

Council Plan Key Action/Project	Lead Cabinet Member/ Officer	Status	Comment	For actions 'in progress'	
				Complete by May 2020? Yes/No	If no, % completion by May 2020
<b>WORKING TO CREATE A VIBRANT AND PROSPEROUS CITY</b>					
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	Paul James Ian Edwards	Complete	Gloucester Transport Hub (Bus Station) formally opened in October 2018.		
Approve proposals and secure funding for the regeneration of the Fleece	Paul James Ian Edwards	In progress	Progressing a OJEU compliant Competitive Dialogue process with 3 developers.	Yes	
Complete Phase 1 of Bakers Quay and commit to Phase 2	Paul James Ian Edwards	Complete	Phase 1 complete in August 2018.	Yes	
Embed the Business Improvement District (BID) Board in City regeneration and growth activity	Paul James David Evans	Complete	Officers continue to strengthen working relations with BID Board members. The structure and membership of the Gloucester Regeneration Advisory Board is currently being considered, and an invitation will be extended to the BID to be represented on it.		
Adopt the Joint Core Strategy	Andrew Gravells David Evans	Complete	Adopted by the Council and its partners in December 2017. Work has commenced on the preparation of reviews that were requested by the Inspector, including a Retail Study and Comparative Site Assessment.		
Adopt the City Plan	Andrew Gravells David Evans	Complete	Council approved Draft on Deposit in September 2019		
Support regeneration of Blackfriars through the completion of the Barbican student accommodation and proposals for Quayside House	Paul James Ian Edwards	In progress	Phase 1 of student accommodation at Blackfriars complete and occupied. Planning permission for Phase 2 granted. Gloucestershire County Council progressing business case for Quayside redevelopment.	No	40%
Work in partnership with the University to provide increased student accommodation and successfully integrate the new and growing student population into the City	Paul James Ian Edwards	Complete	See above comment. City Council contributes to the annual 'freshers' programme for new students.		
Support the work of the Great Places Programme to feed into the bid for City of Culture 2025	Steve Morgan Jonathan Lund	In progress	We are about to start year 3 of Great Place with strong progress against most of the 7 strands. Links are in place to maximise opportunities to use Great Place to support City of Culture. An audit of the City's appetite for and capability to deliver a credible City of Culture Bid was very positive. Encouraging support via the State of the City event. Briefings to political groups and BID held in September '19	Yes	

Produce a Gloucester Museums Development Plan to access funding streams and create a resilient service	Steve Morgan Jonathan Lund	In progress	Underway but priority has been given to the decant from the Gloucester Life Museum and the Guildhall prompted by CDF/Future High Streets and Paul Hamlyn funding opportunities. Council Notice of motion agreed on 26/9/19 and new interim Head of Service starting on 18/11/19 will be tasked with completion the Development Plan by March 2020.	Yes	
Ensure that physical regeneration provides social benefits, including employment opportunities	Paul James Ian Edwards	Complete	One of three themes in the Economic Growth Strategy which is being consulted upon. 2019/20 service plan will include a range of measures/projects, including the requirements for a Skills & Employment Plan for the Kings Quarter scheme		
Demonstrate the Council's leadership in becoming a Digital City, to allow us to expand as a test bed for future City and digital high street innovations	Paul James Jon McGinty	In progress	UK DRIC built and open. Agreement to high level digital strategy priorities but still need to develop detail and an action plan.	Yes	
<b>WORKING TO MAINTAIN A SAFE AND ATTRACTIVE CITY</b>					
Achieve Purple Flag status for the City	Jennie Watkins Ian Edwards	Complete	Purple Flag status awarded in 2018 bid; achieved re-accreditation in spring 2019.		
Implement the Safe and Attractive Streets Policy in partnership with the BID Board	Jennie Watkins Ruth Saunders	Complete	The Safe and Attractive Streets Policy has been implemented and is being reviewed this year as part of the review of the PSPO. This work is delivered in partnership with a range of partners, including the BID and includes partnership meetings including Nightsafe and Daysafe. This work also incorporates our community safety (Solace) activity.		
Introduce City Centre Wardens	Richard Cook Meyrick Brentnall	Complete	City Centre Wardens were trialled in autumn 2017 and formally introduced in January 2018. We have introduced Environmental Crime Officers in march 2019		
Deliver City Centre Public Realm improvements, including better links between the City Centre, the Docks and the Quays	Paul James David Evans	Complete	Considerable investment in place to redevelop Kings Square as open air destination in the wider Kings Quarter development. High quality public realm in the vicinity off the new Transport Hub and planned Railway Station enhancements. HAZ includes investment in public realm and we are currently working with the lighting designer retained for Kings Square to look at options for using lighting to aid wayfinding between the Quays and the City Centre		
Deliver improvement and development at Westgate Park	Richard Cook Meyrick Brentnall	Not started	The development partner for this site pulled out after contaminated land issues became too great. While alternative sites in Gloucester City were offered they have now started to invest in a site in Tewkesbury Borough	No	0%
Achieve Green Flag status in 3 parks, including Gloucester Park	Richard Cook Meyrick Brentnall	Complete	Green Flag awards in 2019 for Robinswood Hill; Barnwood Arboretum and Saintbridge Balancing Pond and Allotments. On-going work with the existing Friends Group in Gloucester Park to qualify for Green Flag submission.		

