



REGENERIS

The Economic and Social Story of
Gloucester Services

A Final Report by Regeneris Consulting

May 2018

The Westmorland Family

The Economic and Social Impact of Gloucester Services

May 2018

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Introducing Gloucester Services

Gloucester Services is a new motorway service area (MSA) located on the M5 on the edge of Gloucester. Services are provided on both the northbound and southbound carriageways and opened in 2014 and 2015 respectively.

The MSA was delivered via a partnership between the Westmorland Family and the Gloucestershire Gateway Trust. It was developed with economic and social principles at its heart, with an aspiration to unlock benefits and opportunities for some of the most deprived areas in Gloucestershire.

Since opening, Gloucester Services has established a high profile within the MSA industry and UK media more generally, based on the quality of its retail and food and drink offer, its commitment to the delivery of economic and social outcomes for local communities, and its focus on environmental sustainability and stewardship.



Source: *The Westmorland Family, 2018*

Purpose of this Report

This report provides an assessment of the impact of Gloucester Services focusing on the first three years of its operation, from 2014 to the end of 2017.

It examines impacts achieved through the construction and operation of Gloucester Services, and explores the achievements and social benefits generated as a result of its work with the Gloucestershire Gateway Trust.

More specifically, this report provides:

- A short summary of social and economic impacts achieved by Gloucester Services, see Chapter 1
- An overview of the background to Gloucester Services leading up to its construction, see Chapter 2
- A summary of the performance and profile achieved by Gloucester Services since opening, see Chapter 3
- An assessment of the employment and training, supply chain and wider community impacts achieved by Gloucester Services, see Chapters 4, 5 and 6
- An assessment of the added value delivered by the Westmorland Family at Gloucester Services, see Chapter 7.

The research has been undertaken by Regeneris Consulting, one of the UK's leading providers of economic and social research and strategy insight. It draws on monitoring and performance information from Gloucester Services and The Westmorland Family, as well as insight gained via consultation with some of the key individuals involved in its design, delivery and operation.

More detail on the approaches used to assess the impacts is provided in Appendix A.



Source: Glenn Howells Architects, 2018

1. The Economic and Social Impact of Gloucester Services: A Summary



1. The Economic and Social Impact of Gloucester Services: A Summary

- 1.1 From its original vision, Gloucester Services has been a project with economic and social principles at its heart. It was designed to unlock benefits and opportunities for some of the most deprived communities in Gloucestershire, and to create new business opportunities for local producers.
- 1.2 In the four years since it opened, Gloucester Services has quickly become embedded within the local area, both economically and socially. It has become recognised to be one of the UK's most successful and innovative motorway services station projects, establishing a commercially successful operating model whilst also delivering significant social outcomes in neighbouring communities.
- 1.3 Testament to its success are the numerous awards received by Gloucester Services and its nation-wide reputation as one of the most successful and much-loved motorway services in the country. It is now regularly identified as 'best practice' within the industry.
- 1.4 The total economic footprint of Gloucester Services is significant: it currently employs around **410 people on-site**, and contributes **total value to the national economy¹ of around £15m per annum**.
- 1.5 However, these headline metrics only tell a small part of the story. Sitting within these figures are a significant range of impacts that have been generated for local people, suppliers and community groups. The most important of these are summarised below. Ultimately, the benefits generated by Gloucester Services owe much to local communities' involvement right from the start. This process shows how communities can change their neighbourhoods for the better.

Local Employment and Training Impacts

- 1.6 Delivering employment and training outcomes for local residents was one of core objectives for Gloucester Services. This reflected both the core business principles of the Westmorland Family, and the long-term aspiration of the Gloucestershire Gateway Trust that the new service station would deliver direct opportunities to local people.

¹ As measured by Gross Value Added: a standard government measure of the economic contribution of local places.

- 1.7 Over 240 unemployed people attended two-week training academies before the MSA opened, and around **50 of the original workforce was recruited via this route**. This has delivered a **total public value (comprising benefits to the individual and the state) of around £3.4m**.
- 1.8 Today, over **80 people are currently employed from within neighbouring communities²** (20% of the workforce), channelling salaries worth £0.9m per annum into these areas; a significant benefit given the challenging socio-economic context.
- 1.9 Gloucester Services has also provided a range of training opportunities. **Six apprenticeships have been completed**, with more in the pipeline. The completion of these **apprenticeships has delivered an estimated public value of £0.3m** (again based on the benefit to the individual and the state). A proactive approach has also been taken to supporting those facing complex barriers to work, and the services have helped to provide opportunities for those with specialist skills such as butchery.

Local Supply Chain Impacts

- 1.10 A commitment to supporting local supply chains was central to the Westmorland Family's vision for Gloucester Services from the outset.
- 1.11 Over the first three years of operation, strong performance has been achieved in this regard. Gloucester Services has over 1,000 suppliers, with contracts worth over £10m per annum. Around **130 of these suppliers are 'local'** (defined as being in Gloucestershire or a 30-mile radius of the MSA), and **a further 90 of these suppliers are 'regional'** (defined as being in the South West region or counties adjoining Gloucestershire). Contracts with these **220 local and regional suppliers total over £5m per annum** (over 50% of the value of all contracts). This supply chain expenditure is estimated to **support around 105 off-site jobs** (i.e. jobs within the suppliers themselves and in subsequent tiers of the supply chain).
- 1.12 Contracts provided by Gloucester Services have delivered tangible benefits to local suppliers, helping to put business on a more sustainable footing, enabling business to take on more staff and to invest in new equipment, opening up access to wider support networks and services, and providing access to new markets and audiences.

² Defined as the Matson, Tuffley, Podsmead and White City and Stonehouse wards, broadly covering the GL10 postcode area.

Wider Community Impacts

- 1.13 In addition to supporting local employment and supply chains, Gloucester Services has also delivered a strong impact for the wider community.
- 1.14 Income generated by Gloucester Services directly enables the day to day operation of the Gloucestershire Gateway Trust and its important work with local communities.
- 1.15 An innovative royalty programme has been established where 2-3p from every £1 spent at Gloucester Services (excluding spend on fuel) is donated to the Trust. By the end of 2017, the royalties scheme had generated **payments of around £0.7m**; payments are expected to exceed £10m over the next 20 years.
- 1.16 The initial tranche of royalty payments are already delivering tangible benefits to the local community: the Gloucestershire Gateway Trust is working with seven local communities organisations and charities, providing grant funding of £20,000 each per annum for five years to deliver a range of economic, social and environmental activities and outcomes.
- 1.17 More generally, as a direct result of the momentum and income generated by Gloucester Services, Gloucestershire Gateway Trust has been able to help residents open two new community hubs in Matson and Stonehouse and utilise these to help grow a wide range of community services and activities as well as providing long term homes for the area's local Residents' Associations.
- 1.18 Additionally, Gloucester Services' success helped Gloucester Gateway Trust bring together the 'Going the Extra Mile' (GEM) consortium. This consists of over 50 voluntary and community organisations, businesses and Gloucester County Council working together to secure a Building Better Opportunities grant of £3.2 million between 2016 and 2019 to support County residents furthest from the labour market to progress back into work. The consortium's day-to-day activities are co-ordinated by Gloucestershire Gateway Trust, and by the end of 2017 over 100 people had already secured work as a result of the GEM programme, and many more had moved into education, training and work placement opportunities.

The Added Value of Gloucester Services

- 1.19 The approach taken by The Westmorland Family and Gloucestershire Gateway Trust has delivered considerable added value, and unlocked a markedly higher level of economic and social return than would be expected for a project of this type.

- 1.20 While a set of core social and economic targets were identified within the planning agreement for the scheme, Gloucester Services has committed to deliver far beyond these, establishing its own set of targets and principles which it is working to.
- 1.21 The added value achieved is reflected across the range of impacts identified above, but also in the specific approaches which have been put in place to unlock these, which include:
- The development of (and investment in) a bespoke mechanism to find, train and employ local people (the Gloucester Services Training Academies)
 - A commitment to creating opportunities for local people and investing time and resource to help them progress (including those facing complex health barriers)
 - A commitment to finding and supporting the growth and development of local producers and suppliers, and working in partnership with these to bring new products to the shop window
 - The innovative royalties scheme, which ensures that the project will continue to help to build capacity and unlock benefits for the local community over a 20-year period.
- 1.22 Each of these approaches reflect the close partnership working between the Westmorland Family, the Gloucestershire Gateway Trust, and local communities and their ongoing commitment to a set of shared principles and ways of working.
- 1.23 Perhaps most crucially, Gloucester Services' operating model and partnership approach have been established with long term sustainability in mind. The local and social principles are embedded within the heart of the project, which means that local people, suppliers and community organisations will continue to benefit long into the future.

