

GLOUCESTER CITY COUNCIL COUNCIL PLAN 2022-2024





BUILDING A **GREENER,** **FAIRER, BETTER** GLOUCESTER

Introduction from the Leader of the Council

Welcome to our Council Plan. This plan sets out our vision and key priorities for **Building a greener, fairer, better Gloucester** for everyone who lives, works in, and visits our city. This vision is not something that the council can achieve alone, and the plan sets out how we intend to work with partners and residents over the next three years to shape and achieve the best outcomes for all as we recover from the effects of the Covid-19 pandemic.

Over the last four years, we have made considerable progress towards achieving the objectives set out in our previous Council Plan and, while the pandemic presented many challenges for our city, we continued to have high expectations and implemented an extension to the Council Plan to focus our efforts on initiatives to support communities and the local economy, without losing sight of our aspirations to make Gloucester a city that works for everyone.

The new Council Plan seeks to continue and build on many of the promises in the last plan, improving the city through our ambitious plans for regeneration and culture, but to do so with a clear focus on two themes: tackling inequalities and taking action on climate change. The pandemic highlighted remarkable resilience within communities that worked together to support each other during challenging times,

but we cannot ignore the inequalities that exist within our society.

We value diversity and are committed to meeting the evolving needs of our residents and building a fairer and more inclusive city. We also know that every individual has a role to play in protecting our planet for future generations and as an organisation we are committed to ensuring that all our priorities are rooted in sustainability and environmental responsibility, doing all we can to reverse the damaging effects of climate change.

These two themes run through each area of the Council Plan, and will guide our efforts as we work towards **Building a greener, fairer, better Gloucester for our residents now, and in the future.**

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OUR PRIORITY:

BUILDING **GREENER, HEALTHIER,** AND MORE **INCLUSIVE** COMMUNITIES

What does this mean?

The health and wellbeing of Gloucester’s residents is at the heart of everything we do, and that’s why we will tackle health inequalities, advocate for inclusivity, and take action to ensure a greener future for our city.

We value diversity and know our communities have many strengths, and we will listen and provide the support residents need to improve their own lives, while continuing to help our most vulnerable residents.

With the support of our partner agencies, we will foster resilient, cohesive, environmentally aware neighbourhoods and build on the achievements seen within our communities during the COVID-19 pandemic.

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OUR PROMISES LEADING A HEALTHY LIFESTYLE

To ensure that Gloucester's residents can lead a healthy and active lifestyle, we will tackle food poverty and ensure everyone has access to high-quality leisure facilities and thriving green spaces by working closely with organisations within our communities, Aspire Trust, and through our role on the Health and Wellbeing Board. We will promote active travel choices that reduce carbon emissions and contribute to physical and mental wellbeing.

ACTIONS/MEASURES

- 1 Recruit and manage a Food Inclusion Officer for Gloucester for two years and report on the outcomes of that work.
- 2 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.
- 3 Provide a grant of £10k per year to 'We Can Move', as part of the partnership delivery of the project.



**DIVERSITY
INCLUSION
EQUALITY**



OUR PROMISES TACKLING INEQUALITIES

Working closely with the voluntary and community sector, we will engage directly with communities to understand the root causes of inequality in our city and involve residents in improving our services so that they meet the needs of our diverse city. We are committed to building on the work of the council's Equalities Working Group and playing a leading role in the work of the city's Commission to Review Race Relations.

ACTIONS/MEASURES

- 1** Deliver the Barton and Tredworth Task Force, reporting on and embedding learning from this work.
- 2** 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 integrating into team service plans each year.
- 3** 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.

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OUR PROMISES KEEPING OUR STREETS SAFE

Empowering our residents and keeping them safe is fundamental to ensuring Gloucester is a city that works for everyone, so we will continue with our Asset Based Community Development approach, working alongside Gloucester Community Building Collective to help communities identify and capitalise on their own strengths. We will keep our streets safe by addressing anti-social behaviour with our partners at Gloucestershire Constabulary and our City Centre Wardens, to stamp out anti-social behaviour from our neighbourhoods and city centre.

ACTIONS/MEASURES

- 1 Develop policy to increase the use of Community Protection notices by January 2023.
- 2 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.
- 3 Deliver Annual Asset Based Community Development training to staff, building on the learning from COVID-19 and community recovery.



