



OVERVIEW AND SCRUTINY COMMITTEE

**Meeting: Wednesday, 26th July 2017 at 6.00 pm
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

ADDENDUM

The following item although provided for on the agenda front sheet was not available at the time of dispatch:

The special circumstances for non-compliance with Access to Information Rule 5 and Section 100B (4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were to ensure that appropriate consideration has been given to all the available options and the views of consultees.

5.	DRAFT COUNCIL PLAN 2017- 20 (PAGES 5 - 20) To consider the report of the Leader of the Council and Cabinet Member for Performance and Resources outlining the draft Council Plan 2017-20, including the identified projects that will support delivery of the Plan's Vision, Priorities and Promises.
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Yours sincerely

Jon McGinty
Managing Director

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and

(b) either –

- i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
- ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

For further details and enquiries about this meeting please contact Tanya Davies, 01452 396125, tanya.davies@gloucester.gov.uk.

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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Meeting:	Special Overview and Scrutiny	Date:	26 July 2017	
Subject:	Draft Council Plan 2017-20			
Report Of:	Leader of the Council and Cabinet Member for Performance and Resources			
Wards Affected:	All			
Key Decision:	No	Budget/Policy Framework:	No	
Contact Officer:	Tanya Davies			
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Appendices:	1. Draft Council Plan 2017-20 (to follow)			

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 This report presents the next iteration of the draft Council Plan 2017-20, including the identified projects that will support delivery of the Plan’s Vision, Priorities and Promises. The report outlines the timetable for development of the final Plan.

2.0 Recommendations

2.1 Overview & Scrutiny Committee is asked consider the draft Council Plan 2017-20 and put forward any recommendations to Cabinet.

3.0 Background and Key Issues

3.1 The Council Plan sets out Gloucester City Council’s strategic direction over the next four years and how it intends to deliver its vision through a set of priorities and promises that are underpinned by its core values. The new Council Plan succeeds the previous Plan, which covered the period 2014-17.

3.2 Following the elections in 2016 the Cabinet, working with officers, undertook to review existing objectives from a variety of Council plans and strategies alongside the Administration’s manifesto pledges to define a new vision and produce a set of priorities that outline what the Council will be doing and how it will direct its resources to achieve the vision over the next four years.

3.3 The overarching vision is to work with partners and residents to make Gloucester *A City that Works for Everyone*. The priorities that set out how this will be achieved are:

1. Working to create a vibrant and prosperous City
2. Working to maintain a safe and attractive City
3. Working to build strong and resilient communities
4. Working to provide great services that offer value for money

- 3.4 There remains a strong emphasis on economic development, regeneration and the City's cultural offering, with a number of key projects progressing well and delivery of the Cultural Strategy underway. A mix of improvement projects, quality environmental services and enforcement action will ensure that Gloucester is a safe and attractive City for residents and visitors alike. There is a clear commitment to social regeneration and improving outcomes for residents through the provision of key services for the most vulnerable and supporting communities to utilise their strengths to improve their own lives. The Council will transform how it delivers services and how it interacts with customers to ensure that essential services are provided well despite the financial challenges ahead. The detailed promises that sit beneath the priorities are set out in the Draft Council Plan.
- 3.5 Development of the new Plan has focused on the Administration's commitments going forward, consideration of how the Council can continue to deliver in the face of further financial constraints and the importance of working with others to achieve the ambitions contained in the Plan. The Council will drive progress against its priorities, but working in partnership with a variety of partners and stakeholders, as well as residents, will be key to its success.
- 3.6 While progress against the previous Plan has been considered as part of formulating the new priorities, formal monitoring of that Plan ceased in late 2015 due to organisational changes, and at their meeting on 31 October 2016 the Overview and Scrutiny Committee were informed of the intention to refocus performance management to measure and manage activities that are necessary to ensure that the new Plan is well managed, properly resourced and delivered in accordance with agreed milestones, critical success factors and intended outcomes. The Committee was advised that the Council would purchase a software system that was capable of capturing relevant performance data from within services and presenting that information so that it is of value to Members and officers; that procurement exercise has been undertaken and a preferred supplier has been selected.
- 3.7 At the Council Meeting on 23 March, Members were presented the first iteration of the draft Plan and advised that the next step would be to identify the key projects and measures that would form the new performance management framework and enable progress against the new Plan to be monitored and scrutinised. This process has commenced alongside the implementation of the organisational redesign (Together Gloucester) and a set of key projects have been identified for each Council Plan priority. Further work is required to identify milestones and outcomes, and highlight risk factors; however the draft Plan is being presented to the Overview and Scrutiny Committee at this stage to facilitate meaningful cross-party consultation on the key projects and provide an opportunity for Member involvement in the development of the milestones, measures and outcomes.
- 3.8 Formal public consultation on the draft Plan will commence in July/August.
- 3.9 Cabinet will finalise the Council Plan for presentation to Council for approval in September.
- 3.10 Once approved, the key projects, milestones and measures be incorporated into Service Plans and staff Personal Performance Plans. A new framework for both