Gloucester Services: Summary of Economic and Social Impacts Achieved



Source: Regeneris Consulting Ltd, 2018

2. Local & Social: Gloucester Services Background and Context

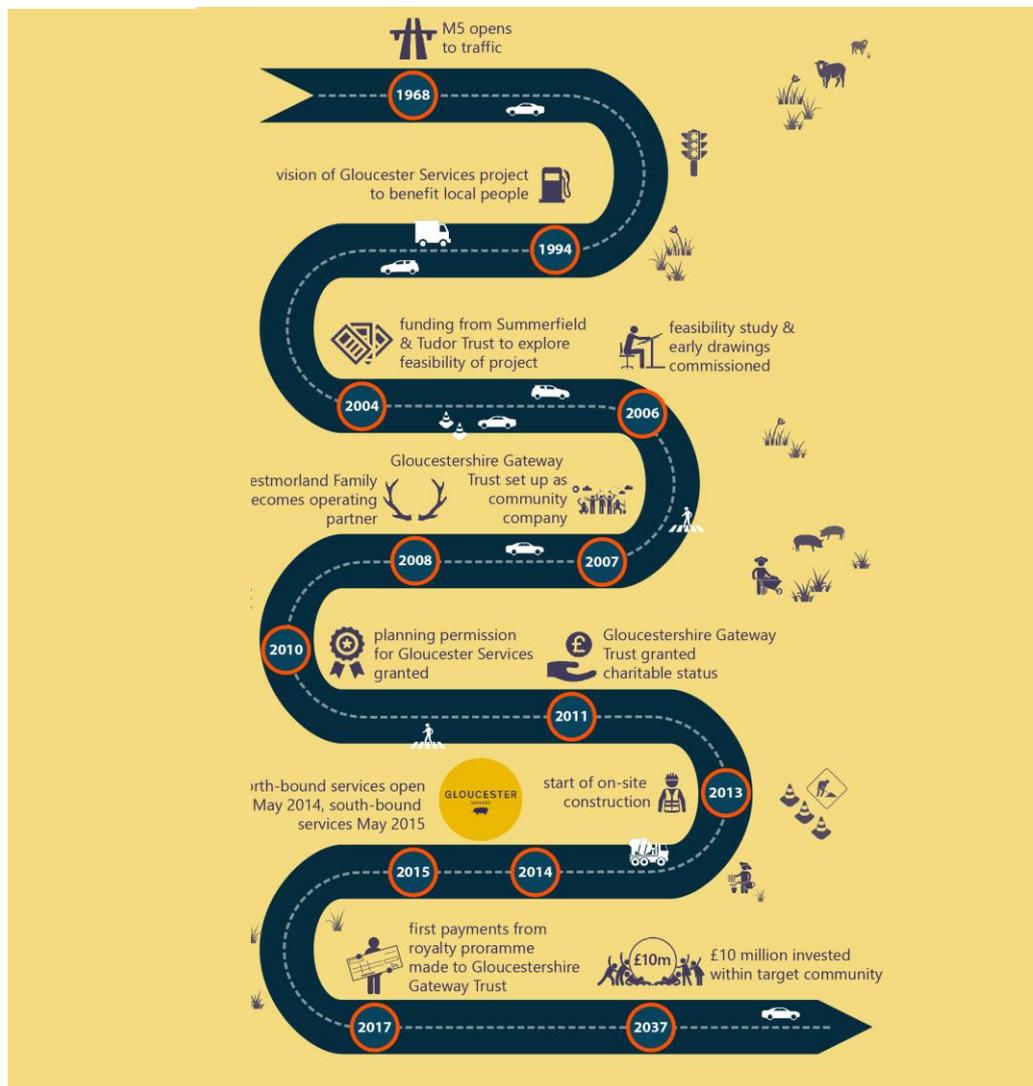


2. Local & Social: Gloucester Services

Background and Context

2.1 This chapter provides a short review of the background to Gloucester Services. While the need for a new MSA along the M5 at Gloucester was originally identified within national policy, Gloucester Services was designed to respond to a very specific set of local socio-economic and environmental challenges. A highly innovative delivery and operational model was developed to ensure that Gloucester Services delivered outcomes far beyond its primary function as a MSA.

Figure 2.1 Gloucester Services: The Journey to Opening



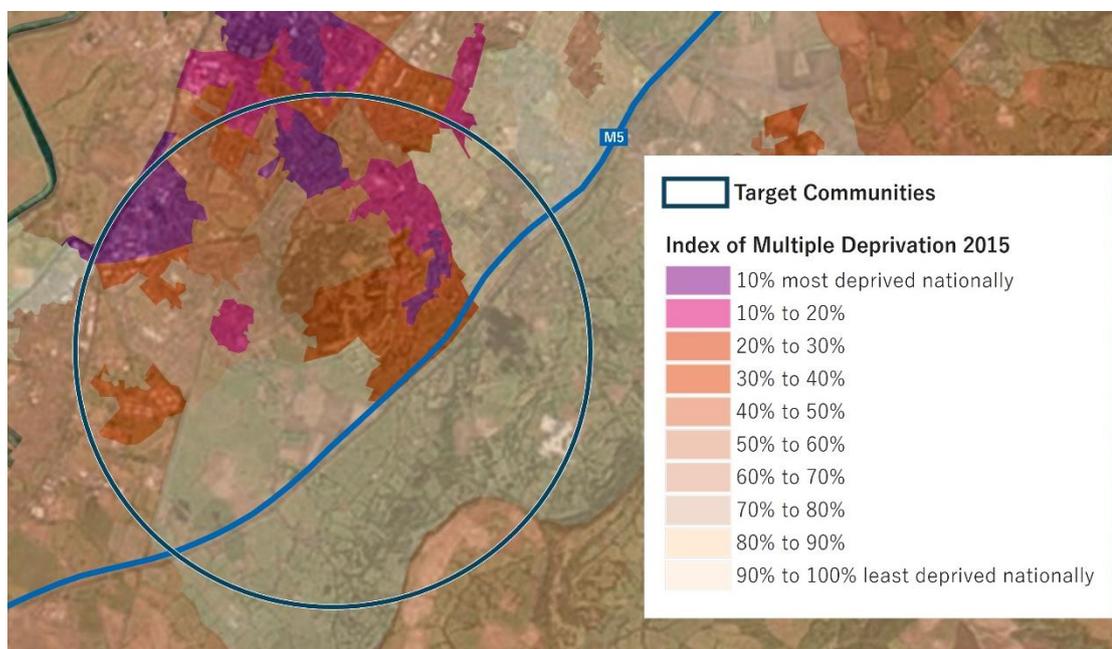
Source: Regeneris Consulting Ltd, 2018

Policy and Socio-Economic Background to Gloucester Services

- 2.2 Proposals for the development of a motorway service area (MSA) on the M5 at Gloucester had been explored since the early 1990s, with plans for a new MSA submitted for consideration as early as 1994. This reflected the fact that both the north-bound and south-bound sections carriageways at Gloucester saw stretches longer than 30 miles with no MSA provision.
- 2.3 Changes brought about the Department for Transport's Circular 01/ 2008 (from April 2008), however meant that **drivers had to be given the opportunity to stop at 30-minute intervals (or approximately every 28 miles)**. This confirmed the need for additional MSA provision on the M5 at Gloucester, and marked an important milestone in the delivery of Gloucester Services.
- 2.4 The location identified as the most appropriate and least constrained for a new MSA, lay to the south east of Gloucester and adjacent to the communities of Matson, Tuffley, Podsmead and White City, and close to Stonehouse (roughly covering the GL10 postcode area).
- 2.5 This location was challenging from both an environmental and socio-economic perspective and played a significant role in shaping the subsequent design and delivery of the MSA:
- **Environmental challenges:** significant concerns were raised by local communities and campaign groups regarding the potential impact that the MSA would have on the natural environment. There was particular concern about **the adverse impact it would have on views** of the Cotswold Area of Outstanding Natural Beauty (AONB) and Robinswood Hill Country Park
 - **Socio-economic challenges:** parts of Matson, Tuffley, Podsmead and White City and Stonehouse communities are characterised by severe social economic challenges, with some of the strongest concentrations of relative multiple deprivation in the sub-region. Key challenges experienced by these communities include **high levels of economic inactivity, low skills and qualifications levels, as well as low levels of aspiration**. Other challenges experienced within these communities include an **ageing population, low qualification levels and poor health**. Of particular concern was the relatively high proportion of residents with long-term limiting illnesses,

placing parts of these communities in the 10% most deprived areas nationally for health indicators³

Figure 2.2 Relative Multiple Deprivation in the vicinity of Gloucester Services



Source: Contains Ordnance Survey data © Crown copyright and database rights, 2018 & Department for Communities and Local Government (2015), 'Index of Multiple Deprivation'.

A New Partnership to Respond to Local Need

- 2.6 The delivery of Gloucester Services in its current form has realised a long-standing aspiration by local community members wishing to create positive change within their neighbourhoods.
- 2.7 The vision for a new MSA at Gloucester delivering benefits to the local community was identified as far back as 1994. In 2004, the local Summerfield and Tudor Trusts supported the local community to start examining the feasibility of delivering a community-benefit project. In 2007 this resulted in the formation of the Gloucestershire Gateway Trust (GGT) being set-up as a company with charitable objectives.
- 2.8 Following this, the Summerfield Trust purchased land options on behalf of the Gloucestershire Gateway Trust, who commenced a search for a partner that would deliver the project, and which shared the same commitment towards the local community.

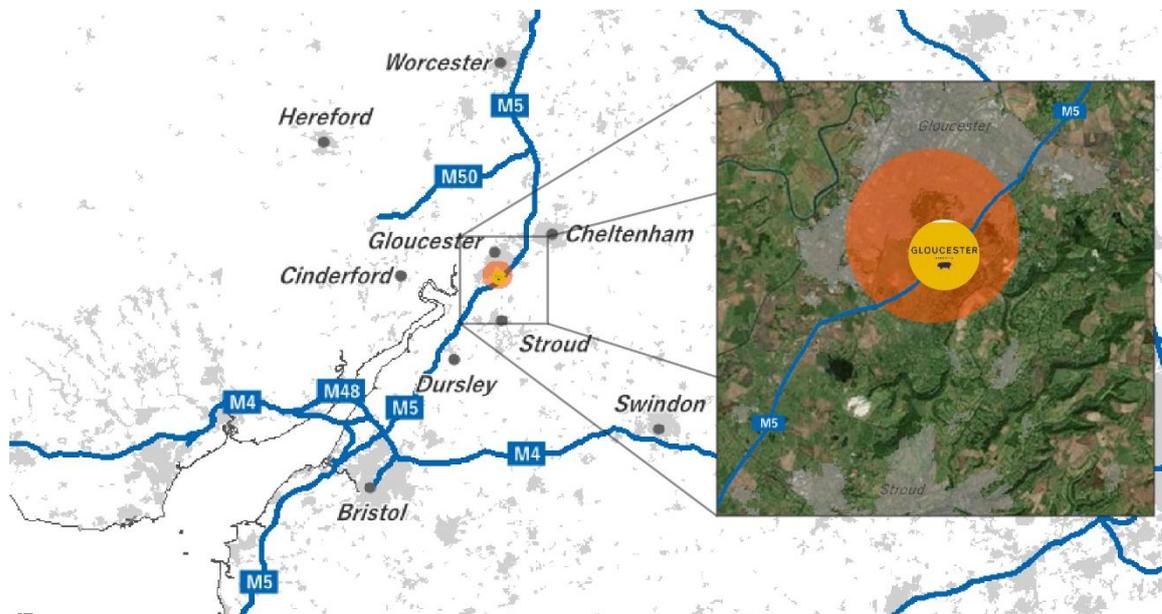
³ Based on data from the Department for Communities and Local Government, (2015), 'Index of Multiple Deprivation, 2015'.

