

Bi-Annual Progress Report on Council Plan Actions and Projects 2022-2024			
Council Plan Key Action/Project	Action Deadline	Comment/Update	Expected Outcome
Building greener, healthier, and more inclusive communities			
Leading A Healthy Lifestyle			
1. Recruit and manage a Food Inclusion Officer for Gloucester for two years and report on the outcomes of that work.	March 2022	The Lead Officer has successfully worked in collaboration with the Gateway Trust to develop the <i>Nourishing Gloucester – A Food Strategy for All</i> , the primary aim of this strategy is to ensure that in future, everyone in Gloucester has access to nutritious food and no one goes hungry, whilst also acknowledging that there are broader issues affecting our neighbourhoods which are closely interlinked with food insecurity.	Completed
2. Ensure delivery of a quality leisure offer for residents through conducting an options appraisal for seeking the best operational model for the city.	September 2023	Following the unexpected closure of the Leisure facilities, the Council contracted an interim leisure provider to manage the city’s facilities at GL1 and Oxstalls. The interim provider will operate the facilities until 1 Jan 2025. This has impacted the procurement timeline for securing a long-term management arrangement. Work has progressed and a new timeline set for the procurement process to commence in mid-Feb 2024 with a plan to secure an operator on track for a contract that will commence from 2 Jan 2025.	Delayed
3. Provide a grant of £10k per year to ‘We Can Move’, as part of the partnership delivery of the project.	Annual commitment	The City Council is committed to support Active Gloucestershire that coordinates ‘ <i>We Can Move</i> ’ Inspiring people to unite behind a common vision to increase physical activity. Connecting individuals and organisations to build strong collaborative partnerships. Enabling the growth and impact of We Can Move, through providing a range of resources, training, and support.	Completed
Tackling Inequalities			
4. Deliver the Barton and Tredworth Task Force, reporting on and embedding learning from this work.	March 2023	The Enviro-Crime Team resource reduced in August 2023 due to an Environmental Crime Officer leaving Council employment. In order to pick up the daily inspections duties, remaining team members are undertaking a minimum of 4 street inspections weekly, working alongside colleagues from the Waste & Recycling Team in the Barton and Tredworth area as a starting point with a view of expanding to other wards. Their focus is direct engagement with more door-knocking and visiting businesses to resolve, at an early stage, ‘bin on highway’ issues and possible trade waste matters, in addition to the usual flytip and other investigations.	Completed
5. Review and update the People Impact Assessment process to ensure equality is	March 2023 and moving	People Impact Assessments (PIA’s) are embedded in the policy and procedures of the City Council, the process is dynamic and will be continuously reviewed and updated in accordance with the Council’s ED & I Policy.	On time completion expected

reflected in council decision-making and ensure that the Equalities Working Group action plan is delivered across our teams by integrating into team service plans each year.	into business as usual	Managers will be asked to indicate how the work of their team will contribute tackling inequalities.	
6. 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 Council has continued to engage with the organisation that is emerging from the Race Commission work. GREAG (Gloucestershire Race Equality Action Group) has been supported through its start-up phase by the VCS alliance who are acting as a host-organisation. GREAG is in the process of re-branding and shaping its priorities going forward.	Delayed
Keeping Our Streets Safe			
7. Develop policy to increase the use of Community Protection Notices by January 2023. <i>(Going forward, this action will focus on the 'appropriate' use of CPNs alongside the other tools available for tackling antisocial behaviour.)</i>	January 2023	The use of CPNs now forms part of the tools used by officers to tackle ASB cases within the city. 'Putting Victims First' includes measures which are designed to give victims and communities a say in the way anti-social behaviour is dealt with the ASB Case Review and the community remedy. ASB Case Review gives victims the ability to demand action, starting with a review of their case, where the locally defined threshold is met. The Community Remedy is intended to give victims a say in the out-of-court punishment of offenders for low-level crime and ASB.	Completed
8. 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	The Solace structure is now permanently embedded and hosted by the Council and is comprised of a collaborative team of professionals across two urban districts (Cheltenham & Gloucester) and the Constabulary. Typical examples of interventions are as follows: <ul style="list-style-type: none"> - drugs/alcohol - crime, intimidation and abuse - noise and general ASB/estate management The service aims to ensure risk assessments are completed within 3 days of the report being received. Complainants were contacted within 3 days of the report being received (decrease is due to some cases having no complainant) Where necessary cases are being investigated jointly or with a multi-agency aspect	On time completion expected