service and staff performance and development is being implemented, ensuring a consistent approach that supports the delivery of the Council Plan and embeds a culture of performance management and accountability.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 Asset Based Community Development (ABCD) is a key theme that runs throughout the new Council Plan. It also underpins the intentions of the organisational redesign and managers will be expected to embed the principles in the delivery of services and objectives.

4.2 The organisational development framework that will follow on from Together Gloucester will include training and development for all staff and managers, with a specific focus on enabling them to shift their thinking and plan their service delivery using asset based approaches.

5.0 Alternative Options Considered

5.1 The development of the draft Council Plan has been an iterative process with alternative options considered throughout.

6.0 Reasons for Recommendations

6.1 A new Council Plan is required to succeed the current plan and the report sets out the draft Plan and key steps to approving the final version, including the development of a performance management framework.

7.0 Future Work and Conclusions

7.1 The next steps in the development of the Council Plan are outlined in detail in Section 3 above and a timetable of key milestones is set out below:

August	Continuation of Service Planning process to identify draft Council Plan priorities, actions and measures
July-September 2017	Public consultation
13 September 2017	Cabinet - endorsement of final Council Plan incorporating O&S comments and recommendation to Council for approval
28 September 2017	Council – approval of final Council Plan
End of September	Service Plans finalised

7.2 Following approval of the final Council Plan, it will be publicised both internally and externally to communicate the future direction of the Council to Members, staff, partners and the wider community.

7.3 Service Plans and Personal Performance Plans will be informed by the Council Plan and reviewed regularly to monitor progress to ensure delivery is on track and appropriately resourced.

7.4 Performance and progress against the priorities will be reported to Cabinet and Overview and Scrutiny, with details of the reporting schedule to be confirmed.

8.0 Financial Implications

- 8.1 There are no specific financial implications resulting from this report; however, the Council's Money Plan reflects the Administration's priorities and the Council's agreed plans and strategies that have informed the development of the Council Plan.

(Financial Services have been consulted in the preparation this report.)

9.0 Legal Implications

- 9.1 The Council Plan is a non-statutory element of the Council's Policy Framework and, as such, the Overview and Scrutiny Committee has the right to be consulted. The final Plan must be approved by the full Council.

(One Legal have been consulted in the preparation this report.)

10.0 Risk & Opportunity Management Implications

- 10.1 Risks and opportunities will be considered as part of the Council's Strategic and Service Risk Registers ensuring that risk management is embedded in the Council's approach to managing its performance, capturing all associated risks and proposals for their management and mitigation.

11.0 People Impact Assessment (PIA):

- 11.1 Impact will be assessed on a project-by-project basis and PIAs have already been completed for projects that are carried over from the last Plan or have been agreed subsequent to its approval in 2014.

