

Council Plan Update November 2022			
Council Plan Key Action/Project	Action Deadline	Comment/Update	Expected Outcome
Building greener, healthier, and more inclusive communities			
Leading A Healthy Lifestyle			
Recruit and manage a Food Inclusion Officer for Gloucester for two years and report on the outcomes of that work.	March 2022	The role of Food Inclusion Officer has been filled. The City Council's Food Strategy is currently ready in its first iteration for review.	Completed
Ensure delivery of a quality leisure offer for residents through conducting an options appraisal for seeking the best operational model for the city by September 2023.	September 2023	Options appraisal completed in January 2022, and a Partnership Development Plan developed and agreed by July 2022. Condition Survey for Leisure estate commissioned - due for completion by end of December 2022. Sports and Leisure Strategy commissioned for completion by end of December 2022	On time completion expected
Provide a grant of £10k per year to 'We Can Move', as part of the partnership delivery of the project.	Annual commitment	We have provided funding to the We Can Move project along with other partners and continue to support the initiative which aims to get more people enjoying an active life.	Completed
Tackling Inequalities			
Deliver the Barton and Tredworth Task Force, reporting on and embedding learning from this work.	March 2023	With the element of Education and Empowerment completed, we have moved on to the Enforcement element, which is showing early success (e.g. Hopewell Street - no receptacles on the pavement). Quarterly report developed to provide Ward Members with timely information, avoiding duplication.	On time completion expected
Review and update the People Impact Assessment process to ensure equality is reflected in council decision-making and ensure that the Equalities Working Group action plan is delivered across our teams by	March 2023 and moving into business as usual	The first part of the action is being completed. The Equality Working Group Action Plan is being updated currently, and the new actions will be embedded into the Council's Service Plans.	On time completion expected

integrating into team service plans each year.			
Support the Commission to Review Race Relations and formally consider any recommendations that are relevant to the council – reporting on progress and further activity in 2023.	March 2023	The work in implementing the Calls to Action continues. A legacy institution has been identified and initial conversations have taken place. These conversations continue in order to ensure we progress the Calls to Action.	On time completion expected
Keeping Our Streets Safe			
Develop policy to increase the use of Community Protection notices by January 2023.	January 2023	The CPN policy has been adopted as part of the Community Engagement and Regulatory Policy.	Completed
Secure the continuation of Solace, our antisocial behaviour service, as a partnership with the Police and Crime Commissioner and Cheltenham Borough Council by December 2022, and monitor interventions.	January 2023 moving into business as usual	Solace continues to operate in Gloucester and Cheltenham and, as a result of successful Safer Streets funding, will grow into rural districts over the coming year.	On time completion expected
Deliver Annual Asset Based Community Development training to staff, building on the learning from COVID-19 and community recovery.	Annual commitment	Lunch and Learn on ABCD completed and further training being planned for 2023.	On time completion expected
Reducing Homelessness			
Develop Wessex House – plans agreed by December 2022.	March 2024	The Wessex House site is currently being used as a construction compound for the Council's forum development. An options appraisal for this site will be commissioned in the next quarter to inform a subsequent planning application.	Delay expected
Reduce the use of Bed & Breakfast accommodation for temporary accommodation by 20%.	March 2024	The current challenges we face in securing move-on and permanent accommodation solutions for homeless households are limiting progress against this action.	On time completion expected

Set up an in-house Home Improvement Agency to support vulnerable and disabled residents to remain in their homes.	March 2023	It is intended that the Home Improvement Agency will be implemented through a series of key steps during the year. Work is currently reviewing best practice and exploring delivery options, however, the team resources have been used to support the local Migration work recently, hence the delays.	Delay expected
Combatting Environmental Crime			
Reduce reported incidences of flytipping by 30% by March 2024.	March 2024	Fly tipping data is monitored quarterly. We expect to see the figures increase, as a response to our improved reporting mechanisms, then stabilise, then begin to reduce.	On time completion expected
Continue to tackle littering through the use of Fixed Penalty Notices (FPNs) – stabilise in year 2022-23 and reduce FPNs in 2023-24.	March 2024	The following is the number of FPNs issued by Enforcement Officers for Littering offences during Quarter 2: <ul style="list-style-type: none"> • July 2022: 95 • August 2022 89 • September 2022: 35 <p>Due to recruitment issues, the number of officers issuing FPNs has been reduced recently.</p>	On time completion expected
Report on the actions and learnings from taking a place-based task force approach in September 2022, with recommendations to embed within business as usual.	March 2024	The outcomes relating to enviro-crime enforcement interventions have been reported to Cabinet and those for housing-related interventions will be reported at a future date.	On time completion expected
Building A Sustainable City of Diverse Culture and Opportunity			
Advancing Regeneration Schemes			
Complete construction of the Forum with Hotel open and offices 50% occupied or pre-let by December 2024.	December 2024	Work is well underway on site. Most demolition is complete and 60% of foundations laid. Hotel and car park occupiers identified and progressing through legal. No project delays reported as yet.	On time completion expected
Deliver and complete the Kings Square regeneration project by Spring 2022.	30 June 2022	The square is open, and works are complete.	Completed