- 2.9 In 2008, the Westmorland Family was identified as a good fit for the project. The owner and operator of Tebay Services in Cumbria, the Westmorland Family was the only independent operator of motorway services nationally and was known for commitment to farming and the land, to food provenance and championing local producers, to delivering employment and community benefits, and to being truly rooted in place.
- 2.10 A formal partnership was put in place between the Gloucestershire Gateway Trust and the Westmorland Family which reflected the shared aspirations of both organisations that Gloucester Services should be rooted in place, underpinned by connections with the land and local community.

Local and Social Principles Embedded within Design

- 2.11 Reflecting its local context, Gloucester Services was designed with local and social principles as bedrocks; its central objective was to bring benefit through social and economic regeneration and support for environmental sustainability and stewardship.
- 2.12 A number of formal mechanisms were put in place to ensure that Gloucester Services delivered against these objectives both through the construction process, but also in the long-term once fully operational; these commitments are summarised overleaf.
- 2.13 At the heart of these was a commitment to support local communities in the MSA's immediate vicinity, and local producers across Gloucestershire and the South West region more generally.

Figure 2.3 Target benefit areas for the Gloucester Services project



Source: Contains Ordnance Survey data © Crown copyright and database rights, 2017

Gloucester Services S106 Commitments

A number of format employment and supply chain requirements were established for Gloucester Services within its planning S106 agreement.

Employment

- The development of an Employment and Training Policy which promotes and advertises local jobs, skills and training opportunities on-site, and where reasonable to residents of target communities.
- Prioritise the recruitment of employees from the target communities.
- Facilitate pre-employment training and education provision for residents within target communities who are interested in applying for a job.
- Prioritise the recruitment of contractors and sub-contractors from within target communities to deliver contracts on-site.

Local Produce

- In the shops commit to engage with at least 40 producers from within the local area, and 20 producers from within the wider South West region*.
- In the café commit to having at least half of following and at least 20% of the remainder products sourced from within the South West region and/ or adjoining counties – fresh meat, dairy products, eggs, bakery products (excl. bread, jam and apple juice).

Additional Social and Community Commitments

As part of its partnership with the Gloucestershire Gateway Trust, Gloucester Services made several additional commitments and internal targets, including:

- a commitment to contribute monies in the form of a royalty programme to support operations of the GGT and promote community programmes and regeneration initiatives within the wider Gloucestershire area
- guaranteed job interviews to all candidates from within target communities** who have completed pre-employment training
- provide 24 annual work-experience/ work-trial programmes for hard-to-reach candidates within target communities (such as people with disabilities)
- create a modern apprenticeship programme for young people from within target communities
- ensure that all coffee, tea and sugar are fair trade, and all eggs used are free range
- ensure that all bakery products (excl. bread), hot food, soups, sandwiches and salads are made in-house at Gloucester Services; and all fruit and vegetables are sources locally, and where possible are in-season.

**Note: Gloucester Services has since committed to engage with a higher number of local producers (new target of 60 local producers), and source a higher proportion of products from within the local area.*

***Note: Target communities defined as the Matson, Tuffley, Podsmead and White City and Stonehouse (broadly the GL10 postcode area).*

3. The Story of Gloucester Services So Far



3. The Story of Gloucester Services So Far

- 3.1 Following a four-year planning process and a 15-month construction period starting in March 2013, the north-bound section of the M5 saw the opening of Gloucester Services in May 2014. The south-bound section of Gloucester Services opened a year later in May 2015.

Gloucester Services Design and Footprint

- 3.2 Gloucester Services boasts an innovative and high-quality quality design which sought to promote sustainability and environmental stewardship.

Physical Footprint

- 3.3 The MSA consists of:
- Sites on both the north-bound and south-bound carriageways covering around 63 acres in total
 - Petrol filling station facilities on both sides, and a kitchen and farm shop totalling around 6,000 sq. metres offering a broad range of local and regional produce for sale and consumption.

An Innovative Design

- 3.4 Gloucester Services was designed to blend with the rest of the landscape around it and is covered by a 4,000 sq. metre state-of-the-art green roof. A wildflower meadow planted on the service station's roof was intended to mimic the natural vegetation of the surrounding landscape and attract UK native pollinators such as bees and butterflies.

Environmental Credentials

- 3.5 Gloucester Services also sought to promote best practice in construction to mitigate against the negative impacts generated throughout the construction period.
- 3.6 Both north-bound and south-bound service areas **achieved a score of 27 (i.e. B-rating) on the Government's Energy Performance Certificate for non-domestic buildings**. This highlights Gloucester Service's overall energy efficiency, and places it amongst the best performing MSAs nationally.
- 3.7 In addition, the construction process of **Gloucester Services achieved a strong score of 40 out of 50 for the considerate constructor scheme**. This scheme seeks to present an image

of competent management, efficiency, awareness of environmental issues and neighbourliness of the construction process.

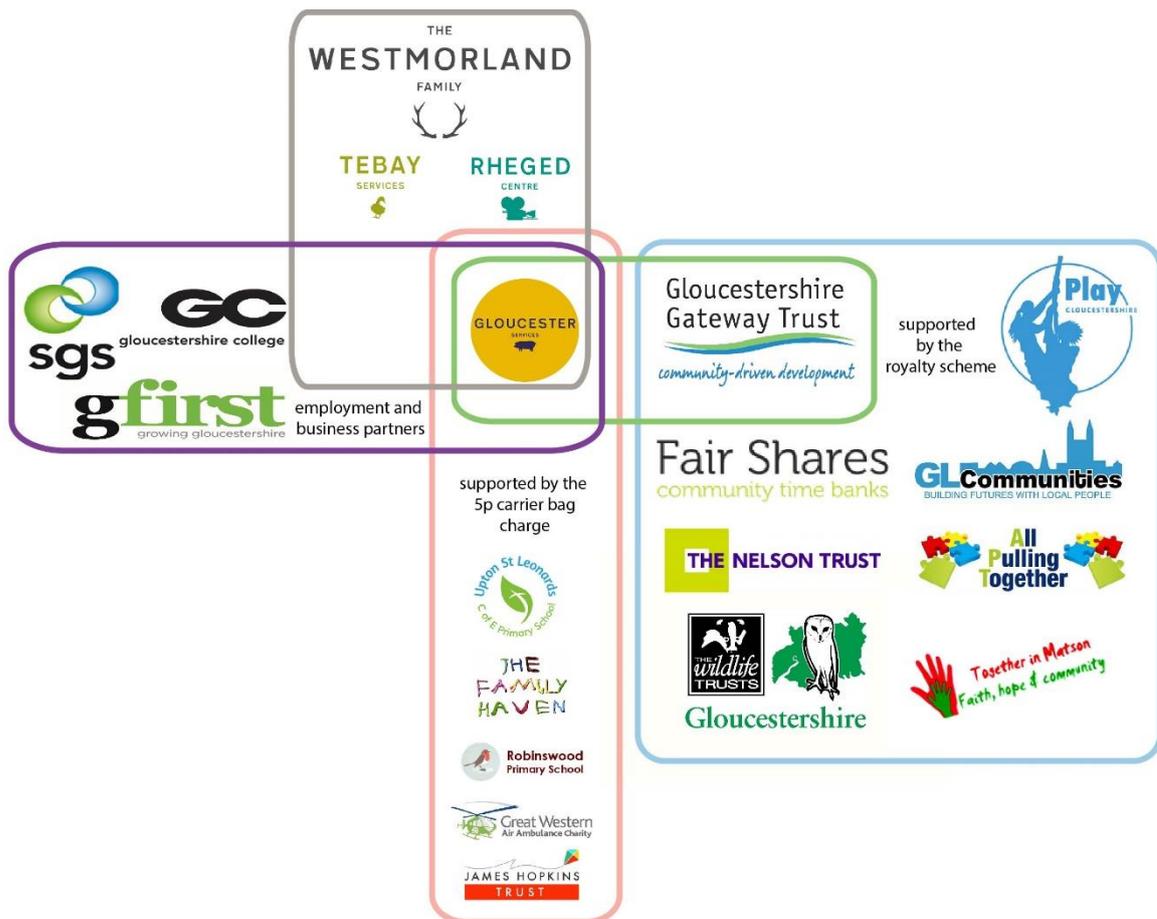
3.8 Once completed Gloucester Services achieved an overall BREEAM rating of excellent.

Local Partnerships and Networks

3.9 Via its development and operation, Gloucester Services has become deeply embedded within a broad network of partners, stakeholders and community groups both in Gloucester and across the wider Gloucestershire sub-region: far beyond what would be expected for a typical service station. These relationships include local charities, community organisations, colleges and business networks.

3.10 These networks and partnerships reflect the overall social and community aspirations set for Gloucester Services by the Westmorland Family and the Gloucestershire Gateway Trust; some of the main partner organisations are summarised in the diagram below.

Figure 3.1 Gloucester Services networks and connections



Source: Regeneris Consulting Ltd, 2018

Performance Since Opening

- 3.11 This section outlines the various successes of Gloucester Services to the end of 2017 and shows that in addition to playing a key role in generating social value within the local community, the model adopted is successful and commercially viable as well.

