



CHELTENHAM
BOROUGH COUNCIL

**Notice of a meeting of
Cabinet**

**Tuesday, 8 October 2019
6.00 pm
Pittville Room - Municipal Offices**

Membership	
Councillors:	Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Alex Hegenbarth, Peter Jeffries and Andrew McKinlay

Agenda

		SECTION 1 : PROCEDURAL MATTERS	
1.		APOLOGIES Councillor Clucas	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the meeting held on 10 September 2019.	(Pages 3 - 8)
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on Wednesday 2 October 2019	
		SECTION 2 :THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
		SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.		CONNECTING CHELTENHAM - A STRATEGY FOR TRANSPORT CONNECTIVITY	(Pages 9 - 336)

		Report of the Cabinet Member Development and Safety	
6.		AWARD OF RENT SUPPORT GRANT TO CHELTENHAM SPA BOWLING CLUB Report of the Cabinet Member Finance	(Pages 337 - 346)
7.		WORKSHOP CHELTENHAM Report of the Cabinet Member Finance	(Pages 347 - 406)
8.		IMPLEMENTING AN ARTICLE 4(1) DIRECTION FOR THE ST. PAUL'S WARD Report of the Cabinet Member Development and Safety	(Pages 407 - 416)
9.		BUILDING CONTROL RENEWAL OF SHARED SERVICE PARTNERSHIP AGREEMENT WITH TEWKESBURY BOROUGH COUNCIL Report of the Cabinet Member Development and Safety	(Pages 417 - 494)
10.		BUDGET STRATEGY AND PROCESS 2020/21 Report of the Cabinet Member Finance	(Pages 495 - 510)
11.		MUSEUM ACCREDITATION COLLECTIONS DEVELOPMENT POLICY AND DEACCESSION PROCESS Report of the Cabinet Member Healthy Lifestyles	(Pages 511 - 532)
		SECTION 6 : BRIEFING SESSION	
		<ul style="list-style-type: none"> • Leader and Cabinet Members 	
12.		BRIEFING FROM CABINET MEMBERS	
		SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting	
		SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	

Contact Officer: Bev Thomas, Democratic Services Team Leader, 01242 264246
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Cabinet

**Tuesday, 10th September, 2019
6.00 - 7.00 pm**

Attendees	
Councillors:	Steve Jordan (Leader of the Council), Flo Clucas (Cabinet Member Healthy Lifestyles), Rowena Hay (Cabinet Member Finance), Alex Hegenbarth (Cabinet Member Corporate Services), Andrew McKinlay (Cabinet Member Development and Safety) and Chris Coleman (Cabinet Member Clean and Green Environment)

Minutes

- 1. APOLOGIES**
Apologies were received from Cllr. Jeffries.

- 2. DECLARATIONS OF INTEREST**
There were none.

- 3. MINUTES OF THE LAST MEETING**
The minutes of the last meeting held on 9th July 2019 were approved and signed as a correct record.

- 4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS**

1.	Question from Councillor David Willingham to Cabinet Member Development and Safety, Councillor Andrew McKinlay
	I have been contacted by a number of residents in the new Taylor's Yard development who are concerned about how the parking scheme on Malvern Walk will be implemented. Concerns include the provision of screening to ensure that car headlights don't shine into windows in the new development, and the security implications when the car park is not operational. There are also concerns about safety of cyclists using Malvern Walk to access the Honeybourne Line. Could I please seek an assurance that prior to the implementation of parking on Malvern Walk, local consultation will be held with residents and Honeybourne Line users to ensure that their concerns are fully captured and appropriate mitigation measures are put in place?
	Response from Cabinet Member
	This issue is covered in the Cabinet report and I am pleased to be able to commit to a local consultation exercise, once the draft design for the revised car parking provision has been prepared. This draft design will take into account the issues already raised by Cllr Willingham in conjunction with the new Parking Order consultation.
	Discussion at Cabinet
	The member did not ask a supplementary question, but thanked the Cabinet for the responses to the question, which he said had been received positively by residents. One member clarified that further public consultation would take place.

5. A STRATEGY FOR THE MANAGEMENT OF CHELTENHAM'S EVENING AND NIGHT-TIME ECONOMY

The Cabinet Member Development and Safety introduced the report and drew Cabinet's attention to statement 1 on Appendix 2 of the report, which specifically referred to the importance of safety at night-time, and suggested that discussion of the night-time economy must be broadened to take this into account.

The Chair invited the Chair of Licensing to speak. The Member praised the Council's award of a Purple Flag for its night-time economy and praised the Ask For Angela scheme, which ensured that local venues had a protocol in place to help vulnerable individuals. The Cabinet Member Development and Safety also endorsed this scheme, but noted that it was generally applied in a sporadic and unstructured way by businesses.

The Member further noted the problems caused during race week, and the fact that racegoers coming into the town by train were already significantly under the influence of alcohol. The Cabinet Member Development and Safety agreed to support initiatives to make this safer. Although there were protocols in place at the racecourse itself to minimise public drunkenness, they did not cover the whole town, which was affected during race week.

The Leader of the Council confirmed that he was entirely supportive of the strategy. With regard to reference to the phasing out of the late night levy and it being replaced by the Cheltenham Business Improvement District (BID), the Leader offered to raise this at the BID Board when budgets were being considered in respect to the night time economy.

Finally, the Cabinet Member Development and Safety highlighted that the recommendations would follow the principles of making Cheltenham's night-time economy accessible, inclusive and sustainable.

RESOLVED THAT

- 1. The draft strategy for the management of Cheltenham's evening and night-time economy be approved for adoption by the Authority.**

6. CONSIDERATION OF REPRESENTATIONS RECEIVED AND ADOPTION OF NEW BOROUGH PARKING ORDER

The Cabinet Member Development and Safety presented the report.

He outlined that this formed the fourth part of the Cheltenham Parking Strategy, addressing the areas not covered by previous steps. The new parking orders included much of the content of the previous orders, but incorporated the 2017 Parking Strategy. He referred to the parking season ticket, which covered all Cheltenham car parks apart from Regent Arcade, and discussed the introduction of new waiting times. He reported that the car parks in Church Piece and Whitefriars would remain unchanged, following the public response demonstrating a clear public need for them to do so. He also discussed the removal of the Sandford Park Lido car park from the parking order while negotiations continued with the trust, as well as the Malvern Walk car park, consultations regarding which were yet to be completed.

RESOLVED THAT

- 1. The proposed removal of the Sandford Lido Car Park from the Off-Street Parking Places Order be confirmed.**
- 2. The Director of Environment be authorised to make the required amendments to the draft "Borough of Cheltenham (Off-Street Parking Places) Order 2019" as detailed at Section 6 of this report and in the responses to the public consultation at Appendix 9.**
- 3. The Director of Environment be authorised to arrange for the sealing of the "Borough of Cheltenham (Off-Street Parking Places) Order 2019".**
- 4. The Director of Environment be authorised to arrange for the publication of a Notice of Making of the Order with an appropriate date for the implementation of the Borough of Cheltenham (Off-Street Parking Places) Order 2019.**

7. FOOD SAFETY SERVICE PLAN 2019 - 2020

The Cabinet Member Development and Safety presented the report, and reminded Members that the Food Safety Service Plan was considered every September, and this year's iteration reported that the correct enforcement procedures were being taken in order to ensure food safety.

RESOLVED THAT

- 1. The Food Safety Service Plan for 2019-20 be approved.**

8. CORPORATE ENFORCEMENT POLICY

The Cabinet Member Development and Safety presented the report, and reported that the Council was responsible for combatting a wide range of offences, and emphasised the importance of acting in a fair and decisive manner, and being seen to do so.

RESOLVED THAT

- 1. The Corporate Enforcement Policy be adopted.**
- 2. The Director of Environment and the Executive Director People and Change be authorised to approve future minor amendments to the Policy in consultation with the Cabinet Member for Development and Safety and the Borough Solicitor.**

9. CORPORATE HEALTH AND SAFETY POLICY

The Leader of the Council presented the report, and clarified that this policy referred specifically to the Council itself and its employees. He emphasised the principle of collective responsibility and the need for a set health and safety policy. There was little change from the previous policy.

RESOLVED THAT

- 1. The updated Corporate Health and Safety Policy be approved.**

10. CHELTENHAM ENTERPRISE CENTRE

The Cabinet Member Finance presented the report, which had been approved by the Asset Management Working Group on 5th September 2019. The Chair of the Overview & Scrutiny Committee had also been consulted.

The Cabinet Member Finance reported that Phase 2 of the Enterprise Centre had suffered delays in tendering and construction, mainly due to the new Crematorium project taking priority. The original estimated cost of £585,000 had been calculated using the industry standard. This cost had since increased to £1,003,600, due to the current political uncertainty and a significant element of construction workers working at Hinckley Point.

It was recommended that the budget be increased to £1.1m to cover this larger cost and to account for further contingency costs.

The Cabinet Member reported that once completed, the combined seven units were predicted to receive an annual rental income of £112,455. The lease agreements between the council and tenants were on a full repairing and insuring basis, with all costs for common areas being recovered by way of a service charge. The management of the project would be handled by the council's Property & Asset Management department.

The Cabinet Member Finance highlighted that the development allowed the Council to increase income through strategic property investment, providing a commercial return in support of its Medium Term Financial Strategy and in response to current financial pressure.

RESOLVED THAT:

- 1. The further development of Cheltenham Enterprise Centre be approved as part of the Authority's Property Portfolio Strategy.**

2. **An additional budget allocation of £515,000 be approved in accordance with the delegation provided by Council on 12th December 2016.**
3. **The tender received from EG Carter Construction to build the additional units be accepted with a total scheme cost not to exceed £1.1 million.**
4. **Authority be delegated to the Head of Property Services, in consultation with the Borough Solicitor to:**
 - **Conclude the construction contract with EG Carter Construction.**
 - **Take all necessary steps and undertake all necessary procedures including the entering into of any legal arrangements or other documentation as may be required to implement or facility the development.**

11. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Healthy Lifestyles discussed media coverage of the council's No Child Left Behind initiative, and reported that the council had been invited to give a presentation to the Cities and the Regions in Brussels on 8th October.

The Cabinet Member Healthy Lifestyles reported that representatives would be attending the APSE service awards this week as finalists in categories for 'Best Commercial Council and Entrepreneurship Initiative', Best Collaborative Working Initiative category for our WW1 projection and the Best Service Team: Cemetery & Crematorium Service.

The Cabinet Member Healthy Lifestyles drew attention to the projections that would be demonstrated in February next year to commemorate the 100th anniversary of GCHQ.

The Cabinet Member Healthy Lifestyles reported that she had met with members of the Dementia Action Alliance. She emphasised the importance of the issue of dementia and thanked the Cheltenham Trust for its work on the subject.

The Cabinet Member Healthy Lifestyles reported on the NHS Trust presentation to the Overview and Scrutiny Committee on 9th September 2019 and the resolution by O&S to write to the Health Overview and Scrutiny Committee at Gloucestershire County Council (HOS) outlining its concerns and asking for a response.

The Cabinet Member Finance reported on the progress of negotiations with the Sandford Park Lido trust.

The Leader of the Council reported that he had written to the Member of Parliament for Cheltenham, outlining the Council's concerns about a possible no-deal Brexit and asking for clarity as soon as possible.

Chairman

Cheltenham Borough Council

Cabinet – 8th October 2019

Connecting Cheltenham - A Strategy for Transport Connectivity

Accountable member	Councillor Andrew McKinlay, Cabinet Member - Cabinet Member Development and Safety
Accountable officer	Director of Planning
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>The Council commissioned a transport strategy in 2018, '<i>Connecting Cheltenham</i>' which seeks to respond to Cheltenham Place Vision and its approach to place-making, responds proactively to the climate change agenda, and addresses issues of connectivity both within Cheltenham and outside in a way that offers real choice whilst promoting sustainable forms of transport, including public transport, cycling and walking. This strategy will help inform future priorities and investment in transport within the Borough, will feed into the review of the Gloucestershire Local Transport Plan, will form the evidence base to support future funding bids for delivery of transport infrastructure for Cheltenham and be used in the negotiation of planning obligations linked to future developments across the Borough.</p> <p>The strategy has been developed through engagement with key stakeholders and elected members and this final version reflects feedback arising from a member seminar and a review by the Overview and Scrutiny Committee.</p>
Recommendations	<ol style="list-style-type: none"> 1. To approve Connecting Cheltenham as the transport strategy for Cheltenham; 2. To use the strategy as the basis of the council's input into the review of the Gloucestershire Local Transport Plan; 3. To use the strategy in future negotiations across the borough associated with new development through the Section 106 process and to inform future Community Infrastructure Levy allocations; 4. To seek support from Tewkesbury Borough Council to use the strategy in regard to new development outside the borough boundary through the Section 106 process and to inform future Community Infrastructure Levy allocations. 5. Delegate authority to the Director of Planning, in consultation with the Executive Director Finance and Assets, to prepare a programme for delivery which identifies short, medium and longer term priorities and the approach to funding. This programme for

delivery to be brought back to Cabinet for consideration; and to.

6. To use the strategy as the basis for the council to seek funding for its delivery plan.

<p>Financial implications</p>	<p>The approach to funding a programme for delivery will be subject to a further Cabinet report for consideration and approval. Resourcing will need to be considered as part of programme planning for delivery of the strategy</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 264365</p>
<p>Legal implications</p>	<p>The strategy itself will not have the status of a Local Transport Plan under the Transport Act 2000, but it is intended to feed into the review of the Local Transport Plan being undertaken by Gloucestershire County Council as the local transport authority. Local transport authorities must carry out their functions so as to implement the policies within local transport plans which must include policies for the promotion and encouragement of safe, integrated, efficient and economic transport to and from and within their area.</p> <p>The strategy will not have the status of either a development plan document or a supplementary planning document, but may form so far as may be material to any application a material consideration in the consideration of planning applications. Planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise. The Joint Core Strategy as part of the currently adopted development plan for the Council includes policies in respect of transport and infrastructure delivery and in particular INF1 provides that developers should provide safe and accessible connections to the transport network to enable travel choice for residents and commuters.</p> <p>Section 106 obligations may only be sought in respect of a particular development where they are necessary to make the development acceptable in planning terms, directly related to the development and fairly and reasonably related in scale and kind to the development.</p> <p>The Council is a CIL charging authority and must apply CIL to funding the provision, improvement, replacement, operation or management of infrastructure (which includes roads and other transport facilities). A charging authority may apply CIL to funding infrastructure outside its area where to do so would support the development of its area.</p> <p>Contact officer: cheryl.lester@teWKesbury.gov.uk</p>
<p>HR implications (including learning and organisational development)</p>	<p>There are no direct HR implications from this report. Resourcing will need to be considered as part of programme planning for delivery of the strategy.</p> <p>Contact officer: Clare Jones, clare.jones@publicagroup.uk 01242 264364</p>

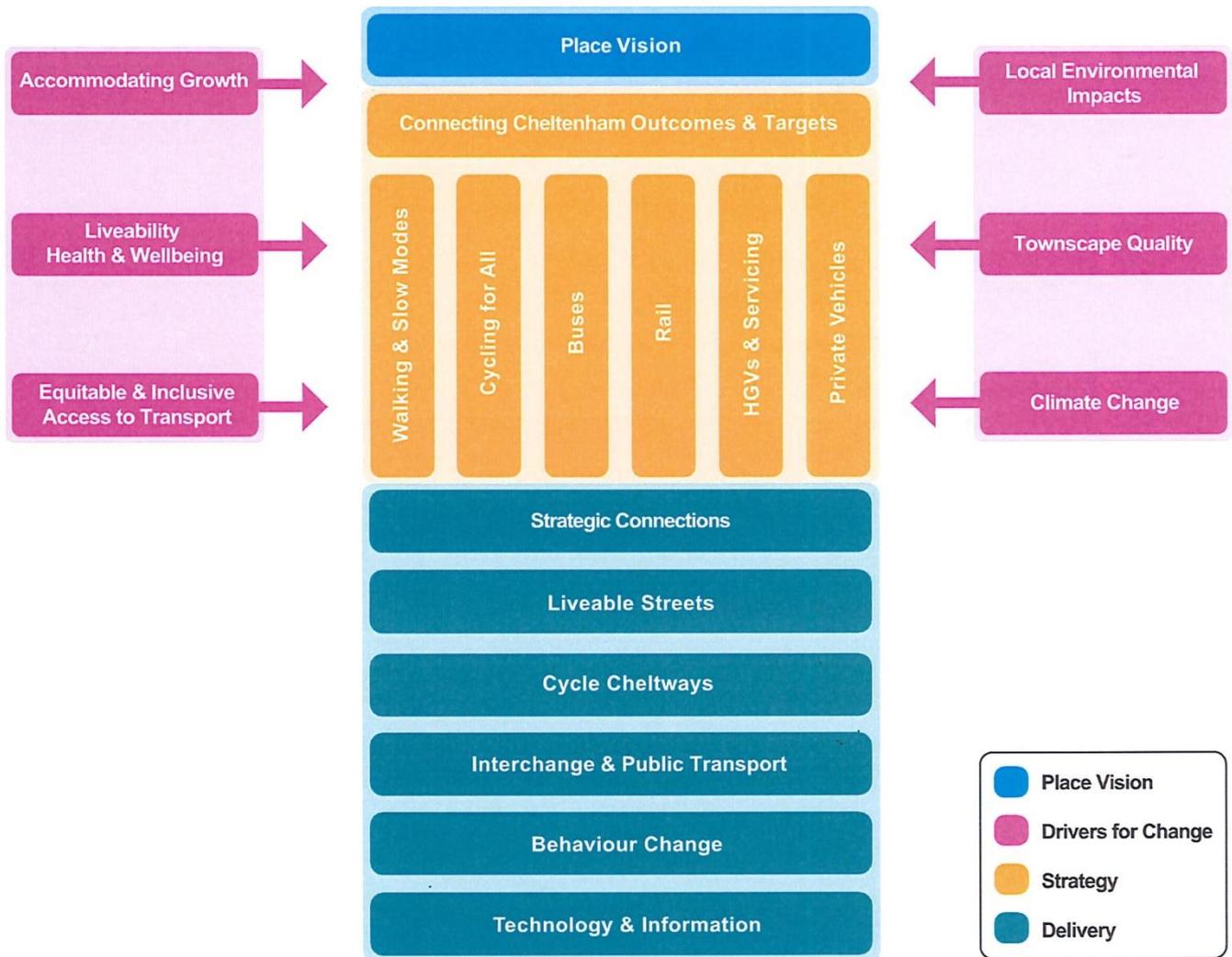
<p>Key risks</p>	<p>If the strategy is not agreed or if the delivery plan is not delivered then the wellbeing of Cheltenham will be adversely impacted.</p> <p>If funding and resourcing is inadequate then the delivery of the strategy will be incomplete.</p> <p>If the strategy and its delivery do not achieve a broad level of support from the public and key stakeholders then its intended outcomes will not be realised.</p> <p>A full risk assessment and mitigation strategy is set out in Appendix 1.</p>
<p>Corporate and community plan Implications</p>	<p>The development of 'Connecting Cheltenham' fulfils a commitment in the Corporate Plan and contributes to the realisation of ambitions set out in the Place Strategy.</p>
<p>Environmental and climate change implications</p>	<p>Transport is a major contributor to the emissions which cause global climate change and locally poor air quality as well as impacting the overall ambience of the town. By emphasising the role of active, shared and sustainable modes of transport, the strategy has the potential to deliver substantial environmental improvements and will support the council's pledge for the borough to become carbon neutral by 2030.</p>
<p>Property/Asset Implications</p>	<p>There are no direct property implications from this report.</p> <p>Contact officer: Dominic.Stead@cheltenham.gov.uk</p>

1. Background

- 1.1** The Place Vision agreed by Council in March 2018 set out an ambition that ‘Cheltenham enables business growth by being better connected’ and an aspiration for ‘improved connectivity including our cycling, walking, (and) public transport infrastructure’. This led in the 2018/19 Corporate Strategy Action Plan to a commitment to commission consultants to deliver a borough wide transport plan.
- 1.2** With the support of Gloucestershire County Council, a brief was developed and competitively tendered and the commission was awarded to Systra, a consulting and engineering company with several decades of experience in UK mobility and mass transit schemes.
- 1.3** The brief emphasised the need to increase walking, cycling and public transport whilst reducing the impact of private car usage; the importance of taking Cheltenham’s context into account; and the need to engage with key stakeholders at a strategic and neighbourhood level.
- 1.4** Systra undertook an initial period of research followed by a number of stakeholder workshops at which their conclusions were tested and used as the basis for co-creation of the strategy. The workshops are described in more detail in section 4 below.
- 1.5** The commission has been given added significance with the Council’s declaration of a Climate Emergency, formally approved by Cabinet in July 2019. Addressing emissions from transport is a crucial part of a response to the threat of climate change and is identified as a driver in the proposed strategy.
- 1.6** The proposed strategy is included as appendix 2 to this report.
- 1.7** The evidence base for the strategy and outputs from stakeholder workshops can be found at appendix 3.