<p>Continue to work with Gloucester City Homes to achieve the regeneration of Matson and Podsmead.</p> <p><i>(Reporting on this action will focus on the Podsmead scheme as the regeneration of Matson is now likely to extend beyond the period of this plan.)</i></p>	<p>March 2023</p>	<p>Officers of several services have worked with Gloucester City Homes to progress the regeneration of the two estates. In recent months GCH has taken the decision to press on with its scheme for Podsmead whilst proceeding at a more limited scale in Matson and with a longer timescale.</p> <p>Cabinet gave authority in December for officers to enter negotiations with GCH on the Heads of Terms for the sale of three sites in Podsmead. This should give the housing association the confidence to finalise and submit a planning application for the scheme in the New Year.</p> <p>In Matson GCH will continue the development of smaller sites, and relevant officers are liaising where appropriate to facilitate the progress.</p>	<p>Delay expected</p>
<p>Growing Gloucester's Economy</p>			
<p>Further develop the model of Skills Academy at the Forum using the Social Value model to provide appropriate placements/skills for Gloucester residents.</p>	<p>November 2024</p>	<p>The Learning Hub at The Forum was opened by Kier Construction in August 2022 and now provides a suite of services to create links between employers and recruiters within the Forum development and local residents. The Hub provides training and learning courses, work experience opportunities for young people, and visits schools and colleges to promote the local employment opportunities.</p>	<p>On time completion expected</p>
<p>Actively support the BID re-ballot in 2022.</p>	<p>July 2022</p>	<p>The BID second term ballot was carried out in June 2022 and was successful, with the BID being elected for a further 5 year term.</p>	<p>Completed</p>
<p>Promote the City as a place for businesses to invest using the Invest in Gloucester</p>	<p>Business as usual</p>	<p>The Council continues to market the city as an investment location using the investgloucester.co.uk</p>	<p>On time completion expected</p>

<p>channel with messaging consistent with the Tourism and Destination Marketing Plan and emerging new City branding.</p>		<p>channel. The Council also works alongside the GFirst LEP to market the County to prospective investors.</p> <p>During the year to date activity has included:</p> <ul style="list-style-type: none"> • The introduction of a Regeneration Newsletter, which highlights the investment opportunities in the city centre • Support for the GFirst LEP to market the County to Advanced Engineering and Aerospace companies at the Fairford Air Tattoo and the Farnborough Air Show. • Responding to individual enquiries from prospective investors in the city. 	
<p>Strengthening Our Cultural Offerings</p>			
<p>Implement Years 1, 2 & 3 of the Museum Development Plan by the end of 2023, secure Blackfriars Priory future management with Historic England by 2023 and secure funding to implement improvements (ie. bar expansion, dance floor refurb, live-streaming performances) at Gloucester Guildhall by the end of 2024.</p>	<p>March 2024</p>	<p>Guildhall Galvanised - the council secured funding from Arts Council England for over £250k capital investment into improvements in the Guildhall. This includes WiFi, bar-expansion and upgrades throughout the venue to increase performance. Funding achieved and refurbishment project was delivered over Summer - Autumn 2022.</p> <p>Additional funds have been secured for Gloucester Guildhall for 3 year from 2023-2026 to support programme development.</p> <p>MEND funding from ACE achieved for Museum of Gloucester with project commencing in 2023.</p> <p>Museum of Gloucester Yr 1 plan has been implemented with progress on Yr 2 on track</p>	<p>On time completion expected</p>

		Negotiations regarding Blackfriars future management are under way.	
Work in partnership with Gloucester Culture Trust and others to ensure that the Cultural Strategy action plan is delivered to ensure that culture is accessible to all, reporting progress to council on an annual basis.	Business as usual	<p>We continue to work closely with GCT and work in partnership to ensure the delivery of the cultural strategy. We have recently worked closely together on the vision for Kings Square programme as well as the Gloucester Roundhouse exchange partnership. We worked closely with GCT on exploring the potential for submitting a Place Partnership bid to Arts Council England.</p> <p>The announcement in Nov 2022 of National Portfolio Organisation funding has awarded multi-year funding deal for Gloucester Culture Trust which will help to stabilise the organisation for the period 2023-2026.</p>	On time completion expected
Using the opportunity offered by Gloucester being identified as a Priority Place by Arts Council England, encourage our cultural partners to be ambitious, demonstrate best practice and seek national recognition from the arts, heritage and cultural sectors. Increase the number of National Portfolio Organisations in the city and retain accreditation status for the Museum of Gloucester. Encourage co-creation with our communities and ensure that culture is embedded in the city's future plans, policies and strategies.	Business as usual	<p>6 Gloucester based organisations applied for NPO funding. Of these, 4 organisations were successful including Strike A Light, Gloucester Guildhall, Gloucester Culture Trust and Gloucestershire Libraries.</p> <p>Your Next Move were included in the Guildhall NPO application, to incubate and support the organisation to grow, with reciprocal mentoring while developing the Guildhall as a home for dance in Gloucester.</p>	On time completion expected