OUR PROMISES REDUCING HOMELESSNESS

We will work with partners and agencies to make the best use of existing housing and reduce homelessness through effective early intervention, liaising with landlords and providers to identify solutions, and supporting our most vulnerable residents to stay in their homes wherever possible. We will work towards eradicating rough sleeping and minimise the use of temporary accommodation, ensuring that only good quality, appropriate provision is utilised.

ACTIONS/MEASURES

- 1 Develop Wessex House – plans agreed by December 2022.
- 2 Reduce the use of Bed & Breakfast accommodation for temporary accommodation by 20%.
- 3 Set up an in-house Home Improvement Agency to support vulnerable and disabled residents to remain in their homes.





OUR PROMISES COMBATTING ENVIRONMENTAL CRIME

We recognise that environmental crime has an impact on our residents' enjoyment of their neighbourhoods and green spaces and affects how visitors view Gloucester. We will continue to take a tough stance on fly tipping and littering via our City Wardens and through enforcement action, and we are committed to protecting the environment by reducing incidences of fly tipping across our city and providing our residents with an attractive city that we can all be proud of.

ACTIONS/MEASURES

- 1 Reduce reported incidences of flytipping by 30% by March 2024.
- 2 Continue to tackle littering through the use of Fixed Penalty Notices (FPNs) – stabilise in year 2022-23 and reduce FPNS in 2023-24.
- 3 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.

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OUR PRIORITY:

BUILDING A **SUSTAINABLE** CITY OF **DIVERSE CULTURE** AND **OPPORTUNITY**

What does this mean?

We know that transforming Gloucester into a city that our residents deserve is just as important as ensuring that visitors and investors see our city as a top destination, not only in the South West, but in the country.

To secure the future of our city in the post COVID-19 world we will continue to work with our partners to facilitate innovative and sustainable regeneration across Gloucester, drive the economic recovery to support local businesses, and showcase everything the city has to offer through provision of an inspiring cultural programme that is reflective of our diverse communities.

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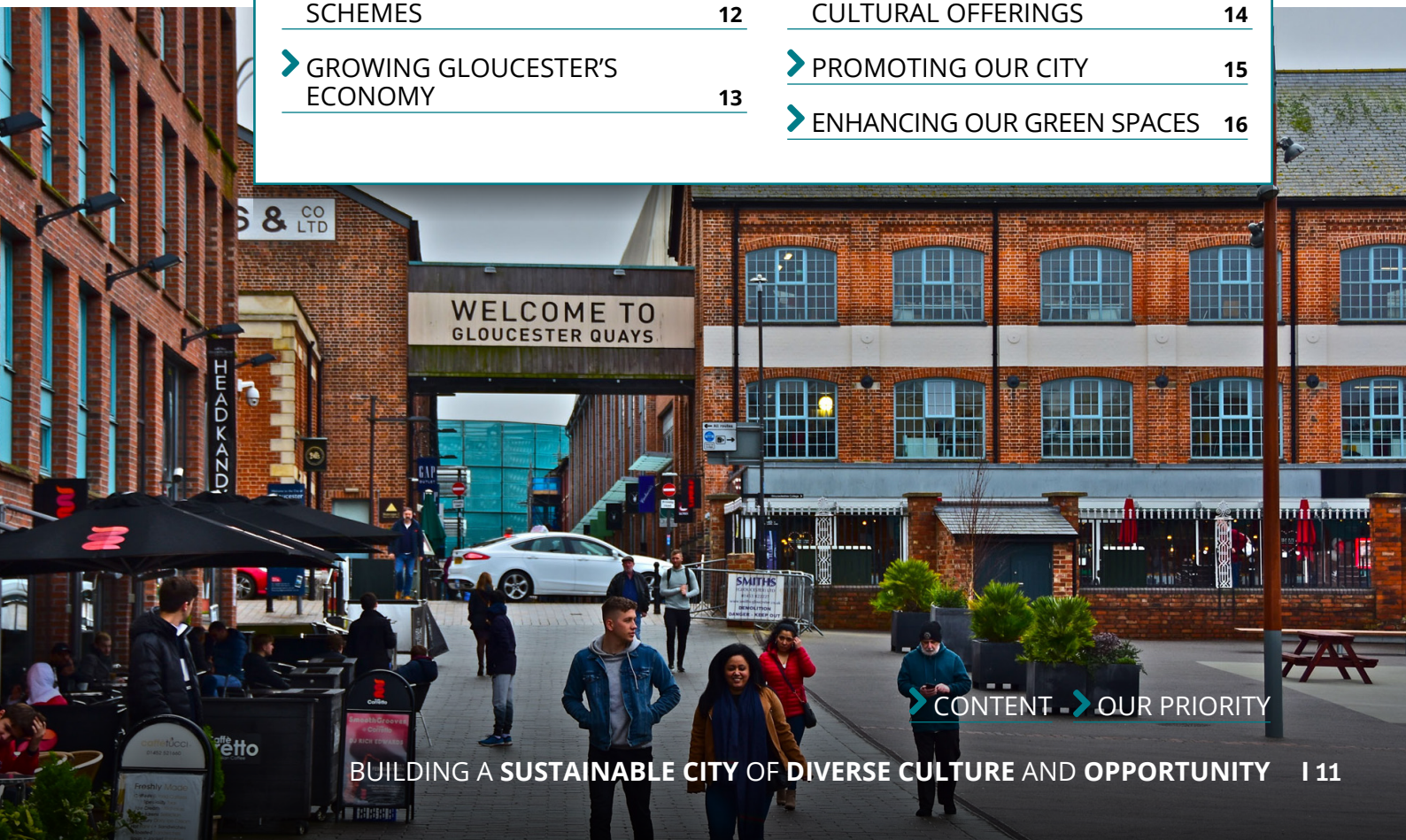
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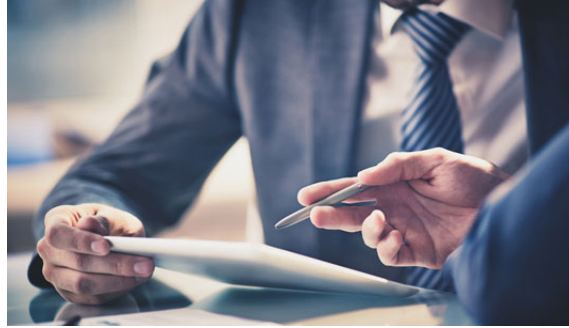
OUR PROMISES ADVANCING REGENERATION SCHEMES