2. Reasons for recommendations

2.1 The diagram below illustrates how the strategy is based on a number of drivers for change within the context of our place strategy and sets out the components of the delivery plan (recommendation 1).



2.2 The drivers identified are:

- The accommodation of increased travel demand as a result of growth and the integration of new areas and communities effectively into the town.
- Improved health and wellbeing outcomes for all (includes highway safety)
- Ensuring equitable access to transport, employment, education and services through an effective and inclusive transport system
- The reduction of local environmental impacts of transport such as air quality, noise and ecological impacts.
- The protection and enhancement of the quality and distinctiveness of Cheltenham and its neighbourhoods.
- The reduction of the wider environmental impacts of transport such as the emissions of the gases that contribute to climate change.

2.3 The delivery plan is designed to lead to a series of outcomes:

- The design of streets and transport infrastructure enhances the character and distinctiveness of Cheltenham.
- The way people move around Cheltenham enhances and does not harm health and wellbeing
- Cheltenham has a strong cycling and walking culture and people of all ages and abilities enjoy moving slowly, walking and cycling for all types of journeys.
- Public Transport is high quality and convenient and people of all ages and abilities can use it and choose to use it.
- The environmental impact of transport in Cheltenham is continually reduced.
- New development is fully integrated into the town and growth in travel demand is accommodated without increases in congestion.

2.4 These outcomes are supported by specific targets:

- Mode Share
 - To double cycle trips
 - To increase bus trips by 30%
 - To retain levels of walking
- Air Quality – Vision Zero – a long term aspiration that there are no air pollutants present in Cheltenham and that there is year on year progress towards this.
- Safety – Vision Zero – a long term aspiration that nobody is killed or seriously injured on the boroughs roads and that there is year on year progress towards this.
- Congestion – reduce total delays due to congestion year on year

2.5 In delivering the strategy, the Council will need to work together with partners:

- Gloucestershire County Council (GCC) is responsible for the development and delivery of the Local Transport Plan (LTP) and will be the lead authority for all highways works (other than trunk roads) including 'liveable streets' and the cycling network. It is therefore essential that the delivery plan set out within our strategy is incorporated in the review of the LTP which is currently taking place. GCC has been involved throughout the project with its Cabinet Member – Environment and Planning and several officers taking part in workshops and review meetings. The evolving strategy has been used to guide CBC's initial responses to the LTP review and it is recommended that this approach is continued as the LTP moves towards full adoption in autumn 2020 (recommendation 2)
- Improving public transport options and driving up usage will require co-ordination with transport operators
- Community organisations have a vital role to play in promoting changes in behaviour, particularly influencing a move away from private cars, and these organisations can also play a part in the delivery of street scale projects.

2.6 Having an adopted transport strategy is an essential step in accessing funding (recommendation 4). Potential sources of funding include:

- GCC Transport budget – it is vital that suitable delivery plan items are included in the LTP
- Central government funding – especially for strategic connections
- Community Infrastructure Levy (CIL) funds – the levy is charged on new developments to help deliver local infrastructure. The Council is in the process of agreeing with its JCS partners the process for determining how CIL monies will be allocated.
- Section 106 funds – agreements with landowners for the funding of specific infrastructure in direct connection with a planning application.
- Other third parties, e.g. transport companies.

3. Alternative options considered

3.1 As described in section 4 below, the strategy has been through a lengthy period of development and review which has included thorough discussion of alternative suggestions for incorporation as drivers, outcomes, targets and delivery plan items.

3.2 If a strategy were not adopted by the Council it is very likely that Cheltenham will become more dominated by private car usage with likely increases in congestion, obesity levels, air pollution and noise levels. This will ultimately impair the town's economic wellbeing as residents, employers, employees and visitors find Cheltenham less attractive, threatening its appeal as a festival town and conflicting with the climate emergency declaration.

4. Consultation and feedback

4.1 Two workshops were held with a broad range of stakeholders invited from local and parish councils, community organisations, accessibility groups, cycling and walking groups, local businesses, developers, transport providers, Cheltenham Development Task Force, GFirst LEP, health and education.

4.2 The first workshop focussed on reviewing data on travel in Cheltenham; discussing drivers for change; looking at what can be learnt from other towns and cities; agreeing target outcomes and beginning to discuss opportunities.

4.3 The second workshop looked in more detail at targets; specific modes of travel and ideas for inclusion within the delivery plan

4.4 In parallel with these, two workshops were held specifically for members (CBC, GCC (Cheltenham constituencies) and parishes) looking at the same topics.

4.5 The first draft of the resultant strategy was then presented to key stakeholders (selected CBC Members and Officers).

4.6 Following further modifications the draft strategy was presented to a member seminar and taken to Overview and Scrutiny Committee. Members comments were used to further refine the strategy, the main comments were focussed on:

- Giving more emphasis to the climate emergency
- How the strategy could be funded

- The scope of the strategy
- The role of Gloucestershire County Council
- Clarification of data
- Walking and other slow modes of transport
- Cycling
- Cars
- Choice of targets
- Specific elements of the delivery plan – notably Strategic Connections, Liveable Streets, Interchange and Public Transport, Behaviour Change

Responses to the comments are detailed in Appendix 4

5. Performance management – monitoring and review

5.1 Proposals for the ongoing monitoring and review of the strategy will be made as part of the delivery programme (recommendation 5).

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Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Connecting Cheltenham – Strategy Report 3. Connecting Cheltenham – Baseline Report 4. Response to member questions
Background information	None

The risk				Original risk score (impact x likelihood)			Managing risk					
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register	
1	If the strategy is not agreed or if the delivery plan is not delivered then the wellbeing of Cheltenham will be adversely impacted.	Director of Planning	06/09/19	4	4	16	Reduce	Approve strategy Put in place partnerships and resources able to deliver the plan	Oct 2019 End 2020	Director of Planning		
2	If funding and resourcing is inadequate then the delivery of the strategy will be incomplete.	Director of Planning	06/09/19	4	4	16	Reduce	Determine and execute a funding and resourcing plan.	Ongoing	Director of Planning		
3	If the Council is unable to work successfully in partnership then the delivery of the strategy will be incomplete.	Director of Planning	06/09/19	5	3	15	Reduce	Identify appropriate partners and agree commitments to deliver.	Ongoing	Director of Planning		
4	If political, societal and/or technological change take place then elements of the strategy may be inappropriate.	Director of Planning	06/09/19	3	5	15	Reduce	Ensure outcomes, targets and the delivery plan are monitored and modified if / when appropriate.	Ongoing	Director of Planning		
5	If the strategy and its delivery do not achieve a broad level of support from the public and key stakeholders then its intended outcomes will not be realised.	Director of Planning	06/09/19	4	4	16	Reduce	Maximise buy-in via a sustained programme of engagement. Ensure 'behaviour change' activity is given equal weight to infrastructure delivery.	Ongoing	Director of Planning		

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close



CONNECTING CHELTENHAM

STRATEGY REPORT

SYSTRA

16 SEPTEMBER 2019

FINAL VERSION

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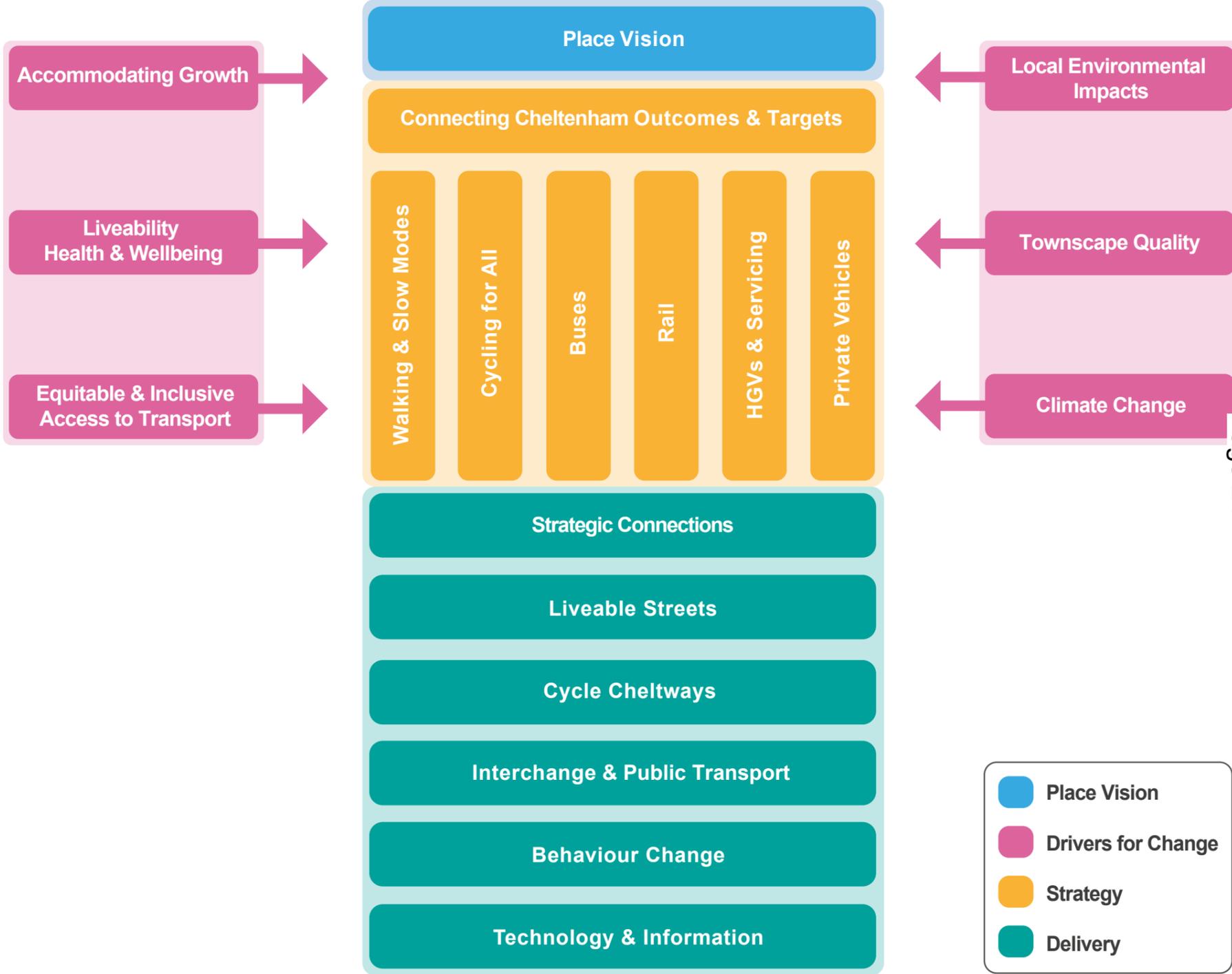
| Executive summary

INTRODUCTION

Connecting Cheltenham sets out a proposed long term strategy and delivery plan for transport in Cheltenham. It has been developed by working collaboratively with Key Stakeholders and Members through a series of workshops. These started by identifying the issues that exist in Cheltenham and aspirations that stakeholders wished to deliver in Cheltenham. Key emerging strategy ideas were then tested with stakeholders to ensure the emerging strategy reflects Cheltenham specific issues and aspirations.

The enthusiastic and knowledgeable input of Stakeholders and Members has been critical to the development of this strategy. Key stakeholders included Gloucestershire County Council, Cheltenham Cycle Campaign and bus companies Stagecoach, Pulhams, Marchants.

The component parts of Connecting Cheltenham are shown in the diagram below and then described in the paragraphs which follow.



VISION

Connecting Cheltenham is framed and informed by the recently completed 'Place Vision'. This sets out the aspiration that, 'Cheltenham is a Place Where Everyone Thrives'. The delivery of Connecting Cheltenham is key to achieving this.

DRIVERS FOR CHANGE

The way people and goods travel around impacts on a wide range of issues. A number of these impacts are harmful and provide clear reasons why change is necessary. A key consideration is climate change, Cheltenham Borough Council declared a climate change emergency on 9th July and this strategy seeks to respond directly to this. There is also a need to accommodate increases in travel demand as a result of growth. There are therefore a number of things which are driving the need to change how people move around Cheltenham. These 'drivers for change' can be summarised as:

- Accommodating Growth
- Liveability, Health and Wellbeing
- Equitable and Inclusive Access to Transport
- Local Environmental Impacts – e.g. Air Quality
- Townscape Quality
- Wider Environmental Impacts – e.g. Climate Change

MODES OF TRAVEL

The strategy recognises that the 'drivers for change' mean that in future people need to travel around using more active, shared and sustainable modes of transport. The use of street space also needs to be more efficient and streets need to be attractive and pleasant and accessible for all.

Connecting Cheltenham sets out a strategy for each mode of transport to achieve this which is summarised below.

In Cheltenham the aim will be to at least maintain levels of walking (which are already high) significantly increase cycling and increase public and shared transport use (currently predominantly bus based).

To significantly increase cycling it will need to appeal to people of all ages and abilities from door to door. This will require a transformation in ease of movement and perceived (and real) safety for all cyclists including the least confident and most vulnerable.

Bus based public transport needs to be more reliable in peak hours and to compete with the car it needs to be cost effective, efficient, convenient and pleasant to use. Transforming quality and ease of interchange, introducing bus priority at delay points and moving towards cleaner buses and multi operator ticketing will all be key to achieving this.

Transforming the Town Centre Interchange into a High Quality 'Hub' and creating a high quality sense of arrival at the Station will also be important.

The strategy recognises that personal motorised transport such as the car is always likely to be part of the transport mix in Cheltenham but recommends that the focus should be on moving people around and reducing the impacts of doing so. Investment to increase vehicle capacity being limited to accessing development and strategically important pinch points.

OUTCOMES AND TARGETS

The strategy proposes six desired outcomes and four targets. Projects coming forward should be tested against both outcomes and targets. The purpose of this is to ensure that the wide range of issues that transport impacts are addressed not just those that can be measured. This includes climate change. The Targets include a mode share target and two 'Vision Zero' Targets. These 'vision zero' targets reflect the desire to set high long term aspirations for key areas of concern and then pursuing year on year progress towards these targets. The proposed outcomes and targets are listed below.

OUTCOMES

- The design of streets and transport infrastructure enhances the character and distinctiveness of Cheltenham.
- The way people move around Cheltenham enhances and does not harm Health and Wellbeing
- Cheltenham has a strong cycling and walking culture and people of all ages and abilities enjoy moving slowly, walking and cycling for all types of journeys.
- Public Transport is High Quality and Convenient and people of all ages and abilities can use it and choose to use it.
- The Environmental Impact of transport in Cheltenham is continually reduced.
- New development is fully integrated into the town and growth in travel demand is accommodated without increases in congestion.

TARGETS

- Mode Share
 - To double cycle trips
 - To increase bus trips by 30%
 - To retain levels of walking
- Air Quality – Vision Zero – a long term aspiration that there are no air pollutants present in Cheltenham and that there is year on year progress towards this.
- Safety – Vision Zero – a long term aspiration that nobody is killed or seriously injured on the boroughs roads and that there is year on year progress towards this.
- Congestion – Reduce total delays due to congestion year on year

DELIVERY

Connecting Cheltenham proposes six cross-cutting programmes to deliver the aspirations set out above.

These programmes are shown in bold below and the identified projects and programmes within them are briefly described. Where it is possible at this stage to identify a likely broad cost envelope this is also included.

STRATEGIC CONNECTIONS

This programme will aim to deliver enhanced strategic connections to other urban areas as well as within the Central Severn Vale the proposed key elements are listed below.

Strategic Bishop’s Cleeve / Chelt / Gloucester Cycleway – this is a proposed scheme to provide a high quality cycle link from Bishop’s Cleeve through Cheltenham to Gloucester - £5 to £20 million

Junction 10 – this scheme is being developed and will provide an all movements junction and improved access to north and west Cheltenham

Rail Service Enhancements – the opportunity to improve rail services to Cheltenham needs to be explored in parallel to the development of a transformational masterplan for the station; building on the current phase 1 project.

Oxford Cambridge Corridor – the opportunities for, and economic impact of, improved connections from the Central Severn Vale to Oxford and beyond should be explored.

Central Severn Vale - Strategic Bus Routes - There is a need to improve public transport take up across the wider Central Severn Vale both to accommodate and provide access to areas of growth and also encourage mode shift more widely. A plan to deliver this strategic public transport core should be developed in parallel to the next stage of the development of the Joint Core Strategy.

LIVEABLE STREETS

The design and management of Cheltenham’s streets will have a critical impact on the delivery of the proposed outcomes and targets which Connecting Cheltenham seeks to deliver. Ensuring good street design is challenging because of the wide ranging and often conflicting demands on streets. Connecting Cheltenham proposes that Cheltenham’s streets should be liveable and defines what this means in the diagram on the right.