12.0 Other Corporate Implications

Community Safety

- 12.1 The building of strong and resilient communities is one of the priorities within the plan and community safety priorities and implications are key to achieving this.

Sustainability

- 12.2 Sustainability principles underpin the Council's activities and this will continue through the delivery of the new Council Plan.

Staffing & Trade Union

- 12.3 Part of the brief for the Together Gloucester organisational redesign was to create a structure that is able to deliver the Council's vision and priorities as set out in the draft Council Plan. Trade Unions have been consulted throughout the Together Gloucester process.

Background Documents: None

Draft
Council Plan
2017-2020

GLOUCESTER: THE LANDSCAPE OF OUR CITY

Gloucester is a dynamic and diverse city with a growing population in excess of 125,000, including a high proportion of young people. The city benefits from a fantastic heritage and environment, and has a long tradition of partnership working and a vibrant voluntary and community sector. Gloucester has a strong and growing economy, but ensuring all of our communities share in that success is a key challenge. Understanding the landscape of our city is essential to achieving our aim of working together to make Gloucester ***A City that Works for Everyone***.

Environmental landscape

- Bound by the River Severn to the west with the Forest of Dean beyond; Cotswold escarpment with the Cotswold Areas of Outstanding Natural Beauty to the east; excellent links by road, rail and waterways; close proximity to Gloucestershire, Bristol, Birmingham and Cardiff airports
- Limited amount of developable land, therefore working positively with Cheltenham Borough Council and Tewkesbury Borough Council to identify sites for new homes
- Over £1m of investment in the city's 48 formal play areas, however, shortages in open spaces in some parts of the city remain
- The city suffered terrible floods in 2007 and over 100 flood alleviation projects have taken place since, but parts of the city are still vulnerable to flooding.
- Air quality is poor in some parts of the city.

Economic landscape

- Over £800m of private sector investment secured and progress made at key regeneration sites
- Annual visitor spend of £207m generated from approximately 5.9 million visitor trips each year
- Strong finance and insurance sector, as well as a growing number of information security, web hosting, IT and defence communications and security businesses, as well as a growing creative sector and a number of significant energy businesses
- Significant independent retail and leisure sector with over 100 independent city centre shops
- Parts of the city centre are in need of regeneration and there is a need to improve links between the Docks and Quays and the historic city centre
- High employment rates
- Significant growth in new homes
- Awarded Housing Zone status by the Government for the central area of the city.

Social landscape

- Wide range of different ethnicities, cultures and backgrounds, with approximately 100 different languages and dialects spoken
- Pockets of significant deprivation, including some areas in the top 10% most deprived in the country. Life expectancy is lower than the rest of the country and public health challenges include inactivity, obesity, alcohol related harm, diabetes and drug misuse
- Long term unemployment is higher than the rest of the county, but unemployment has fallen dramatically in recent years.
- Over 85% of homes are private housing, the majority of which are owner occupied. The remaining 15% are social housing.
- Higher than average rates of homelessness, but often associated with people from outside the city.

Cultural landscape

- Unique history and heritage with around 700 listed buildings and some of the best heritage assets in the country, a number of which have been the subject of successful Heritage Lottery Fund bids
- Two Council-run cultural venues, but lacking a major cultural venue that could regularly hold major events
- Thriving music scene and extensive programme of festivals and events
- Culture Board established to deliver the City's Cultural Strategy to ensure Gloucester has a distinctive culture; innovative, excellent, quirky, edgy, diverse and community-based with a strong focus on young people and aspiration to bid to become City of Culture in 2025
- Investment in leisure and recreational assets including Robinswood Hill County Park, Health and Wellbeing Centre, conservation, geology, education and a working partnership with The Wildlife Trust
- Gloucester Rugby is a Premiership club, drawing large crowds and contributing to the life of the city. There are a large number of sports clubs with a diverse range of sports on offer, but a shortage of playing pitches in some areas and many requiring improvements

OUR KEY ACHIEVEMENTS

We recognise the challenges ahead, both in respect of the landscape of our city and the financial conditions, and this Council Plan sets out how we will go about meeting those challenges. However, we already have much to be proud of; we have demonstrated that this Council can achieve great things, especially through partnership working and by recognising and using the strengths of our diverse communities. Some of our key achievements over the life of the last Council Plan are listed below.