Strong Commercial Performance

- 3.12 Since opening, Gloucester Services has performed strongly commercially.
- 3.13 To the end of 2017, the north-bound and south-bound service areas have attracted around **7.7 million vehicles into the sites** and **over 11 million visitors into the main buildings**.
- 3.14 In the year to June 2016, (the first full year of trading for both sites), Gloucester Services attracted around **3.7 million visitors**, with the following year (ie. 12-months to June 2017) seeing **visitor numbers increase to 3.8 million** (an increase of 2% over the previous year).
- 3.15 Annual turnover has increased each year since Gloucester Services first opened its doors in May 2014. Data for the last full year of trading (the 12-months to June 2017) shows that **annual turnover was around £31.7 million**, an increase of 8% over the year to June 2016 (the first full year of trading for both service station areas).

Economic Footprint

- 3.16 In total, Gloucester Services currently employs around 410 people on-site, which we estimate equates to around **285 Full Time Equivalent (FTE) positions**.
- 3.17 Based on standard impact assessment approaches⁴, we estimate that these on-site jobs, contribute a total value to the national economy⁵ of around **£15m per annum**.
- 3.18 Beneath these headline figures, a significant economic benefit has been generated for local employees and for local suppliers; this explored in more detail in the next two chapters.

⁴ A summary of our approach to assessing GVA is provided in Appendix B.

⁵ Gross Value Added (GVA) – the standard government measure of the economic contribution of local places and projects, comprising salaries paid and profits generated.

High Customer Satisfaction

- 3.19 Satisfaction levels from customers are high, and there has been considerable interest in Gloucester Services from the national media. In the 2017 Transport Focus Survey, 99% of customers said they would visit again⁶.

National Recognition

- 3.20 Since first opening its doors, Gloucester Services has established a strong external profile and identity.
- 3.21 Anecdotally, Gloucester Services has been identified as 'best practice' within the MSA industry, and there has been a significant level of interest from representatives across the sector looking to Gloucester Services for 'learning'.
- 3.22 Recognising its achievements, Gloucester Services has also been awarded numerous awards and accolades, both regionally and nationally. Some of the most recent of these are summarised below.

⁶ https://motorwayservicesonline.co.uk/Transport_Focus

Gloucester Services: Awards to the End of 2017

- **May 2017:** won Project of the Year Award, Community Benefit Award and Infrastructure Award at RICS Awards, South West
- **October 2016:** presented with British Construction Industry Awards (BCIA) for Natural and Cultural Heritage
- **October 2016:** Westmorland Family was recognised and awarded RIBA Client of the Year for Gloucester Services, nominated by Glenn Howells Architects
- **October 2016:** Sarah Dunning and Laurence King accepted an award from the Campaign to Protect Rural England (CPRE) Gloucestershire
- **August 2016:** featured in The Good Food Guide
- **June 2016:** recognised with a RIBA National Award recognising building designed by Glenn Howells Architects as making a significant contribution to architecture
- **May 2016:** awarded Best in Gloucestershire at the Gloucestershire Business Awards
- **April 2016:** awarded the RIBA South West Award as well as the RIBA South West Sustainability
- **March 2016:** received a commendation at the 2016 Civic Trust Awards
- **October 2015:** Sarah Dunning accepted the 'Destination Innovation' award at the inaugural Independent Travel Awards 2015
- **September 2015:** won Forecourt of the Year, Best Community Engagement, Best Design and Development, as well as Best Motorway Services at the Forecourt Trader of the Year awards
- **July 2015:** Mark Gale (of the Gloucestershire Gateway Trust) and Glenn Howells Architects collect a Civic Voice Design Award
- **July 2015:** awarded Best Cotswold Menu at the Cotswold Life Awards
- **July 2015:** Tebay and Gloucester Services were awarded with the Samworth Brothers Rural Action Award at the prestigious Business in the Community's Responsible Business awards.
- **May 2015:** received the Western Daily Press Food & Farming Award for Outstanding Contribution to Local Food Development
- **March 2015:** awarded five-star rating by Visit England's Motorway Service Area Quality Scheme
- **May 2015:** Tebay Services and Gloucester Services received the Trip Advisor Certificate of Excellence. The award celebrates excellence in hospitality and is given only to establishments that consistently achieve outstanding reviews on TripAdvisor.
- **December 2014:** Gloucester Services collected the 'Outstanding Contribution to Nature' award at the Gloucestershire Wildlife Trust's Nature Works Business Awards 2014 for showing an outstanding and tangible commitment to their environment.
- **October 2014:** 'Best Newcomer' award at Observer Food Monthly Awards 2014.
- **September 2014:** Gloucester Services collected 'Best Local Food to Go' at the Taste of the West 2014 awards ceremony in Bristol.



Chase Distillery

WORCESTER

Mudwalls Fruit & Veg

Cider
- Made in this area for over 350 years, originally for farm workers to drink
- Hereford has more orchards than any other county in the UK
- Fruit trees originally cultivated 20,000 years ago with first written records appearing in Anglo Saxon times



HEREFORD

EVESHAM

The Cotswolds

Wales



GLOUCESTER

CHELTENHAM

Gloucester Old Spot
- Oldest recognised breed of pig dating back to 1885
- Also known as the Orchard Pig
- Famous for the Old Spot Sausage

Forest of Dean

Underhill Sausage rolls

River Severn

STROUD



- Made 16"
- Made rare

CARDIFF

BRISTOL BATH

Berlinet Bakery

Locally produced
- Malt produced using crafted methods
- Locally grown Cotswold

Devon

M5

Dorset Blue Vinny
- Cheese is over 300 years old
- Made using unpasteurised milk & is still produced to the original recipe

EXETER

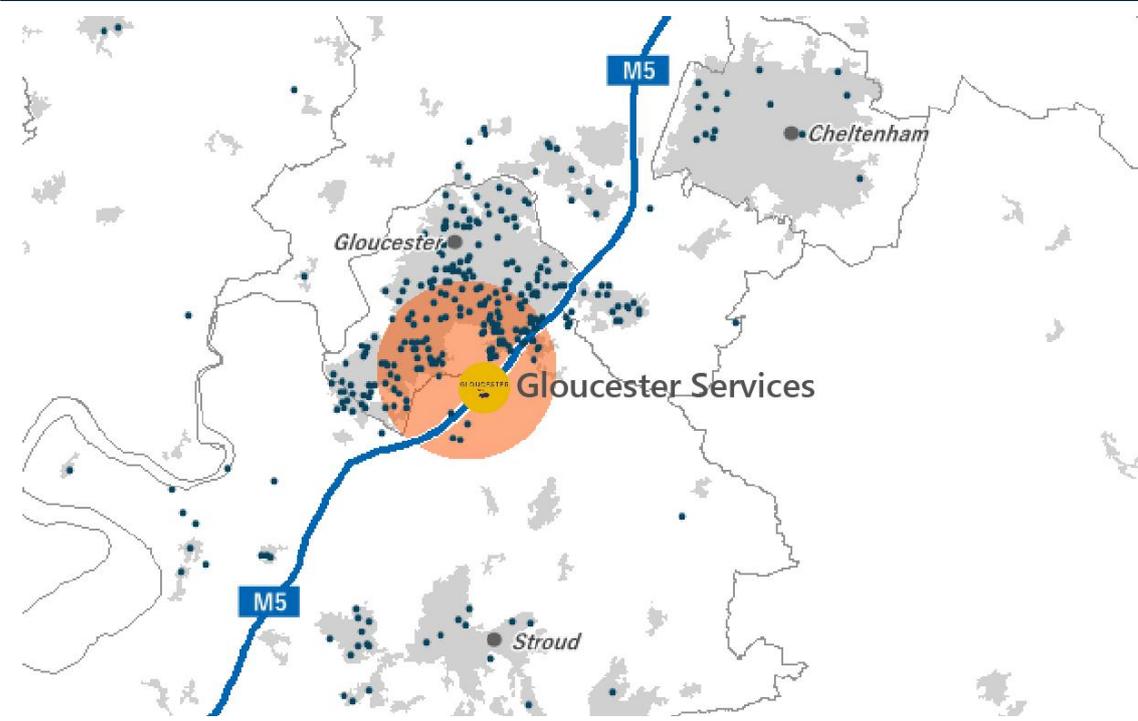
PLYMOUTH

4. Local Employment and Training Impacts

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- 4.1 Delivering employment and training outcomes for local residents was one of core objectives for Gloucester Services. This reflected both the core business principles of the Westmorland Family, and the long-term aspiration of the Gloucestershire Gateway Trust that the new service station would deliver direct opportunities to local people.
- 4.2 Some of the key employment and training outcomes achieved at Gloucester Services to the end of 2017 are summarised below and set out in more detail over the following pages.

Figure 4.1 Summary of the Employment and Training Impact of Gloucester Services



Over **80 people** currently employed from within target communities, channelling **salaries worth £0.9m** per annum into these areas

Around **50 previously unemployed people** supported into work at Gloucester Services via the training academies, delivering a **total public value of around £3.4m** (covering benefits to the individual and the state).

Six apprenticeships completed, delivering a **total public value of around £0.3m** (covering benefits to the individual and the state).

Source: Contains Ordnance Survey data © Crown copyright and database rights, 2018. Based on data provided by Gloucester Services for employees and supply chain businesses.

Supporting Employment in Target Communities

Snapshot: Gloucester Services has been committed to creating employment and training opportunities for local employees from the outset. Over 240 unemployed people attended two-week training academies before the MSA opened, and around 50 of the original workforce was recruited via this route. This has delivered a total public value (comprising benefits to the individual and the state) of around £3.4m.

Today, over 80 people are currently employed from within target communities (20% of the workforce), with salaries worth £0.9m per annum.

- 4.3 The creation of employment opportunities for local communities was an integral component of the overall vision for Gloucester Services. The importance placed on this by both the Westmorland Family and the Gloucestershire Gateway Trust was highlighted by the fact that specific employment targets were embedded within formal planning commitments for the project. The focus was on unlocking new opportunities for the target communities of Matson, Tuffley, Podsmead and White City and Stonehouse (the GL10 area).
- 4.4 Realising these aspirations in practice represented a considerable challenge: as highlighted within Chapter 2, the communities neighbouring Gloucester Services are characterised by comparatively high levels of deprivation and specific barriers to employment including access to 'ready to work' skills and a range of health-related challenges.
- 4.5 As a result, a **bespoke and committed approach has been required from the outset**: including investment in specific training and employment initiatives to help people to engage with and access opportunities, and a commitment to supporting individuals to succeed and progress once in work.