We will work with our partners to ensure the delivery of aspirational and sustainable development schemes that prioritise the protection and improvement of our environment and benefit residents in all our communities, including a vibrant new higher education and digital campus at The Forum, as part of the wider revitalisation of the city centre. We will support regeneration in Matson and Podsmead and work with stakeholders to facilitate the delivery of high-quality, energy efficient new homes in the city.

ACTIONS/MEASURES

- 1 Complete construction of the Forum with Hotel open and offices 50% occupied or pre-let by December 2024.
- 2 Deliver and complete the Kings Square regeneration project by Spring 2022.
- 3 Continue to work with Gloucester City Homes to achieve the regeneration of Matson and Podsmead.





OUR PROMISES GROWING GLOUCESTER'S ECONOMY

We will work with our stakeholders, including Gloucester BID and local businesses, to rebuild the local economy following the COVID-19 pandemic, delivering projects and services intended to secure economic growth that benefits all our residents and protects the environment. Gloucester will be a leading location for knowledge-based jobs and enterprise, and will be a thriving centre for health, service and advanced manufacturing industries.

ACTIONS/MEASURES

- 1 Further develop the model of Skills Academy at the Forum using the Social Value model to provide appropriate placements/skills for Gloucester residents.
- 2 Actively support the BID re-ballot in 2022.
- 3 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.



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OUR PROMISES

STRENGTHENING OUR CULTURAL OFFERINGS

We will build on the city's growing reputation as a centre for culture by working in partnership with Gloucester Culture Trust to implement our ambitious integrated Cultural Strategy and put culture at the heart of our regeneration plans. We will enrich the lives of our residents by making culture available and accessible to everyone, catering for all interests with a community-led focus and making the most of Gloucester's unique attributes and talent.

ACTIONS/MEASURES

- 1 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.
- 2 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.
- 3 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.

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OUR PROMISES PROMOTING OUR CITY

We will strengthen Gloucester's position as a visitor destination by promoting the city's rich heritage and attractions, while also enabling new creative industries to flourish. The city will be marketed by creating a recognisable brand aimed at attracting a diverse range of high-profile festivals and events, and we will maximise the social and economic impact of these events, while also minimising the environmental impact, to improve outcomes for our communities.