CHELTHENHAM’S LIVEABLE STREETS



To deliver Liveable Streets a number of key programmes are proposed;

Speed Limit Strategy – a speed limit strategy is proposed that reduces most residential and Town and Local Centre streets to 20mph. Strategic routes within the urban area would be 30mph with higher speed limits only on the approaches to the town - <£5million.

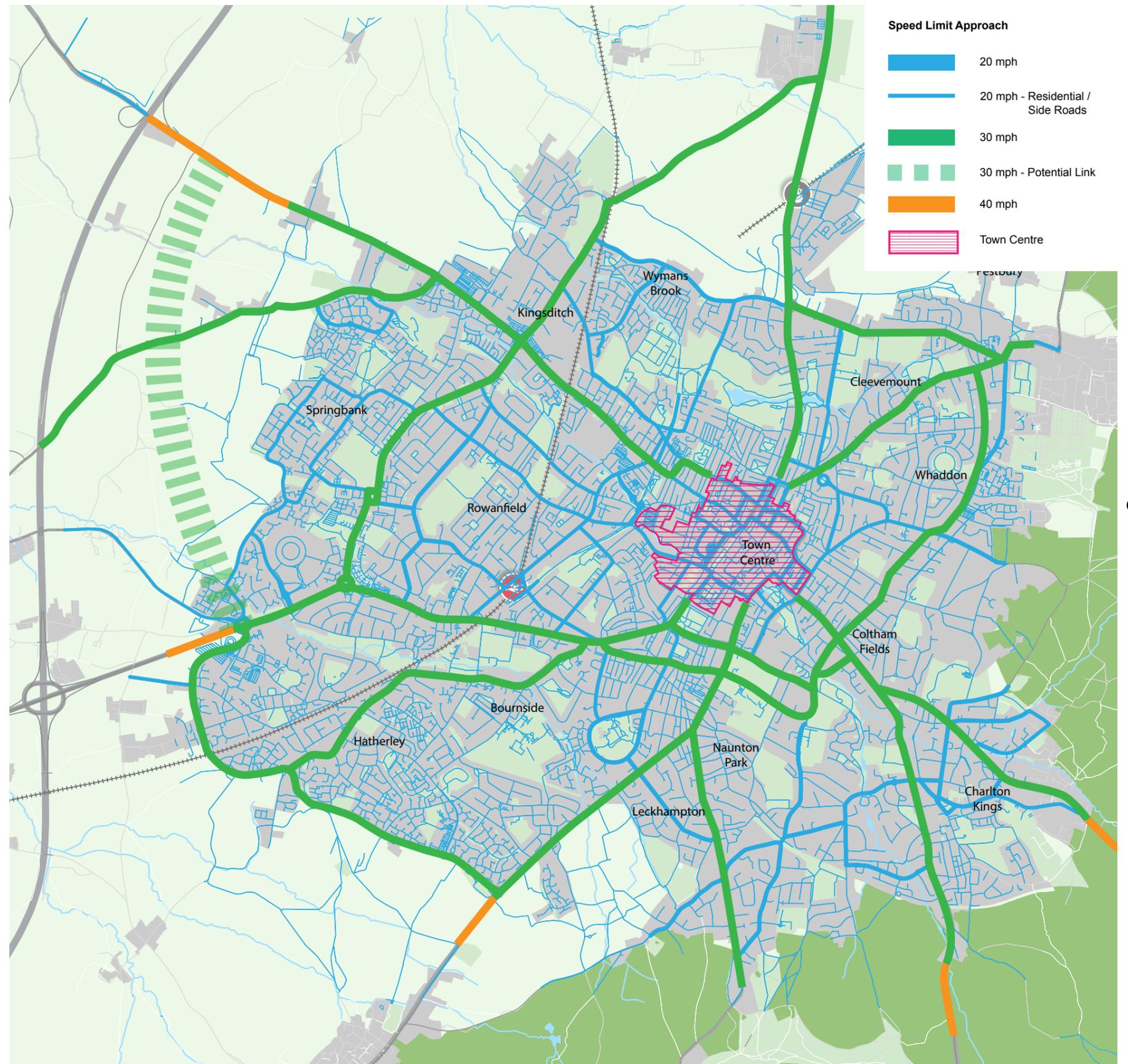
Local Cycle Improvements – In addition to providing a high quality cycle network (Cycle Cheltways – see below) at the top of the cycle network hierarchy cyclists need to be enabled to travel from door to door on all streets. This means that there will also be short links, local connections and specific barriers that will need to be addressed by cycle specific infrastructure in addition to the delivery of the broader liveable streets approach and in particular the speed limit strategy. <£5million

Public Realm Improvements – providing high quality public realm in key locations such as the Town Centre and Local Centres will be key to encouraging their long term commercial viability and walking and cycling to access them.

Community Led Projects – the community have a key role to play activating and humanising local streets through the delivery of events and projects such as play streets and parklets. A mechanism for establishing a pot of money and bidding process for communities to bid for funding should be established - < £200k

Seating and Cycle Parking Programme – an ongoing programme of providing seating in key destinations and along key walking routes and cycle parking at key destinations such as centres and schools should be established. - < £200k

Main Streets – The busiest streets can form barriers to people walking and cycling. A programme of providing improved crossing facilities, including side road crossovers and gateways is proposed. This is anticipated to be predominantly focussed on those roads which will have speed limits of 30mph. Localised enhancements to vehicular capacity maybe required to accommodate new developments and at strategic pinch points. <£5 million - side road treatments only



CYCLE CHELTWAYS

To deliver a step change in the number of people that are cycling and deliver the outcomes and targets identified cycling needs to appeal to people of all ages and abilities and also be enjoyable.

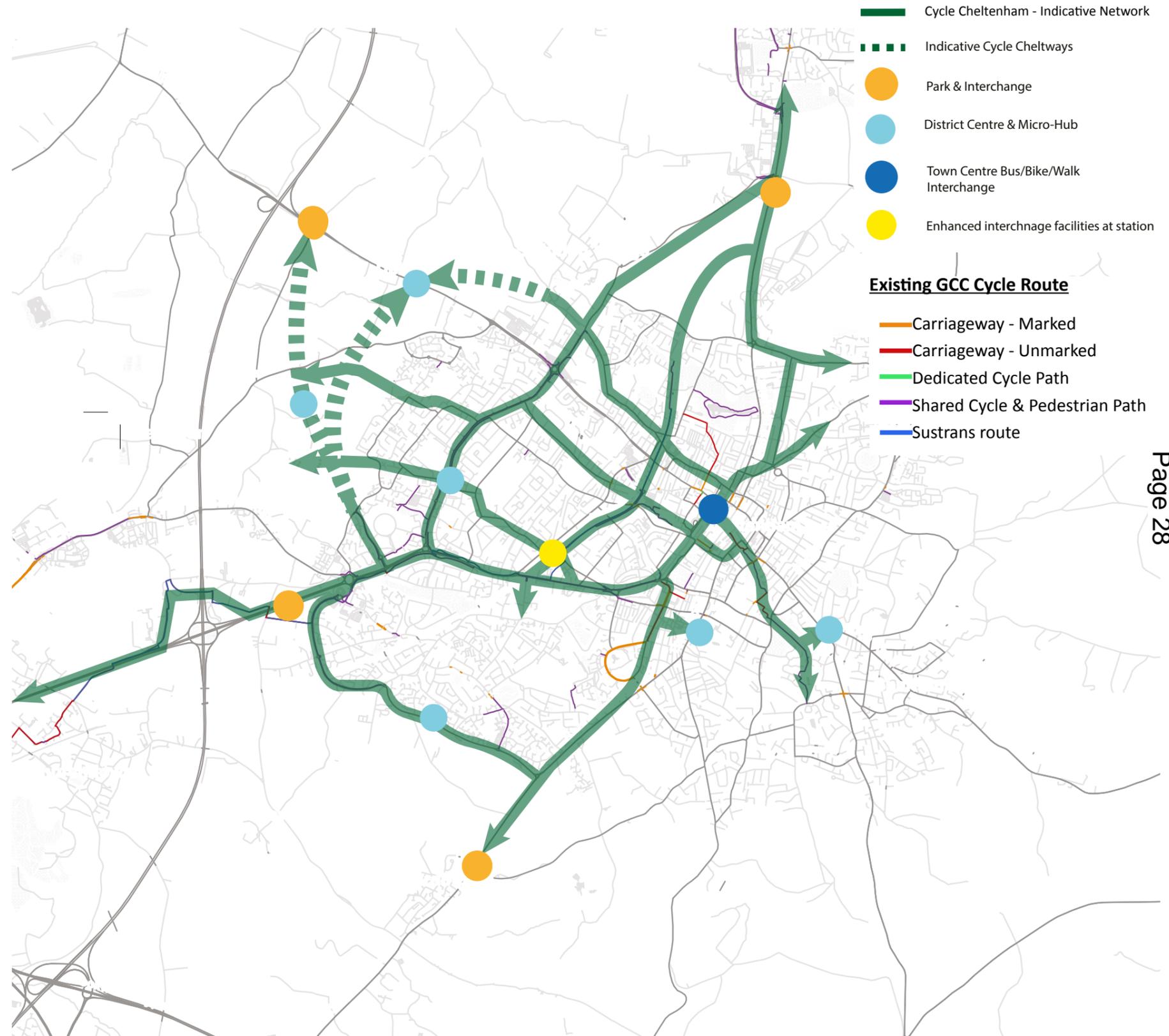
The approach to increasing cycling identifies the need for people to be able to cycle from door to door. Three elements of the cycling network are identified (see below) and behaviour change programmes are also proposed.

Cycle Cheltways – This would be the primary high quality branded cycle network connecting key assets including interchanges.

A programme of Local Cycle specific improvements are also proposed to address local barriers and these will form part of the secondary cycle network. These will be delivered as part of the wider Liveable Streets programmes.

The Liveable Streets programme more widely will support walking and cycling from door to door.

Cheltways programme >£5 to £20million





INTERCHANGE AND PUBLIC TRANSPORT

Enabling and encouraging interchange between all modes is critical and a key part of the Connecting Cheltenham Strategy addresses Interchange. There are a number of different types of Interchange proposed which are briefly identified below;

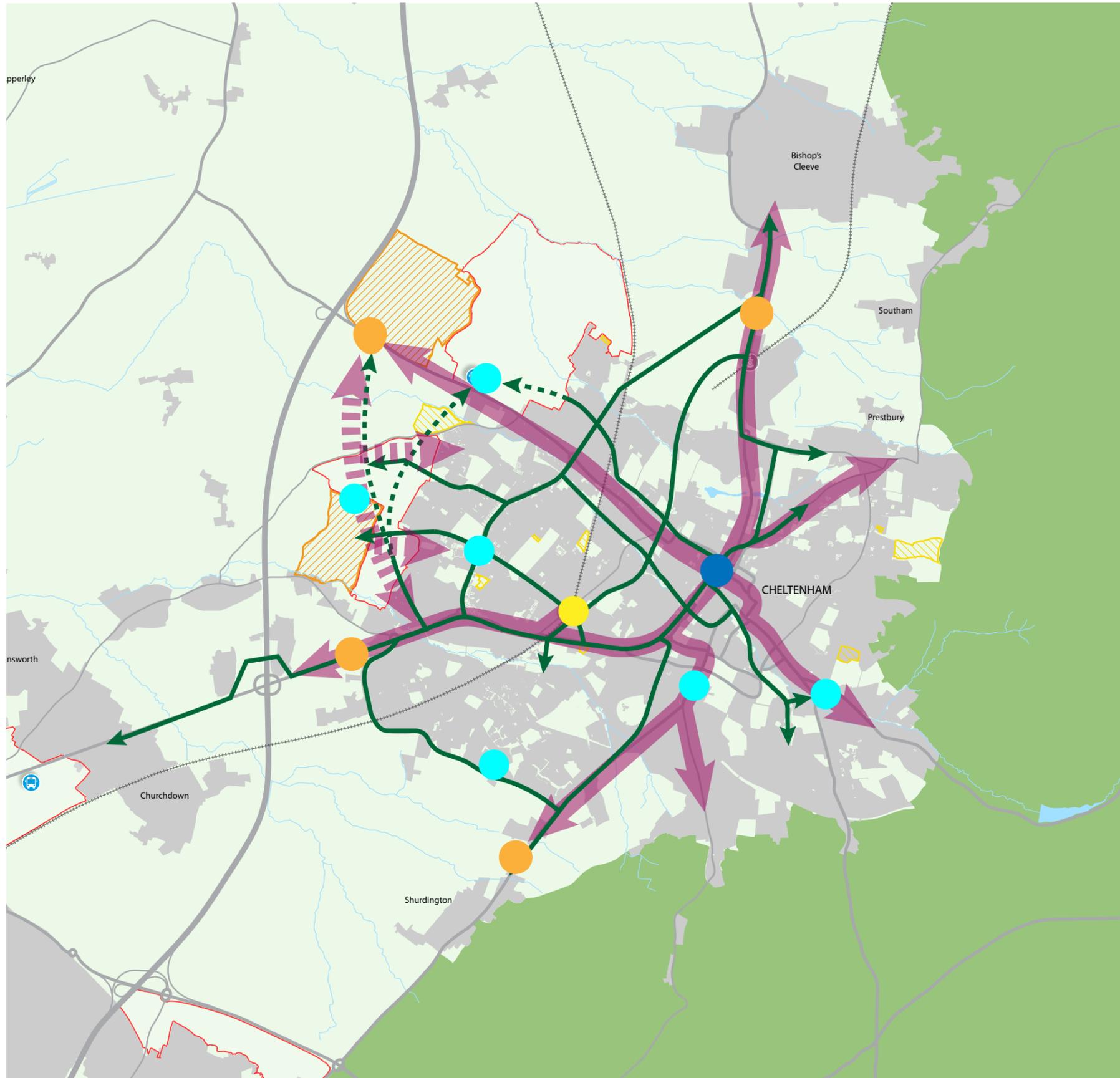
Park and Interchange – these will build on the successful approach to providing Park and Ride but would expand that offer to explicitly include interchange between all modes.

Town Centre Access and Interchange – The town centre bus interchange is proposed to be consolidated and access routes for buses simplified. This will improve Interchange and sense of arrival and will allow the Promenade to be enhanced. - £5 to £20 million.

Station Interchange – It is proposed that the station sense of arrival and quality of Interchange needs to be transformed building on the current stage 1 project and also exploring the opportunity for platform expansion to accommodate service enhancements where these would have an economic benefit.

District Centres and Microhubs – Local opportunities for interchange are also important and opportunities for providing small transport and services 'hubs' in existing and new local centres should be explored.

Partnership working – transport operators will be key to delivering enhanced services and facilities. In relation to buses the opportunities for an advanced partnership should be explored to support this.



- Bus Core - Main Street
- Indicative bus route
- Cycle Cheltway - Indicative Network
- Park & Interchange
- Town Centre Interchange
- Tran Station Interchange
- District Centre & Micro-Hubs

BEHAVIOUR CHANGE

Behaviour change programmes, particularly associated with the delivery of new transport infrastructure are an effective way of encouraging people to use more active and sustainable modes of transport. A range of approaches are recommended including;

- Events
- Awareness Raising
- Incentivisation
- Travel Planning – schools, new developments, existing housing and employment
- Travel Information and Journey Planning

TECHNOLOGY AND INFORMATION

The application of technology to transport problems is evolving rapidly. Developments include connected and autonomous vehicles and the collection of vast and rich data sets about transport behaviour. It is challenging to know how to respond to this but the following key actions are proposed.

- Ensuring that publicly generated transport data can be made available on a common platform;
- Enabling the expansion of electrical charging infrastructure
- Working to enable multi operator ticketing
- Developing a clear policy approach to addressing the risk that CAVs and other technologies could lead to increased vehicle numbers through promoting sharing trips.

ROLES AND RESPONSIBILITIES

A coherent and integrated transport strategy is important both to influence partners and bid for funding. Furthermore, delivery of Connecting Cheltenham will only be possible through partnership working but it is also important to identify key roles and responsibilities.

GLOUCESTERSHIRE COUNTY COUNCIL

Gloucestershire County Council are the Highway Authority for all highways within Gloucestershire with the exception of the trunk road. They are responsible for the development and delivery of the Local Transport Plan and they will be the lead authority for the delivery of all major transport works that affect the highways or future 'liveable streets' of Cheltenham.

They also lead the negotiations with developers on transport and street adoption and are responsible for highway maintenance. They therefore have a critical role in what will be the incremental process required to deliver Liveable Streets and a step change in the levels of use of cycling and public transport.

It is important that all decisions and works (capital and revenue) affecting the highways within Cheltenham of whatever the scale and complexity consistently apply the principles of Liveable Streets and respond to the aspirations of this strategy. It is also important that the scale of investment in cycling and public transport is appropriate to deliver the scale of ambition.

Gloucestershire would also be expected to lead the delivery major transport projects on the non trunk road highway from business case development through to delivery.

CHELTENHAM BOROUGH COUNCIL

Cheltenham Borough Council are the planning authority. In terms of transport they work in partnership with the County to influence transport investment and develop funding bids. They have a key role in influencing and guiding the approach to transport investment and management to ensure the Cheltenham's aspirations are delivered. They lead consideration of the planning process to determine where new development

is located and how it's designed.

PUBLIC TRANSPORT OPERATORS

Public transport services (bus and rail) are predominantly run by private operators. Driving up public transport use is a shared objective which will require coordinated investment from both public and private sectors. In terms of the private sector operators there are key areas which they will need to take forward including investment in less polluting vehicles and the development of multi operator ticketing.

COMMUNITY ORGANISATIONS

Local communities also have a key role delivering Connecting Cheltenham. Communities have a role influencing what is included in transport strategies and delivery plans and also the projects as they come forward through consultation and engagement.

There is also an opportunity to enable communities to lead and deliver small scale street projects and events which contribute to Liveable Streets.

HIGHWAYS ENGLAND

Highways England are responsible for the trunk road and all capital and maintenance projects on it.

1 | Introduction

INTRODUCTION

In August 2018 Cheltenham Borough Council (CBC) appointed SYSTRA to produce a proposed Borough-wide transport strategy to both help deliver Cheltenham's wider place making agenda and integrate new development into the existing transport network.

This strategy is also intended to support the development of LTP4 which is currently being developed by Gloucestershire County Council.