Gloucester Services Training Academies: Helping Local People into Work

- 4.6 To deliver against these aspirations, bespoke mechanisms were out in place at the outset of the construction process to ensure that members of the local community were aware of the forthcoming opportunities, and that they had the skills and capabilities to access them. In partnership with local colleges (including Gloucestershire College, South Gloucestershire and Stroud College), Gloucester Services established training academies in 2014 and 2015 in advance of the opening of service stations on each carriageway.
- 4.7 Those who attended these two-week courses were offered employment training and support and the opportunity of an interview for a job at the operational services. In total,

close to 300 local people attended these training sessions, and around 50 of the original workforce was recruited via this route.

- 4.8 Research by the Department for Works and Pensions (DWP) indicates that there are a range of benefits associated with an unemployed person moving back into employment. These include income and health benefits for the individual, as well as financial benefits for the state, and (if monetised) are estimated to generate around £14,000 of public value each year. Assuming these benefits persist for five years (i.e the individual stays in work for that period), it is estimated that **the public value of supporting these 50 individuals into employment at Gloucester Services totals £3.4 million in current prices⁷.**

The Current Local Employment Footprint of Gloucester Services

- 4.9 Job opportunities at Gloucester Services continue to be promoted and advertised locally, with the Gloucestershire Gateway Trust continuing to provide a vital link into local communities. A broad range of employment opportunities are provided, the majority of which (85%) are permanent and/ or fixed term contracts. Flexible contracts typically relate to seasonal opportunities created during the busier holiday periods when vehicle flows are higher and hence pressure on staffing increases.
- 4.10 Of the 410 people are currently employed on-site at Gloucester Services, **around 80 people (around 20%) are from the Gateway's target communities**, 250 (or 60%) are from Gloucester and a further 80 (or 20%) from Stroud. In total, around 400 employees (or 98%) live in Gloucestershire⁸. Data provided by Gloucester Services indicates that over the 2016/17 financial year, around £4.79 million were paid in employee wages; **we estimate that around £0.9m of this salary value is paid to employees living within the target communities; a significant level of economic benefit into the local area.**

⁷ Further detail on the methodology for this is provided in Appendix B.

⁸ Defined as Gloucester, Tewkesbury, Cheltenham, Cotswold, Stroud, Forest of Dean and South Gloucestershire.

Table 4.1 Current Employees at Gloucester Services

	Jobs	% of total	Estimated Salaries Paid Per Annum
Target communities (Matson, Robinswood, White City, Podsmead, Tuffley, and Stonehouse)	80	19%	£0.9m
Gloucester	250	60%	£2.9m
Stroud	80	20%	£1.0m
All Gloucestershire districts	400	98%	£4.5m
Total	410	100%	£4.8m

Source: Based on data provided by Gloucester Services, 2018.

Supporting Local Skills Development

Snapshot: Gloucester Services is committed to providing new training opportunities. Six apprenticeships have been completed, with more in the pipeline. The completion of these apprenticeships has a public value of £0.3m based on the benefit to the individual and the state. A proactive approach has also been taken to supporting those facing complex barriers to work, and the services have helped to provide opportunities for those with specialist skills such as butchery.

- 4.11 Alongside a commitment to creating employment opportunities, Gloucester Services has also seen commitment to providing new training opportunities. This was highlighted by the original training academies run by Gloucester Services, at which over 300 people benefited from advice and support.
- 4.12 Gloucester Services remains committed to investing in local talent, not least via the creation of apprenticeship opportunities. **Six people from within target communities have started apprenticeships.** Research by the department for Business, Energy and Industrial Strategy (BEIS) places a public value of around £1,300 per apprenticeship start; this includes economic benefit to the individual, and financial benefits to the state relating to tax and benefits. Applying this figure to the apprenticeships supported to end of 2017, and assuming that benefits are sustained over a 40-year working lifetime, **it estimated that the public value associated with apprenticeships delivered is £290,000 in current prices⁹.**
- 4.13 A further two apprenticeships are expected to start over the coming months. Discussions with team members have highlighted **Gloucester Services' commitment to continue investing in employees' skills and suggested that an estimated four to six**

⁹ Further detail on the methodology for this is provided in Appendix B.

apprenticeships will be supported each year in areas where national skills shortages have been identified such as catering, butchers, fishmongers and cheesemongers.

- 4.14 Employees at Gloucester Services are also encouraged to improve their overall skill levels via their day-to-day work. The diversity of jobs provided have offered a range of opportunities for those looking to develop specialist skills. Examples of this include butchery (the site accommodates a butcher's counter), and, during the construction period, dry-stone walling.
- 4.15 Throughout, Gloucester Services has shown a commitment to supporting people from different backgrounds, and facing specific barriers or challenges. During the construction process, this included **two people on day-release from a local prison, who have now gone on to complete additional training and are back in full-time employment. Specific support is also provided to help** employees with disabilities and other health conditions (including mental health conditions, autism and deafness) to stay in employment. Training to support employees with special needs is provided to managers and selected colleagues on a regular basis to ensure any special needs are addressed and overall work experience improved.
- 4.16 The stories of two employees at Gloucester Services are provided overleaf. In both cases these individuals experienced multiple challenges that made staying in employment difficult, but are now thriving and much-loved team members.

Luke's Story*

The Impact of Gloucester Services: *Bespoke support provided to enable a person with profound deafness to access and sustain full time employment for first time.*

Luke faced many difficulties entering the world of work as he is profoundly deaf and has limited language. Despite these challenges Luke was very keen to get a job to keep himself busy, start saving money and fulfil his dream of one day owning his car.



Thanks to the support of the Gloucestershire Gateway Trust and the Gloucestershire Deaf Association, Luke was given a work trial and then a full-time job at Gloucester Services. Using funding from Access to Work, a sign language interpreter supports Luke on an ongoing basis to ensure he fully understands his role at work. Luke now works in the Gloucester Services café, and is an active member in the local community.

* Note Luke's name has been changed to protect his identity.

Riva's Story

The Impact of Gloucester Services: *A local mother supported return to work after an extended period via the support of the Gloucester Services training academy.*

Riva is a local mum from Matson who after spending nine years at home bringing up her children, wanted to get back into work. After a year of applying for various positions, and three interviews Riva had been unsuccessful.



Following this, Riva spent a fortnight on the Gloucestershire Gateway Trust's pre-employment training academy (run by Gloucestershire College) which helped her improve her CV, and received training in first aid, food hygiene, customer service skills and interview techniques. The academy guaranteed an interview for vacancies at Gloucester Services to anyone completing this training, and Riva was successful. She joined the Gloucester Services catering team and now loves her job.

Temporary Construction Employment Impacts

Snapshot: the construction of Gloucester Services supported a considerable construction impact, with an estimated 300 temporary jobs supported over the 27-month construction period.

- 4.18 In total, around £45 million was invested in the construction of Gloucester Services between March 2013 and May 2015. This construction activity, has supported local, regional and national supply chains. Based on this investment, it is estimated that the construction of Gloucester Services supported **over 680-person years of employment nationally, or the equivalent of around 300 temporary jobs over a 27-month period¹⁰**. This includes both on-site jobs and off-site jobs within contractors' supply chains.
- 4.19 The Westmorland Family and Gloucestershire Gateway Trust worked very closely with the building contractor Buckingham Group Contracting to ensure that the aspirations of the project were understood. A number of buyer days were held to engage local suppliers, and a local labour list was also compiled by the Gloucestershire Gateway Trust to connect local people to emerging employment opportunities.



Source: The Westmorland Family, 2018

¹⁰ Further detail on the methodology for this is provided in Appendix B.

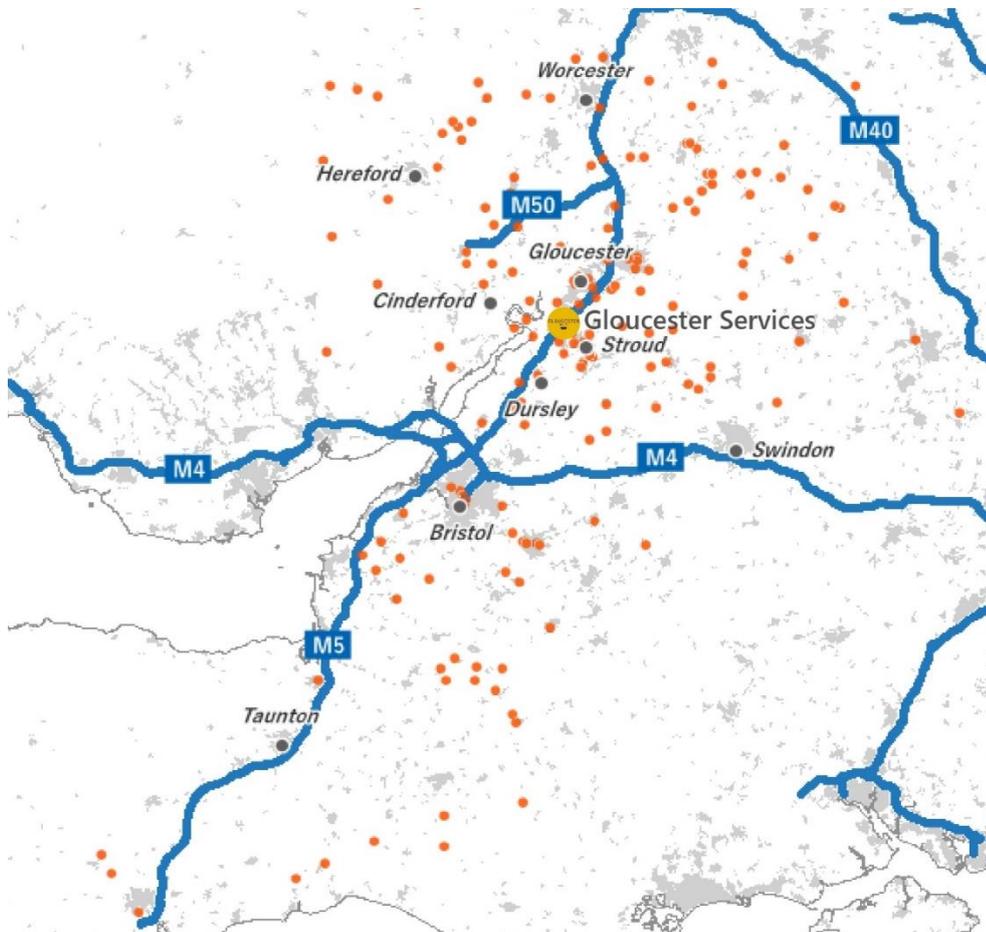
5. Local Supply Chain Impacts



5. Local Supply Chain Impacts

- 5.1 A commitment to supporting local supply chains was central to the Westmorland Family's vision for Gloucester Services from the outset.
- 5.2 Over the first three years of operation, strong performance has been achieved in this regard. Some of the most significant local supply chain impacts are summarised below and explored in more detail over the following pages.

