



COUNCIL

**Meeting: Tuesday, 8th April 2014 at 19.30 hours
in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP**

ADDENDUM

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

6.	COUNCIL PLAN 2014-2017 (PAGES 5 - 10) To receive the report of the Cabinet Member for Performance and Resources which recommends the adoption of a Council Plan for the period 2014-2017.
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Yours sincerely

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Peter Gillett
Corporate Director of Resources

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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Gloucester City Council

Meeting:	Special Council	8 April 2014
Subject:	Council Plan 2014-2017	
Report Of:	Leader and Cabinet Member for Performance and Resources	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: Yes
Contact Officer:	Sadie Neal	
	Email: sadie.neal@gloucester.gov.uk	Tel: 396326
Appendices:	1. Draft Council Plan 2014-2017	

FOR GENERAL RELEASE.

NOTE: The special circumstances for non-compliance with Access to Information Rule 5 and Section 100B (4) of the Local Government Act 1972 (as amended) (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were to allow for the Appendix to the report to be desktop published.

1.0 Purpose of Report

- 1.1 This report presents the Council Plan for 2014 – 2017 for comments and further recommendations, with a view to the final version being considered by full council following the May 2014 elections. The Council Plan details the priorities and plans for delivery, for the Council over the next three years (Appendix 1).

2.0 Recommendations

- 2.1 **Council** is asked to **RESOLVE** that the latest draft of the Council Plan for 2014-17 be noted and that a final version be considered by Full Council, following the elections in May 2014.

3.0 Background and Key Issues

- 3.1 The Council Plan sets out how Gloucester City Council intends to deliver its role in improving, developing and promoting the economic, environmental and social wellbeing of communities in the City over the next three years. It will replace the previous Council Plan, which covers the period 2011 – 2014.
- 3.2 The Administration, working with officers, have driven the process to identify the priorities for the Council up to 2017. The review of the existing Corporate Plan started in May 2013 with facilitated discussions and relevant officer input.
- 3.3 Reference was made to other key strategic documents adopted by the Council in the revision of existing priorities. The Council Plan has been informed by and is consistent with the City Vision adopted by the Gloucester Partnership (made up of key partners in the city) on which major consultation with residents took place.

- 3.4 A task and finish group was set up to progress and monitor the process associated with the review of the existing Council Plan. This group consists of Cabinet Members and Council officers and has met four times between May 2013 and December 2013. Wider opportunities have been made available for input from Members through the Overview and Scrutiny process.
- 3.5 During September 2013 all City Council staff had the opportunity to attend sessions to look at the draft objectives as formulated by Members and the Senior Management Team. Workshops were undertaken to help identify how progress and achievements will be measured against the new objectives. This helped to inform the Key Actions & Projects section of the plan, as well as helping staff understand what the Council is working towards over the next few years.
- 3.6 The key priorities identified for the next three years are:
- **Prosperity** Growing Gloucester's economy
 - **People** Working with our communities
 - **Place** Pride in our City & improving our environment
 - **Performance** Sound finances and strong performance
- 3.7 Many of the themes in the Council Plan are consistent with the 2011-14 document, reflecting the long-term nature of many of the aspirations which the Council is working towards. The plan retains a strong emphasis on economic development and regeneration as this is an ongoing task and there are key projects to continue. Resources will be allocated to development in these areas. There is a strong focus on performance and financial viability where this will underpin progress of key projects and development of services. The plan is also focused on how the Council works with local communities, actively supporting and assisting communities to help themselves. The need to link the physical and social regeneration objectives to maximise the opportunities presented in addressing social inequality in the City is also reflected – something which was identified as being desirable during the Council's recent Peer Challenge.
- 3.8 The Council will therefore be directing its resources towards achieving these priorities, which include allocation of money, staff, assets and work done with our partners. Some of the priorities are shared with partners and will not be solely dependent upon financial contribution from the Council.
- 3.9 Initial feedback from the Peer Challenge team stresses the importance of this; ensuring that our priorities are adequately resourced in financial and staff terms and that the Council formally and practically disinvests from that which is not a priority.
- 3.10 The key activities and projects in the Council Plan inform the Council's business plans and individual staff appraisals.
- 3.11 Mindful of Members' wishes in past years, the presentation of this report to Overview and Scrutiny had been carefully timed in order that the draft plan was at sufficient stage of development to enable the committee to make meaningful comment, enabling Members to make comments and for the Cabinet to reflect on them. Wherever possible, the document has been amended to take account of the comments made at Overview and Scrutiny.

