths and English.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO3.1.1	Increase % from urban Gloucestershire the current 54.4% to 60% by 2011.	Identify with the assistance of the Children & Young Peoples Directorate in GCC what the current % is for urban Gloucestershire (it is 54.4% of the County)	Nil	UEAP	Children & Young Peoples Directorate
		Identify measures with the Children & Young Peoples Directorate that the UEAP might take to help achieve this ambition.	Nil	UEAP	Children & Young Peoples Directorate

SO3.2.Continue reducing the number of 16-18 year olds who are NEET in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO3.2.1	A significant reduction in the number of 16-19 year olds who are NEET in urban Gloucestershire.	Raise the aspirations and recognise, identify and develop to the maximum the talent in every individual at school.	Negligible	LEA	Prospect Training (Gloucester), All urban schools, Connexions, LSC, EBP

SO3.3. Increase the number of urban Gloucestershire based students that progress into higher education, reduce the leakage out of the County of talented young people and attract such individuals to the key sectors in the Gloucestershire economy.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO3.3.1	An increase from 20% to 30% in the number of young people from urban Gloucestershire going into HE in the County.	Develop a campaign in every urban school to promote the opportunities and advantages of HE.	Negligible	University / LSC	LEA, Connexions, Glos College, Stroud College
		Building on other research in the county on HE and drawing on national studies, determine the specific factors that are contributing to the low take up rates of HE by young people from urban Gloucestershire into HE in the county.	£5000 +2500?	UEAP/Glos First	County HE providers LSC, GCC Aimhigher, and providers of youth programmes (Youth Clubs, Sports Clubs, Night Clubs.)
		Support the development of additional HE provision in urban Gloucestershire and applications for funding to support enhanced HE provision linked to workforce development.	Negligible/In kind	UoG	All HE providers in the county, Glos First, GCC, Chamber of Commerce

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/0	Lead	Other Partners
SO3.3.2	An increase in the number of FE students from urban Gloucestershire going from Level 3 to Level 4.	Commission a paper study to gain a better understanding of what motivates young people and the barriers they face in going into HE. Start the implementation of the University of Gloucestershire's Plans to deliver more HE that meets the needs of the Gloucestershire both business and individual.	£2,500 Nil (already costed)	Glos First University of Glos	

SO3.4. Develop a culture in employers that recognises the value of constantly improving the skills of the workforce.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO3.4.1	An increase in the number of Investor in People Recognised Organisations in urban Gloucestershire	Draw up plans with Quality South West including identifying the current baseline	Nil	UEAP	LSC, Chamber of Commerce, FSB, IoD

SO3.5. Use the knowledge skills and experience possessed by overseas migrants more effectively.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
SO3.5.1	An increase in the number of migrant workers being given the opportunity to improve their English and/or develop their skills.	Intensive marketing of the broader Train to Gain offer by all partners Consider how to address the issues raised in the report Migrant workers in the South West (December 2007) by the Marchmont Observatory of the University of Exeter for SWRDA	NIL Nil	LSC/ Business Link UEAP	Glos First, Chamber of Commerce, FSB

CROSS CUTTING THEME 1: Increase the Resilience of Urban Gloucestershire whilst accommodating over 30,000 new dwellings and the businesses to provide jobs for the additional population.

CCT1.1. Build upon the existing provision to establish a source of accurate, unbiased information to organisations, businesses and individuals on the most appropriate and cost-effective renewable energy solutions.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT1.1.1	An expansion of the Green Tourism Business Scheme ³ to other business sectors.	Research the potential for establishing a Gloucestershire or a Regional Standard.	Nil	UEAP	SWRDA
CCT1.1.2	Develop a 'centre of excellence' for advice and support on renewable energy solutions.	Progress the Countryside and Community Research Institute (CCRI) project proposal "Village: Green".		University of Gloucestershire	Hartpury College, Commission for Rural Studies

CCT1.2 Provide information to organisations, businesses and individuals on disaster planning to enable them to mitigate damage both physical and economic.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT1.2.1	All businesses and organisations in urban Gloucestershire have either developed a Disaster Recovery Plan or made a decision not to do so	Engage with the Local Resilience Forum to identify whether additional action is needed	Nil	UEAP	Forum Members
CCT1.2.2	All households in urban Gloucestershire have received information on how to mitigate damage	Engage with the Local Resilience Forum to identify whether additional action is needed	Nil	UEAP	Forum Members

³ The Green Tourism Business Scheme is the leading sustainable tourism certification scheme in the UK. Businesses opting to join are assessed by a qualified grading advisor against a rigorous set of criteria, covering a range of areas, like energy and water efficiency, waste management, biodiversity, etc. Businesses that meet the required standard are graded Bronze, Silver or Gold.