9. Deliver Annual Asset Based Community Development training to staff, building on the learning from COVID-19 and community recovery.	Annual commitment	ABCD is now embedded on the ethos of the City Council, Officers schedule regular updates and training to all staff and councillors through online forums such as MS Teams.	On time completion expected
Reducing Homelessness			
10. Develop Wessex House.	March 2024	The site is being used as a compound for The Forum development until the end of 2024. Officers are working to procure an architect so that a planning application can be submitted in the Autumn of 2024.	Delayed
11. Reduce the use of Bed & Breakfast accommodation for temporary accommodation by 20%.	March 2024	<p>The Council was on track to meet the target of reducing the use of Bed and Breakfast accommodation for temporary accommodation in 2022-23, however since then, the demand on homelessness services has continued to rise through the economic climate, shrinkage of the private rented sector, rising private rent levels and the impact of refugees leaving Home Office accommodation.</p> <p>At the end of Q3 the number of B&B placements exceeded that for the whole of 2022/23 and consequently the challenging target to reduce B&B use by 20% will not be met this financial year.</p> <p>The Temporary Accommodation Acquisition Programme that will deliver new units of temporary accommodation towards the end of Q4 will support the reduction in B&B use in 2024/25 providing demand for temporary accommodation does not continue to increase.</p>	Completion not expected
12. Set up an in-house Home Improvement Agency to support vulnerable and disabled residents to remain in their homes.	March 2023	Preparatory work has been undertaken to review processes and procedures in preparation for setting up the Home Improvement Agency. A new Housing assistance policy has been drafted and is due for consultation. Recruitment to new posts is expected to commence in Q4.	Delayed
Combatting Environmental Crime			
13. Reduce reported incidences of flytipping by 30% by March 2024.	March 2024	<p>Although our data shows that we will not meet our target of reducing reported fly-tipping incidents by 30% by March 2024, nevertheless, we are heading in the right direction and if we maintain our level of success, the 30% target may be achieved 2024/2025.</p> <p>We recorded 595 of fly-tipping incidents in Quarter 1, followed by an expected increase to 644 in quarter 2. This increase can be explained by the fact that in summer months, due to obvious reasons, there is always an upward trend in fly-tipping incidents. However, we have seen a positive turnaround with reported incidents dropping to 522</p>	On time completion expected

		in Quarter 3. As it stands, we have recorded 227 of flytipping incidents thus far in quarter 4 (40 days). From Quarter 1 to Quarter 3, there has been a decrease of 12%. If the trend is maintained in Quarter 4 (over 90 days), the reported fly-tipping incidents should be around 510. Therefore, the dropped from Quarter 1 to Quarter 4 would be 14%. This decrease confirms the effectiveness of our 3 Es (Education, Empowerment and Enforcement) strategy, which includes increased community engagement, stronger enforcement measures, and educational campaigns.	
14. 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	<p>Despite staff retention challenges over the past two years, 3GS have seen progress in their efforts to address littering through Fixed Penalty Notices (FPNs). In October, 3GS Enforcement Officers issued 146 FPNs, followed by a decrease to 136 in November and a further reduction to 129 in December.</p> <p>While these figures indicate a downward trend in FPN issued, it is important to acknowledge that staffing levels have significantly influenced the enforcement capacity of 3GS in the City Centre and therefore, the number of FPNs issued on a monthly basis. Given the ongoing challenges caused by 3GS inability to recruit and retain their Enforcement Officers, it would be better for us to reassess our current objective at reducing the number of Fixed Penalty Notices (FPNs) issued for now. A more practical approach might entail adjusting the target to concentrate on stabilising staffing levels and enhancing enforcement capacity before establishing specific reduction goals for FPNs.</p>	On time completion expected
15. 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	<p>A Report and outcomes summary has been circulated to project leads and COMF funding co-ordinator.</p> <p>Multi agency framework delivery has been embedded in Waste, City Centre Improvement and Private Sector Housing teams, and is now delivered as business as usual. An escalation model is also in place for key initiatives.</p>	Completed
Building A Sustainable City of Diverse Culture and Opportunity			
Advancing Regeneration Schemes			
16. Complete construction of the Forum with Hotel open and offices 50% occupied or pre-let by December 2024.	December 2024	<p>Work has been largely progressing as planned on site. All buildings are now largely 'constructed' with cladding nearing completion and first fit fitout underway.</p> <p>In terms of tenancies, to date we have entered into agreements with Hotel Indigo for the new hotel, Q-Park for the new car park and Reef Group for c.30,000sqft of commercial space within the office element of the development. This is approximately 71% of the development let, before construction has completed.</p>	On time completion expected