4.0 Alternative Options Considered

4.1 The prioritisation has involved the consideration of many different alternatives, however these are the main priorities for the City and the Council.

5.0 Reasons for Recommendations

5.1 To agree the corporate objectives for the City for the period 2014-2017.

6.0 Future Work and Conclusions

6.1 Communicating the plan internally and externally will be essential to inform Councillors, staff, partners and the wider community of the future direction of the Council.

6.2 During February 2014 all services had the opportunity to attend workshops to develop their service Business Plans and ensure that they are aligned with corporate priorities.

6.3 Overview and Scrutiny Committee comments were considered before Cabinet made final proposals on the document, ready for Council in March.

6.4 Development of monitoring against the Council Plan is currently underway with officers and Members. The plan will be reviewed annually aligned with the budget setting process.

7.0 Financial Implications

7.1 Although there are no specific financial implications in this report, the Council's Money Plan will reflect the resources required to deliver the key priorities in the Council Plan.

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

8.0 Legal Implications

8.1 Under the Constitution, the Council Plan forms part of the Council's Policy Framework.

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

9.0 Risk & Opportunity Management Implications

9.1 Risks presented by the new Council Plan will be considered as part of the Council's risk registers, both at a corporate and service level enabling the capture of all associated risks and their management and mitigation.

10.0 People Impact Assessment (PIA):

10.1 Impact will be assessed at time of finalisation of each area of the Council Plan to ensure compliance with the Public sector equality duty and general duties of the Equality Act 2010.

11.0 Other Corporate Implications

Community Safety

- 11.1 The building of a safe, strong and healthy community is one of the key aims of our proposed plan. Community safety implications will be taken into account in all our activities.

Sustainability

- 11.2 Sustainability principles underpin our activities and will be key components of the actions in the Council Plan.

Staffing & Trade Union

- 11.3 There are no direct staffing implications arising from the report.

Background Documents:

Documents used in the review of existing Corporate Plan:

- City Vision
- Joint Core Strategy
- City Plan
- Health and Wellbeing strategy
- Budget Information

Welcome to the Gloucester City Council plan for 2014-2017.

Looking back at the tasks we set in 2011 we have made much progress, continuing the journey of improvement the city has been following over the last decade. Gloucester's economic performance during the downturn has been praised by a range of external commentators, including Experian and the Centre for Cities. The Council's growth agenda for Gloucester and its focus on supporting business has, we believe, played an important part in that strong performance but there is still much to be done. The continued progress of regeneration in the city, at the Railway Triangle, Gloucester Quays and Greyfriars, is to be welcomed. Our regeneration priorities going forward are the Kings Quarter scheme, Blackfriars and the City Centre more generally.

We have also, with our partners, built a distinctive and popular programme of events which regularly bring people into the City in their thousands and contribute to building civic pride. Being a Host City for the Rugby World Cup 2015 is a huge opportunity for Gloucester and we are determined to make the most of it. We are proud of our city's culture - from our diverse population, to our excellent sporting facilities and our rich heritage - and want to develop these strengths still further.

