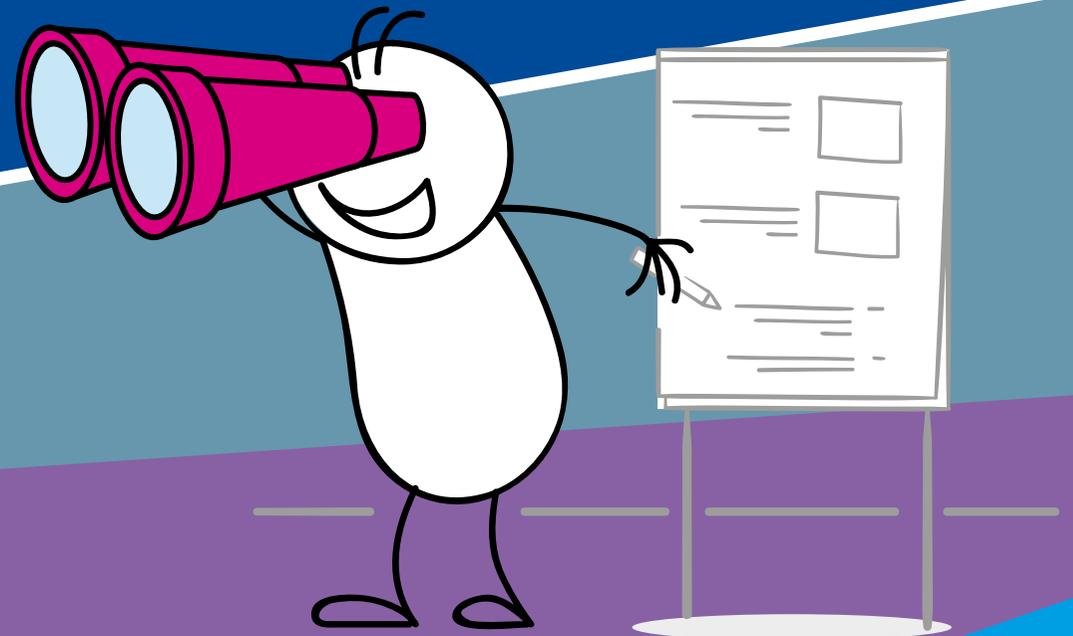


Gloucestershire Looking to the Future

2019-2022



gloucestershire.gov.uk



Gloucestershire
COUNTY COUNCIL

Introduction

Gloucestershire is a great place to live, work and do business. Most local people enjoy a high standard of living, and our levels of health and wellbeing are comfortably above the average for the country. Generally, local people are well-educated, unemployment is low and Gloucestershire's economy is strong and resilient.

Furthermore, our natural environment is incredibly varied with a range of different types of landscape, 123 Sites of Special Scientific Interest and three Areas of Outstanding Natural Beauty, as well as nature reserves and other natural assets.

However, we know that too many of our residents miss out on these opportunities through reasons of deprivation or isolation. This is not acceptable and we want everyone in the county to have the best possible start in life and go on to become engaged and successful members of their community.

We want a shared vision with the people and communities of Gloucestershire that reflects what matters to them and that sets high expectations for the future.

To achieve this we are increasingly focussed on what sort of county we want for the future, and how we can work with communities and partners to bring about the required change. To be successful, it can't just be about what the council can do, it's about what we can achieve together.

Doing nothing leaves our future looking very uncertain and our economy likely to stagnate. Perhaps our greatest challenge relates to our population,

with the number of older people living in the county increasing in the coming years, at the same time as there being very little increase in our working age population. Having said that, there is great strength within our communities that we must make the most of.

We benefit from close partnership working in the county and, in the years ahead, we must work creatively together to make the most of available funding and even against a tough financial backdrop, we must go on investing in the future of Gloucestershire.

By setting out a clear vision of where we want to go and an ambition about what we want to achieve, we will give businesses the confidence to invest in Gloucestershire, making sure our economy goes from strength to strength. We have already seen the benefits of this approach through the Gloucestershire 2050 conversation with local people, communities and businesses.

Our greater focus on future planning does not mean we will stop doing the essentials well – we will continue to have a strong focus on providing excellent services that make a real difference for local people.



