

Council Plan update - March 2021					
Council Plan Key Action/Project	Lead Cabinet Member/ Officer	Status	Comment	For actions 'in progress'	
				Complete by May 2021? Yes/No	If no, % completion by May 2021
WORKING TO CREATE A VIBRANT AND PROSPEROUS CITY					
Develop a Major Projects Programme to programme and project manage the delivery of Kings Square/Quarter redevelopment. This includes the sale and redevelopment of the Council's former offices (HKP), the redevelopment of the Fleece, St. Oswald's, and the development of the Barbican and Wessex House sites. All schemes to maximise the use of low carbon construction methods and energy production and minimise lifetime carbon costs.	Richard Cook Ian Edwards	In progress	Agreement to the establishment of a Major Projects Board following the appointment of a Major Projects Manager in Spring 2021. All major projects currently progressing with, for example, Kings Square now on site, Phase 1 of Kings Quarter on site in March 2021 and Tesco's engaged with a Registered Provider to progress the St Oswalds housing scheme alongside the City Council.	No	80%
Deliver a successful festivals & events programme, including a launch and sustainable programme for Kings Square, and improved coordination of a low-carbon impact festivals and events programme across the City	Steve Morgan Philip Walker	In progress	The Covid-19 Pandemic has had a significant impact on the delivery and planning of Festivals and Events in 2020/21. Almost all activity has had to be cancelled or postponed. However, some high profile activity did proceed including Of Earth and Sky, Ghia at Gloucester Cathedral, a mainly online History Festival and elements of Bright Nights (until hit by national lockdown) Strong progress in developing an effective covid recovery group which will go on to serve as a more collaborative events partnership. A delivery partner for Tall Ships was procured and is planning an event for 2021.	No	20%
Seek clarity on the process and timescales for City of Culture and explore whether future candidate city status would complement and help drive the City's wider ambitions for culture, events and festivals, history and heritage, social and capital investment, digital and climate action.	Steve Morgan Philip Walker	Complete, but remains an ongoing objective	No announcements have been made by DCMS on the 2025 City of Culture or subsequent years. As a consequence there is no clarity on the process or timescales.	Ongoing	
Develop a clear vision for the Guildhall, Museum and Blackfriars <i>(In the Council Plan extension, this was incorporated into the action on line 20 of this spreadsheet)</i>	Steve Morgan Philip Walker	In progress	Development plans nearing completion and will be reported to Cabinet by May 2021.	Yes	

Start implementing the digital strategy for the City, including proposals to repurpose the former UK:DRIC	Richard Cook Jon McGinty	Not started	Although the Digital Strategy was approved by Cabinet in February 2020, work to publicise it was delayed as resources were focused on tackling the pandemic. Some of the actions within the strategy are being taken forward by third parties (e.g. rollout of fast fibre infrastructure across the city by CityFibre) but others are on hold pending the ability of council officers to devote more resource to this activity. A staff consultation on new management arrangements across the council is in part looking to address this resource challenge. The Council has agreed with GFirst LEP a position statement on the former UKDRIC.	No	0%
Set up a new Place Marketing function	Steve Morgan Philip Walker	In progress	Manager appointed, Outline Strategy approved by Cabinet 10 February 2021. Recruitment underway for other posts within the team. Effective relationship building with the wider community in the City.	Yes	
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.	Yes	
Approve proposals and secure funding for the regeneration of the Fleece	Richard Cook Ian Edwards	In progress	Outline solution agreed with Dowdeswell. Currently developing Detailed solution and JV model to develop the scheme. £100k approved by Cabinet to support project design. £300,000 available from the Heritage High Streets Action Zone. Unsuccessful application submitted to the LEP for funds and project currently identified as one of the City's priorities for a Levelling Up fund bid as well as on the GEGJC Capital Infrastructure Pipeline. Exclusivity Agreement agreed with Dowdeswell and lease to occupy unit on Westgate Street currently being negotiated.	No	50%
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.	Yes	
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.	Yes	
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.	Yes	
Adopt the City Plan	Andrew Gravells David Evans	Complete	Council approved Draft on Deposit in September 2019. Examination likely in summer 2020.	Yes	
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 with Phase 2 currently under construction. Quayside House redevelopment being led by County Council and offices substantially completed.	No	90%