		We are in advanced discussions with a number of other interested parties for other elements of the office space, but for commercial reasons we are unable to share information about these discussions at this time. The remaining office space is being actively marketed.	
17. Deliver and complete the Kings Square regeneration project by Spring 2022.	30 June 2022	The square is open, and works are complete.	Completed
18. Continue to work with Gloucester City Homes to achieve the regeneration of Matson and Podsmead. <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>	March 2023	<p>Cabinet agreed in January 2024 to transfer 5 sites in Podsmead to Gloucester City Homes (GCH) in order to kickstart the wider regeneration of the estate.</p> <p>We expect to receive a planning application from GCH by the end of March 2024. Subject to securing planning permission and additional funding from Homes England, the development would see the construction of up to 177 new affordable homes as well as new retail, recreation and community facilities built along with enhanced areas of open space including a park and play area.</p> <p>Among the benefits for residents are a revamped shopping area on Podsmead Road and a clearer pedestrian route linking Tuffley and Bristol Road to make it safer for people walking to school and accessing local sports pitches and parks.</p> <p>The development will honour the council's commitment to the environment and to addressing climate change by minimising energy usage in the construction methods and in the energy efficiency of the new homes. It will also have a Sustainable Urban Drainage System (SUDS) that takes account of biodiversity, water quality and flooding.</p>	<p>On time completion expected for Podsmead regeneration</p> <p>Matson regeneration delayed</p>
Growing Gloucester's Economy			
19. Further develop the model of Skills Academy at the Forum using the Social Value model to provide appropriate	November 2024	<p>The model of a Skills Academy based in the city centre has been successfully delivered by Kier at The Forum. As of November, 2023 the Learning Hub has reported, through Kier and its subcontractors that it had provided:</p> <ul style="list-style-type: none"> • 12 FTE jobs for local people 	On time completion expected

<p>placements/skills for Gloucester residents.</p>		<ul style="list-style-type: none"> • 152 hours of careers support to young people (16-24) • 2456 formal training hours • 9 apprenticeships. <p>As the construction of the Forum nears completion, the Council is discussing with Kier Construction how it might continue to sustain the Learning Hub beyond the project in order to support other projects in the city.</p> <p>The Council continues to secure Employment & Skills Plans within Planning consents for large housing developments, encouraging local residents to take employment and learning opportunities within the development industry.</p>	
<p>20. 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>21. Promote the City as a place for businesses to invest using the Invest in Gloucester channel with messaging consistent with the Tourism and Destination Marketing Plan and emerging new City branding.</p>	<p>Business as usual</p>	<p>The GFirst LEP continues to promote the County to investors, and officers work closely with the other districts and the LEP accordingly, receiving occasional visits from overseas prospective investors.</p> <p>The Cotswolds Plus Local Visitor Economy Partnership (LVEP) has been formed, of which Visit Gloucester is a core partner, to strengthen our visitor economy regionally, as well as provide a stronger link between the region, the DMOs and Visit England/ Visit Britain. Part of the LVEP's work is promotion of the partner destinations as great places to work, live and invest.</p> <p>A revamped Visit Gloucester website in 2024 will incorporate Invest in Gloucester's website and platform content about reasons to invest more clearly, and with enhanced search engine optimisation.</p>	<p>On time completion expected</p>
<p>Strengthening Our Cultural Offerings</p>			
<p>22. 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</p>	<p>December 2024</p>	<p>Museum of Gloucester</p> <ul style="list-style-type: none"> ▪ Museum Development Plan continues into Year 3 of the 5-year plan. ▪ Meeting commercial income targets in the shop, cafe and exhibition. ▪ Successful achievement of 2 separate funding bids to support the autumn 2023 – Buttons Badges, Blazers exhibition (delivered) and an archaeological engagement and archiving project due to commence in the next 6-month period. ▪ Appointment of Museum Engagement Officer. ▪ Appointment of a museum advisor to provide future direction on museum programme – report by Feb 2024. 	<p>On time completion expected</p>