CCT1.2. Support businesses wishing to develop in the environmental technology sector and a pro-active campaign to attract new business in the sector to establish them in urban Gloucestershire including the possible development of an environmental technology industrial site

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT1.2.1	Progress towards urban Gloucestershire being one of the leading areas in the UK for environmental technical sector.	Research potential Draw up plans for the development of an environmental technology industrial site in urban Gloucestershire once the outcome of current study commissioned by County Council and Urban LAs is known. (See SO1.2.1)		UEAP UEAP	Urban LDFs

CCT1.3. Support Local Development Frameworks to include strong policies on the use of renewable energy at every reasonable opportunity and on sustainable construction.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT1.3.1	Mainstream the use of renewable energy in all new developments.	Part of the LDF process.	Nil	Urban LAs	

CCT1.4. Develop a long-term action plan to manage future flooding in a way that limits the damage to the economy.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT1.4.1	Ensure that the findings of the Scrutiny Enquiry in to the July 2007 floods are implemented.	Delivery plan drawn up.		Environment Agency and Urban LAs	Severn Trent, utilities, Chambers of Trade, Chamber of Commerce, emergency services. Parish Councils

CROSS CUTTING THEME 2: Provide strong, collaborative and consistent leadership that embraces the whole of urban Gloucestershire and provides the long-term foresight needed.

CCT2.1 Establish within Gloucestershire First a properly resourced Gloucestershire Urban Economy Advisory Panel that has the confidence of Local Authority Members and an effective partnership that embraces the public, private and voluntary sectors throughout urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT2.1.1	A well respected and effective Urban Economy Advisory Panel reporting to Gloucestershire First	Review Terms of Reference and Membership by April 2008.	Negligible	Panel	Gloucestershire First
		Formal endorsement by individual partners.	Negligible	Panel Members individually	Gloucestershire First
		Organise a major conference as part of the process of finalising the Strategy and developing the 2009/10 Delivery Plan	£30K	UEAP	UEAP Partners, Gloucestershire First
		Facilitate a network of dynamic businesses that they use to share information with peers and supply chains to mutual benefit.	Negligible	ParkLife	UEAP
		Establish an executive post within Gloucestershire First to service the UEAP.	£45K	Glos First	UEAP Partners
CCT2.1.2	Final Strategy 'signed off' by all the partners via a non binding concordat	Not relevant until early 2009 as until then strategy will be 'provisional'.			

CCT2.2. Provide a single point of contact on economic matters for external agencies and businesses.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT2.2.1	Establish a single brand for economic development purposes, based on diversity of offer/workforce/skills/quality of life for urban Gloucestershire established.	A working group comprising economic development, tourism and marketing officers from the Urban LAs and Gloucestershire First established to make recommendations to the UEAP.	Negligible	Glos First	Urban LAs, DMO

CCT2.3. Market and promote collectively the economic advantages of urban Gloucestershire nationally and internationally.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT2.3.1	Process for marketing and promoting urban Gloucestershire as a single brand in place and effective.	Develop draft agreement	£10K	UEAP	Gloucestershire First partners

CCT2.4. Develop a single Annual Delivery Plan that is endorsed by local authorities and partners.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT2.4.1	Process for developing an Annual Delivery Plan in place and effective	2008/09 Delivery Plan in place by March 2008. 2009/10 Delivery Plan drafted by December 09 and endorsed by all by March 2010		UEAP UEAP	

CCT2.5 Support the GHURC in its major regeneration programme.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT2.5.1	The momentum of the GHURC Regeneration is maintained	Continue the multi agency work and support initiatives as they arise	Nil	UEAP	GHURC Members and partners

CROSS CUTTING THEME 3: Install the connectivity that enables urban Gloucestershire to be a place where people and communities interact and connect whether locally, regionally or to the rest of the world

CCT3.1. Evidence and achieve high quality inter regional and international transport links with urban Gloucestershire especially to London and South East

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT3.1.1	The case for inter-regional and international road, rail, air and sea connections recognised and endorsed nationally and regionally.	A417/419. Support the Highways Agency and promote the 'missing link' improvement through the Regional Funding Allocation process.	Nil (already in budget)	County Council	SWRDA, GOSW, CBI, IOD, Chamber of Commerce, FSB
		Lobby Network Rail to <ul style="list-style-type: none"> Dual Kemble-Swindon line. Improve the Cotswold Line 	Negligible	County Council	Glos First, SWRDA, GOSW, CBI, IOD, Chamber of Commerce, FSB
		Work with SWRDA to demonstrate the economic benefits of: <ul style="list-style-type: none"> A417/419 'missing link' improvement. Dual the Kemble-Swindon Line Cotswold Rail improvements. 	Negligible	County Council	Glos First, SWRDA, GOSW, CBI, IOD, Chamber of Commerce, FSB
CCT3.1.2	Improve access to inter-regional rail services.	Review Parkway proposal following discussions with Rail Operators		County Council	Urban LAs, Glos First, Chamber of Commerce