Councillor
Mark Hawthorne MBE
Leader of the Council



Pete Bungard
Chief Executive

Our vision

To make the most of all that Gloucestershire has to offer, help improve the quality of life for every community, support businesses to be successful and make sure the county is a place where people want to live, work and visit.

Our ambition is for Gloucestershire to be:



A Magnet County

A growing working age population, with more 18-40 year olds with high level qualifications choosing to live and work in the county



An Innovative County

More businesses starting up, growing and investing in research and innovation



A Skilled County

More people with high-level skills and jobs in skilled occupations



A Prosperous County

Rising productivity and household incomes offering higher living standards



An Inclusive County

The economic and social benefits of growth to be felt by all communities, including rural, urban and our areas of highest deprivation. Opportunities to be available for all and good relations between those who have protected characteristics and those who do not



A Healthy County

People to have a good work/life balance and improved health and wellbeing



A Connected County

Improved transport and internet connections so that people and businesses can connect with each other more easily



A Sustainable County

More efficient use of resources and more use of sustainable energy



A Resilient County

Active, resilient local communities that keep people safe, provide them with support and help them to make a positive contribution

Challenges and opportunities

In order to achieve our vision and ambition for Gloucestershire, we need to understand and plan together for the opportunities and challenges we are facing.



Demographic change

Gloucestershire's population is ageing more quickly than the UK average. The increasing number of retired people in the county will bring experience, resources and time to their communities, but as they grow older and more frail will also need more support from health, social care and safeguarding services. We are also seeing increasing numbers of people living with disabilities and other long-term conditions in all age groups.

At the same time, our 18-64 population is expected to remain static. Young people tend to leave the county in their late teens and early twenties - the net loss can be as many as 400 19-25 year olds per year. While the concept of 'working age' is shifting, we do need to respond to this challenge to make sure we have the skills we need to keep the county competitive and support economic growth.

We can also expect to see a trend towards more people living as single person households. This will make it less easy for people to rely on immediate family for help and support in the future, and make it more important that they are part of resilient communities that look out for one another.

Climate Change

Along with councils up and down the country, Gloucestershire County Council has declared a climate change emergency. This recognises the irreversible impact that humans have already had on climate change and the need for bold and timely action to be taken. The County Council has a leadership role, along with other public sector bodies, to reduce Carbon emissions across the whole county.

Inequalities and deprivation

While living standards are high overall, there are areas of the county where residents' outcomes

fall well below national averages and where, as a result, local people are more likely to depend on the services we provide. 21,000 people (3.4% of the county's population) live in areas amongst the most deprived 10% in England.

Rural isolation

As well as being one of our best assets, the rural nature of the county makes it difficult for some people to access the services they need. This is a particular challenge for the three out of every twenty Gloucestershire households that have no access to a car or van.

Financial reforms

The basis on which councils are funded is changing dramatically. Over recent years we have seen big reductions in the level of funding we receive from Central Government. Whilst we do not yet know the outcome of the Fair Funding Review for Local Government or the next Comprehensive Spending Review, we expect to see further significant changes, including the phasing out of the Revenue Support Grant and the introduction of a funding model based on business rates retention. This would mean that future funding would be more closely linked to growth in the local economy than has previously been the case. We are also likely to see more of a 'whole system' approach to funding, such as through the current pooling pilot with district councils and the roll out of 'Integrated Care Systems' with the NHS.

Our economic potential as a growing county

The growth that is planned for Gloucester, Cheltenham and Tewkesbury is a game-changer. It allows us to think imaginatively about the role we want Gloucestershire to play in the sub-region, and the infrastructure we need to put in place to make that happen. It has the potential to free us from some of the constraints that would otherwise hamper economic growth, and to enable change on a significant scale.

The power of our communities

Gloucestershire has a thriving voluntary and community sector and already benefits from the ideas, effort and energy of the many thousands of people who are active in their communities. We are already seeing a willingness from communities to play an increasing role in the early and preventative steps for health and social care. We know there is an appetite in many communities to do more, and we want to work more effectively with those who want to make a difference to the places they live and work.