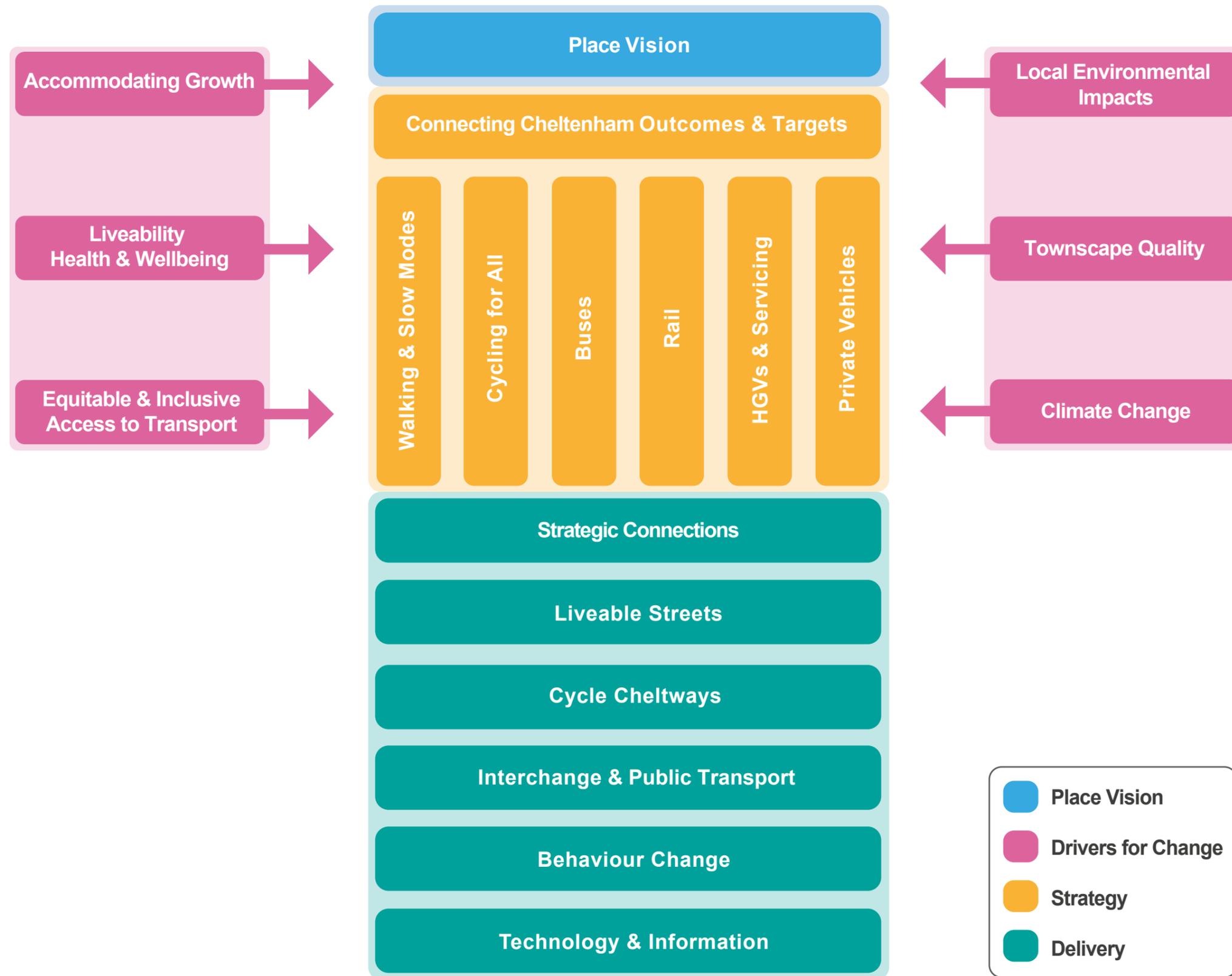
The Cheltenham of today is car dominated, but the ambition is that the Cheltenham of tomorrow will be highly liveable and well connected through increased walking, cycling and public transport use. Cheltenham is fairly self contained and together with being relatively flat and having a well connected street network offers real opportunities to significantly increase the use of modes other than the private car. Furthermore the central Severn Vale is very self contained and offers a significant opportunity for mode shift for all or part of journeys.

The Council needs to understand the transport barriers and opportunities for different travel modes with clear recommendations and high level costs. This needs to be set in the context of connecting to key infrastructure e.g. train station, motorway and wider strategic road network, town centre, key employment areas and retail centres and within and between neighbourhoods.

This report sets out a Connecting Cheltenham Vision and proposed Strategy and Delivery Plan supported by the evidence which sets out why there needs to be an increase in the use of sustainable modes.

The structure of the strategy is shown on the opposite page and this report is structured around these elements.

A baseline report has also been produced which summarises the evidence and stakeholder engagement carried out to support the development of this strategy.



2 | Context

LOCATION AND GEOGRAPHY

Cheltenham is situated in the Central Severn Vale in Gloucestershire. It is well connected having direct access to the M5 motorway to the west of the town and also being on the main railway line between Bristol and Birmingham.

Cheltenham is well known for its Spa heritage and its beautiful built and natural environment. The quality of the town is reflected in the extent of Conservation Areas that it contains. It is a very desirable place to live, work and visit.

The town sits at the base of Cotswold scarp which rises above it to the East and South East. This scarp and the Cotswolds AONB constrains the growth of the town to the east and south east.

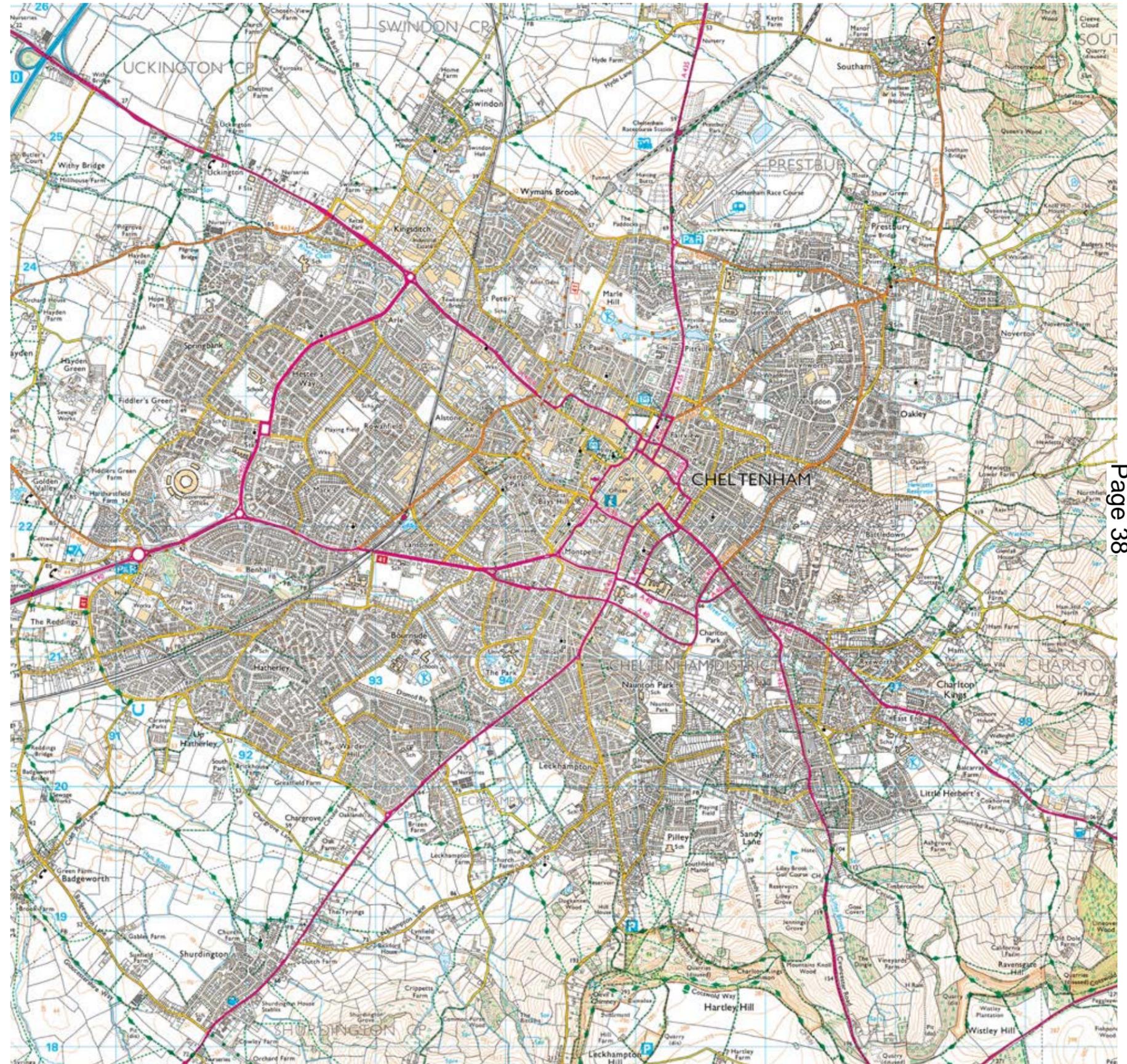
Several watercourses run through Cheltenham falling in a broadly south east to north west direction including the Hatherly Brook and the River Chelt.

In terms of land use Cheltenham has three main areas of employment the Town Centre, Kingsditch retail and employment area and GCHQ. The Cyber Park proposals will also build further employment along the western edge of the town expanding the employment offer in the broad area of GCHQ.

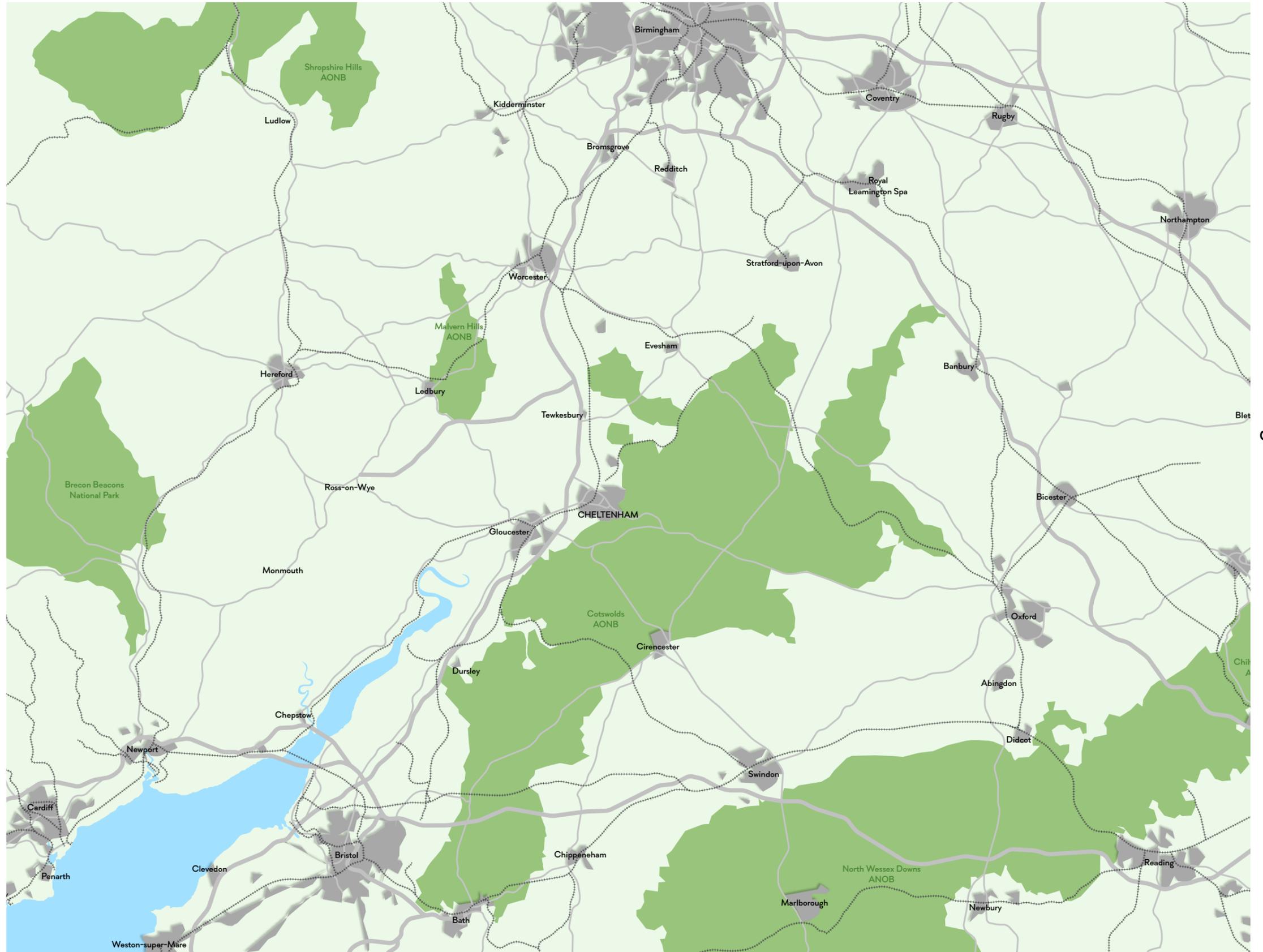
Cheltenham's town centre is located broadly centrally and is connected into the surrounding neighbourhoods by a well connected and relatively level street network. Local and neighbourhood centres and schools are also well distributed throughout the town.

The combination of an attractive, compact, well structured town with level topography and a well connected street network are all key urban attributes which encourage and enable walking and cycling for a wide range of trip purposes.

The following pages illustrate these attributes.



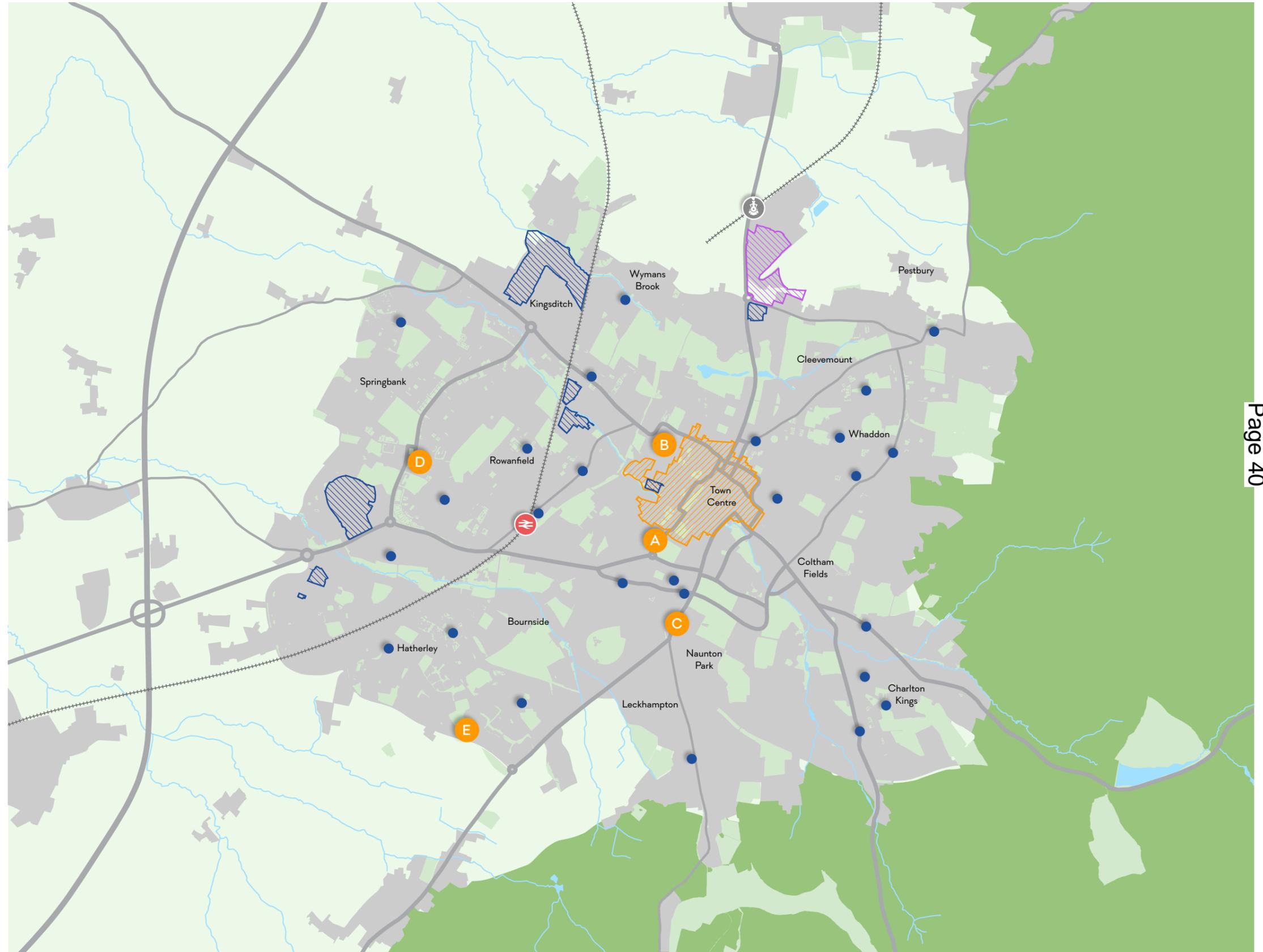
CONTEXT



LAND USE

LEGEND

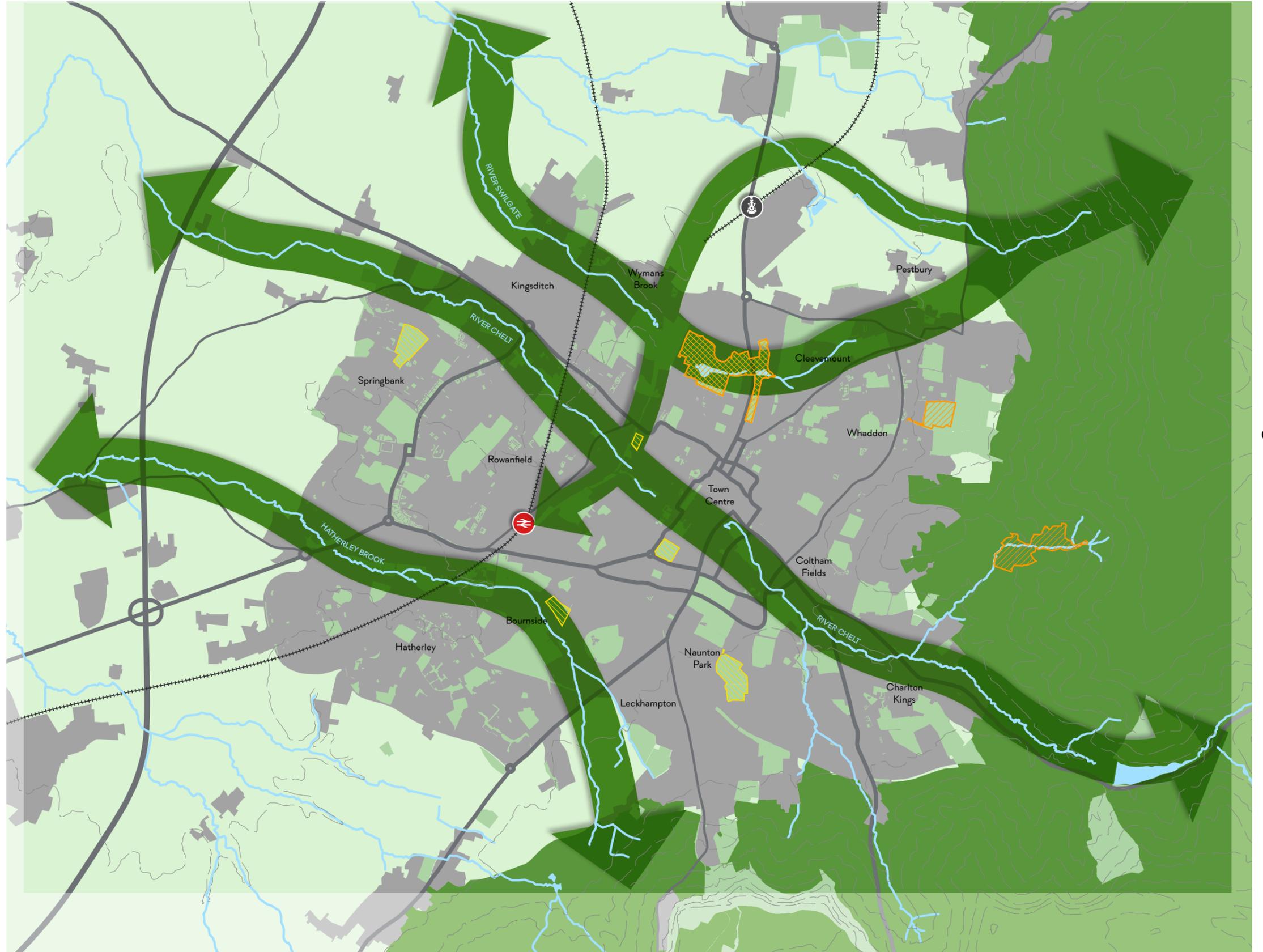
-  Central commercial district
-  District centre
-  Local neighbourhood centre
-  Key employment area
-  Cheltenham racecourse
-  Urban/ residential area
-  Greenspace
-  Cotswolds A.O.N.B.
-  Motorway
-  A road
-  B road
-  Railway station
-  Recreational railway station
-  Railway line