CCT3.2. Achieve local transport infrastructure and services that are appropriate to the needs of a developing urban Gloucestershire including the improvement of public transport.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT3.2.1	Central Severn Vale Transport Strategy developed and delivered.	Develop Central Severn Vale Transport Strategy	Nil (already in budget)	County Council	Urban LAs
		Submit major scheme bid for Elmbridge Transport Scheme to Government in July 08	Nil (already in budget)	County Council	Urban LAs

CCT3.3. Support the recruitment by the University of Gloucestershire and Gloucestershire College to attract overseas students and establish appropriate long-term business networks with them.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT3.3.1	Make best overseas Business Studies students at University Gloucestershire Ambassadors	Establish a process between the University and Glos First whereby best overseas students annually become Ambassadors.		Glos First	University of Gloucestershire, Gloucestershire College, Stroud College
CCT3.3.2	Businesses with international links to promote Business Studies at University of Gloucestershire and Gloucestershire College.	Develop promotional material, which describes the strength of the University and College and the economy of urban Gloucestershire	?	University of Gloucestershire	Glos First, Gloucestershire College

CCT3.4. Develop a coherent plan across Urban Gloucestershire that meets the needs for housing, workspace and infrastructure and is recognised as fitting with the RSS and allowing access to the Regional Infrastructure Fund.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT3.4.1	Funding provided for the County/Gloucester/Cheltenham & Tewkesbury 'New Growth Point' to deliver sustainable urban extension to Gloucester and Cheltenham avoiding urban sprawl and ensuring good transport links, schools and employment/business opportunities.	Progression of the New Growth Point funding bid to GOSW.	?	County Council, Gloucester City Council, Tewkesbury Borough Council jointly	

CCT3.5. Improve Broadband connectivity in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT3.5.1	Very high speed connectivity available in urban Gloucestershire	Lobby all providers including Cable Companies		Glos First	SWRDA, Urban LAs, Businesses

CROSS CUTTING THEME 4: Provide a quality of life in urban Gloucestershire that attracts and retains a highly skilled and entrepreneurial workforce

CCT4.1. Promote the quality of life in urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.1.1	Noticeable improvement in the quality, accessibility and distinctiveness of the public realm through long term plans.	Develop with Urban LAs some guidelines that all can agree	Nil	UEAP	Individual Urban LAs
CCT4.1.3	New housing is not urban sprawl and is designed and built to a standard that sets it apart.	Urban LAs agree a standard quality brief for all new development including a realistic approach to the risk of flooding. Gloucestershire First Partners commit to supporting Planning Authorities in imposing high standards on developers through the planning process.	Negligible Negligible	Urban LAs Glos First	
CCT4.1.4	Plan the development of Oxstalls into a Sports Hub Club.	Progress the Hub Club proposals.		Gloucester City Council	University of Gloucestershire, Sport England, Bishop's College

CCT4.2. Develop a reputation that urban Gloucestershire is a 'green' environment and maintain it.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.2.1	Urban Gloucestershire gains a reputation for investing in 'green' technology and where all types of eco-technical businesses are encouraged to develop and share professional expertise.	Facilitate a meeting between the PR representatives within urban Gloucestershire to develop a marketing strategy.		Glos First	Urban LAs
CCT4.2.2	Community perceives urban Gloucestershire as an environmentally friendly place to live and do business (and that it is!).	<p>Achievements in waste reduction/recycling and energy efficiencies are promoted and publicised.</p> <p>Draw up plans to encourage the development of wind generation on top of buildings.</p> <p>Draw up plans for cycle ways that connect urban Gloucestershire.</p> <p>Develop a 'Gloucestershire Bag', which would be reusable and available free or at nominal cost from all retailers with loyalty points for using it.</p> <p>Establish an annual marathon that links Gloucester Cheltenham Tewkesbury and Stroud</p>	<p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>	<p>Urban LAs</p> <p>Urban LAs</p> <p>Glos CC</p> <p>Chamber of Commerce</p> <p>?</p>	<p>Electricity Companies, GOSW</p> <p>Urban LAs</p> <p>FSB</p>