- Hosting the Rugby World Cup in 2015 put Gloucester on the map and the many visitors provided a massive boost to the city's economy
- Commencement of work on the city's new 21st century, state of the art bus station
- Key enabling role in the securing and implementation of the Bakers Quay scheme
- Securing land to enable the delivery of the Kings Quarter scheme
- Progression of a Local Development Order for the Blackfriars area of Gloucester
- Securing a developer for nearly 300 new student apartments on the Barbican site
- Partnership working with the University of Gloucestershire to secure the Business School and shared community sports facilities at the Oxstalls Campus and Plock Court
- Regeneration of the Blackbridge Sports Track enabling the city to compete at a higher level in athletics and other sporting events
- Introduction of a new pay on foot with Automatic Number Plate Recognition (ANPR) system at Eastgate and Kings Walk car parks to support city centre retailers and improve dwell time
- Supporting key heritage projects like the Cathedral's Project Pilgrim, Llanthony Priory and Discover DeCrypt.
- Acquiring a site adjacent to the railway station to provide an additional 250 space car park to free up potential public realm improvements in front of the station, funded by third parties, valued at nearly £3 million
- Instrumental role in setting up the Gloucester Culture Board to develop culture in our City
- Installation of a new high quality CCTV system has helped the police identify criminals and keep our streets safe
- Introduction of free public wifi in the city centre
- Introduction of a new and enhanced recycling service, which extends doorstep recycling to include cardboard, mixed plastics and textiles, which will deliver savings and result in less waste being sent to landfill
- Clean for Queen spring clean campaign in 2016 resulting in a significant volume of litter being collected and partnerships being developed
- Implementation of the Street Aware initiative with the support of businesses, residents and partners, aimed at finding lasting solutions to issues such as street begging and street drinking

- Launch of the Gloucester Lottery in 2017 providing an opportunity for local groups and causes to raise funds
- Successful use of asset based community development to encourage more people to take an active role in their community and recognition for the important role of community builders in bringing communities together and promoting health and wellbeing
- Working in partnership to produce the Joint Core Strategy (JCS) and progressing our own City Plan to set out plans for strategic development
- Being granted Housing Zone status by the Government to assist in delivering new housing on brownfield sites in and around the city centre
- Improved efficiency and reduced costs through shared services with the County Council and neighbouring District Councils
- £40 million of investment into the Council's former housing stock to ensure 100% of it met the Decent Homes Standard
- Completion of the housing stock transfer to Gloucester City Homes paving the way for new homes and investment

STRATEGIC DIRECTION OF THE COUNCIL

VISION

The vision is the overarching aim that frames the strategic direction for the Council over the next four years. Our ambition is for the Council, our partners and our residents to work together to make Gloucester:

‘A City that Works for Everyone’

PRIORITIES

Our priorities set out what we will be doing over the next four years to achieve our vision. Together we will be:

- 1. Working to create a vibrant and prosperous City***
- 2. Working to maintain a safe and attractive City***
- 3. Working to build strong and resilient communities***
- 4. Working to provide great services that offer value for money***

CORE VALUES

Our core values are the principles that will guide how we do things:

- **Efficiency and value for money** – we will strive to provide great services that are affordable for all
- **Forward thinking with innovation** – we will adopt an entrepreneurial approach to find new and better ways to do things
- **Making residents lives better** – we will support our communities to use their own strengths and assets while providing universal services and supporting our most vulnerable residents
- **Passionate about the City** – our enthusiasm for, and pride in, Gloucester will be at the heart of everything we do
- **Working together to make it happen** – we will build strong and trusted relationships with communities and partner organisations to achieve the best outcomes for our residents