GREEN INFRASTRUCTURE AND WATERCOURSES

LEGEND

-  Strategic green corridor
-  Registered park and garden
-  Green flag status park
-  Greenspace
-  Cotswolds A.O.N.B.
-  Watercourse
-  Height contours (25m intervals)
-  Urban area
-  Motorway
-  A road
-  B road
-  Railway station
-  Recreational railway station
-  Railway line



PLACE VISION

Cheltenham's ambition and vision is set out in its 'Place Vision'. The Place Vision has three key areas Business, Culture and Community and states that the ambition is for Cheltenham to be a place where;

- All our people and the communities they live in thrive.
- Where culture and creativity thrives, celebrated and enjoyed throughout the year.
- Where businesses and their workforces thrive.
- Where everyone thrives.

To deliver The Place Vision, there are a number of key challenges which the town faces and to which it must respond and which are summarised in the following paragraphs.

Economic and jobs growth is below the national average and there are areas of high worklessness within some areas. Recruitment to entry level and mid level management can also be challenging. The retail environment is also challenging at a national level.

Cheltenham has an international reputation as a thriving centre for Culture, Heritage and Sporting events, but it is still in competition with many other places for visitors. It also has to address funding challenges for Arts and Cultural organisations.

Cheltenham's communities are diverse. Cheltenham has some of the most wealthy areas of the UK but it also has communities who are within the 10% most deprived.

Cheltenham's population is ageing and forecasts indicate that by 2029 there will be fewer under 18's than over 65's if current trends continue.

The Place Vision goes onto to identify Ambitions, Aspirations and Actions that local partners will work together to deliver to address these challenges. There are several Actions that relate directly to transport and this transport strategy.

- Deliver a Transport Plan focussed on increasing connectivity across the town and work with partners to bring about fast and secure digital infrastructure.
- Facilitate the delivery of the Cyber Park that will create 45ha of new employment space along with employment and training initiatives to benefit local residents.
- Develop a vision for the Town Centre which delivers investment into the delivery of world class public spaces that link people businesses and entertainment.
- Commitment to create socially sustainable communities in both new residential developments and in our existing communities and increase opportunities for community based health and wellbeing projects

This 'Place Vision' is supported by four values which will guide how the town responds to the long term challenges;

- Being environmentally friendly
- Being pioneering
- Being nurturing
- Connecting and reconnecting

The 'Place Vision' therefore provides a key framework for 'Connecting Cheltenham' both in terms of its broad and inclusive approach but also in terms of the support for the delivery of the Cyber Park and investment in the Town Centre.



GROWTH

Cheltenham has adopted a Joint Core Strategy (JCS 2017) with Gloucester City Council and Tewkesbury Borough Council. This sets out a target of 11,000 new homes and 55ha of new employment land for Cheltenham by 2031.

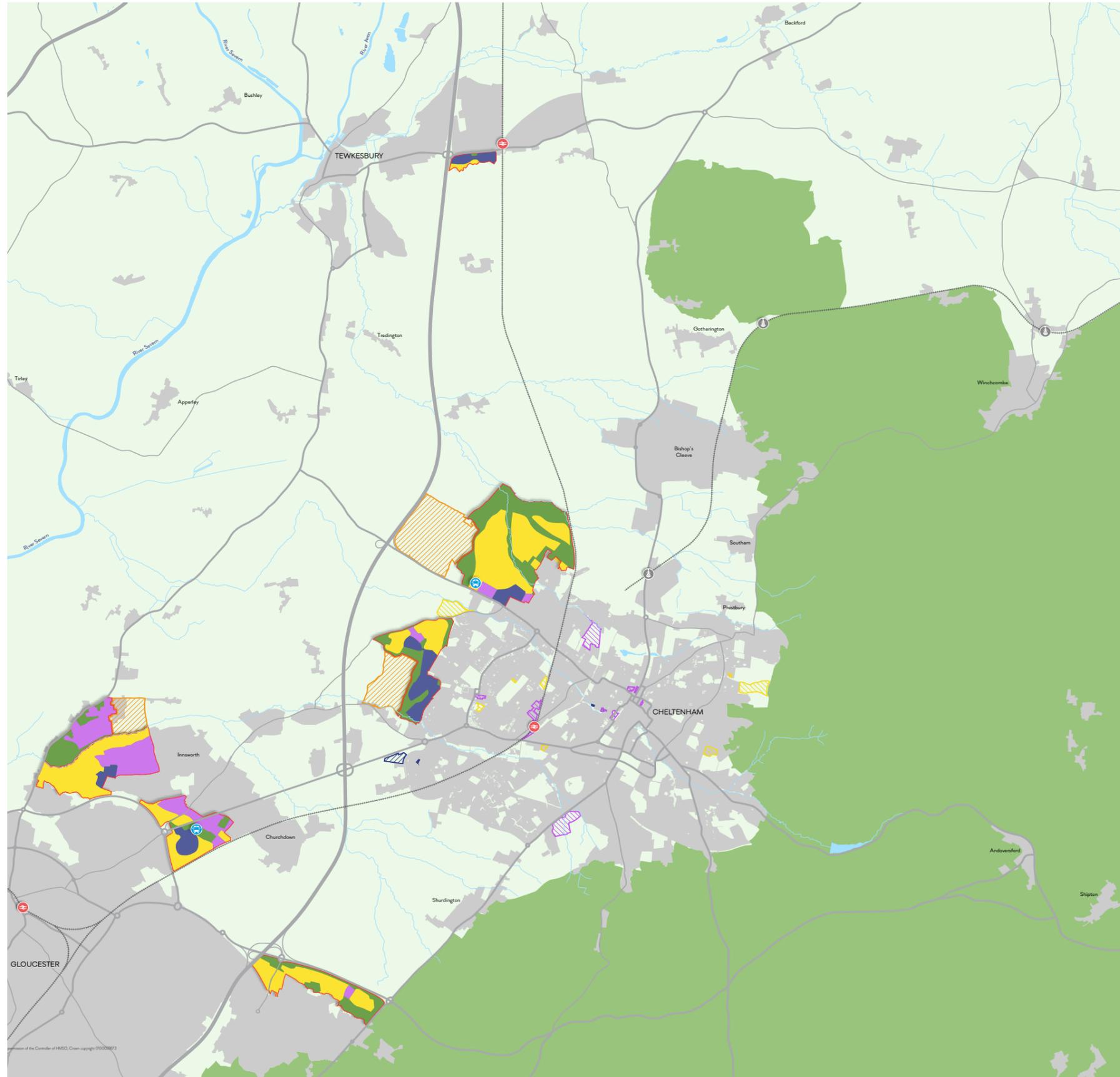
In Cheltenham strategic growth is planned in North West and West Cheltenham through the development of new urban extensions. Strategic urban extensions are also proposed in Gloucester and Tewkesbury. The plan to the right illustrates the proposed areas of growth relevant to this strategy.

The JCS is supported by an infrastructure delivery plan which identifies the following specific transport projects within / near to Cheltenham;

- M5 junction 11
- A40 Benhall Roundabout
- Cheltenham Spa station remodelling to provide additional track and platform capacity and passenger facilities including interchange, cycle parking, car parking and station amenities.
- Elmbridge Transport scheme - new park and ride facility and associated capacity and safety improvements
- A40 bus lane Benhall
- Desire to implement smart card ticketing and real time passenger information along strategic public transport routes

A review of the JCS is now planned and an issues and opportunities consultation was undertaken between November 2018 and January 2019. This indicates that further urban expansion to the west of Cheltenham may be considered.

JOINT CORE STRATEGY



- LEGEND**
- Strategic urban extension
 - Strategic housing allocation
 - Housing allocation
 - Strategic mixed-use allocation
 - Mixed-use allocation
 - Strategic employment allocation
 - Employment allocation
 - Strategic green infrastructure
 - Safeguarded area
 - Greenspace
 - Cotswolds A.O.N.B.
 - Watercourse
 - Urban area
 - Motorway
 - A road
 - B road
 - P
🚌 Proposed park and ride
 - 🚂 Railway station
 - 🚂 Recreational railway station
 - Railway line

CURRENT TRAVEL BEHAVIOUR

Census data from 2011 provides us with a detailed snapshot of journey to work data for people both living and working in Cheltenham. The diagram opposite illustrates a summary of the journey to work travel behaviour. Key points that can be drawn from this data are;

- 40% of travel to work trips start and end in Cheltenham
- Of these internal trips there is already a relatively high non car mode share
- There is a high internal walk to work mode share (32%).
- Cycle mode share for trips within Cheltenham is healthy but much lower than the car or walking (11%).
- The bus mode share is similar for trips into and out of Cheltenham as it is for trips wholly within Cheltenham and relatively low for an urban area. (Between 6% and 8%)
- Rail mode share is low (3% outgoing trips and 2% incoming trips).
- Car mode share is high (78%) for travel to work trips both to and from Cheltenham.

The census data has also been analysed to explore where people are travelling to from Cheltenham and from to Cheltenham for work. Bishop’s Cleeve which is within Tewkesbury Borough has a significant travel to work relationship with Cheltenham and is very close and so offers a significant opportunity to promote mode shift to bus, cycle and car share in particular.

Analysis was also carried out to identify areas where people are travelling short distances to work by car (2km and 5km). This revealed that many very short trips (less than 2 km) are being driven. This is illustrated on the small plan to the right.

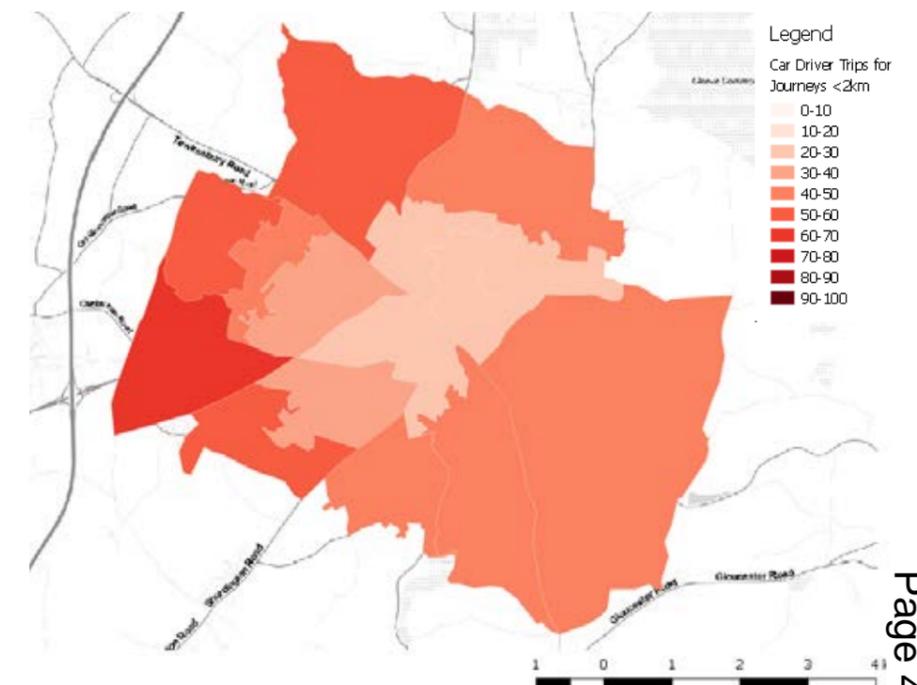
Limited travel to primary school data was available. This revealed significant variability in mode share. Some high walk mode share, relatively high car mode share and generally very

low cycle mode share.

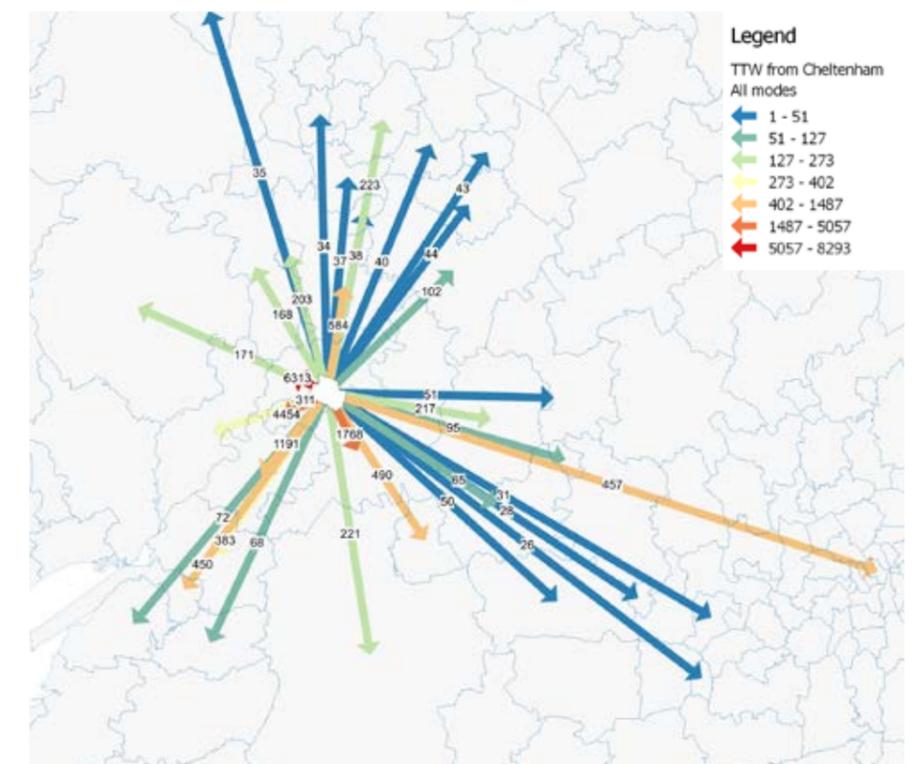
OPPORTUNITIES

From the review of travel data the following overall conclusions can be drawn about the opportunities for mode shift.

- There is a significant opportunity to increase levels of cycling and bus (mass transit) use for travel to work in particular.
- There is an opportunity to significantly increase travel to school on foot and by bicycle in particular.
- There is an opportunity to increase the proportion of car trips that are car share. Although if the overall proportion of car trips reduced significantly it may result in an overall reduction in the number of people car sharing.
- There is an opportunity to intercept incoming and outgoing trips via Park and Ride or other ‘Hub’ type interchange.
- For trips to and from Gloucester and Tewkesbury there is an opportunity to improve mode share for cycling and bus and also to intercept single occupier car trips at ‘Park and Interchange’.
- Opportunities to increase rail mode share through improvements to service patterns should be explored, although rail mode share for journeys to work is likely to remain low overall.