Figure 5.1 Gloucester Services: Locations of Local Suppliers and Summary of Key Impacts



Over **220 local and regional suppliers**

Contracts worth over **£5 million** annually with these local suppliers

Estimated **105 FTE jobs** supported off-site across the South West by local supply chain spend.

Source: Contains Ordnance Survey data © Crown copyright and database rights, 2018. Based on data provided by Gloucester Services for employees and supply chain businesses.

Supply Chain Opportunities for Local Businesses

Snapshot: Gloucester Services has over 1,000 suppliers, with contracts worth over £10m per annum. Around 220 of these suppliers are from 'local' and 'regional' suppliers. Contracts with these local and regional supplier's total over £5m per annum (over 50% of the value of all contracts). This expenditure is estimated to support around 105 off-site jobs (i.e. within supplier and subsequent supply chain tiers).

- 5.3 Each year Gloucester Services purchases goods and services required for its operation from over a thousand suppliers nationally. Data provided for this study indicates that for the 2016/17 financial year around £10.15 million of goods were purchased by Gloucester Services (this figure excludes overheads, services and fuel).
- 5.4 Of this, around **£5.15 million** was with around **220 'local' and 'regional' suppliers**. This includes around 130 'local' suppliers (based in Gloucestershire or within 30 miles of the site), and around 90 regional suppliers (based in the South West region or adjoining counties to Gloucestershire).
- 5.5 It is possible to estimate the level of off-site employment supported by supply chain spend. Using standard government guidance¹¹, it is estimated that **around 105 FTE jobs are supported by local and regional supply chain expenditure**. This comprises jobs supported within the suppliers themselves, and also jobs supported by the wider economic footprint of the suppliers themselves.



Source: The Westmorland Family, 2018

¹¹ Further detail on the methodology for this is provided in Appendix B.

Building the Resilience and Capacity of Local Suppliers

Snapshot: Contracts provided by Gloucester Services have delivered tangible benefits to local suppliers, helping to put business on a more sustainable footing, enabling business to take on more staff and to invest in new equipment, and opening up access to wider support networks and services.

- 5.6 Since opening, the Gloucester Services' team has worked hard to build a local network of suppliers, establishing close relationships with local farmers and producers to support local enterprise and maximise benefit for the local economy. This approach reflects the Westmorland Family's core values of **being rooted in place and maintaining connection with the land**.
- 5.7 As highlighted above, the approach has delivered a considerable local impact, with local expenditure of over £5m per annum, and over 100 jobs supported across 220 'local' and 'regional' suppliers.
- 5.8 Beneath these headlines, the impacts for individual farmers, producers and enterprise have been significant, with contracts supporting business growth and resilience. In some instances, orders from Gloucester Services have enabled businesses to invest in additional staff and/ or the capital required to ensure sustainability over the long-term. In other cases, businesses have benefited from being linked into new business networks and opportunities, and support programmes (such as the Gloucestershire Growth Hub). The 'shop window' provided by Gloucester Services has also helped to raise the local and national profile of many of the suppliers, with produce being brought to new audiences and markets.
- 5.9 The experiences of three of Gloucester Services' local suppliers are summarised overleaf.

Local Supplier: Beau's Bakehouse

Current Footprint: 5 local people employed at small bakery near Stroud;
Gloucester Services contracts make up 75% of sales.

Impact of Supplying to Gloucester Services: New contracts prevented the business from closing; enabled expansion of firm from single person to five; enabled investment in new ovens and business growth into new space

Beau's Bakehouse is a small bakery in Frampton-on-Severn near Stroud. It supplies Gloucester Services with cakes, slices and biscuits four times a week, and has been doing so since May 2014.

Jacqui Cowper-Smith, the owner of Beau's Bakehouse started the business on her own in 2009, however by 2014 was considering closing off the business as sales were slow and growth limited. In 2014, Jacqui was approached by The Westmorland Family, and asked whether she would be interested to start supplying Gloucester Services. This now makes up 75% of the business, and as a direct result of this Beau's Bakehouse has had to expand.

Beau's Bakehouse now employs five permanent members of staff (all of whom are from the local area), and takes on additional staff during the busy holidays period. The business has also had to lease more floorspace, and has invested in two new ovens and other specialist equipment.



Local Supplier: Jess's Ladies Organic Milk

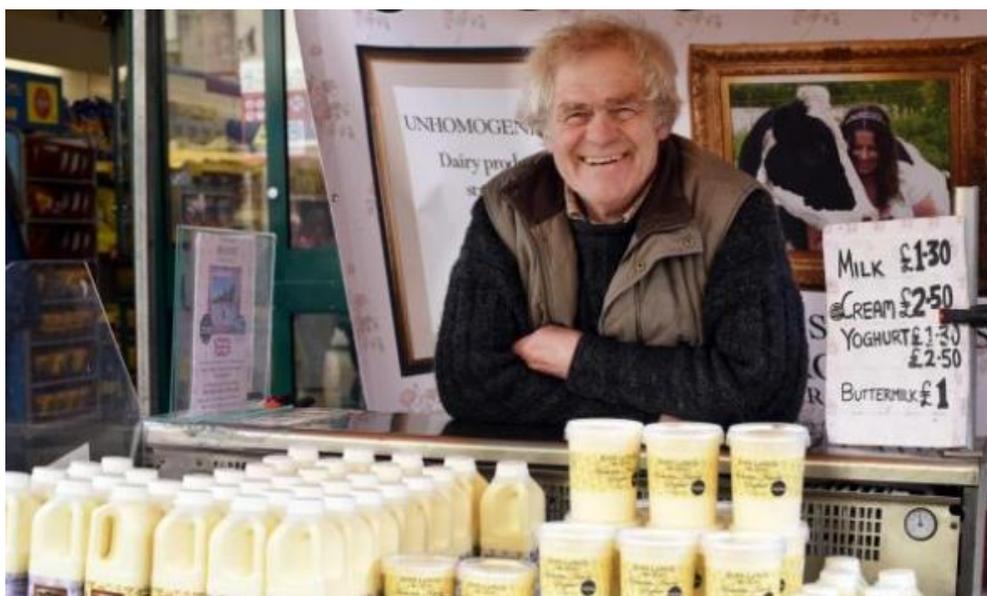
Footprint: A dairy farm, 3 miles from Gloucester Services. Supplies of dairy products to Gloucester Services make up 30% of business turnover.

Impact of Supplying to Gloucester Services: Has supported the growth and resilience of a local businesses, with the new income enabling investment in bottling line equipment and farm buildings.

Hardwicke Farm, the home of Jess's Ladies, is a local dairy farm run by the Vaughan family. In 2006, Jess's Ladies Organic Milk was set up and Hardwick Farm started bottling its very own organic milk. This was quickly followed by the production of cream and luxurious natural yoghurt in 2010, and more recently cultured buttermilk.

Hardwicke Farm supplies all of these products to Gloucester Services, and has done so since it opened in 2014. The farm is just over three miles away from Gloucester Services which means that its milk can be on the shelf within three hours of milking.

Doing business with Gloucester Services has enabled the Vaughan family to upgrade its bottling line and improve its farm buildings, whilst also increasing its customer catchment. The partnership has been a real success, and Gloucester Services now makes up around 30% of Jess's Ladies turnover. The Vaughan family is keen to continue working with Gloucester Services and The Westmorland Family as they share the same core values.



Source: Simon Pizzey, Stroud News & Journal, 2017

Local Supplier: Cinderhill Farm

Footprint: Farm in the Wye Value, employing 6 local people; supplies sausage rolls to Gloucester Services three times a week.

Impact of Supplying to Gloucester Services: Gloucester Services's contracts have helped to enhance the security of the business, safeguarding the 6 jobs supported. The partnership has also helped to the business to access growth support from the Gloucestershire Growth Hub.

Cinderhill Farm is a small, 8-acre farm located in the Wye Valley in Gloucestershire, taken over by Deborah Flint and her husband Neil in 2011. Since 2014, the Farm has been supplying Gloucester Services with its renowned sausage rolls and other products three times a week.

Prior to engaging with Gloucester Services, Cinderhill Farm faced an uncertain future. However, the relationship helped turn this around, and now the Farm employs six members of staff; all of whom are from the local area. Like Gloucester Services, Cinderhill Farm believes in the importance of giving local people secure and good quality employment. Gloucester Services supports the Farm's ethos, and often sends its staff members to Cinderhill Farm to learn about the local produce.

The relationship between Cinderhill Farm and Gloucester Services can be described as a true partnership, with both businesses helping to promote and support each other. Through its relationship with Gloucester Services, Cinderhill Farm has been able to access support from the local Growth Hub on how to grow the business.



Source: Mark Lord Photography



**6. Wider
Local Community Impacts**

6. Wider Local Community Impacts

- 6.1 In addition to supporting local employment and supply chains, Gloucester Services has also delivered a strong impact for the wider community, both directly through its partnership with the Gloucestershire Gateway Trust and engagement with local communities, and indirectly, through the business rates and generated on-site collected by the local council.
- 6.2 Some of the key local community impacts are summarised below and explored in more detail overleaf.

