

Council Plan update - March 2020					
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	Richard Cook Ian Edwards	Complete	Gloucester Transport Hub (Bus Station) formally opened in October 2018. Planning permission for Kings Square being considered on 3rd March 2020 with work on Kings Square starting shortly thereafter. Demolition of Bruton Way Car Park and Bentinck House commenced in January 2020.		
Approve proposals and secure funding for the regeneration of the Fleece	Richard Cook Ian Edwards	In progress	Outline solution agreed with Dowedeswell. Currently developing Detailed solution and JV model to develop the scheme. £100k approved by Cabinet to support project design.	Yes	
Complete Phase 1 of Bakers Quay and commit to Phase 2	Richard Cook Ian Edwards	Complete	Phase 1 complete in August 2018. Cabinet agreement to defer repayment of £490k loan received and new planning strategy agreed.		
Embed the Business Improvement District (BID) Board in City regeneration and growth activity	Richard Cook David Evans	Complete	Officers continue to strengthen working relations with BID Board members. The structure and membership of the Gloucester Regeneration Advisory Board/City Centre Commission is currently being considered, and an invitation is being 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. Examination likely in summer 2020.		
Support regeneration of Blackfriars through the completion of the Barbican student accommodation and proposals for Quayside House	Richard Cook Ian Edwards	In progress	Phase 1 of student accommodation at Blackfriars complete and occupied. Planning permission for Phase 2 granted with Cityheart working to a September 2021 opening. Gloucestershire County Council progressing business case for Quayside redevelopment.	No	60%
Work in partnership with the University to provide increased student accommodation and successfully integrate the new and growing student population into the City	Richard Cook 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	Year 3 of Great Place underway 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 have led to a stall in the process because of the uncertainty of the May 2020 Council Elections, doubts about the City's likelihood of winning a bid and City Council capacity.	No	80%
Produce a Gloucester Museums Development Plan to access funding streams and create a resilient service	Steve Morgan Jonathan Lund	In progress	Govt (DCMS) announced a new Cultural Development Fund Grant Pot of £250m in Oct 2019. Awaiting details of the scheme to enable a comprehensive bid to be developed. Unlikely now to be complete before May 2020. Progress will resume as soon as the funding criteria and timescale for submission of bid are available.	No	20%
Ensure that physical regeneration provides social benefits, including employment opportunities	Jennie Watkins Ian Edwards	Complete	Economic Growth Strategy adopted in July 2019 included aim to ensure provision of local employment and skills in major developments. Agreement made with Barratt Homes over the provision of an Employment and Skills Plan for the new Winneycroft Development, and Employment & Skills Policy drafted for inclusion in the City Plan to require all new major developments to include an E&S Plan. E and S Plan agreed for Kings Square and Social Value Policy being developed for approval at March 2020 Cabinet		
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	Richard Cook Jon McGinty	In progress	UK DRIC built and open. Agreement to high level digital strategy priorities in February 2019. Fleshed out Digital Strategy with detailed action plan due to be considered at Cabinet in February 2020.	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 Public Space Protection Orders (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	Richard Cook Ian Edwards	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 percentage of waste recycled has increased from 43.6% (2017/18) to 44.13% in 2018/19. For the year 2019/20, performance stands at 45.4% year to date. These are modest but important increases especially when many councils are finding it hard to sustain increasing recycling rates.		
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	Visitor Centre to include Gloucestershire Wildlife Trust HQ, Visitor Centre and a volunteer hub. Completion expected in July 2020	No	95%
<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	Complete	Gloucester Community Building Collective CIC set up to implement a 10 year vision for community builders in every ward in Gloucester. Recognition as lead authority on strengths based work in Gloucestershire. Strong and growing national presence through NESTA, Key Cities and Centre for Public Impact.		

Reduce risks faced by rough sleepers through the implementation of social impact bonds	Jennie Watkins Anne Brinkhoff	Complete	Co-commissioning project to support a cohort of 16 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 - Housing Zone funding has now been fully implemented and there has been significant progress made in determining applications and facilitating the development of key housing sites in the City Centre, including at the Prison, Greyfriars and Black Dog Way.  Officers have worked closely with Gloucester City Homes over the past 2 years to produce two development briefs for each of Matson and Podsmead estates. Both were adopted by the Council in October 2019 as Supplementary Planning Documents.		
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- a planning application is expected in the next 3 months. 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		Ongoing

Enable customers to access services in a modern and efficient manner	Hannah Norman Jon McGinty	In progress	Popular 'Know your bin day' functionality added to website in December 2019. Garden waste and other Council microsites reskinned to adopt Council website style. Restyled website launched in 2019. New Skype for business contact centre technology went live January 2020. 'My account' functionality' launched December 2019. Disabled parking ANPR permit request, PSPO report it online functionality launched December 2019.	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	Complete	The Property Investment Board has completed two investments to date: St. Oswald's Retail Park and the Eastgate Shopping Centre. The Board is actively identifying further potential investments in line with the strategy		
Relocate council staff to Shire Hall in the short to medium term to facilitate disposal of Herbert/Kimberley/Phillipotts 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	Complete	The review is complete and has resulted in an increased choice of cremation services (including a greater range of times and budget options); and the installation of a new audio system and a webcast facility in the crematorium chapel.		