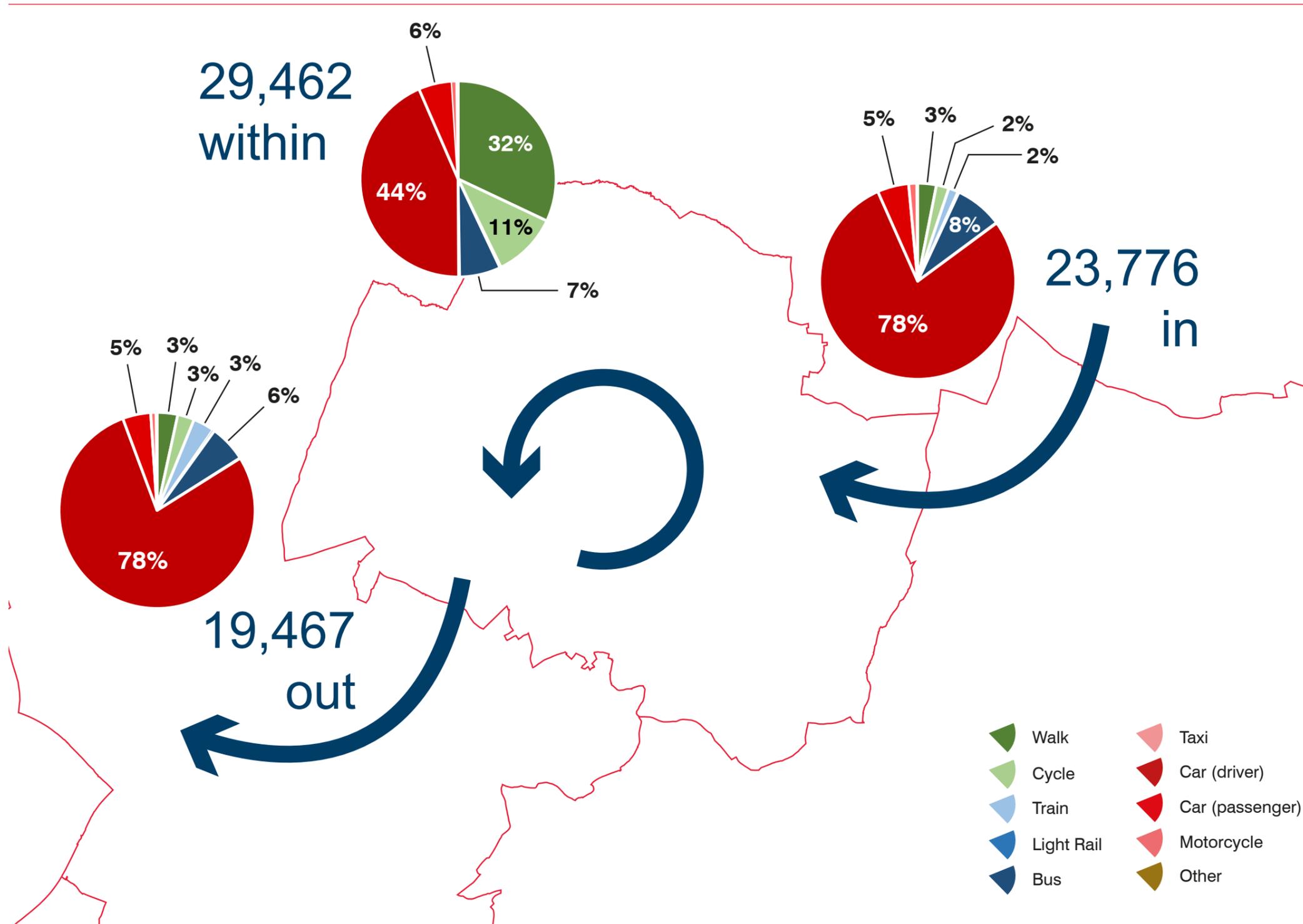


Journeys <2km



Work destinations for people living in Cheltenham

SUMMARY OF JOURNEY TO WORK DATA - CENSUS 2011



3 | Drivers for Change

DRIVERS FOR CHANGE

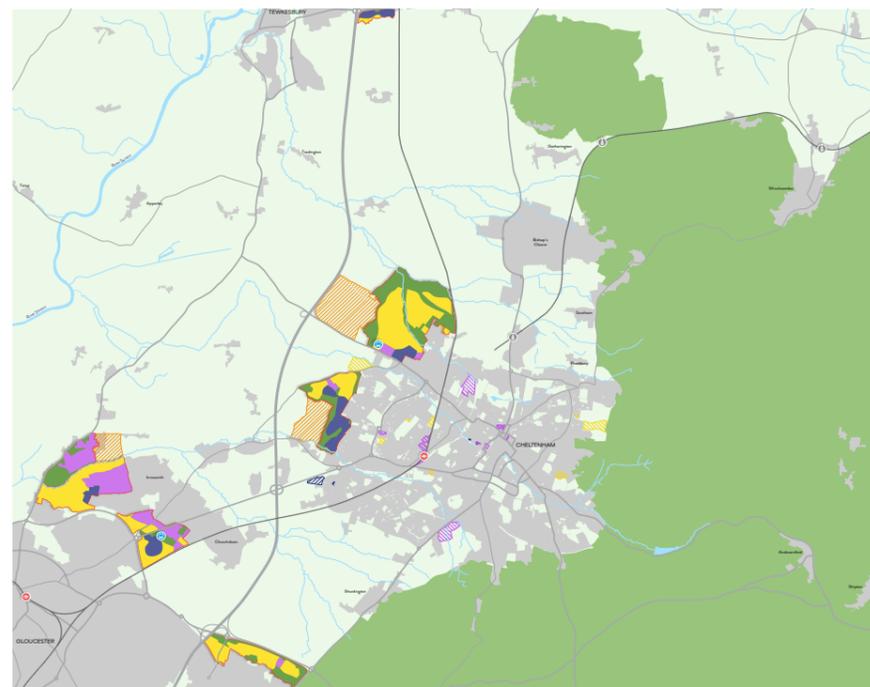
The way people move around and how well connected from a physical movement perspective, a place is, affects a wide range of issues including health, wellbeing and economic growth. The choices people make about movement also affects how easy it is to accommodate and encourage growth and transport emissions are a key contributor to climate change.

This section therefore identifies some ‘drivers for change’ or reasons why a shift towards more active and sustainable modes of transport is important across a wide range of agendas.

The ‘drivers for change’ identified in Cheltenham are listed below and the following sections illustrate why these ‘drivers’ are so important;

- The need to accommodate the increase in travel demand as a result of growth and integrate new areas and communities effectively into the town.
- The need to improve health and wellbeing outcomes for all (includes highway safety)
- The need to ensure equitable access to transport, employment, education and services through an effective and inclusive transport system
- The need to reduce the local environmental impacts of transport such as air quality, noise and ecological impacts.
- Protect and enhance the quality and distinctiveness of Cheltenham and its neighbourhoods.
- The need to reduce the wider environmental impacts of transport such as the emissions of the gases that contribute to climate change.

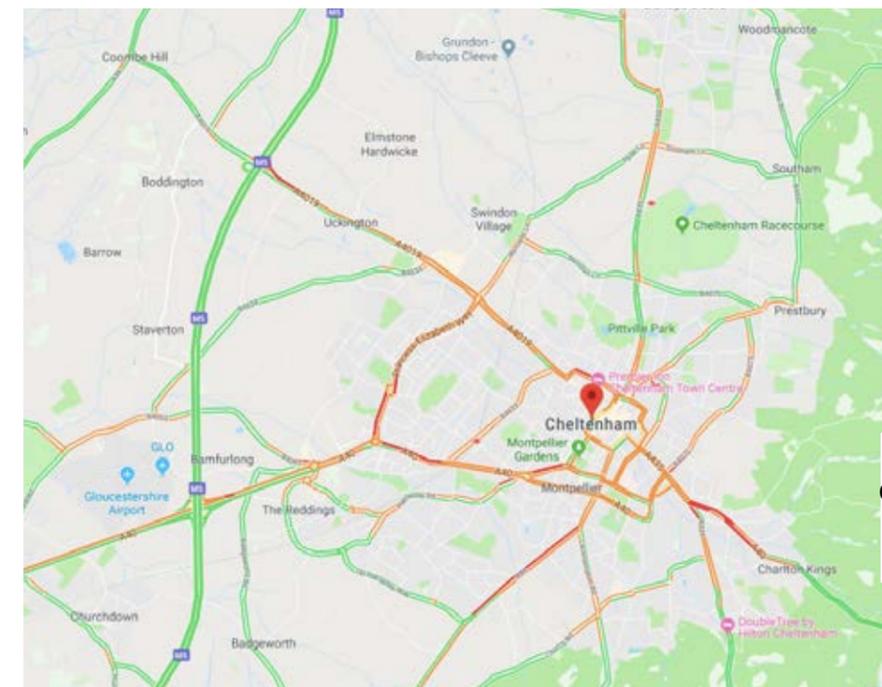
GROWTH



Significant growth is planned in the Central Severn Vale and within Cheltenham. Accommodating the associated increase in travel demand on an already congested and constrained highway network requires a move towards more efficient use of highway space. A higher proportion of people cycling and using shared transport (bus based in the short to medium term) will help achieve this.

This plan is provided on page 27 at a larger scale and with a key.

CONGESTION

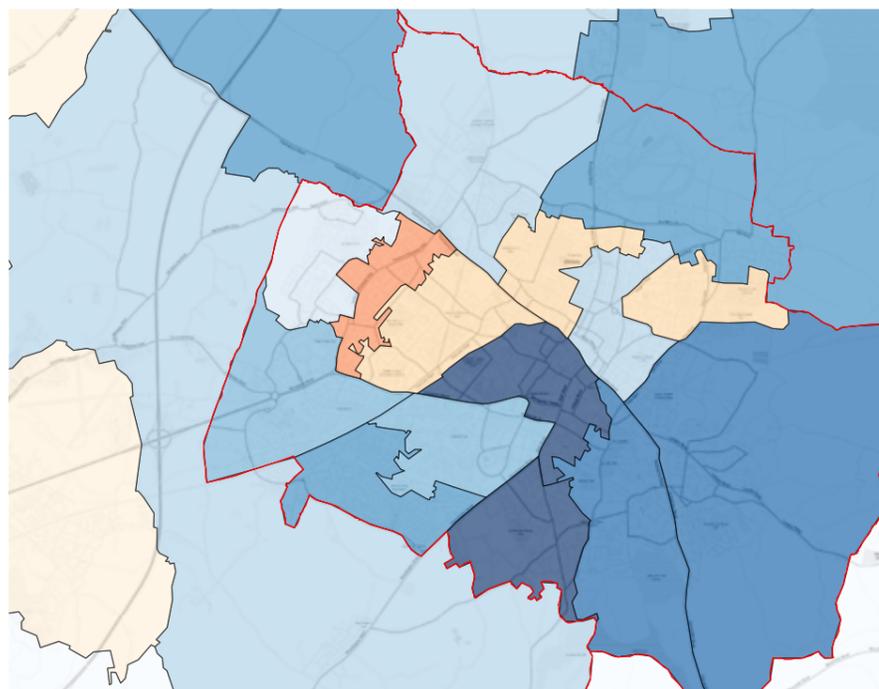


Addressing congestion through prioritising and promoting more efficient modes of transport will help accommodate growth in travel demand without harming liveability or townscape.

Cheltenham’s highway network experiences significant congestion on its key routes during peak periods in particular. Although there are some locations where capacity could be increased, this is not generally the case without significant impact on living conditions or townscape in particular.

The plan above indicatively illustrates congestion during the morning peak. Warmer colours illustrate higher levels of congestion.

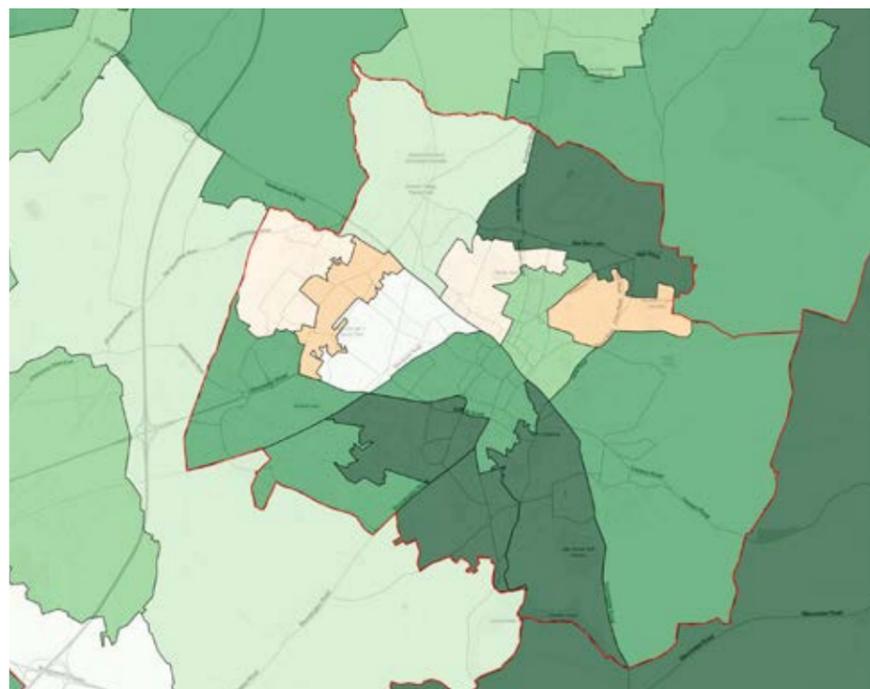
CHILDHOOD OBESITY



Childhood obesity is a national concern. Children’s diets and lower levels of exercise contributing to what has been described as an epidemic of obesity. The diagram above shows how Cheltenham’s childhood obesity compares with the national average. The warm colours show areas where childhood obesity is higher than the national average. These are concentrated in the areas of higher deprivation but any levels of childhood obesity is a cause for concern.

Increasing opportunities for outdoor play, walking and cycling is important for tackling childhood obesity.

HEALTHY LIFE EXPECTANCY (FEMALE)



Healthy life expectancy is a good measure of the relative health of different places. Female healthy life expectancy is shown here for Cheltenham. The warmer colours indicate where healthy life expectancy is below the national average. The areas where healthy life expectancy is lower for women also have higher levels of childhood obesity and lower than average healthy life expectancy for men.

A move towards enabling increased use of active modes of transport will help support improving health outcomes for these communities as well as more widely.

CYCLE / VEHICLE ACCIDENTS



The map above shows the location of cycle injury accidents over the last 5 years. In common with many places, Cheltenham has injury accidents spread across its network as well as a number of junctions where there are a concentration of accidents.

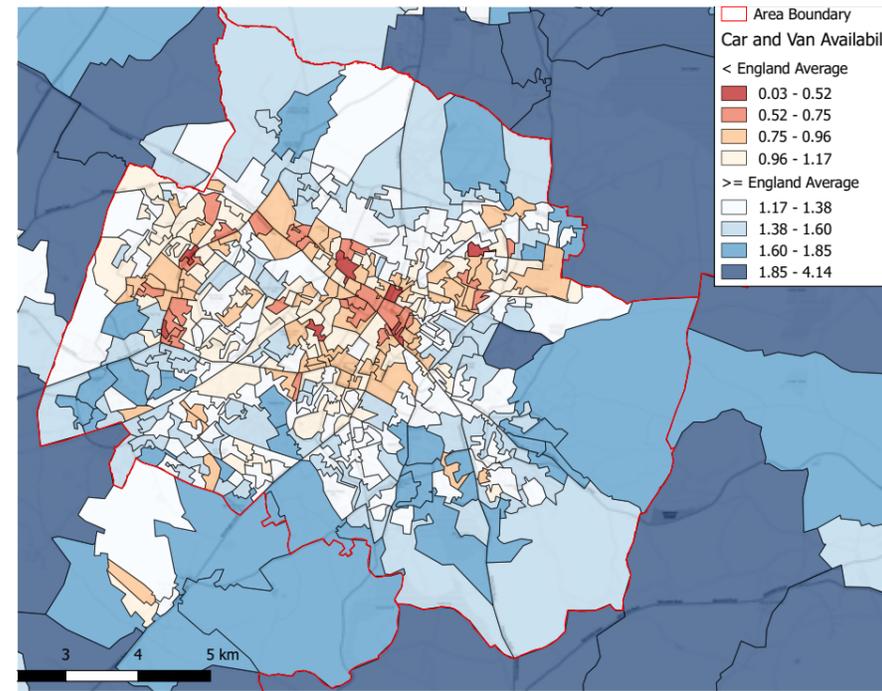
HIGHWAY SAFETY - PEDESTRIANS



The map above shows the locations of pedestrian injury accidents over the last 5 years. In common with many places Cheltenham has injury accidents spread across its highway network but accidents between vehicles and pedestrians are more concentrated in the Town Centre.

There have also been incidents of verbal and physical assault on pedestrians. The need to improve highway safety also needs to include consideration of this type of incidents.

CAR OWNERSHIP



The map above shows how car ownership varies across Cheltenham. The warm colours show where car ownership is lower than the national average. The cold colours show where car ownership is higher. This shows that for large areas of Cheltenham car ownership is around or below national average. Car ownership rises towards the outer edges of Cheltenham. Although it could be anticipated car ownership would be lower in areas of higher deprivation lower levels of car ownership are more widespread than that in Cheltenham. This perhaps reflects the accessible nature of the town.

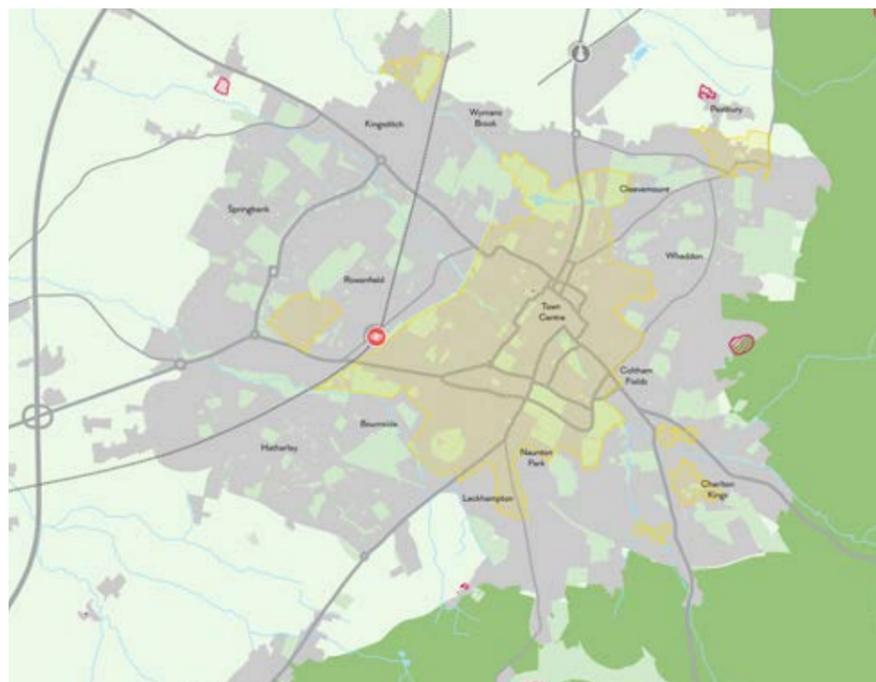
This map also illustrates that there are many households with low car ownership and therefore shows how important other modes of transport are for many people already.

AIR QUALITY



The whole of Cheltenham was designated as a an Air Quality Management Area in 2009 as a consequence of a number of locations exceeding limits for Nitrogen Dioxide. The purpose of an air quality management area is to identify those locations where action is necessary to improve air quality. In Cheltenham although the locations of lower air quality are localised there is a recognition that the effect of door to door transport choices is a key driver of reduced local air quality.

TOWNSCAPE QUALITY



Cheltenham's Town Centre and immediate surroundings is known for its high quality townscape. This includes a number of very high quality streets and town centre public spaces and urban parks.

Accommodating the increase in travel demand associated with growth whilst also protecting and enhancing Cheltenham's character and townscape requires a holistic design led approach to street design and also to the design of new transport infrastructure.

CLIMATE CHANGE



On 18th February, Cheltenham Borough Council unanimously supported a motion with the following resolutions:-

'Full Council calls on the Cabinet to:

- Declare a 'Climate Emergency';
- Pledge to make Cheltenham carbon neutral by 2030, taking into account both production and consumption emissions;
- Call on Westminster to provide the powers and resources to make the 2030 target possible;
- Work with other governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less than 1.5°C;
- Continue to work with partners across the town, county and region to deliver this new goal through all relevant strategies and plans;
- Report to Full Council within six months with the actions the Council will take to address this emergency.'

Transport emissions make up 34% of UK Carbon dioxide emissions and carbon dioxide makes up 81% of UK greenhouse gas emissions. Addressing the Carbon dioxide emissions from transport is therefore a crucial part of tackling climate change.

4 | Outcomes and Targets

OUTCOMES AND TARGETS

When considering how to best invest in transport it is important to consider what outcomes are actually sought. This is because choices about transport investment affect a wide range of issues from health through to climate change, as noted in the previous section.