ACTIONS/MEASURES

- 1 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.
- 2 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.
- 3 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.

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OUR PROMISES ENHANCING OUR GREEN SPACES

As Gloucester continues to grow, we will protect and enhance our parks, open spaces and allotments to benefit the environment and future generations. We will deliver our Open Spaces Strategy and work with developers in the city to ensure that provision of green space is integral to regeneration, as well as continuing our tree planting programme to further support our commitment to tackling climate change.

ACTIONS/MEASURES

- 1 Report on the progress of the Open Space strategy.
- 2 Increase the number of Green Flag parks to 4 by 2024.
- 3 Develop a Green Infrastructure Plan.





OUR PRIORITY:

BUILDING A **SOCIALLY RESPONSIBLE** AND **EMPOWERING COUNCIL**

What does this mean?

As we work towards achieving our ambitions for a better Gloucester, we remain committed to providing great, accessible services that offer value for money to our residents and doing so in a way that minimises our impact on the environment and promotes inclusion. We know that technology is changing the way people live, work and connect and, through our ongoing digital transformation journey, we will ensure that customers can access more of our services quickly and efficiently online, allowing us to do more with less and focus our resources in a way that enables all communities to thrive.

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OUR PROMISES BECOMING A SMART CITY

By implementing our Digital Strategy, we will play a leading role in bringing stakeholders together to harness emerging technologies in ways that benefit all communities equally. We will develop our digital infrastructure, while simultaneously prioritising sustainability, to position Gloucester as an emerging Smart City and drive digital inclusion by promoting opportunities to improve access and skills across Gloucester. Internally, we will keep pace with changing preferences and transform the way we work by making more services easily accessible online.

ACTIONS/MEASURES

- 1 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.
- 2 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.
- 3 Continuously improve and expand our end-to-end digital services in line with best practice, ensuring that they are as accessible as possible.



OUR PROMISES EMBEDDING SOCIAL VALUE

We will ensure that the council's day-to-day activities generate opportunities for our communities by implementing our Social Value Policy to drive sustainable procurement. We will secure investment in the city to protect the environment and ensure that more people can benefit from regeneration and other council projects. We will ensure that communities in Gloucester's suburbs can benefit from work to improve the city centre and lever opportunities for jobs, skills, environmental improvements and local project investment through this work.

ACTIONS/MEASURES

- 1 Increase the social value generated through the Social Value Policy for the City by 2024.
- 2 Enhance the Social Value Policy to include wider purchasing by the Council.
- 3 Deliver the Social Value plan for the Forum.



OUR PROMISES DELIVERING QUALITY WASTE AND STREET CARE SERVICES

We understand the importance our residents place on high-quality waste and streetcare services and we also know the impact these services can have on the environment. We are already working to ensure the smooth transition from our current provider to our new waste partnership, which shares our vision of providing fit-for-purpose, value for money services which can deliver greater environmental benefits to Gloucester residents, such as increased recycling rates.

ACTIONS/MEASURES

- 1 Transition successfully to the new waste partnership by 1st April 2022.
- 2 Maintain a minimum recycling level of 45% and develop a waste strategy to enable an increase.
- 3 Deliver a community consultation to get feedback on our plans to increase recycling and reduce waste.



OUR PROMISES ADDRESSING CLIMATE CHANGE

We will consider the greenhouse gas emissions and wider environmental implications of all decisions affecting the council, and continue working towards the delivery of a net-zero emission local authority by 2030, scoping appropriately and taking carbon offsetting into account, by using insight into how our buildings use energy to drive energy-efficiency and lower energy consumption.

ACTIONS/MEASURES

- 1 Work towards the delivery of net zero emissions across the City Council's functions by 2030 and district-wide net zero emissions by 2045.
- 2 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.
- 3 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.



OUR PROMISES SERVING OUR RESIDENTS

As we implement our vision, we will not compromise on meeting customers' expectations for the services that matter most to them. We will meet agreed response times and maintain high levels of statutory compliance, while prioritising the city and the council's recovery from the COVID-19 pandemic, including meeting any financial challenges and supporting our most vulnerable residents and local businesses.

ACTIONS/MEASURES

- 1 Increase online options and monitor customer feedback quarterly.
- 2 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.
- 3 Benefits, council tax support and grants for local businesses will be delivered in a timely manner and reported on quarterly.