The readiness of our partnerships and relationships

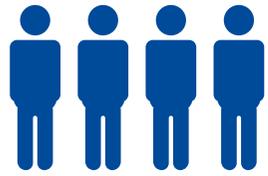
Gloucestershire already benefits from the fact that almost all our key public sector partners work to the same geographic boundary and serve the same population. Changes to the way the public sector is funded, and the potential for different relationships at the sub-regional, national and European level make it more important than ever to work creatively with partners to make sure Gloucestershire punches above its weight and attracts inward investment and national funding.

The potential of digitisation to transform public services

The rapid growth of digital technology provides tremendous opportunities to innovate and transform the way we deliver services for local people. For example, social media is changing the way we communicate and interact with communities. Local government has yet to explore fully the potential of 'big data' to predict future demand for services and to design and deliver preventative solutions. In terms of the wider economy, the potential of robotics and artificial intelligence will be critical given our likely limitations on working age population numbers.

While the impact of these issues and the speed with which they will affect us is hard to predict, what will matter is our ability to anticipate, respond, and reposition ourselves. This means we must be forward looking, adaptable and innovative as a council and capable of providing effective leadership across our communities.





Gloucestershire has a population of **628,139**

Since 2007 the population has **grown by 7.3%**
(compared to 8.6% for England & Wales over the same period)

Assuming current population trends continue, the population in Gloucestershire will reach

667,400 by 2026 & **715,300** by 2041

Since 2007 the growth of the older population (aged 65 and above) has outpaced that of the younger population

28.0% & **2.1%**

Although Gloucestershire generally benefits from a high standard of living,

20,946 people

(3.4% of the county population) live in areas that are in the most 10% deprived nationally



Gloucestershire has around **675** Children in Care and the County Council supports **6,315** adults receiving long term care



Manufacturing and health are significant sectors in terms of employment accounting for

11.3% and **12.3%** of employment respectively



The council provides a network of **31 libraries** and supports local groups to provide a further 8 community libraries



Gloucestershire has **123 Sites** of Special Scientific Interest and **3 Areas** of Outstanding Natural Beauty which cover **51% of the county's area**



There are **3,326** miles of road within the county



The County Council has **53 councillors** and employs **3,155 staff**

Our Priorities for Gloucestershire

The first part of this strategy has set out our long-term vision and ambition for Gloucestershire. The remaining sections show how that relates to our work as a council, and sets out our priorities and the actions we will take over the next three years.

Children's wellbeing and safeguarding

- Make Gloucestershire a child-friendly county
- Increase the resilience of children and families
- Intervene effectively to keep vulnerable children and young people safe
- Make sure children in care and care leavers get the best possible opportunities

Education and Skills

- Make sure children have access to a good quality education
- Help children and young people with additional needs to learn and succeed
- Develop skills for the future

Health, Care and Prevention

- Design an adult social care system that helps people stay healthy and independent and supports people with long-term needs
- Promote better mental health for all
- Help people of all ages to stay healthy and well
- Join up health and care services

Communities and Localities

- Make sure no community is left behind
- Increase the resilience and safety of local communities

Transport, Economy and Infrastructure

- Secure the benefits of high quality growth for local people and communities
- Help business in Gloucestershire to thrive, grow and connect with the wider world
- Safeguard the county's natural landscape and environment
- Reduce Gloucestershire's carbon emissions by 80% by 2030, and secure a carbon neutral county by 2050

Highways

- Invest in improving the county's roads
- Improve customer service and satisfaction
- Reduce Gloucestershire's carbon emissions by 80% by 2030

Council leadership

- Get the most out of the shared public sector estate
- Transform services through digital innovation
- Develop a future focussed workforce



Children's safeguarding and wellbeing

We want Gloucestershire to be a place where

- Every child can thrive, learn, develop and contribute to their communities and where no child is left behind
- Every family is resilient, equipped to deal with challenges when they arise and are able to get back on their feet
- Vulnerable children and young people achieve the best possible outcomes
- Children who are in need or at risk get high quality support that makes a real and lasting difference in their lives

Investing in Gloucestershire's future means placing children at the heart of everything we do. What we achieve today in making Gloucestershire a place where children and young people can thrive, develop and reach their potential will shape and influence our communities for generations to come. We want to make Gloucestershire a great place for children to grow up, and we can only do that if individuals, families, communities, businesses and other partners work together.