If transport projects are not tested against these wide ranging and cross-cutting outcomes consideration may only be given to narrower transport and business case focussed issues. The effect of this in the past has, in many urban areas, been to harm liveability and townscape. The effect of highway design in particular has often been harmful to both townscape quality, walkability and ease of movement and access for cyclists.

It is also important that progress is monitored to ensure investment is having the desired impact. Targets are important to enable monitoring but it is important that the individual and cumulative effects of investment are considered against the wider outcomes, not all of which are able to be quantified.

Cheltenham has a clear Place Vision and it is important that all investment including transport contributes positively to this. The proposed transport outcomes which this strategy seeks to deliver are set out below. These build on the Place Vision and also respond to the 'Drivers for Change' which are discussed in the previous section.

These outcomes were discussed and refined at the first and second stakeholder workshops.

The proposed targets for journeys to work were discussed in workshop 2. They are based on the current mode share within the Cheltenham and the analysis that has been done to look at current and future journey patterns. A review of precedent places with high levels of sustainable transport use was also undertaken to help inform the proposed targets.

One of the key challenges which came out of workshop 2 was that there should be 'stretch' targets or 'aspirational' to reflect the strategies high ambitions.

The proposed targets for mode share were increased as a result and aspirational 'vision zero' targets included.

A suggested reduction in car share on the basis that the levels of car use were targeted to fall was not well supported and the target for car share is therefore to retain it at similar levels to the census 2011 mode share.

The current mode share for walking to work is already high at 32%. It is proposed that this level should be broadly retained rather than targeted to be increased. This is the context of a decline in national levels of walking.

The proposed outcomes and targets are set out in the following sections.

OUTCOME:

THE DESIGN OF STREETS AND TRANSPORT INFRASTRUCTURE ENHANCES THE CHARACTER AND DISTINCTIVENESS OF CHELTENHAM



The design of all new transport investment should enhance the character and distinctiveness of Cheltenham. This is not about providing high cost design solutions everywhere, it is about designing transport infrastructure sensitively and carefully in relation to the best of the local context.

OUTCOME:

THE WAY PEOPLE MOVE AROUND CHELTENHAM ENHANCES AND DOES NOT HARM HEALTH AND WELLBEING



At the moment, in some locations the speed, volume, noise and air quality issues caused as a result of the way people move around Cheltenham in vehicles harms living conditions and discourages playing out, walking and cycling.

Reducing the speed and volume of vehicles and encouraging the switch to electric vehicles will work to lessen the impacts of transport on living conditions and the important parts of the built and natural environments.

Improving the safety of people travelling and reducing injury accidents also needs to continue to be effectively done. This needs to include perceived and actual safety in relation to verbal and physical abuse

OUTCOME:

CHELTENHAM HAS A STRONG CYCLING AND WALKING CULTURE AND PEOPLE OF ALL AGES AND ABILITIES ENJOY MOVING SLOWLY, WALKING AND CYCLING FOR ALL TYPES OF JOURNEYS



This outcome reflects the need to encourage cycling and walking for all trips and not just journeys to work. It seeks to ensure that people of all ages and abilities are encouraged and enabled to walk and cycle.

This includes ensuring that people with mobility, sight or mental challenges can travel independently moving slowly, walking or cycling.

OUTCOME:

PUBLIC TRANSPORT IS HIGH QUALITY AND CONVENIENT AND PEOPLE OF ALL AGES AND ABILITIES CAN USE IT AND CHOOSE TO USE IT.



The outcome reflects the need for the bus services to be so attractive that people choose to use buses instead of the car.

This outcome also reflects the need to ensure that access to buses is inclusive and accessible to people with mobility, sight, or mental challenges.

OUTCOME:

THE ENVIRONMENTAL IMPACT OF TRANSPORT IN CHELTENHAM IS CONTINUALLY REDUCED

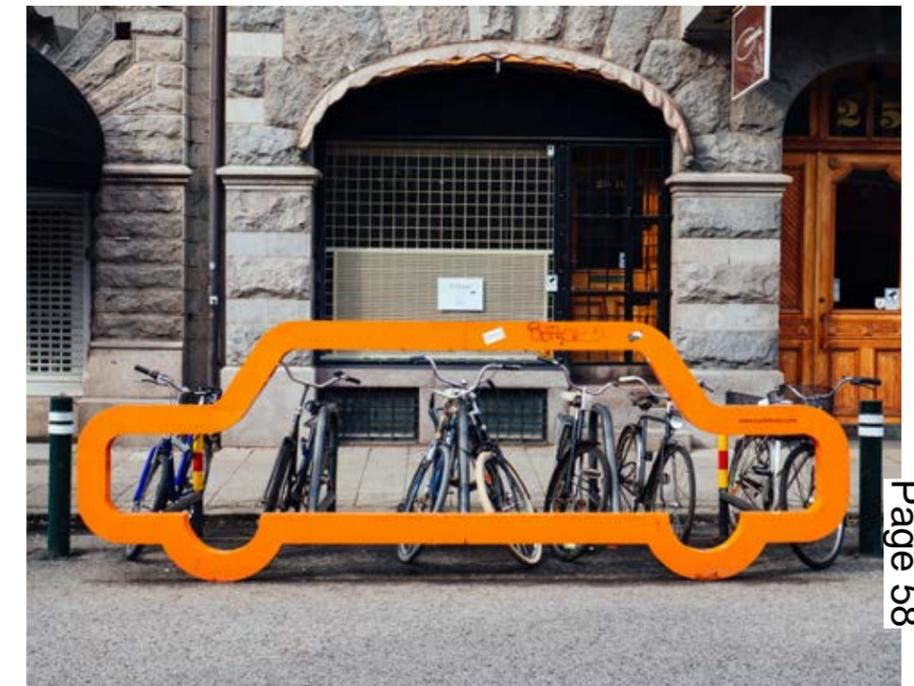


Transport choices have a range of environmental impacts. These include a significant contribution to climate change and air-quality impacts. Climate change concerns are now critical and Cheltenham wishes to ensure that the impact of travel within Cheltenham on climate change is significantly reduced.

The health impacts of air quality are also of concern and legal requirements to improve air quality require action.

OUTCOME:

NEW DEVELOPMENT IS FULLY INTEGRATED IN TO THE TOWN AND THE GROWTH IN TRAVEL DEMAND IS ACCOMMODATED WITHOUT INCREASES IN CONGESTION



The urban area is being extended to the west of the town between its current edge and the motorway. To ensure new neighbourhoods form an effective part of the town, they must be well connected to it by all modes, but particularly walking, cycling and public transport.

The increases in travel demand cannot also be physically accommodated without a shift to more efficient and active modes of transport.

TARGET:
MODE SHARE



- To double cycle trips including mode share to work
- To increase bus trips by 30% including mode share to work
- To increase car sharing
- To retain levels of walking

In order to meet wider aspirations relating in particular to health and wellbeing, placemaking, and economic growth, a shift towards efficient and sustainable modes of transport is necessary. In Cheltenham there is a significant opportunity to increase cycling and bus use, and this is reflected in the proposed targets here.

TARGET:
AIR QUALITY



Vision Zero - A long term aspiration that there are no air pollutants that are harmful to health present in the air in Cheltenham and that year on year there is progress towards this.

This reflects the aspiration that the air in Cheltenham should be free from pollutants which harm health.

Cheltenham is currently covered by an Air Quality Management Area. This reflects the fact that there are localised areas of low air quality along key highways. The issues with air quality in Cheltenham are predominantly caused by traffic.

TARGET:
SAFETY



Vision Zero - A long term aspiration that no one is killed or seriously injured on the Boroughs Roads and that year on year there is progress towards this.

This reflects the aspiration that no one should be harmed using the boroughs streets.

TARGET:
CONGESTION



Reduce total delays due to congestion within the Borough year on year.

Reducing congestion is also as aspirational target. It would assist in the delivery of improved air quality and bus reliability and attractiveness in particular.

5 | Modes

APPROACH - HOW STRATEGY RESPONDS TO DRIVERS FOR CHANGE.

People move around Cheltenham using different modes of transport and as a result of growth there will be an increase in travel demand. As noted in previous sections this needs to be accommodated whilst also addressing a range of other issues including those relating to the environment, health, wellbeing and townscape which are all impacted on by the ways people travel.

This section firstly summarises below how the strategy addresses the drivers for change that have been identified and then on the following pages looks at each mode in turn setting out the proposed approach or strategy for that mode.

THE INCREASE IN TRAVEL DEMAND AS A RESULT OF GROWTH WILL BE ACCOMMODATED BY:

- Focussing on moving people around not cars.
- Ensuring new development is designed around enabling and prioritising the use of sustainable, shared and efficient transport modes (slow modes, walking, cycling and public transport).
- An increase in the use of sustainable, shared and efficient transport modes in wider Cheltenham.
- Investment in new highway infrastructure to address vehicular capacity issues only at critical network pinch points, to help redistribute traffic away from the urban area and increase highway network resilience.

THE NEGATIVE IMPACTS OF VEHICULAR TRAFFIC ON LIVEABILITY, HEALTH AND WELLBEING WILL BE IMPROVED BY;

- An increase in the use of active modes of transport by people of all ages and abilities. Whatever age or abilities people

have they should be able to move slowly, walk or cycle in Cheltenham.

- An holistic approach to street design and management which considers both movement and place issues and opportunities.
- Developing streets in new and existing parts of the town that can function as social spaces for people of all ages and abilities.
- Addressing air quality issues through an increase in the use of electric vehicles and a shift to active modes of transport and working with public transport operators to increase the proportion of the bus fleet that complies with EURO 6 standards.

EQUITABLE AND INCLUSIVE ACCESS TO TRANSPORT WILL BE STRENGTHENED BY;

- Enabling walking and cycling for all and in particular addressing some of the barriers to the use of these modes by the most vulnerable.
- Improving public transport
- Improving interchange between modes

THE LOCAL ENVIRONMENTAL IMPACTS OF TRANSPORT WILL BE REDUCED BY;

- An increase in the use of active modes of transport;
- An holistic approach to street design which supports ecological diversity through more 'greening' and habitat creation.
- An increase in the proportion of electric vehicles
- Working with bus operators to increase the proportion of the

bus fleet that complies with EURO 6 standards.

- Exploring opportunities for freight consolidation and the use of electric or other vehicles for deliveries.

THE IMPACT OF TRANSPORT ON CHELTENHAMS TOWNSCAPE WILL BE REDUCED BY

- An holistic approach to street design and management which considers both movement and place issues and opportunities.
- Introducing design review for both new development and major transport projects

THE WIDER ENVIRONMENTAL IMPACTS OF TRANSPORT SUCH AS ON CLIMATE CHANGE WILL BE REDUCED BY;

- A shift towards active modes of transport (walking and cycling)
- A shift towards more efficient modes of transport which move more people for the same carbon footprint (bus primarily but also rail)
- A shift towards less polluting fuels i.e. electric powered vehicles.

WALKING AND SLOW MODES

Cheltenham is potentially a very walkable town for people of all ages and abilities. It is relatively level, compact and with a well connected street network. The distribution of land uses broadly supports walking with the Town Centre being centrally located and local centres for day to day needs spread throughout the town. There is a high walk to work mode share and where monitored a healthy walk to school mode share.

Notwithstanding these positive attributes there are a range of challenges that face pedestrians particularly those that are more vulnerable and less able.

CHALLENGES

The radial routes into Cheltenham can be a particular challenge for pedestrians. These routes have limited formal and informal crossing points. Key junctions do not always provide direct routes for pedestrians or signalised facilities. Side roads can be difficult to cross due to vehicle entry speeds and in some cases large crossing widths. Tactile crossings are also not provided on all side road crossings.

These factors and the vehicle speeds in some locations means that these radial routes can sever walking networks over significant portions of their length for all but the most confident and able pedestrians.

Another example of severance is the town centre 'ring road'. Again crossing facilities can be infrequent and this coupled with the volume and speed of traffic and road widths results in severance. This is particularly important because all pedestrians and cyclists accessing the town centre have to cross the 'ring road'.

Across the wider town even on quieter streets the most common speed limit is 30 mph. There are only limited areas of 20 mph. This approach to speed limits does not support walking and cycling for all including those who are vulnerable or less mobile.

Streetscape quality is also variable. In some parts of Cheltenham it is delightful but in other places the townscape and street design make the streetscape poor. Streetscape quality is important for pedestrians. Walking is a slow business and if streetscape isn't interesting, attractive and stimulating walking will feel slow and tedious.

Streetscape quality can't however be high everywhere. It is therefore important to have a framework where the priorities for different street types are clear. This requires a strategic approach to streets which addresses not only issues such as streetscape but also speed limits and other design criteria.

Seating is also relatively infrequent in many areas. To support walking for all regular rest points are important. Seating also encourages social interaction and is particularly important in destinations such as local centres and at bus stops and interchanges.

So even though many people clearly walk for day to day trips there is still a lot that can be done to support and encourage walking for all, including the most vulnerable and least mobile.

The new housing and employment developments focussed on the west of Cheltenham will play an important role in retaining the percentage of people that walk to work and also supporting and encouraging walking more generally. To achieve this these new developments need to be genuinely walkable through ensuring that the developments have well connected street networks, a land use pattern that supports walking and attractive well landscaped streets with regular seating.

To address these challenges and continue to improve Cheltenham's walkability the approach below is proposed

APPROACH

Walking should be attractive for people of all ages and abilities for all trip types that are walkable in terms of trip length. There

is currently a very healthy walk to work mode share as noted previously. It is therefore not proposed that there should be target to increase this. The target should be to retain this and more broadly encourage walking. To deliver this the following approach is proposed.

LIVEABLE STREETS

The overarching approach is that all streets should support walking, moving slowly and cycling for people of all ages and abilities. Streets are complicated and have a wide range of different roles and demands so this is challenging. To deliver this effectively a clear framework of street types and their characteristics is needed. The key strands of this approach are set out below.

The Town Centre and Local Centres in particular should have good quality public realm and should be places that are enjoyable to spend time in. They are 'destinations' and need to be treated as such in terms of their design. They need to hold and attract people.

There should be a consistent approach to speed limits which drivers can understand but which reflects the need to support, walking and cycling within the urban area. This means that in general within the built up area speed limits should not exceed 30 mph and for residential streets and streets where there are significant volumes of pedestrians and cyclists e.g. in local centres and the town centre speed limits should be no more than 20mph.

Key radial routes would be expected to have speed limits of 30 mph except through some local centres where a local 20mph limit will be more appropriate. These routes have an important function for vehicle access but should not form barriers to people walking and cycling of all ages and abilities. Regular crossing points and side road treatments to prioritise pedestrians crossing and slow entry speeds will be necessary to deliver this. Regular seating to

provide rest points will also be necessary. These streets should also be carefully landscaped both because they are gateways to the town but also to make walking and cycling pleasant.

Local residential streets should prioritise pedestrians and cyclists and be places where social activity is enabled and encouraged. This can be done by encouraging activity in and transformation of neighbourhood streets including through community led street transformation, play streets programmes and regular seating.

The streets in new employment, housing and mixed use areas must also be exemplary in their design. Using best practice principles from both a transport and urban design perspective.

INTERCHANGE

Another key strand of the proposed approach to supporting and encouraging walking is enabling interchange between modes. Enabling trips to be easily carried out using more than one mode supports the use of sustainable modes and also inclusion and access for all by introducing flexibility and choice. Interchanges must enable interchange between all modes so a change between walking and cycling should be as easy as a change between car and the bus for example. It is important that interchange is facilitated throughout the town and therefore different types of interchange need to be recognised i.e.;

- Park and Interchange (walk / cycle / bus / taxi / private car (parking, pick up and drop off))
- Town Centre (walk / cycle / bus / taxi)
- Train Station (walk / cycle / bus / train / taxi / private car (limited parking, pick up and drop off))
- Local Centres / Micro Park and Interchange (walk / cycle / bus / limited private car parking in some locations / pick up and drop off)

BEHAVIOUR CHANGE

A key strand of the proposed approach to walking is the promotion of behaviour change. These programmes can include a range of approaches to encourage and support people to change their travel behaviour. They can include;

- Awareness raising including of the benefits of active travel.
- Walking and cycling events and activities. These can include community led events such as play streets also mentioned above.
- Incentivisation programmes such as the gamification of walking and cycling through the use of apps.
- Travel planning typically by businesses, other organisations and schools.

MAKING THE MOST OF 'BIG DATA'

The advent of detailed real time data about travel behaviour and the function of networks is one of the key opportunities in improving transport planning and network management.

One of the key challenges facing effective transport planning is the lack of fine grained and detailed information about travel behaviour. Understanding more about the detailed journeys people are doing and when they are doing them will improve the planning of transport infrastructure and services.

Being able to see the real time function of highway networks in particular will enable better real time network management.

In relation to pedestrians one of the key benefits should be that pedestrians become more visible. For example in the town centre the volume of pedestrians is significant and yet prioritising the needs of pedestrians over the car can still be a challenge.

Data powers many modern digital services, the majority of which are available to people through the devices that they carry with them almost everywhere. Many examples of such services relate to transport – including journey planners, ticket booking services and 'ride-hailing' services. Access to high quality data is key to many of these innovation around digital services (including 'apps').

TfL made much of its transport data open and consequently benefited from apps and services developed by third parties, some of which they might previously have paid to have developed themselves.

This model of the public sector as an enabler of innovation

through the provision of useful data, allows for more innovation and is financially more sustainable than the public sector being the developer of apps itself.

It is therefore important both from a transport planning and network management perspective, as well as to enable innovation that the opportunities that arise out of 'big data' are harnessed.

CYCLING FOR ALL

Cheltenham is a potentially a very cycleable town. It is relatively level, compact and with a well connected street network. The distribution of land uses broadly supports cycling with the Town Centre being centrally located and local centres for day to day needs spread throughout the town. Employment uses are concentrated in three main locations the Town Centre, GCHQ and Kingsditch. All are within cycling distance of the rest of the town, in particular using an e-bike. There is a reasonably healthy cycle to work mode share, but where monitored a very low cycle to school mode share.

Notwithstanding Cheltenham's positive attributes cycling isn't something that people of all ages and abilities habitually do and although there is no quantitative data to support it stakeholders when asked felt that there were generally lower levels of women and children cycling.

CHALLENGES

Cheltenham does have a range of cycle facilities but they are disconnected and are of variable quality and type. They also do not consistently connect together key assets in a legible way.

There are a wide variety of cycle vehicle types including 3 wheelers and cargo bikes which also need to be accommodated. Cycle vehicles are also likely to develop further with E-Bikes being available now and small autonomous 'Pods' arguably a development of cycling in the future. The cycle network as it currently stands does not provide a fit for purpose network for this wide range of vehicles or one that is attractive to all.

The main radial routes also act as barriers for cyclists in particular those that are less confident and more vulnerable.