CCT4.3. Retain and develop excellent schools in urban Gloucestershire and improve the progression routes from education into jobs.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.3.1	Graduates & school leavers become more ambitious to work in urban Gloucestershire.	Develop stronger dynamic links between businesses and education establishments Support an Annual Skills Festival that meets the needs of graduates as well as school leavers. (LSC has issued tender details and expects to contract in Jan 08)	£15K	Glos First Partners	LSC, LEA, Glos Businesses, Chamber of Commerce, FSB, University of Glos, FE Colleges

CCT4.4. Continue to grow the reputation locally and nationally of the University of Gloucestershire and Gloucestershire and Stroud Colleges.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.4.1	A cohesive educational programme linked to the key economic sectors in urban Gloucestershire with clear progression routes.	Map current progression route to learning and to jobs in the urban Gloucestershire and identify gaps. Increase awareness outside of Gloucestershire's unique offer.			

CCT4.5 Develop and maintain leisure and cultural facilities that attract residents to urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.5.1	A wider, affordable offer of cultural and leisure activities than currently exists in urban Gloucestershire.	Develop plans for a co-ordinated range of festivals in urban Gloucestershire. Publicise facilities throughout urban Gloucestershire to Arts Providers (music, visual art, film, theatre, dance companies) and to their potential audiences	Nil £2,000	CIAP CIAP	CIAP Partners, Urban LAs Urban LAs

CCT4.6 Support, through LDFs, the provision of new housing developments to exemplary standards to achieve high quality living environments and genuinely sustainable communities.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.6.1	Have in place exemplary standards that are being executed by developers in urban Gloucestershire	LDFs develop the standards that will be regarded nationally as exemplary	Negligible (already part of the process)	LDFs	

CCT4.7 Regenerate the most disadvantaged areas of urban Gloucestershire.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.7.1	Programmes that relate to the deprivation indices are being delivered via partnerships to the communities effectively.	Explore means of achieving an increase in number of Community Projects that represent a tried and true supplier of services against a background of reductions in public spending.	?	UEAP	Neighbourhood Projects
CCT4.7.2	The programmes delivered in deprived areas are sustainable.	Implement recommendations of study commissioned by Glos County Council	?	Glos CC	Neighbourhood Projects
CCT4.7.3	The smaller pockets of deprivation in urban Gloucestershire are identified and targeted	Identify pockets of severe deprivation using latest Indicators of Multiple Deprivation (IMDs) Research the key problems in each area.	Nil Nil (role of new post)	UEAP UEAP	GLMIU Neighbourhood Projects, Glos First

CCT.4.8 Develop a highly competitive retail/shopping experience that has wide appeal.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT4.8.1	A balanced retail offer across urban Gloucestershire to achieve a mix that has wide appeal	Map the current and planned provision in Gloucester, Cheltenham, Stroud and Tewkesbury and identify gaps.	£1000	UEAP	GHURC, Gloucester Quays, Civic Pride, Tewkesbury BC, Stroud DC.

CROSS CUTTING THEME 5: Make Urban Gloucestershire distinctive in action, appearance and reputation.

CCT5.1 Improve the appearance of the entry points so that they are welcoming, memorable and of high quality.

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT5.1.1	LDFs, as they are developed, address the need for distinctive entry points and identify long term plans for implementing these.	Not a priority in 2008/09			
CCT5.1.2	Create 'gateways' through the virtual 'city walls'.	Draw up implementation plans	Negligible	District Councils	Chambers of Trade, FSB

CCT5.2 Make the quality of the built environment exceptional

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT5.2.1	Town centres wire free	Explore the possibilities		Urban LAs	BT, Electricity Suppliers
CCT5.2.2	A noticeable increase in child friendly, convivial areas in town centres.	Draw up implementation plan	Negligible	District Councils	Retail Sector, Leisure & Tourism Sector.

CCT5.3 Exploit the quality of the historic resources and cultural and heritage assets

Serial	Ambition 2008-2011	Activities 2008	Estimated Additional Cost 08/09	Lead	Other Partners
CCT5.3.1	Make progress towards Urban Gloucestershire as part of 'the water county' by introducing fountains, water taxis and buses, waterborne drama, water power, lighting schemes and statues in the flood plain	Progress plans for public art in the flood plain Explore EU Intereg Funding Bid for water tourism-based project including water taxis, Docks public realm and waterside skills opportunities. Progress development of Cotswold Canal Project.		GHURC Gloucester City Council Canals Partnership	City Council GHURC, Glos CC, British Waterways Stroud DC
CCT5.3.2	Gloucestershire to be recognised as a festival county.	Establish current festival programme and potential for further development.	Negligible	DMO	Cheltenham Festival Co., Urban LAs, Cheltenham Racecourse