Figure 6.1 Local Community Impacts: Summary of Key Impacts



Around **£0.7m** generated through the Gloucester Services royalties scheme to the end of 2017

Seven local community groups and charities receiving grant funding of £20,000 each per annum for five years, enabling activities to be scaled and additional socio-economic outcomes to be delivered

Around £2.5m generated in business rates payments to the end of 2017, for reinvestment in the Gloucester community and economy by Gloucester City Council

Supporting the Work of the Gloucestershire Gateway Trust

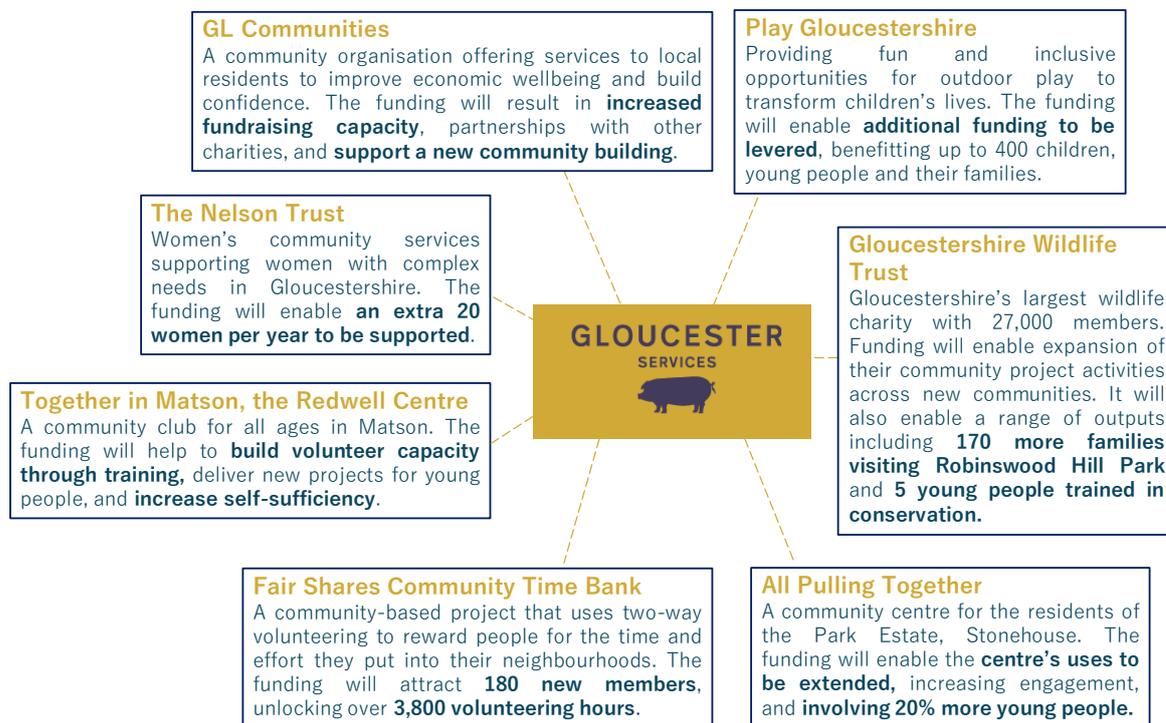
Snapshot: Gloucester Services royalties scheme has generated payments of around £0.7m to the end of 2017. Funding has been provided to seven local community organisations and charities which has in turn levered additional social and community outcomes. Income from Gloucester Services also underpins the day to day operation of the Gloucestershire Gateway Trust enabling it to deliver wider support and benefit within the local community.

- 6.3 An aspiration to build relationships between business and the local community was at the heart of the vision for Gloucester Services. This has been put into practice via the strong partnership working between Westmorland Family and the Gloucestershire Gateway Trust.

Supporting Local Community Organisations and Projects

- 6.4 The delivery of Gloucester Services was designed as a response to some of the social and community issues identified within target communities (including relatively high deprivation, low economic participation and high unemployment). As part of its social and charitable commitments it was agreed that **a share of the service station's turnover would be used to assist the Gloucestershire Gateway Trust (GGT) deliver a 20-year community programme.**
- 6.5 A royalty programme where 2-3p from every £1 spent at Gloucester Services (excluding spend on fuel) is donated to the Trust following the third year of operation was agreed and put in place. Based on this, GGT expects to be able to invest around £10 million into the local community by 2037.
- 6.6 **To the end of 2017, the royalty programme with Gloucester Services has generated more than £0.7m for the local community.** This funding is supporting the activities of seven local community organisations and charities, with each receiving £20,000 per annum for five years.
- 6.7 The work of these seven community organisations and charities is summarised in the diagram overleaf, and further detail on each is provided in Appendix A.

Figure 6.2 Local projects, charities and community groups supported by the royalty programme



Source: Regeneris Consulting

Helping the Gloucestershire Gateway Trust to Build its Capacity and Footprint

- 6.8 Income from Gloucester Services underpins the day to day operation of the Gloucestershire Gateway Trust.
- 6.9 Over and above this, the royalty scheme and wider partnership working with the Westmorland Family has directly enabled the Gloucestershire Gateway Trust to build and strengthen its capacity to support the local community. Over the past few years, it has been able to increase its local footprint, working with local residents associations to open community hubs in Matson and Stonehouse which provide access to information on employment and training, and spaces for people to meet and talk.
- 6.10 With its stronger footprint and capacity, the Gloucestershire Gateway Trust has also been able to take on the delivery of the Gloucestershire Going the Extra Mile (GEM) project on behalf of Gloucestershire County Council. Funded by the European Social Fund and Big Lottery Fund this project aims to engage with and support individuals who are facing barriers to work and move these people closer towards education, training, volunteering or work. To the end of 2017, the project had made contact with more than 600 people, helped

over 100 people into work, created 150 volunteering and work experience opportunities, and supported 230 people to gain a qualification or move into education or training.

Wider Benefits for Local Community Groups and Charities

Snapshot: Gloucester Services' commitment to the local community is further embedded through its wider CSR activities, including payments of nearly £10,000 to local charities via the carrier bag charge, and proactive approach to supporting local charitable causes.

- 6.11 In addition to the royalty programme, Gloucester Services also promotes an extensive programme of corporate and social responsibility (CSR). This includes running a food bank in the lead up to Christmas and collecting clothing to be donated to victims of domestic abuse in target communities. In addition, team members in management roles have also been supported to participate in a volunteering day with one of Gloucester Services' many community partners.
- 6.12 Additional support for local charities is generated as a result of the national charge for carrier bags. Information provided as part of this study shows that to the end of 2017 this charge has raised a further £9,900. supporting the following organisations:
- **James Hopkins Trust** which provides respite care for Gloucestershire's life-limited and life-threatened children;
 - **The Family Haven** which supports vulnerable families in Gloucestershire;
 - **Great Western Air Ambulance** which has previously attended emergencies at Gloucester Services;
 - **Upton St Leonards Pre-School** to buy new equipment and resources; and
 - **Robinswood School** to support its new after school club.

Financial Benefits for the Gloucester Community

Snapshot: the operation of Gloucester Services generates around £3.7m in taxes and revenues each year (covering employment taxes, Corporation Tax and Business Rates). To the end of 2017, the MSA generated total business rates payments of around £2.5m; the governments business rates retention policy will mean that a significant proportion future rates generated will be retained by Gloucester City Council for reinvestment in Gloucester's communities and economy.

- 6.13 Since first opening in May 2014, the operation of Gloucester Services has also resulted in fiscal benefits to both local and central governments. This includes additional business rates payments and exchequer benefits for HMRC.
- 6.14 Based on 6,500 sq. metres of commercial floorspace across both north-bound and south-bound service stations¹², it is estimated that **around £0.73 million in businesses rates income is generated each year**. Information provided by Gloucester Services indicates that by the end of the 2017/ 18 financial year around £2.48 million in business rates revenue will have been generated by Gloucester Services since operations began in May 2014. Business rates retention means that in future years, business rates growth will represent a more direct benefit to Gloucester City Council.
- 6.15 We estimate that each year Gloucester Services also generates **over £3 million in exchequer benefits**, which include around £0.67 million in employee and employer's PAYE/ NI payments due to HMRC, in addition to over £2 million in corporation tax and net VAT.

¹² This consists of 3,119 sq. metres and 2,903 sq. metres for the north-bound and south-bound motorway service areas, and 230 sq. metres for a petrol station at each service area.

7. The Added Value of Gloucester Services



7. The Added Value of Gloucester Services

7.1 In the four years since it opened, Gloucester Services has quickly become recognised as one of the UK's most successful and innovative MSA projects. It has established a commercially successful operating model whilst also delivering significant social outcomes in its target communities.

7.2 The approach taken by The Westmorland Family and Gloucestershire Gateway Trust marks Gloucester Services out as unique in the UK. It has delivered clear added value in a number of ways:

- **Long Term Vision:** A commitment to 'local' and 'social' was at the heart of delivery from the early planning stages, with a vision to benefit the local and regional communities through social and economic regeneration, and to show support for environmental sustainability and stewardship. This vision has informed everything that has been delivered and continues to be central to the day to day operation and business planning of Gloucester Services.
- **Real Commitment to the Delivery of Social and Economic Change and Uplift:** the commitment of Gloucester Services to delivering against the vision above has translated into a committed approach on the ground. This has seen the design and delivery of bespoke and innovative approaches to unlock opportunities (e.g. the Gloucester Services Training Academies and the Royalties Scheme), and the ongoing investment of a significant amount of time and resource (and sometimes patience) to help to nurture employees and suppliers on a day to day basis. The results of this commitment are tangible, manifested through the significant economic and social impacts outlined in the previous chapters.
- **A Commitment to Partnership Working:** in many respects, the success of Gloucester Services reflects the close partnership working between the Westmorland Family and the Gloucestershire Gateway Trust, and their ongoing commitment to a set of shared principles and ways of working. While the Westmorland Family's ethos and principles underpinned its involvement in the first place, crucially it was willing to learn and adapt its model to ensure that Gloucester Services was truly embedded within place and reflected local aspirations. Working with the Gloucestershire Gateway Trust, a deep relationship has been forged between the business and the community. Gloucester Services now sits at the heart of local networks as highlighted by the relationships that have been built with a

diverse range of local community actors and stakeholders: from local community groups to local colleges and business representative networks.