We have continued to deliver high quality services despite having achieved over £7.5 million worth of savings over the last four years. Further savings will be required in the years ahead, so it is more important than ever that we have a clear focus on our priorities and that we work with our communities to support them in doing more themselves. We are currently awaiting the response from the Government to our proposal to transfer the Council's Housing Stock to Gloucester City Homes. This is a major project and will enable significant additional investment in tenants homes. Our work, together with our partners, on flood alleviation schemes since 2007 has prevented hundreds of homes from being flooded but we are by no means complacent.

Much of our work is by its nature long-term, so many of the themes in this plan are a continuation of its predecessor document and are consistent with the City Vision, which was informed by a wide public consultation. We are part way along our journey. The path we are on is the right one and I don't propose that we change our direction. Our plan sets out key objectives, the key actions and our measures of success, so councillors, our partners and the public can hold us to account. As well as our long-term aspirations for the city, it is right that we maintain a strong focus on the business of delivering the quality services that matter most to our residents.

As always, we welcome comments and suggestions on the Council plan, which will be reviewed annually throughout its life. This plan sets out a clear picture of the Council's priorities for the next three years and I look forward to working with fellow councillors, council staff, our partners and the people of Gloucester as we continue our mission of transforming your city.



Paul James, Leader

Three year money plan

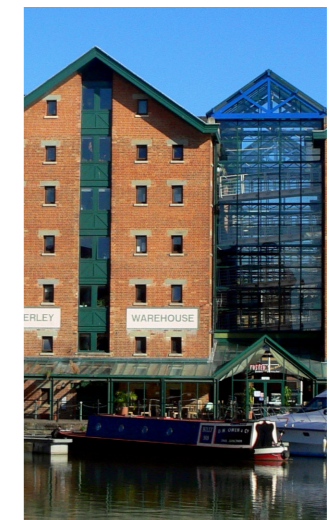
The future financial requirements of the Council are detailed in the Five-Year Money Plan. The Money Plan is reviewed and updated annually; below is an overview of the annual savings required over the duration of this Council Plan.

(All figures in £000's)	2014/15	2015/16	2016/17
Approved Savings	1,380	1,540	550
Cumulative Savings	1,380	2,920	3,470

Council Priorities

Prosperity Growing Gloucester's Economy	Growing Gloucester's economy continues to be a priority for the Council. Much of our efforts over the next three years will be to continue the progress made in regenerating the heart of the city and ensuring local people benefit from the investment brought into Gloucester.
People Working with our communities	We want to ensure everyone has the opportunity to make a positive contribution. We will encourage resilience in our communities, equipping them to help themselves to become safer and healthier.
Place Creating pride in our City and improving our environment	We will develop the cultural offer and maximise the use of assets, building on Gloucester's strengths to grow the tourism economy and generate pride in the City. We will work to improve the environment of the City.
Performance Sound finances and strong performance	With a reduced budget it is even more important than ever to get the most out of the resources we have, and to ensure our financial position is sound.