We recognise that the council has an important part to play in making this happen. We want to spread this vision and capture the imagination of people across Gloucestershire to work together to raise our ambition for local people. We also want to act as a champion for vulnerable children within our county. The 2017 Ofsted inspection showed us that our services were not keeping children safe or making the difference in their lives that we would want. We are making progress in improving the quality of those services but we know we have much further to go to make sure that all children and young people get the quality of support that they need and deserve.



We will:

- **Make Gloucestershire a child-friendly county**, where all partners take into account the needs of children when making decisions, by:
 - Working with our ambassadors for vulnerable children and young people to engage with local children and young people to understand what will make Gloucestershire a better place for them to live, play and grow up;
 - Setting out a clear commitment to listen to and consider the needs and aspirations of children and young people in everything we do as a council;
 - Encouraging our partners, local organisations and communities to join us in listening to children and young people when we are making decisions that affect their lives;
 - Developing a toolkit to help local organisations place children at the heart of what they do;
 - Working together to raise the aspirations of children and young people and to reduce health inequalities amongst children and young people;
 - Making sure children get a good start in life and enter school with the skills and knowledge they need in order to learn and succeed.
- **Increase the resilience of children and families** by:
 - Promoting effective local partnerships that work together with families in a holistic way to address their needs;

- Reviewing, redesigning and joining up early help services to make sure they work together effectively to provide the support that families need;
- Working with partners to identify, as early as possible, those children and families that need help and support;
- Supporting parents through effective parenting programmes;
- Increasing use of Family Group Conferencing;
- Making more use of early help coordinators and community social workers;
- Extending use of family support working through Families First Plus, across all levels of need;
- Implementing our strategy to prevent and build resilience against adverse childhood experiences (ACEs);
- Adopting and promoting a restorative, strengths-based approach across all services;
- Working with schools to reduce the need for exclusions.
- **Intervene effectively to keep vulnerable children and young people safe** and make a positive, lasting difference to their outcomes by:
 - Working through Gloucestershire Safeguarding Children's Board to implement a quality framework;
 - Focussing relentlessly on driving up the quality of social work practice;
 - Actively exploring alternatives to care and exclusion;
 - Building and retaining a high quality children's social workforce;

- Implementing our Child Sexual Exploitation strategy of Prevent, Protect and Pursue and raising awareness of CSE with our partners;
- Continuing to use the voice of children and young people to shape, challenge and improve everything we do.
- **Do everything we can to make sure children in care and care leavers get the best possible opportunities** to grow up healthy, stay safe and do well in education and work by:
 - Improving the stability of placements for children in care by planning their entry into care more effectively to get more placements right first time;
 - Increasing the availability and variety of high quality, local placements for children in care;
 - Strengthening our care leaver strategy and launching our local offer for care leavers to make sure they have a smooth transition to adulthood and independence.

We will work with:





Education and skills

We want:

- Every Gloucestershire child to have a high quality education, suited to their needs, that equips them with the skills and attributes they need to make a positive contribution to their community and succeed in life
- Children and young people with high needs to learn and succeed in local schools that understand, respond to and meet their needs in a flexible way
- To grow the working age workforce by keeping and attracting more 18-40 year olds with high level qualifications
- Gloucestershire's economy to be driven by a flexible, well-trained workforce which can provide the skills local employers need in a modern, diverse and successful economy

The council's role in education is evolving. Against a backdrop of increasing independence, school autonomy and the developing role of Regional School Commissioners, the council has three key roles in education:

- Making sure that the system works for families – that high quality school places are available in the right location, that meet the aspirations of families and reflect the needs of all children.
- Improving outcomes for vulnerable children and all those with additional needs.
- Championing the needs of vulnerable children and young people so that there is an inclusive learning system for all.

Increasingly, we achieve this by influencing and working with others, including the leadership of academies, free schools and the Regional Schools Commissioner.