- **A long-term approach:** perhaps most crucially, Gloucester Services' operating model and partnership approach have been established with long term sustainability in mind. The local and social principles are written into the DNA of the project, which means that local people, suppliers and community organisations will continue to benefit long into the future.

7.3 Combined, these elements of added value have unlocked a markedly higher level of economic and social return than would be expected for a project of this type. While a set of core social and economic targets were identified within the planning agreement for the scheme, Gloucester Services has successfully delivered far beyond these, establishing its own set of targets and principles which it continues to measure and benchmark itself against.

Appendix A - Community Organisations Supported by the Gloucester Services Royalty Scheme

- A.1 The following case studies provide further detail on the local projects and community organisations currently being supported by the Gloucester Services royalty payments to the Gloucestershire Gateway Trust.

Gloucestershire Wildlife Trust

Impact of funding received via the Gloucester Services royalty scheme: enabling expansion of project activities across new communities. Will enable a range of outputs including 170 more families visiting Robinswood Hill Park and 5 young people trained in conservation.

Founded in 1961, the Gloucestershire Wildlife Trust is the largest environmental charity focussed solely on Gloucestershire. It has 425 volunteers and over 27,000 members. In 2013, the Trust embarked on a long-term community project aiming to engage with local people and to help people realise the health, social and economic benefits green spaces can provide.



Source: Gloucestershire Wildlife Trust, 2018

The project has focussed on Robinswood Hill Country Park, and the communities of Matson, Robinswood, Podsmead and Tuffley. To the end of 2017, over 10,000 people have been engaged, including around 2,500 children who attended one of the 90 school and youth-groups outdoor sessions run as part of the project. In addition, over 160 people have received new skills in conservation. Overall, this project has resulted in a 25% increase in the number of visits to Robinswood Hill Country Park.

The project's overall cost is expected to exceed £100,000, and the funding made available by GGT will allow Gloucestershire Wildlife Trust to build on the project's current achievements and expand to new communities. Key outputs for the project include 200 people from target communities with improved health and overall wellbeing, at least 170 more families visiting Robinswood Hill Country Park, and five young people trained in conservation skills.

GL Communities

Impact of funding received via the Gloucester Services royalty scheme: increased fundraising capacity, partnerships with other charities, supporting a new community building.

GL Communities was set up in 2008 through the merger of three local community organisations in White City, Matson and Podsmead. The organisation works with people in these communities to create greater levels of economic wellbeing and to build confidence.

GL Communities offers several services to local residents, such as financial advice (incl. money advice sessions for employees at Gloucester Services) and employability skills training.



Source: Gloucestershire Gateway Trust, 2018

GGT funding will be used to enhance the organisation's fundraising capacity. This will enable continued support to residents and support the planning and development of a new purpose-built community building aiming to increase community volunteering. GGT funding will also be used to support the formation of other partnerships around Gloucester, including the Gloucester Food Bank.

The Nelson Trust – Women's Community Services

Impact of funding received via the Gloucester Services royalty scheme: will enable an extra 20 women per year to be supported.

Over the years, the Nelson Trust has developed a wide range of services aimed at supporting women with complex and multiple needs. The Nelson Trust supports clients throughout Gloucestershire who have experienced personal trauma, substance misuse, domestic abuse or are at risk of committing crimes. Since 2010, over 150 women have been referred to the Trust from within target communities.

Funding provided by the Gloucestershire Gateway Trust will help The Nelson Trust bridge the gap once statutory funding is considered, and will ensure that each woman referred is assisted. It is expected that GGT's funding will help an extra 20 women each year, and generate wider benefits within target communities, including health, reduced crime and keeping families together. The Nelson Trust also helps women by directly supporting skills development by offering accredited courses.

Fair Shares Community Time Bank

Impact of funding received via the Gloucester Services royalty scheme: will attract 180 new members, unlocking over 3,800 volunteering hours.

Fair Shares is a community-based project that uses two-way volunteering to reward people for the time and effort they put into their neighbourhoods. For every hour spent helping, people can receive an hour's support themselves including one-to-one exchanges and/ or group work.

This is a way for residents in the area to meet their needs through sharing their time, skills and opportunities. Fair Shares currently has 98 members from within the target communities, 50 of whom were active in the past year exchanging over 400 hours of volunteering.



Source: Fair Shares, 2018

Funding from GGT will further develop this project and increase its reach within target communities. Over the funding period, Fair Shares expects to sign-up up to 180 new members who can be expected to exchange over 3,800 hours.

Play Gloucestershire

Impact of funding received via the Gloucester Services royalty scheme: will help additional funding to be levered, benefitting up to 400 children, young people and their families.

Play Gloucestershire provides fun and inclusive opportunities for outdoor play to transform children's lives and help them build active, positive futures. GGT funding is being used to enable play delivery within target communities, and to develop core projects such as **Play Academy** which provides volunteering opportunities for young people aged 10-16. Other projects include **Fit for Play** healthy eating and active lifestyles, and **Community Play Rangers** which provides free open access play opportunities for all.



Source: Play Gloucestershire, 2018

It is expected that the funding made available through Gloucester Services's royalty programme will lever an additional £150,000 each year which Play Gloucester hope will benefit 400 children, young people and their families across target communities.

Together in Matson, the Redwell Centre

Impact of funding received via the Gloucester Services royalty scheme: will help to build volunteer capacity through training, deliver new projects for young people, and increase self-sufficiency.

Starting as a one-night-a-week youth club, Together in Matson (TiM) now offers community work for all ages. It hosts several group sessions including bereavement support, as well as friendship and community forums. All staff members and volunteers are local people who have developed through the project.



Source: Together in Matson, 2018

Currently, TiM sees around 200 local people use its facilities each week. The funding provided by GGT will be used to build volunteer capacity through additional training, employ a new member of staff, and help TiM become more self-sufficient. By the end of the funding period, TiM hopes to deliver a new young people's service and have four new projects initiated and led by local people each year.

All Pulling Together Community Association

Impact of funding received via the Gloucester Services royalty scheme: will enable the centre's uses to be extended, increasing engagement, and involving 20% more young people.

All Pulling Together is a community centre for residents of the Park Estate, Stonehouse. It focusses on tackling poverty and disadvantage by supporting social and economic regeneration. The centre hosts several local community organisations and works to support new services and activities such as local play programmes, family-fun days and courses. At present, the centre receives around 400-500 visits each month.



Source: All Pulling Together, 2018

Funding made available through the Gloucester Services' royalty programme will support plans to extend the centre's use, attract new volunteers and continue providing essential Drop-In services for local residents. All Pulling Together aims to increase engagement by around a quarter over the next five years, and get an additional 20% more young people involved in community activities each year.

Appendix B - Technical Approach to Measuring Impact

- B.1 The assessment has built on standard approaches and methodologies set by central government to assess economic and social impact.
- B.2 Much of the assessment has been undertaken using monitoring data provided by the Westmorland Family and the Gloucestershire Gateway Trust.
- B.3 A summary of the key methodologies used within the assessment is provided below:
- **Operational employment information:** operational employment information for 2017 was been provided by the Westmorland Family and formed the basis of our assessment of total economic impact. Figures provided by the Westmorland Family were for all jobs supported. Estimates of the number of full time equivalent (FTE) jobs supported were made by using information on from the Westmorland Family on total hours worked per annum for each type of contract, and applying this to the UK average hours worked for a full time employee.
 - **Construction employment:** estimate for construction employment were made by applying the total figure for construction investment (c. £40m) to national benchmarks from the Office for National Statistics (ONS) on the number of construction jobs which are typically supported by every £1m of construction expenditure.
 - **Salary value:** salary value figures provide an assessment of the wages paid to individuals employed at Gloucester Services, and provide an indication of the value of a job to the individual. Aggregated salary figures were provided by the Westmorland Family and formed the basis of our assessment.
 - **Total economic value (Gross Value Added):** GVA is the standard way of measuring the size of local economies and projects in the UK. It provides assessment of the contribution of Gloucester Services through salaries paid and profits generated. To estimate GVA we have applied a regional (South West) benchmark figure for average GVA per FTE job in retail and food and drink sectors to the employment numbers of Gloucester Services.

- **Social value / wellbeing impacts:** a number of social / wellbeing impacts are considered in report, including the total public value of unemployed people entering employment, and the total public value of people completing apprentices. To place a monetary value on both these impacts, we have used benchmarks from HM Treasury on total public value: this considers the benefit to the individual (i.e those salaries and related improvements in personal wellbeing) and to the state (through reduced dependence on the welfare state and increases in employee taxes). These benchmarks have been applied to figures provided by the Westmorland Family on number of unemployed people entering employment (nearly 50), and completing apprenticeships (6 to the end of 2017).
- **Supply chain impacts:** supply chain impacts provide an assessment of the economic footprint supported by Gloucester Services' purchasing activities: both directly within the first tier of the supply chain, and indirectly through subsequent tiers of the supply chain. Information was provided by the Westmorland Family on all purchasing for Gloucester Services over the past year. To estimate the employment supported within the supply chain by this purchasing activity, we have used our own internal Input-Output models. The Regeneris Input-Output model is based on the UK's input-output tables produced by the Office for National Statistics (ONS), which in turn are based on the Leontief matrix. This estimates the inter-industry relationships within an economy (national and/ or regional) by tracing how outputs from one sector (and its supply chain spend) act as inputs in another sector. By doing so one can estimate the economic output and employment effects generated within the economy.
- **Fiscal impacts:** the assessment examines a number of financial impacts for public sector, including business rates, corporation tax and employee taxes. All these numbers have been provided by Westmorland Family drawn out of their internal accounting intelligence.



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