<p>performances) at Gloucester Guildhall by the end of 2024.</p>		<ul style="list-style-type: none"> ▪ MEND – Arts Council England funded programme – capital improvements to Museum of Gloucester commenced in Sept 2023 and continue to be delivered until Spring 2024. Reporting due by end 2024/5. ▪ Former Folk Museum decant of museum collections continues after a 6-month delay caused by works taking place at the Folk. <p>Blackfriars</p> <ul style="list-style-type: none"> ▪ Ongoing discussions taking place with English Heritage over the length of term of the new lease. <p>Gloucester Guildhall</p> <ul style="list-style-type: none"> ▪ Guildhall Galvanised capital development project has completed, with report submitted to Arts Council England and all funding drawn down. Project closed. Report due at March 2024 Cabinet. 	
<p>23. 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.</p>	<p>Business as usual</p>	<p>The Cultural Strategy annual update report submitted in February 2024 demonstrated progress across all of the objectives and to deliver the overarching vision of ‘Putting culture at the heart of Gloucester, for the good of all.’</p>	<p>On time completion expected</p>
<p>24. 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</p>	<p>Business as usual</p>	<p>Using the opportunity of being identified as a Priority Place, the city council and its partners have submitted a number of successful funding bids to the Arts Council England. This includes bids to become National Portfolio Organisations (NPOs) from a number of city-based orgs. The number of National Portfolio Organisations in the city has increased from 1 to 4. The total annual investment into these 4 organisations is c.£900k per annum = £2.7m for the period 2023-2026 and represents a 1,039% increase in investment into the city.</p> <p>A co-ordinated city council supported Place Partnership bid has been submitted. Co-creation is a key theme within the Place Partnership bid to Arts Council</p> <p>Museum of Gloucester has retained accreditation status during this period.</p>	<p>Completed</p>

that culture is embedded in the city's future plans, policies and strategies.			
Promoting Our City			
25. 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>An annual festivals and events report was approved by Cabinet on 10 Jan 2024. This report highlighted the success of events and festivals delivered in the city in 2023 – including Coronation celebrations, the Tour of Britain, Gloucester Goes Retro and the Bright Nights Lantern parade which attracted 1,000s into Kings Square. The council continues to provide support for the sector through providing advice and guidance, production delivery and also funding.</p> <p>Outdoor Events and Festivals Fund contributions have been confirmed for 2024-25: Pride in Gloucestershire, Voices Gloucester, Strike a Light, Chispa and GASP.</p>	On time completion expected
26. 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	<p>The council continues to promote the city, across not only Visit Gloucester channels, but across renewed Festivals & Events channels to better drive visitors and residents to our stand-out moments in the Tourism calendar. This includes a new Gloucester Goes Retro website and social channels, new Bright Nights website, new Tall Ships website and social channels, as well as incorporating Film, Meet and Invest channels into Visit Gloucester.</p> <p>In 2023/24 we delivered nine campaigns, driving an average of 28,000 website visitors per month to Visit Gloucester's website.</p> <p>As of November 2023, our footfall growth rate stood at 6.27% year-on-year compared with the previous year. This trajectory means we will return to pre-pandemic levels by January 2026 (Place Informatics Data).</p> <p>Social channels have been particularly successful 2023/24, with Visit Gloucester's following in January standing at 48,411 and rising – 8% higher than in 2022/23. Our content achieves well above average engagement compared with industry norms.</p> <p>Our largely digital Christmas 2023 campaign, Gloucester Believes, helped deliver a record turn-out for the Lantern Procession and Christmas Lights Switch-On, as well as reaching 297,000 people with a positive message about Gloucester being an incredible destination at Christmas. It delivered increased footfall at both Gloucester Quays and Gloucester Cathedral compared with the previous year.</p>	On time completion expected