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.	Yes	
Support the work of the Great Places Programme to feed into the bid for City of Culture 2025	Steve Morgan Jonathan Lund	Complete	Great Place now completed. External independent evaluation has shown that the project has been effectively delivered and impactful in the City and beyond. A full report on the evaluation will be made to Cabinet. Great Place has helped position the City to be a credible candidate for City of Culture if there is an ambition to move forward once details of future bidding rounds are released by DCMS. This builds upon the audit of the City's appetite for and capability to deliver a credible City of Culture Bid undertaken in 2019 and encouraging support via the last State of the City event.	Yes	
Produce a Gloucester Museums Development Plan to access funding streams and create a resilient service	Steve Morgan Jonathan Lund	In progress	Development plans nearing completion and will be reported to Cabinet by May 2021.	Yes	
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	Yes	
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	Agreement to high level digital strategy priorities in February 2019. Fleshed out Digital Strategy with detailed action plan approved by Cabinet in February 2020. As per 9 above, progress implementing actions within the strategy has slowed due to reprioritisation of resources onto tackling pandemic.	Yes	(In reference to development of a digital strategy, goal has been 100% achieved. In reference to implementing the strategy, see 9.above)
WORKING TO MAINTAIN A SAFE AND ATTRACTIVE CITY					
Agree a climate change strategy and an action plan and commence its implementation	Richard Cook Meyrick Brentnall	Complete	Climate Change Strategy and associated action plan to full Council February 2021.	Yes	
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.	Yes	

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.	Yes	
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	Yes	
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	Yes	
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 and the project will not proceed.	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.	Yes	
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.	Yes	
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.	Yes	
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	
Open/Improve and develop the Robinswood Hill Visitor Centre	Richard Cook Meyrick Brentnall	Complete	The Robinswood Hill Visitor centre has been completed. Due to COVID-19, the visitor centre and cafe are not open to the public. the office space is currently underused. Despite this, the Council had a formal opening of the site in Autumn 2020.	Yes	

WORKING TO BUILD STRONG AND RESILIENT COMMUNITIES				
Reduce homelessness (including street homelessness) through better prevention and more housing supply to generate more and better-quality temporary accommodation	Jennie Watkins Ruth Saunders	Complete, but remains an ongoing objective	Covid 19 has enabled Housing Services to house more people temporarily and focus on their needs to help avoid further homelessness. Taking a bespoke approach to homeless households and rough sleepers has seen a reduction in number Rough Sleeping since March 2020. The Success of the NSAP bid has secured 51 units of supported accommodation which, on top of other schemes, provides a significant amount of accommodation to meet the current demand.	Ongoing
Working with the Gloucester Community Building Collective CIC, further strengthen community building activity across all parts of the City	Jennie Watkins Anne Brinkhoff	Complete	Gloucester Community Building Collective incorporated in November 2019. Company has produced an ambitious 5 year business plan with a robust financial strategy and has had a very successful first year of operation.	Yes
Adopt and implement a Social Value Policy	Jennie Watkins Ruth Saunders	Complete	Social value policy has been adopted and measures form part of our procurement packs. We are working with the VCS and contractors to ensure that social value projects are appropriate and meet current needs in our community	Yes
Develop ways and structures to harness and sustain the cross-city partnership working evident during the COVID-19 Pandemic to offer systemic accountability for the "State of the City"	Richard Cook Anne Brinkhoff	Not started	Delayed due to Covid-19 Pandemic.	No
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.	Yes
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.	Yes
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 and regional presence through NESTA, Local Government Association, 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 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. Contract performing strongly and delivering significant outcomes for this cohort. Contract extended for 12 months to finish in March 2022.	Yes	
Improve conditions in the Private Housing Sector	Jennie Watkins Neil Coles	In progress	Work is progressing to review private sector housing enforcement policies and procedures to ensure that enforcement options align with current best practice to tackle poor housing conditions in the private rented sector. Clear focus on improving housing conditions is now embedded within the team and formal enforcement action is being instigated where proportionate to do so to safeguard residents health and well-being.	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.	Yes	
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.	Yes	
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	We Can Move programme (Active Gloucestershire) in Barton & Tredworth resulted in perceived increases in physical activity, improved physical activity infrastructure as well as increased community engagement, cohesion and empowerment. The Blackbridge Sports Hub team expects to have planning application submitted in early Spring 2021 with the intention of work starting on site in Autumn 2021 with plans for an Autumn 2022 opening.	No	70%