Review the grounds maintenance service, and consider the use of social enterprise	Richard Cook Ruth Saunders	Complete	A successful grass-cutting social enterprise has been set up in Podsmead. A similar proposal for Matson proposal is in development. We are hopeful of small scale projects being delivered in Kingsway by the Kingsway Wildlife Group.		
Increase recycling rates	Richard Cook Meyrick Brentnall	Complete	The rate for 2017/2018 was 43.6%. With one month to go we are currently on 44.2% a modest but important rise especially when many authorities are finding it hard to sustain increasing rates. The amount of waste to landfill has been reduced by 6% which is significant as this nationally is increasing.		
Improve air quality	Richard Cook Gupti Gosine	In progress	an Air Quality Action Plan will be completed this year and is likely to identify a further Air Quality Management Area in Black Dog way and lose one in Painswick Road. A timetable is being developed for completion of the Action Plan.	Yes	
Improve and develop the Robinswood Hill Visitor Centre	Richard Cook Meyrick Brentnall	In progress	Planning application approved in January '19. Preferred delivery partner appointed in February '19. Kings House agreed as relocation for the team. Building started in summer '19 with completion expected in spring '20	Yes	
<b>WORKING TO BUILD STRONG AND RESILIENT COMMUNITIES</b>					
Continue our commitment to Community Building, supporting existing Community Builders and introducing a Community Builder into Kingsholm	Jennie Watkins Ruth Saunders	Complete	As part of the 10 year Community Building Project we employed 2 new Community Builders in January 2019, alongside the seconded officer who has been working as a Community Builder for the past 2 years. A community builder, funded through the CCG, has operated in Kingsholm since April 2018. Three community builders seconded from Gloucestershire County Council started work in September '19.		
Support communities to take ownership of their local services and assets	Jennie Watkins Ruth Saunders	Complete	Several examples including: The Podsmead Grass Cutting project; Matson Grass Cutting project; Kingsway local group to support and develop wildlife in the ward and engaging other residents in activities; Gloucester Life Museum; our approach to developing a Heritage local list. Work has started on an asset transfer policy .		
Become a Local Authority Centre for Excellence for strength based approaches	Jennie Watkins Anne Brinkhoff	In progress	Cabinet approval to establish a Community Building Collective Community Interest Company to implement a 10 year vision for community builders in every ward in Gloucester. Secondments from County Council in progress. Reviewing funding options for the short-and longer term. Strong and growing national presence through NESTA, Key Cities and Centre for Public Impact	Yes	
Reduce risks faced by rough sleepers through the implementation of social impact bonds	Jennie Watkins Anne Brinkhoff	Complete	Co-commissioning project to support vulnerable women with multiple and complex needs. Partnership includes GCC; County (Children's Services); PCC/Constabulary; CCG and GCH. Two- year contract includes outcome based measures and is trialling a SIB methodology. Contract awarded to Nelson Trust. Mobilisation in May '19.		