Council Plan 2014-2017



		Objectives	Key Actions and Projects	Key Measures and Targets
Prosperity	Growing Gloucester's Economy	Attracting investment, nurturing & encouraging enterprise	Work with the LEP to develop a Growth Hub for the City Promote commercial development sites Working with the private sector to develop growth sectors (e.g. Nuclear) Economic Development activity; supporting self-employment and business start-ups through advice and grant schemes Encouraging inward investment.	Growth Hub delivered Business Rates growth Business start-up and success/survival rates increased.
		A City with skills and job opportunities	Work with private sector partners to create employment opportunities Work with local colleges and universities to grow entrepreneurial talent.	Number of apprenticeships in the City Reduction in NEET and unemployment claimant count.
		A thriving centre and regeneration of the City	City Centre Investment Fund Projects Southgate Townscape Heritage Initiative Scheme (THI) Blackfriars and Kings Quarter development schemes Indoor Market review New City Centre Action Plan for daytime and evening economies.	Delivery of the THI scheme in Southgate Street New bus station delivered Development partner for Blackfriars appointed Kings Quarter planning application agreed and a start on site Increase in Gloucester's position in retail rankings Delivery of the new/updated indoor market facility Purple flag status for the City's nighttime economy achieved Increased footfall Increased numbers of pubs and restaurants Reductions in night time crime Reductions in city centre unit vacancy rates.
People	Working with our communities	Listening to our residents	Engage in community consultation to help improve and shape council services Consult with residents on key area of decision making; including development of the Council's plans and annual budgets Use of Localism Act (including community asset transfer opportunities) Launch Councillors' Community Fund.	Use of the Govmetric system to measure, publish and improve customer satisfaction An increase in the number of users following and interacting with the Council via media networks (>5,000 followers) An increase in the number of people engaging/influencing the budget consultation process and other key consultations (at least 500 participants) Adopt community asset transfer policy by December 2014 Allocation and application of the Fund by each City Councillor.
		An active, healthy & safe city for all to enjoy	Implementation of the 'Safer Gloucester' Plan Improvements/Upgrades to City Centre CCTV and lighting 'Heart City' project Development of the South of Gloucester 'Sports Hub' Rugby World Cup 2015 and its Legacy Adoption of 'Open Spaces' and 'Playing Pitch' strategies.	Reduction in crime statistics Increase in the number of people who feel the police and the council are tackling anti-social behaviour Delivery of schemes Continued commitment to Heart City principles Provide a sports hub in the south of the City by 2015 Green Flag status for parks, increased number of trees planted in the City Increased user satisfaction with city sporting facilities.
		A City for Everyone	Development of the 'Star People' initiative Support to Community Builders and implementation of 'ABCD' proposals in pilot areas Work with partners on the 'Families First' project Develop opportunities for residents and employee volunteering Application of the community grants programme.	Approval and support to schemes which enable delivery of community projects Deliver the outcomes of community builders in targeted areas of the City A target of 120 households supported through the Families First initiative An increased number of annual hours of staff and resident volunteering An increase in the number of social enterprises arising from Community Legacy funding Increased number of members of the community engaging with the Council Case studies to be developed in the above areas to demonstrate outcomes delivered.
Place	Creating pride in our city and improving our environment	A greener Gloucester	Widen the range of material collected for recycling Include energy savings projects in the capital programme Produce a Cleaner/Greener strategy for the City (enforcement) Flood prevention works.	Reduction in waste sent to landfill An increase in recycling rates for the City Delivery of schemes to reduce energy use, costs and carbon emissions from City Council operations A reduction in fly tipping and associated complaints Schemes implemented/risk of flooding to properties reduced.
		A distinctive cultural offer for the City	Commercial review of the Guildhall and Museums service Relocation of the Tourist Information Centre (TIC) Annual Events Programme Rugby World Cup 2015 Robinswood Hill Visitor Centre.	Reduction in the net cost to the Council Increased visitor/customer numbers to the Guildhall and Museums Increased numbers of visitors to the TIC Increase visitor numbers attending events and increase the economic impact Delivery of RWC 2015 Host City Action Plan and economic impact on the City Delivery of Robinswood Hill project leading to increased visitor numbers and improved customer satisfaction.
		Affordable and decent housing for all	Co-Co Plus housing stock transfer project Empty Homes scheme Adopt and implement Housing Strategy Adopt City Plan.	Complete housing stock transfer subject to tenant ballot by 31st March 2015 Achieve national empty homes target Number of homelessness cases prevented Delivery of new and affordable housing.
Performance	Sound finances and strong performance	Sound Finances	A sustainable five-year Money Plan Shared Services Asset maximisation	Investment in priorities, disinvestment in non-priorities Further increase Council Tax and NNDR collection rates Savings delivered through joint and collaborative working Increase in net income from better use of assets.
		Improving performance	Channel Strategy New Organisational Development strategy Service Plans	Percentage of calls resolved at Contact Centre Number of transactions via web services/telephony Reduced sickness absence Staff survey Clear performance measure in each service area Complaints