We also know that while Gloucestershire children achieve well overall, this masks the reality for some. In particular, too many children with additional needs experience poor results. We are seeing increasing numbers of children with an

Education Health & Care Plan and rising expectations from families. We cannot continue to do things in the same way. We need to change the way that the council and schools work together to meet the needs of these children.

Looking beyond the role of schools, the economy will provide opportunities for a more flexible, more adaptable workforce, able to develop and acquire new skills. We will need to help forge stronger links between training providers and local employers to make sure we understand what they need, are responsive to emerging trends and can equip the workforce with the tools they need.

Even more challenging is that the county's working age population is expected to remain static. There is demand for more people to replace workers retiring from the county's workforce, and the county loses up to 400 young adults to other parts of the UK each year. We will need to be creative and bold in order to make sure that the county can provide the workforce that will drive economic growth.



We will:

- Work with schools to make sure **children have access to a good quality education that prepares them for adulthood**, by:
 - Developing and delivering a school places strategy (which includes a new comprehensive school for Cheltenham);
 - Supporting and challenging schools, academies and other settings to improve where needed;
 - Making sure that the way we allocate school places and home to school transport is fair, equitable, clear and transparent.
- **Help children and young people with additional needs to learn and succeed**, by:
 - Developing alternative provision and providing alternatives to exclusion;
 - Supporting schools to keep children and young people in mainstream provision;
 - Providing more flexible support to meet the needs of individual children;
 - Giving schools better access to specialist support;
 - Passing more funding directly to schools to help them respond to the needs of children as they arise;
 - Providing peer support for parents and carers within their community;
 - Developing post-16 placements that offer routes into employment and community based support.

- Support young people and adults to **develop skills for the future** by:
 - Working with local employers to create 5,000 new apprenticeships, at least 2,000 of which will be in engineering;
 - Increasing the uptake of apprenticeships and other training opportunities both within the council and with local businesses;
 - Making sure the new technical level qualifications include sufficient and appropriate work experience with local businesses and organisations;
 - Dealing with replacement demand by increasing opportunities and options for older workers and influencing businesses' and individuals' expectations of what constitutes 'working age';
 - Strengthening links between schools, colleges and businesses; improving and making better use of labour market information;
 - More effectively coordinating digital skills development to build on the strengths of the Gloucestershire economy in terms of cyber and digital;
 - Linking local businesses with schools to develop early aspirations;
 - Increasing access to good quality work experience opportunities.

We will work with:



Children, young people and their families



Education, skills and employability funding bodies



Schools, colleges, headteacher associations and governor



Regional partners, including GFirst and neighbouring LEPs and combined authorities



Further education providers including leading universities



The Regional Schools Commissioner



Local and regional employers



Employment and Skills Board





Health, Care and Prevention

We want:

- Inclusive and supportive communities
- Gloucestershire people to make choices that lead to healthy lives
- People to enjoy increased wellbeing, independence and personal resilience
- Good quality care and support available when people need it

People today can expect to live healthier, longer lives than any generation that has gone before. This is changing the way they choose to spend their later years. The idea of a fixed retirement age is disappearing and being replaced by a more gradual transition from working life to retirement. This is positive for local people. Many people choose to use their retirement years to 'give something back' and get involved in voluntary work or other community activities.

However, we also know that an ageing population will put increasing pressure on public health and social care services. We expect the number of over-75s (the age-group most likely to rely on council services) to increase by an average of 2,330 per year over the next 25 years, and we are already seeing an increasing number of people of all ages with complex, long-term health conditions.

While, in the short term, the county council and Central Government have invested additional resources into health and social care, we need a solution that is sustainable in the long term. We need to think differently about how we meet the

health and care needs of an ageing population. That will mean doing more to make sure people can live independently for longer, including exploring the potential of robotics and artificial intelligence.

We recognise that there is an extremely strong link between a person's mental health and their physical health. A positive approach to mental health and making good lifestyle choices will help them to stay healthy for longer, and to minimise the impact of any long-term condition on their lives.

We are already working with communities and voluntary organisations to help them respond to a growing number of more vulnerable people, and to make sure that our services work effectively in partnership with those communities. We are also working more closely with the NHS and other partners to help more people back to independence, for example, after a stay in hospital. These things are already easing pressure on the system and allowing us to provide good quality care for those who need it most, but we need to do more.