Promoting Our City			
Working with our partners to support the Festivals and Events sector we will provide advice, guidance and funding to ensure a quality and engaging programme of events across the city including Kings Square, with an annual report on activity and planned future activity.	Business as usual	<p>Festivals & Events team continues to support the sector.</p> <p>Following the successful Kings Square launch event in Q1, the team delivered Luminarium in Kings Square in Q2 which (despite 40 degree heat) wowed audiences and generated over £20,000 income.</p> <p>Q3 progress includes the successful Lantern procession, Christmas Tree of Light and development</p> <p>We are working with a producer to create a bid for work across Bright Nights, Kings Square, Lantern Parade and our global streets partnership with Strike A Light and Festival.org</p>	On time completion expected
Deliver the city's Tourism and Destination marketing plan to increase the number of visitors into the city on an annual basis, with increased emphasis on digital channels to attract identified priority visitors and reduce carbon impact.	March 2024	A lot of the objectives have had actions completed against them. A progress report has been sent to Cabinet in December. We are ahead of target on hits to the Visit Gloucester website and SEO score.	On time completion expected
Brand, capture and promote the rich and diverse story of Gloucester in order to attract national and international audiences to the city. Encourage responsible tourism through providing information and advice on our website and through targeting eco-travellers by the end of 2023. Work with partners to use and embed the new city branding by the end of 2022.	Business as usual	Travel Trade events attended mean Gloucester is firmly on the tourism map in front of the right businesses. We have provided content to Visit Britain for 2023 so they can distribute that to their international offices.	On time completion expected

Enhancing Our Green Spaces			
Report on the progress of the Open Space strategy.	March 2024 / Business as usual	We are continuing to make progress against the objectives set out in the Open Spaces Strategy. Two additional outdoor gyms have been provided at Milton Avenue and Armscroft Park. Habitat creation schemes and management plans have been introduced on 25 sites. Grant funding of £100,000 has been made available to sports clubs for grass pitch improvement works. Additional support in the form of training and insurance cover has been given to Friends groups. Green flags have been retained for existing sites and work is underway on Green Flag management Plan for Gloucester Park (aim to attain Green Flag status in 2024).	On time completion expected
Increase the number of Green Flag parks to 4 by 2024.	March 2024	Green flags for Barnwood Arboretum, Saintbridge Pond and Robinswood Hill have been retained. This is testament to the dedication of the communities and officers involved. Work is underway on a Green Flag Management Plan for Gloucester Park (aim to attain Green Flag in 2024).	On time completion expected
Develop a Green Infrastructure Plan.	March 2023	Consideration will be given as to the necessity of a standalone Strategy as part of the Climate Change Strategy and Action Plan drafting process.	On time completion expected
Building A Socially Responsible and Empowering Council			
Our Promises Becoming A Smart City			
Agree a suite of projects that will comprise the second phase of the Gloucester Digital Strategy by summer 2022. The projects will be ambitious and collaborative, aiming to set the agenda for combined action over the next 5 years.	March 2024	In the light of the Council's cyber incident in December 2021 the decision was taken by officers to suspend work on progressing the Gloucester Digital Strategy. Propose to defer this project until 2023.	Delay expected

<p>Establish a Gloucester Digital Steering Group to comprise Gloucester organisations that are committed to driving forward the Digital Strategy and to put Gloucester on the map as a smart, digital city.</p>	<p>March 2024</p>	<p>In the light of the Council's cyber incident in December 2021 the decision was taken by officers to suspend work on progressing the Gloucester Digital Strategy. Propose to defer this project until 2023.</p>	<p>Delay expected</p>
<p>Continuously improve and expand our end-to-end digital services in line with best practice, ensuring that they are as accessible as possible.</p>	<p>Business as usual</p>	<p>We continued to work collaboratively on promoting self-service and online options on the telephone, working to continuously improve and expand our digital services through regular meetings.</p> <p>We have created Contact Us forms, a corporate complaints process, FOI online process and expanded Report It.</p> <p>Some improvements works have been suspended due to the cyber incident, but we anticipate being able to reinstate and implement more processes shortly. This includes check your bin day, reporting of missed bins and booking bulky collections. In addition, the reinstating of My Gloucester.</p> <p>All of the online changes previously implemented have enabled customers to self-serve and therefore reduces the need to contact us via telephone and expands our digital offering.</p>	<p>On time completion expected</p>
<p>Embedding Social Value</p>			
<p>Increase the social value generated through the Social Value Policy for the City by 2024.</p>	<p>March 2024</p>	<p>Since April 1st, 2022, the social value generated and reported through the social value portal equates to £1,040,864 against contracts to a total value of £7,805,486.</p>	<p>On time completion expected</p>