<p>27. 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.</p>	<p>Business as usual</p>	<p>Emphasis on promotion of greener travel continues and collaboration with GWR and Visit Gloucestershire. Gloucester contributes to the LVEP region-wide plans in relation to the green strand of its strategic objectives.</p> <p>There will be a redevelopment of the Visit Gloucester website in 2024 rooted in the city branding and the launch of a kitemarking system for businesses who interact with Visit Gloucester. Our big sustainability push in 2024 will be on Tall Ships Festival 2024, focusing on encouraging sustainable transportation options when visiting the event, the city and its businesses.</p> <p>We are working on developing a new wayfinding signage toolkit for the council and our development partners to use, working alongside the County Council's cycle spine project. This will help project the city's branding into the built environment as well as help us communicate how to navigate the city in a planet-friendly and accessibly way.</p>	<p>On time completion expected</p>
<p>Enhancing Our Green Spaces</p>			
<p>28. Report on the progress of the Open Space strategy.</p>	<p>March 2024/ Business as usual</p>	<p>The Council continues to make progress against the objectives set out in the Open Spaces Strategy. Notable activity includes:</p> <ul style="list-style-type: none"> ▪ A new orchard at Hempsted. ▪ New trees have been planted to replace those lost during the drought last year. ▪ A further £100,000 has been spent on playground repairs, in addition to the two additional outdoor gyms 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. 	<p>On time completion expected</p>
<p>29. Increase the number of Green Flag parks to 4 by 2024.</p>	<p>March 2024</p>	<p>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 has now been completed on the green flag application for Gloucester Park, Judging will take place in May. A number of improvement works have been identified to both the infrastructure within the park and its maintenance regime to maximise our chances of being successful and gaining this prestigious award.</p>	<p>On time completion expected</p>
<p>30. Develop a Green Infrastructure Plan.</p>	<p>March 2023</p>	<p>This continues to be a work in progress and will be discussed as one of the outcomes of a Cabinet-approved Gloucester Climate Change Strategy.</p>	<p>Delayed</p>
<p>Building A Socially Responsible and Empowering Council</p>			
<p>Our Promises Becoming A Smart City</p>			

<p>31. 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.</p>	<p>March 2024</p>	<p>In the light of the Council's cyber incident in December 2021, IT resources have been focused on the repair and replacement of essential IT systems and servers, instead of taking forward the Digital Strategy.</p>	<p>Delayed</p>
<p>32. 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, IT resources have been focused on the repair and replacement of essential IT systems and servers, instead of taking forward the Digital Strategy.</p>	<p>Delayed</p>
<p>33. 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>Throughout 2023/24 we have continued to promote, monitor and improve the self-service and online channels available to our customers. Many services can now be accessed online including fly-tipping, missed bins, street scene service, extra waste containers etc. During 2023/24 we created an online booking facility for bulky waste collections and this has been well received with good uptake. Since going live in September 2022, we have had 1586 customer use the online booking form.</p> <p>Throughout 2023, we have worked with our partner Ubico to implement a real time system for waste collections which give enhanced visibility on collections.</p> <p>The total number of customer service interactions has decreased by 15% (comparing 01/04/2022 – 31/12/2022 and 01/04/2023 – 31/12/2023), indicating that our focus on improving the customer journey is moving in the right direction. We have seen real channel shift this year, with a 25% decrease in emails and an 27% increase in the use of Report It. This has supported a reduction in phone calls of 15%. With more residents choosing to use Report It and Contact Us, instead of telephoning the Council, we have remained stable with our average wait time for calls to be answered, thereby providing an improved standard of service to those who prefer to speak to us about more complex queries.</p> <p>While many residents still choose to contact the Council by phone, we hope to see these channel shift trends continue as more online options become available.</p>	<p>On time completion expected</p>

Embedding Social Value			
34. Increase the social value generated through the Social Value Policy for the City by 2024.	March 2024	Review of Policy completed and report to Cabinet in February.	On time completion expected
35. Enhance the Social Value Policy to include wider purchasing by the Council.	March 2024	Review of Policy completed and report to Cabinet in February.	On time completion expected
36. Deliver the Social Value plan for the Forum.	Summer 2024	<p>As of November, 2023 the Learning Hub that supports The Forum has reported, through Kier and its subcontractors that it had provided:</p> <ul style="list-style-type: none"> • 12 FTE jobs for local people • 152 hours of careers support to young people (16-24) • 2456 formal training hours • 9 apprenticeships. <p>The centre engages actively with schools and other learning providers and acts as a brokerage to encourage local people to secure jobs in the construction industry, particularly in the development of The Forum.</p> <p>As the construction of the Forum nears completion the Council is discussing with Kier Construction how it might continue to sustain the Learning Hub beyond the project in order to support other projects in the city.</p>	On time completion expected
Delivering Quality Waste and Street Care Services			
37. 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 reliable with the same collection days which caused minimal disruption to residents. In 23/24 we have introduced digital technology to the operation, which has further improved the service and cut down the number of complaints and missed collections.	Completed
38. Maintain a minimum recycling level of 45% and develop a waste strategy to enable an increase.	March 2024	The Gloucestershire Resources Waste Partnership interim strategy 2023-2026 has now been adopted and all District partners commit to the strategy in the spirit of partnership working. It is recognised that due to delay in new waste legislation from government, any major change to service would be fool hardy, however there is still desire to move things forward within our partnership to increase recycling, reduce residual waste with our climate agenda in mind. This interim strategy is flexible, and it is accepted it may need to change to adapt as new legislation becomes clear in the coming months.	Delayed