We will:

- Design an adult social care system that **helps people to stay healthy and independent and supports people with long-term needs**, by:
 - Making sure we focus on the strengths of individuals and communities – their skills, their networks and resources – rather than just their needs and vulnerabilities;
 - Helping people to do things for themselves;
 - Working with community groups to help them offer support and help to vulnerable people;
 - Improving the impact of short term help to make sure people regain their confidence and independence whenever possible;
 - Working with other health and care professionals to promote positive risk taking that helps people to achieve their personal goals;
 - Increasing the range of local housing options available to allow more people to live independently;
 - Supporting those individuals who find themselves vulnerable to help them cope with daily living and adapt;
 - Responding proactively to frailty and vulnerability;
 - Continuing to make Gloucestershire a dementia-friendly county;
 - Making sure that carers are identified early and have timely access to quality information, advice and guidance to enable them to maintain independence;
 - Maximising use of technology to help people live independently;
 - Exploring the potential of Artificial Intelligence and robotics to support carers and improve the quality of care that people receive;

- Joining up data to better understand the impact we are having;
- Working with partners to develop a sustainable social care workforce.
- Promote **better mental health for all** by:
 - Creating a county wide movement that focusses on the factors that contribute to good mental health;
 - Promoting better understanding and awareness of mental health; and
 - Encouraging other organisations to join us;
 - Embedding thinking about mental health in everything we do through a ‘no health without mental health’ approach;
 - Offering free mental health first aid training for organisations that sign up to our shared commitment;
 - Making sure that mental health services achieve the best possible outcomes across the spectrum of need.
- **Help people of all ages to stay healthy and well** by:
 - Working with partners to review our approach to make sure we are focussed on prevention and on reducing health inequalities;
 - Helping people in vulnerable circumstances to improve their health, supporting them to live independently and preventing them from becoming homeless;
 - Working with children, parents, schools and partners to reduce childhood obesity;
 - Encouraging inter generational activity and other ways of helping people to be active in their communities;
 - Raising awareness of the impact of Adverse Childhood Experience (ACEs) on people’s long

- term health and wellbeing, building resilience and helping to prevent the impact of ACEs being passed on to the next generation;
- Joining up our data to better understand and improve health outcomes across Gloucestershire.
- **Joined up health and care services** through an integrated Care System to provide:
 - An even greater focus on supporting people to keep healthy and independent and developing active communities;
 - More joined up care and support for people with long term health conditions – in their homes, GP surgery, community or hospital;
 - More control for people over the care they receive;
 - Greater freedom and control to make local decisions about services.

We will work with:





Working with Communities and Localities

We want:

- Healthy, resilient and engaged communities that work together to improve the places they live and work
- Everyone to have the same opportunities regardless of where they live
- Thriving voluntary and community groups that support innovation and collaboration
- To work with partners for the good of local people - inspiring confidence in public services
- Councillors that are active and knowledgeable in their communities and can support change at a local level

Along with our partners, we have a strong track record of understanding local communities and using data about local needs to inform what services we provide and how. However, more could be done to work with communities to understand what assets and strengths they can offer and to help them articulate their goals and ambitions. We know there is greater scope to gather, analyse and act on feedback from communities. We have tended to rely on traditional methods of consultation and engagement, and have not yet begun to fully explore the potential of social media and other less formal ways to shape our understanding of what local people want and think.

We recognise that the county has a thriving community sector and already benefits from the enthusiasm and effort of countless volunteers as school governors, community activists, carers and more. We also know that there is an appetite to do more if we work with communities to make that happen. We don't want to miss any opportunity to help local people improve the places they live and work.