WORKING TO CREATE A VIBRANT AND PROSPEROUS CITY

We recognise that regeneration and culture are integral to growing Gloucester's economy for the benefit of all and we are committed to continue driving development within city and providing residents with the rich cultural offering they deserve. The City Council is taking the lead, but we alone cannot realise our ambitions; we will be working with a wide range of partners and utilising the wealth of expertise we have in the city to deliver the ambitious and exciting outcomes we have set ourselves.

Promises

- We will deliver on key regeneration priorities in the city centre and beyond, including the redevelopment of Kings Quarter and a new, 21st century state of the art Bus Station, as well as working in partnership with Gloucestershire County Council to bring forward development at Blackfriars.
- We will work with stakeholders and developers to bring vacant sites and buildings back into use, with a particular focus on the city centre; working to attract new uses to the city centre, including more student accommodation and an increase in the number and range of hotel beds.
- We will support the Culture Board to deliver the city's Cultural Strategy, with the aim of broadening the city's diverse cultural offer including developing our events programme, developing artists and arts organisations and providing a new cultural venue; all of which will position the city to bid to become the UK City of Culture in 2025 as well and continuing to promote all that Gloucester has to offer to national and international visitors.
- We will work with GFirst Local Enterprise Partnership and other partners to attract inward investment, new businesses and jobs into the City and we will work with the University of Gloucestershire to maximise the benefits of their new business school at the Oxstalls Campus.

WORKING TO MAINTAIN A SAFE AND ATTRACTIVE CITY

We want to ensure that Gloucester is a safe and pleasant place for residents to live in and visitors to enjoy. The City Council will lead by example, providing excellent environmental services and investing in key priorities while also emphasising the important role our residents and local businesses have to play. The Council will take action against those who fail to respect our environment and we must all work together to make Gloucester a city we can be really proud of.

Promises

- We will work with our partners and local businesses to ensure a safe and attractive city centre during the day and at night, including achieving Purple Flag status.
- We will use the City Centre Investment Fund and other funding sources to implement a range of projects and public realm improvements to enhance the city centre environment.
- We will take robust action against environmental crimes and introduce City Centre Wardens to help keep our street safe and clean.
- We will increase community involvement in the management of open spaces and achieve at least three Green Flag parks, as well as refurbishing two play areas each year and supporting the delivery of a new visitor centre at Robinswood Hill.

WORKING TO BUILD STRONG AND RESILIENT COMMUNITIES

We value the strength and diversity of our communities and want to help improve the lives of all our residents. The City Council will drive the development of important community facilities and good affordable housing, and continue to support our most vulnerable residents, but we will also help communities to understand and use what they have to offer to begin transforming their own lives and the lives of those around them.

Promises

- We will continue to invest in community building so that communities recognise and make use of their assets and become resilient and strong. We will explore opportunities to transfer the ownership and/or management of land and buildings into the hands of the communities who use them.
- We will promote community cohesion and tackle crime and anti-social behaviour with the help of our partners and the support of our residents. We will continue to invest in the voluntary and community sector to ensure that advice and support is available to the most vulnerable residents.
- We will continue to work with stakeholders to meet the city's housing needs, including facilitating the development of new and affordable homes, bringing empty properties back into use, and regenerating some of our large social housing estates. We will drive up standards in the private rented housing sector and work in partnership to find solutions for those sleeping rough on our streets.
- We will work with our health and wellbeing partners to tackle the causes of social deprivation and we will maximise the city's sporting legacy, encouraging the development of first class sports facilities, including a new Sports Hub for the city.