Improve conditions in the Private Housing Sector	Jennie Watkins Gupti Gosine	In progress	PSH have been working to deliver statutory services and accommodate the Housing & Planning Act 2016. This provides a great opportunity to redesign the service making it both fit for purpose and flexible to future service demands. With an ambition to improve the city's housing stock they are working on the ongoing development of the processes, tools and training to deliver services to the required standard.	Yes	
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	Andrew Gravells David Evans	Complete	Housing Zone Plans - significant progress made in determining applications and facilitating the development of key housing sites in the City Centre, including at The Prison, Grey Friars and The Barbican.  Officers have worked closely with Gloucester City Homes over the past 12 months to produce two development briefs for each of Matson and Podsmead estates. Both were submitted to the Council in late December and are currently the subject of public consultation, with a view to the Council adopting them as Supplementary Planning Documents in late Spring.		
Implement the Playing Pitch Strategy	Andrew Gravells David Evans	Complete	Adopted in Jan 2016, the Council is currently considering the terms of a new Playing Pitch Improvement Grant to which communities and sports associations can bid to improve facilities across the City.		
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	Jennie Watkins Ruth Saunders	In progress	Beat the street was run as a very successful pilot in summer '18 and returned to Gloucester between 26th June - 8th August '19. Work on Blackbridge is developing with support from a range of stakeholders and project management provided by Active Gloucestershire. Other projects such as White City CIC and the Glebe are still developing, albeit at a slower pace.	No	70%
<b>WORKING TO PROVIDE GREAT SERVICES THAT ENSURE VALUE FOR MONEY</b>					
Identify and implement opportunities for further shared services, including development of the business partner model and review existing partnership arrangements	Hannah Norman Jon McGinty Anne Brinkhoff	Complete	Effective shared service in HR with a strong Business Partner (BP) model Arrangements for Communications service have been reviewed in 2019/20, strengthening the BP function Two shared posts with Tewkesbury BC in Development Management. Arrangements to be reviewed post May 2020 to decide whether we want to move towards an integrated planning service		
Ensure value for money in the delivery of services	Hannah Norman Jon Topping	In progress	All service areas continue to review services delivered and ensure all opportunities explored to either grow income or operate more efficiently, and deliver services at best value	No	on-going
Enable customers to access services in a modern and efficient manner	Hannah Norman Jon McGinty	In progress	Technological workstream of Together Gloucester 2 programme is delivering a new forms-based system for customers to access transactional services	No	80%
Keep our customers' information safe and secure	Hannah Norman Jon Topping	Complete	ICT infrastructure investment has continued to secure the Councils information assets, PSN certificate of compliance in place. All information policies updated and reviewed through Information Governance board. GDPR compliance in place		

Implement the Property Investment Strategy	Hannah Norman Jon Topping	In progress	Property Investment Board is actively identifying and pursuing opportunities to deliver required income and ensuring due diligence takes place on any potential investments in line with the strategy	No	30-90% The Board has identified its first opportunities and is concluding its first investment
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	Hannah Norman Jonathan Lund	Complete	All staff based at HKP now relocated to Shire Hall. Successful relocation of Customer Services and Civica to Westgate Street in July 2019. Agents engaged to manage the decant from HKP following the move. Bids for the disposal of HKP received .		
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	Jennie Watkins Lucy Chiltern	In progress	The new fees and charges were implemented in April 2018 and in year 1, the new charges have generated an additional £10k in income. Further work will take place in late 19/20.	No	40%
Undertake a review of Bereavement Services including exploring opportunities for introducing additional added value services to the offering	Richard Cook Carly Hughes	In progress	New memorial brochure being developed. Proposals being investigated to increase capacity for wakes through use of the second function room. Project underway to digitise records and clear Tredworth Cemetery Chapel of paper records.	Yes	