We will:

- Make sure that **no community is left behind**, by:
 - Working with local people and communities to understand what they want to achieve and, with our partners, to help them to improve the places they live and work;
 - Piloting our approach to community engagement through a plan specific to Gloucester City;
 - Focussing on neighbourhoods and areas where need is greatest;
 - Ensuring that no-one's opportunities or aspirations are limited because of where they live;
 - Helping people develop skills in areas where outcomes and prospects are poorest to make sure they benefit from the opportunity of a growing Gloucestershire economy;
 - Enhancing library services in our three major centres (Gloucester, Cheltenham and Stroud) to meet community needs;
 - Supporting local councillors to use the 'Growing Our Communities' grants to help meet the aspirations of their communities.
- **Build the resilience and safety** of local communities by:
 - Encouraging and extending the use of our 31 libraries and 21 fire stations as community hubs;
 - Promoting councillors as community leaders and champions and tapping into their

knowledge and expertise about their local areas;

- Working collaboratively with parish councils and community groups to join up services and share resources at a local level;
- Building on and developing the strengths within individual communities;
- Using digital technology to connect people and tackle social isolation and loneliness;
- Targeting community safety advice and support (including fire and trading standards) to 'at risk' groups;
- Further developing the innovative work of the fire & rescue service in identifying vulnerable people and helping them to stay safe and well in their homes;
- Using firefighters to provide a falls 'pick up' service and a telecare response.



We will work with:





Transport, Economy and Infrastructure

We want:

- More Gloucestershire businesses starting up, growing and investing in research and innovation
- Rising productivity and household income, offering higher living standards
- The economic and social benefits of growth to be felt by all communities, including rural, urban and areas of highest deprivation
- Improved transport and internet connections so that people and businesses can connect with each other more easily
- More efficient use of resources and more use of sustainable energy

Changes to the county's population, and to the way that local government is funded, means that we will be increasingly reliant on the success of our economy to fund vital public services. We know that over the next 20 years 60,000 houses need to be built in Gloucestershire. We welcome that growth and the opportunities that brings with it, but need to make sure that it is delivered in a way that works for Gloucestershire and its communities. That means planning for and bringing investment into local infrastructure and making sure that our rural areas are accessible and well connected to the urban centre of the county.



We will:

- Secure the benefits of **high quality growth** for local people and communities, by:
 - Delivering transport access for the new UK Cyber Business Park in Cheltenham;
 - Making sure that we plan the infrastructure needed to support sustainable growth;
 - Continuing to negotiate with developers to secure investment in the infrastructure that communities need.
- **Help businesses in Gloucestershire to thrive, grow and connect with the wider world** by:
 - Supporting GFirst to develop a Local Industrial Strategy for Gloucestershire;
 - Continuing to help central government push ahead with the improvement work on the A417 missing link;
 - Working with Highways England and sub-regional combined and local authorities to make sure that the extension of the smart motorways from Worcester to Bristol and junction improvements at J9 and J10 are included in their plans;
 - Promoting and delivering transport and infrastructure schemes including the South West Bypass and A419 Stonehouse improvements;
 - Improving the public transport offer across the Central Severn Vale including high-impact, high-efficiency rapid transit bus “super routes”;
 - Working in partnership with Network Rail and regional partners to improve rail connectivity;

- Working with partners and developers to create a cycle superhighway across the centre of the county.
- Delivering superfast broadband to every home by 2021;
- Commissioning work to develop plans for a full fibre network.
- **Safeguard the county’s natural landscape and environment** for future generations by:
 - Embedding green infrastructure into our thinking and planning for Gloucestershire’s future development and regeneration;
 - Planning and designing with health and wellbeing in mind;
 - Tackling poor air quality to reduce its impact on people’s health;
 - Taking preventative measures to increase the county’s flood resilience;
 - Reducing reliance on landfill and recovering value from non recyclable waste;
 - Continuing to work with district councils to reduce waste and increase recycling.
- **Reduce Gloucestershire’s carbon emissions by 80% by 2030, and secure a carbon neutral county by 2050.** We will do this by working with our partners through Leadership Gloucestershire to:
 - Implement the Gloucestershire Climate Change strategy
 - Strengthen the Gloucestershire Sustainable Energy Strategy
 - Grow our low carbon economy
 - Help our residents, businesses and partners to radically reduce carbon

We will work with:





Highways Delivery

We want:

- A highways network that keeps people and goods moving and helps Gloucestershire's economy
- High levels of satisfaction with roads
- To be at the forefront of highways technological transformation, encouraging early adopters to base themselves in Gloucestershire
- More efficient use of resources and more use of sustainable energy

Highways is probably the most visible service that we provide. Our roads affect everyone on a daily basis, and in many cases shape how local people feel about the council. Whilst significant progress has been made in improving the road network in recent years, more needs to be done to improve people's perception of our roads and their satisfaction in the service they receive. The easier we make it for customers to interact with us digitally, the more we can focus our time and money on repairing and maintaining roads.