WORKING TO PROVIDE GREAT SERVICES THAT ENSURE VALUE FOR MONEY					
Continue with our 'channel shift' programme, enabling our transactional services to be accessible via the website and turning off the face to face channels where we can so that customers can access our services in a modern and efficient manner. <i>(In the Council Plan extension, this was added as part of the action on line 53 of this spreadsheet)</i>	Hannah Norman Bob O'Brien	Complete, but remains an ongoing objective	Customers can now access 60 digital services via our website. These range from reporting an issue in a street, park or open space, to checking their council tax bill or benefits information. Vehicle licensing services launched in late 2020/early 2021 have also removed the need for taxi drivers and operators to visit Council offices unnecessarily. 82% of customers who use these new digital services rate them 4 stars or higher, out of a total of 5 stars. This feedback is providing valuable customer insight which helps us improve and refine these services. For services that are not yet online, in 2020 68% of customers surveyed said that they'd use an online service in the future. In Spring 2019, an appointments system was introduced which saw customer wait times reduce by 15 minutes by July 2019. A new Contact Centre was launched in early 2020. This resulted in improved performance, reduced wait times and provided contact centre services to Housing and revenues and benefits teams for the first time. Messaging is used to encourage use of our new digital services. The Council website and third party sites have been updated to have the same look and feel, so that customers have a consistent experience across our digital channels that they can trust.	Ongoing	
Develop a commissioning programme for our larger contracts (2020 -2024/5), including the redesign of the waste and recycling service; our IT service; our Business Processing (Revenues and Benefits) service; and Leisure	Hannah Norman Bob O'Brien	Complete	Programme Produced. Waste Contract will be completed by end March 2021. Revenues and Benefits Contract relet to Civica. ICT Contract under active discussion with County Council. Leisure Contract will be the principle focus of activity from mid-2021.	Yes	
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 and Communications with a strong Business Partner (BP) model. Shared arrangements with Tewkesbury Borough Council in a number of DM posts, including the Planning Transformation Manager.	Yes	
Ensure value for money in the delivery of services	Hannah Norman Jon Topping	Complete, but remains an ongoing objective	All service areas continue to review services delivered and ensure all opportunities are 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 Bob O'Brien	Complete, but remains an ongoing objective	Report It launched May 2020 and iterated through the summer. This enables customers to report 30 different issues relating to streets, parks or open spaces. New digital services for vehicle licensing customers launched in late 2020/early 2021, allowing drivers and operators to apply and pay for licenses online. All users of our new digital services are invited to provide feedback at the end of each process, and a digital customer survey was launched in the summer. This feedback provides excellent customer insight and is used to improve our services.	Ongoing	

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.	Yes	
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.	Yes	
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.	Yes	
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 Philip Walker	Complete	The new fees and charges were implemented in April 2018 and in year 1, the new charges generated an additional £10k in income. Further work took place in late 2020 to review operations and savings identified that resulted in reduction of opening hours. Options to seek more cost-effective ways to deliver the service in future are being explored. UPDATE - JAN 2021 - Opening hours have been reviewed as a result of the pandemic which also coincided with a vacant position. The service is now open 4 days a week with a staff saving of £12k per year whilst still being accessible and having listened to our customers. The next step of this is to test the water and see if there may be any suitable businesses in Gloucester who may wish to run the service on behalf of GCC.	Yes	
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.	Yes	