Enhance the Social Value Policy to include wider purchasing by the Council.	March 2024	The review of the policy has begun, and options being explored include incorporating contract extensions, purchases on frameworks and purchases via delivery partners into the policy.	On time completion expected
Deliver the Social Value plan for the Forum.	Summer 2024	The Learning Hub at The Forum was opened by Kier Construction in August 2022 and now provides a suite of services to create links between employers and recruiters within the Forum development and local residents. The Hub provides training and learning courses, work experience opportunities for young people, and visits schools and colleges to promote the local employment opportunities	On time completion expected
Delivering Quality Waste and Street Care Services			
Transition successfully to the new waste partnership by 1st April 2022.	April 2022	The contract was successfully migrated with a seamless transition for residents. The service remains as it was and collections days have also remained the same. As we move forward, we look to digitally transform our systems bringing greater efficiency and improving performance.	Completed
Maintain a minimum recycling level of 45% and develop a waste strategy to enable an increase.	March 2024	We continue work with residents to reduce residual waste and increase recycling. Campaigns this year include Pledge for Plastics and a comprehensive food waste campaign which rolls out in November. The county wide food waste campaign will target every household.	On time completion expected
Deliver a community consultation to get feedback on our plans to increase recycling and reduce waste.	March 2024	The Gloucestershire Waste Partnership consultation is currently out for resident feedback regarding the 4-year waste strategy for Gloucestershire which includes Gloucester City.	On time completion expected

Addressing Climate Change			
Work towards the delivery of net zero emissions across the City Council's functions by 2030 and district-wide net zero emissions by 2045.	March 2024 / Business as usual	This is a work in progress, the next step of which is appointing an external consultant to co-deliver the Climate Change Strategy and Action Plan.	On time completion expected
Energy use in council properties will be continuously monitored and reported on annually, with a view to utilising available funding and grants to reduce consumption.	Business as usual	A report is to be delivered to Cabinet in January. The report shows energy consumption (gas and electric) and gives an overview of the success of the ground source heat pump and solar panels at Plock Court and the bus station roof and the impact this has had on reducing our carbon output (and cost). However, it is for the Climate Change Manager to help ascertain upcoming funding and grant availability and for property to work with them to best allocate funds. We continue to work with our tenants to help secure possible climate sensitive retrofits, such as LED's, EV's and solar panels.	On time completion expected
All capital projects being funded by the Council to be net carbon zero in operation with the ambition to be net carbon zero in construction.	March 2024	The major capital project funded by the authority at present is the Forum Development. This project started prior to this target, however there are a range of carbon initiatives built into that scheme.	On time completion expected
Serving Our Residents			
Increase online options and monitor customer feedback quarterly.	Business as usual	<p>We have implemented a Contact Us form online for customers to use for many services and this supports online options, and have been working on an online FOI form with the Transformation Team which is due to go live at the beginning of Oct.</p> <p>We send out customer feedback surveys on all outgoing emails and on some calls. This survey is currently monitored and the comments and data on a</p>	On time completion expected

		<p>monthly basis and this is provided to SMT, GMT and also customer services.</p> <p>In addition, we ask for feedback from customers who use online forms and have been reporting back on this feedback.</p>	
Set a balanced budget each year and monitor income and expenditure to ensure value for money in the delivery of services, and report on this quarterly.	Business as usual	<p>Draft MTFP in progress, presented to O & S and Cabinet.</p> <p>Continued manual processes in place as a result of the cyber incident to monitor income and expenditure.</p>	On time completion expected
Benefits, council tax support and grants for local businesses will be delivered in a timely manner and reported on quarterly.	Business as usual	<p>The Open Revenues system has been restored following the cyber incident. It is pleasing to report the backlog of work for business rates has been processed and we see a return to business as usual.</p> <p>There remains a backlog of new benefit claims and council tax changes to administer, resource is effectively managed daily to clear these items as quickly as possible.</p> <p>Some system functionality has not been restored fully for example online forms and data share channels with DWP, we are working closely with Gloucester ITO to resolve these issues.</p> <p>As a result of the incident the Council has procured a cloud-based solution for Open Revenues that will be implemented in the Spring of 2023</p>	On time completion expected