More people using the roads and more frequent severe weather will put more pressure on our road network. This will affect everyone, but residents

in more rural parts of the county are particularly dependent on private car ownership in order to access education, work and essential services. We know that we need to keep the county moving. The solution is likely to lie not in building more roads, but in using technological advances to improve the flow of traffic.

Self-driving and semi-autonomous vehicles, the roll out of 5G mobile technology, changing patterns of car ownership and growing public awareness and concern about air quality, will all shape the way we use and think about the road network in coming years.



We will:

- Continue to **invest in improving the county's roads** by:
 - Completing our £150m investment in resurfacing highways;
 - Focussing maintenance on those high speed and high capacity roads;
 - Exploring new opportunities to generate income from the highways network in order to invest it in maintenance;
 - Investigating the potential for developing a world class traffic signal infrastructure to reduce congestion;
 - Setting up a highways skills academy to work with local contractors to grow construction skills;
 - Starting to plan for the introduction of 5G technology;
 - Promoting active travel, including walking and cycling and looking for opportunities to accelerate the uptake of cleaner vehicles.



- Improve **customer service and satisfaction** by:
 - Bringing customer contact back in house;
 - Making it easier to report and track progress of repairs online;
 - Keeping flexibility within the service to carry out a range of basic highways maintenance functions at a local level in response to local priorities.



We will work with:





Council leadership

We want:

- To be a council that focusses on the future and stays ahead of the curve by developing resilient services and a skilled, empowered workforce
- To focus on the needs of residents and refuse to be constrained by organisational boundaries
- To be serious about innovation, deploying technology to transform services and improve access

We want to be at the forefront of challenging changing local government and the way it is sometimes perceived. Over recent years, we have worked hard to make sure that we are financially resilient by making choices (often difficult ones) about what services we can provide and how we should provide them. That gives us a solid base from which to build for the future.

We know there is more that can and should be done to change the way we work. We will use our influence and our resources to stimulate Gloucestershire's economy. We will provide leadership and join up

services across the local public sector to champion the needs and aspirations of our residents. We want to be a force for good across Gloucestershire, striving to do the right thing, not the easy thing.

In order to do that, we will need council leaders and staff that are not only up for that challenge, but who relish it – who are innovative, creative and motivated to achieve the very best. Our culture will need to be underpinned by strong values and an appetite for doing things differently.



We will:

- Get the most of the **shared public sector estate**, by:
 - Championing housing solutions that will help us reduce the need for long-term care;
 - Selling surplus buildings and land to generate capital receipts and support wider community aspirations around housing and employment;
 - Improving customer service and creating efficiencies by sharing facilities.
- **Transform public services through digital innovation** by:
 - Helping residents and communities develop digital skills;
 - Using data to better understand the needs of our residents and customers;



- Increasing provision of digital services;
- Maximising the use of technology to support independent living and reduce the need for people to go into residential care homes;
- Developing a customer access strategy that provides clear, joined up service pathways for customers and stakeholders.
- Develop a **future focussed workforce** by:
 - Setting out a clear, attractive and competitive Gloucestershire 'offer' to attract the best people;
 - Empowering and equipping staff to be innovative and work across boundaries to achieve the very best for local residents.
 - Providing clear development opportunities and making it easy for staff to gain new skills and experience.



We will work with:



Achieving our vision through our values and behaviours

Over the past year, building on conversations with staff about what is important to them, we have agreed the following values that will inform and underpin the way we work.

 **Accountability**
We do what we say we will.

 **Respect**
We value and listen to each other.

 **Integrity**
We are honest, fair and speak up.

 **Excellence**
We continually improve through listening, learning and innovation.

 **Empowerment**
We enable communities and colleagues to be the best they can.

Living our values every day






Gloucestershire
**Looking to
the Future**

2019-2022