WORKING TO PROVIDE GREAT SERVICES THAT ENSURE VALUE FOR MONEY

In order to meet the financial challenges ahead we recognise that the Council needs to change; from how it delivers services to how it interacts with residents. We will start by ensuring that we are both lean and efficient and that we are making best use of our people, our buildings and our other resources. The services we provide will change and evolve, reflecting the growing preference for online interaction and showing customers how they can help themselves, while maintaining high standards across key services.

Promises

- We will reshape how the council works, reviewing processes and exploring the use of new and emerging technologies, to improve key services and realise our savings targets.
- We will manage our shared and outsourced services robustly to ensure value for money. We will work in partnership with other councils to provide improved services to our residents.
- We will focus on changing the way we interact with residents by making the most of the “My Gloucester” mobile app and delivering an improved, easy to use and interactive website.
- We will review our building and land assets, including our own office accommodation, to maximise revenue and bring forward income-generating development at key sites.

KEY PROJECTS AND DELIVERABLES 2017-20

Working to create a vibrant and prosperous City	1. Progress the development of Kings Quarter by completing works on the new Bus Station and approving the business plan, securing planning consent and funding for Phase 2 and commencing work on site
	2. Approve proposals and secure funding for the regeneration of the Fleece
	3. Complete Phase 1 of Bakers Quay and commit to Phase 2
	4. Embed the Business Improvement District (BID) Board in City regeneration and growth activity
	5. Adopt the Joint Core Strategy and City Plan
	6. Support regeneration of Blackfriars through the completion of the Barbican student accommodation and proposals for Quayside House
	7. Work in partnership with the University to provide increased student accommodation and successfully integrate the new and growing student population into the City
	8. Support the work of the Great Places Programme to feed into the bid for City of Culture 2025
	9. Produce a Gloucester Museums Development Plan to access funding streams and create a resilient service
	10. Ensure that physical regeneration provides social benefits, including employment opportunities
Working to maintain a safe and attractive City	1. Achieve Purple Flag status for the City
	2. Implement the Safe and Attractive Streets Policy in partnership with the BID Board
	3. Introduce City Centre Wardens
	4. Deliver City Centre Public Realm improvements
	5. Deliver improvement and development at Westgate Park
	6. Achieve Green Flag status in 3 parks, including Gloucester Park
	7. Review the grounds maintenance service, and consider the use of social enterprise
	8. Increase recycling rates
	9. Improve and develop the Robinswood Hill Visitor Centre

KEY PROJECTS AND DELIVERABLES 2017-20 continued

Working to build strong and resilient communities	1. Continue our commitment Community Building, supporting existing Community Builders and introducing a Community Builder into Kingsholm
	2. Support communities to take ownership of their local services and assets
	3. Become a Local Authority Centre for Excellence for strength based approaches
	4. Reduce risks faced by rough sleepers through the implementation of social impact bonds
	5. Improve conditions in the Private Housing Sector
	6. Improve the supply of new and affordable housing through development and delivery of Housing Zone Plans and supporting the regeneration of Matson and Podsmead Estates
	7. Implement the Playing Pitch Strategy
	8. Work with partners to improve the health and wellbeing of our population, in particular through the development of the Blackbridge site and supporting Active Gloucestershire
Working to provide great services that offer value for money	1. Identify and implement opportunities for further shared, including development of the business partner model and review existing partnership arrangements
	2. Ensure value for money in the delivery of services
	3. Enable customers to access services in a modern and efficient manner
	4. Keep our customers information safe and secure
	5. Implement the Property Investment Strategy
	6. Relocate council staff to Shire Hall in the short to medium term to facilitate disposal of Herbert/Kimberley/Phillpotts Warehouse Complex and explore options for the provision of Council offices within Kings Quarter
	7. Identify commercial opportunities within the city's Shopmobility service to ensure that the service remains accessible to residents and visitors but also more financially sustainable
	8. Undertake a review of Bereavement Services including exploring opportunities for introducing additional added value services to the offering