		The cost of living crisis is starting to affect tonnages across all waste streams, and it is expected that both residual waste and recycling tonnages will fall this year. The percentage of total waste recycled at the half year point was 45.37%, however percentages tend to be higher during the summer months when there are high tonnages of garden waste, it is expected that by year end that percentage will be closer to 42%. To achieve the target of 45% a step change will be necessary and will involve collecting less residual waste.	
39. Deliver a community consultation to get feedback on our plans to increase recycling and reduce waste.	March 2024	As part of work on the wider waste plan for the county, Gloucestershire County Council carried out a waste consultation. The results from this have been made available. The partnership then employed Frith consultancy and the GRWP interim strategy 2023 – 2026 has since been adopted by all partners. This strategy demonstrates our commitment to reduce residual waste and increase recycling by reducing the waste capacity available to residents gradually over a number of years. Gloucester will encourage this during 24/25 by having a smaller bin available for new build properties and on replacement. This will be free of charge.	Completed
Addressing Climate Change			
40. 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	The Gloucester Climate Change Strategy has now been completed and is currently being taken through the Council's governance procedures, with further scrutiny to be undertaken by Overview and Scrutiny Committee on 5 February 2024, Cabinet on 7 February 2024, and March 2024 Full Council, after which it will be put out to public consultation.	On time completion expected
41. 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 was delivered to Cabinet in January 2023. The report showed energy consumption (gas and electric) and gave 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). We continue to work with our tenants to help secure possible climate sensitive retrofits, such as LED's, EV's and solar panels and investigate grant funding opportunities to deliver future projects. We are also moving towards improving 'green' provisions in our leases with a view of improving out tenanted buildings.	On time completion expected
42. 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. Examples of carbon reduction at The Forum include solar provision on the roof, a green wall on the carpark, electric parking provision, thermal efficiency and construction materials designed to reduce carbon footprint.	On time completion expected
Serving Our Residents			

<p>43. Increase online options and monitor customer feedback quarterly.</p>	<p>Business as usual</p>	<p>Throughout 2023/24 we have continued to promote, monitor and improve the self-service and online options available to our residents and customers. Our list of online services has increased considerably, and we now have 25 services that can be accessed online. In 2023/24 we have been able to implement the online bulky bookings, container requests, reinstate 'check your bin day', assisted collections, in addition to those we previously had implemented.</p> <p>Regarding to customer satisfaction, the vast majority of these come in via the online self-feedback forms. We still promote the surveys but the take up is much lower. In 22/23 the satisfaction levels were 88% and so far in 23/24 our average satisfaction level is 92%. Up to the end of December in 23/24 we have had a total of 740 complaints and for the same period 22/23 we had 865 so this is a reduction of 14%.</p> <p>Between April 23 and December 23, we have had 92 compliments across our services.</p>	<p>On time completion expected</p>
<p>44. 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.</p>	<p>Business as usual</p>	<p>A balanced budget was set for 2023-24 and approved by Council in February 2023. Income and Expenditure is being monitored through 2023-24 with Quarterly Reports having been delivered quarterly to the relevant Council committees.</p> <p>A balanced budget has been set for the upcoming 2024-25 year. This has been presented to Overview & Scrutiny Committee in January 2024, and will be taken to Council for approval in February 2024.</p>	<p>On time completion expected</p>
<p>45. Benefits, council tax support and grants for local businesses will be delivered in a timely manner and reported on quarterly.</p>	<p>Business as usual</p>	<p>Following the cyber-attack, workload within the Revenues and Benefits Service is back to normal. Days to process new claims and change in circumstance are on track to outturn within target.</p>	<p>On time completion expected</p>