Speed limits are relatively high and most residential streets have limits of 30 mph, with radial routes having speed limits of up to 40 mph extending well into the urban area.

Although there is a reasonably healthy cycle to work mode share

there is a low cycle to school mode share in the data available. This and the anecdotal evidence from the Stakeholder workshop indicates that cycling isn't attracting a broad cross section of the community in terms of age, ability or sex. If cycling is going to fulfil its potential as a key mode of transport in Cheltenham then cycling has to be attractive for everyone and accessible to a range of cycles.

New development also needs to be focussed around making cycling easy and attractive for all.

APPROACH

The proposed approach to cycling is that it should be attractive and accessible to all whatever their age or ability. The cycle network also needs to be thought about as being from door to door across the whole of Cheltenham and be able to accommodate a wide range of vehicles. So all streets which provide access to homes, employment, shops, health, education and other facilities need to be cycleable. Enabling interchange between cycling and other modes is also important. The following sections set out the key strands of the strategy to enable and encourage cycling for all.

CYCLE CHELTWAYS

Cycle Cheltways will be the core network of very high quality, direct, mainly segregated branded and signed cycleways that connect key assets and interchanges and cross the town. This network should be suitable and attractive for all to use. It should follow best practice guidance about the design of cycle facilities.

LIVEABLE STREETS

The overarching approach to Liveable streets is described in the previous section on walking and slow modes. In addition to this, 'Liveable streets' will also include localised cycle facilities/ infrastructure as required for example to access schools and

address local barriers for cyclists in addition to ensuring that all streets are 'cycleable'.

INTERCHANGES

Enabling interchange between cycling and all other modes is also an important component of the strategy to drive up levels of cycling. The broad approach to Interchanges is set out in the previous section on walking. To support interchange between cycling and other modes cycle access must be easy and direct to conveniently located and secure cycle parking.

BEHAVIOUR CHANGE

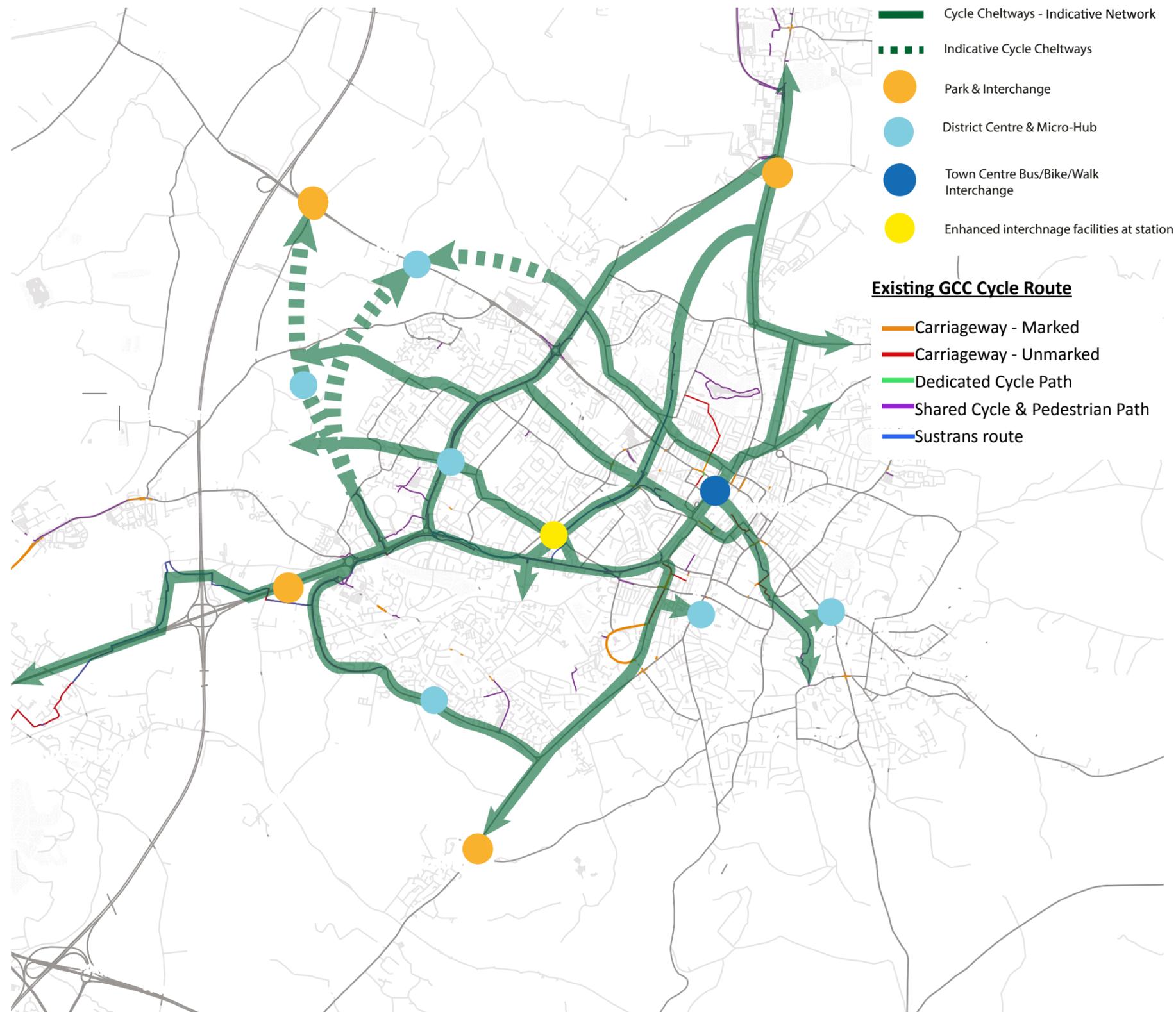
Behaviour change programmes and events are also important to encourage cycling. The broad approach to behaviour change is set out in the previous section on walking.

In relation to cycling cycle events have a particular part to play in promoting cycling as they raise both the profile and credibility of cycling as an activity.

Programmes promoting cycling will also need to target those groups who are not currently cycling for any purpose but particularly for journeys to work and school..

MAKING THE MOST OF 'BIG DATA'

As set out in the previous section on walking the advent of detailed and real time information about travel behaviour and the function of transport networks has the power to transform how we plan and manage transport networks. In relation to cycling understanding the networks cyclists are already using will be useful both from a network planning perspective but also potentially to get a clearer picture of the scale of cycling. These data can also play an important role in measuring outcomes.



BUSES

Cheltenham has a healthy commercial bus network with good bus coverage of the urban area but it has a relatively low bus mode share for journeys to work. The mode share for bus trips to work to and from Cheltenham is similar to the bus mode share for trips to work within Cheltenham. Notwithstanding the high walk to work mode share and healthy cycle to work mode share bus mode share for internal travel to work is relatively low. This means that notwithstanding the strong commercial bus network bus travel is not competing effectively with car travel in particular for trips within Cheltenham.

It is clear that there is an opportunity to increase the levels of bus use. There are some key challenges to doing this.

CHALLENGES

The time it takes to travel by bus in Cheltenham is not competitive with the car for many journeys. Further bus priority and simplified and more direct town centre bus routing would help this.

The cost of using a bus relative to a car for both families and individuals is also not competitive in particular where free parking is available at work locations.

Cross town bus services are also limited and this in addition to the current town centre interchange and routing arrangements which are disconnected, make cross town journeys by bus difficult and unattractive.

The quality of bus service facilities in Cheltenham is variable. A minority of the bus fleet for example have WiFi and charging infrastructure. In terms of the implementation of EURO 6 engines again only a minority of buses have these although this is not unexpected given the 10-12 year fleet replacement cycle. The aim should be to make available wifi etc. and EURO 6 within a specified time-frame.

Whilst Stagecoach have contactless payment up and running and both main operators offer network wide tickets, you can't use the tickets on multiple operators. A key issue therefore in developing a 'smart' bus network is the inter-operability of tickets.

The proposed approach to driving up bus use in Cheltenham is set out below.

APPROACH

The proposed approach to bus travel is to ensure that it competes with the car for a high proportion of trips including in terms of time, convenience and cost.

TOWN CENTRE BUS ROUTING AND INTERCHANGE

There is an opportunity to transform town centre interchange and simplify town centre bus routes and make them more efficient by providing a two-way core bus route in each direction - north-south and east-west.

INTERCHANGE

Enabling interchange between buses and other modes is a key part of the strategy to drive up bus use. The approach to interchange is set out in the section on walking and slow modes.

LIVEABLE STREETS - MAIN STREETS

Buses experience delay on the radial routes which come into Cheltenham.

Bus priority on core routes in particular on approach to Town Centre and wider pinch points – e.g. through selective vehicle detection and/ or physical measures needs to be provided.

It is also important that pedestrians in particular can easily and conveniently access bus stops including being able to cross main roads near to bus stops.

NEW DEVELOPMENTS

It is important that new developments are designed to allow efficient routing of buses and short walk distances to bus stops.

Attractive streets which support walking and cycling and bus gates which give buses a time benefit are also key.

PARTNERSHIP WORKING WITH BUS OPERATORS

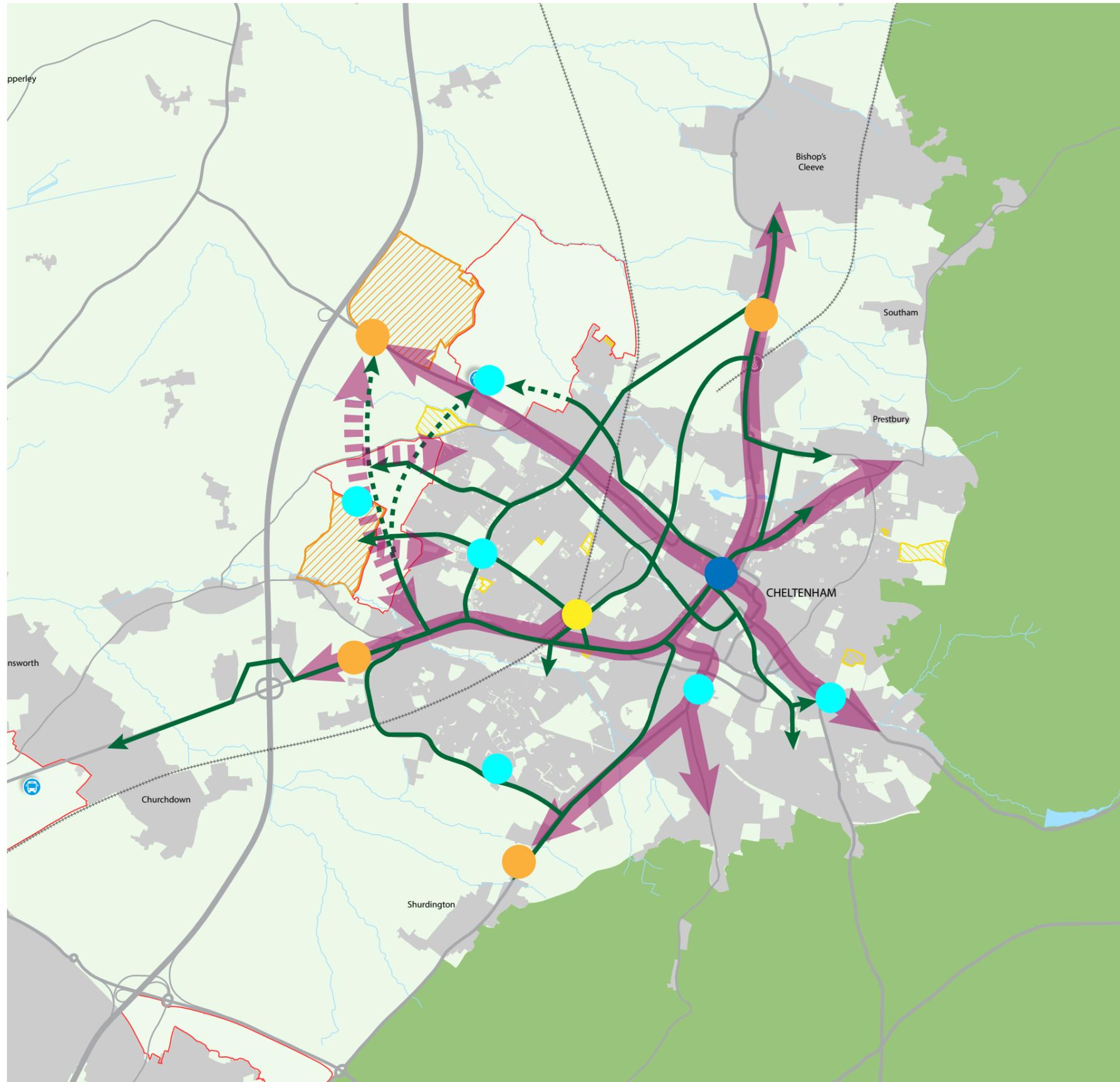
Work with bus operators to develop an 'advanced' partnership (ref bus services act 2015) to;

- Deliver town centre improvements
- Improve relative cost competitiveness of bus to car (in terms of time and costs including parking)
- Improve bus access to Kingsditch area
- Provide high frequency high quality bus services to the new developments in the west of Cheltenham
- To improve access to real time information and simplify ticketing and payment (e.g. contactless) and investigate multi-operator ticketing across Central Severn Vale
- Support the development of cross-town bus services
- Explore opportunity to provide a bus gate/priority between Cyber park and West Cheltenham

BEHAVIOUR CHANGE

Behaviour change programmes are also important to encourage the use of public transport. The key opportunities in Cheltenham are:

- Travel planning in new developments
- Travel planning in key areas of employment
- The promotion of new facilities and routes e.g..Park and Interchange or Town Centre Interchange
- Working with bus operators and promoting high quality and high frequency routes



- Bus Core - Main Street
- Indicative bus route
- Cycle Cheltway - Indicative Network
- Park & Interchange
- Town Centre Interchange
- Tran Station Interchange
- District Centre & Micro-Hubs

RAIL

Cheltenham is located on the main railway line between Birmingham and Bristol. It has good links to these major centres, a frequent local service to Gloucester and a direct service to Worcester approximately every two hours. The two most significant destinations from Cheltenham by rail are Bristol and Birmingham. The two most significant departure points for arrival at Cheltenham are Bristol and Birmingham. The link to London and the Thames Valley is also economically important. Although the rail station and access by rail is important it is also important to remember that the proportion of people who travel by work to and from Cheltenham by rail is relatively small.

CHALLENGES

Although there are good links to major centres local rail services are limited in terms of frequency and capacity. The service which stops at Ashchurch for example only runs every two hours approximately. The destinations served from Ashchurch are also inconsistent. Sometimes the stops are on Cardiff – Nottingham trains, others are on the Worcester to Bristol route and the gaps in services for specific locations can be significant.

The location of the station and the street network between the station and the town centre make achieving legible and integrated access to the town centre from the station difficult although the current station access and wayfinding could be significantly improved. The Honeybourne line provides a link but again the access to the Honeybourne Line from the station is indirect.

The sense of arrival at the station and quality and legibility of interchange is poor. The station facilities and quality also needs enhancement. There is also some tension between the need to provide car parking versus providing a high quality sense of arrival and multi-modal interchange

The current platform capacity/arrangement places some limitations on service patterns. For example if Metro West were to be extended to and terminated at Cheltenham further

platform capacity would be required.

APPROACH

The proposed approach to rail is to look comprehensively at the station and its context to improve sense of arrival, access, and facilities. In advance of this the economic benefits of, and opportunities for, improvements to service patterns should be also be explored.

STATION MASTERPLAN

The current station has a set of issues which range from the poor sense of arrival through to possible constraints on service provision as a result of the platform arrangement. There are also a set of design tensions for example between the provision of car parking and improved sense of arrival and access to the Honeybourne Line. The way to resolve these tensions is through the development of a comprehensive masterplan which looks at both the detailed station arrangement and the stations context including the wider movement context and wayfinding to the town centre.

The masterplan also needs to include clear delivery plan which identifies funding and delivery mechanisms.

The sketch shown on the opposite page illustrates one idea for the transformation of the station forecourt. This would transform the sense of arrival and interchange by providing a high quality public space in the area immediately in front of the station entrance.

RAIL SERVICES AND ECONOMIC IMPACT

Prior to developing a comprehensive station masterplan the opportunities for and economic impact of improving rail service levels should be explored. Network Rail will need to be consulted and the Train Operating Companies and / DfT with the goal of setting the specification for whatever replaces the

GWR franchise in the post Williams review period.

The Metro West is currently proposed to run to Yate and possibly Gloucester. Extending to Cheltenham should be an “ask”.

Removed boundary wall to station car park and provided a new bus/interchange on/ adjacent to the Queens Road carriageway

Paving to highlight desire-lines between station entrance and the Honeybourne Line

Existing tree planting

Defined vehicle route through the square

Defined central square with high quality surface paving to create an exciting new arrival space in front of the station

New central features to create focal point to the square



Cheltenham Spa station artist's impression



Cheltenham Spa station existing situation

SERVICING AND FREIGHT

Ensuring deliveries can work efficiently and effectively is critical for the businesses and people of Cheltenham. However the number of delivery vehicles has increased significantly over the last few years and delivery vehicles also contribute to poor air quality.

Reducing the impact of deliveries on traffic volumes and air quality will require joint working with delivery companies and local businesses to enable efficient effective deliveries and servicing whilst limiting their impact

It is also clear that HGVs need to travel through the urban area to access areas such as Kingsditch. This could be significantly reduced by an all movements junction 10.

CHALLENGES

The number of deliveries in urban areas has increased significantly as on line shopping has increased. Deliveries also continue to be required to businesses and shops.

Advisory freight routes are also identified which run through the town centre and urban area including the A40. Although access to the town by freight is required there are parallel routes such as the M5 for north south freight which would be more suitable.

APPROACH

The approach to servicing needs to ensure business needs are accommodated whilst also limiting the impact of servicing on the urban area.

TRAFFIC MANAGEMENT - LIMITING DELIVERY TIMES IN SENSITIVE AREAS

This already happens to some extent. Limitations on delivery times are useful in a number of contexts. Firstly, in bigger centres such as the Town Centre where avoiding deliveries at the busiest times ensures that conflicts between service vehicles and pedestrians/ cyclists and in a more general context street space

is limited. Secondly, where there are residential areas close to where deliveries are taking place (usually smaller parades of shops) it may be important to ensure deliveries don't happen at times that are antisocial.

TRAFFIC MANAGEMENT - ADVISORY FREIGHT ROUTES

Advisory freight routes run through Cheltenham, including through the town centre. Although access to the town is clearly required consideration should be given as to whether it is necessary for longer distance advisory freight routes to pass through the town itself.

FREIGHT CONSOLIDATION AND DELIVERY PICK UP POINTS

The opportunities for freight consolidation should be explored. This may work at different scales and in particular opportunities for enabling last mile deliveries to the town centre by sustainable modes should be explored.

The provision of local pick up points for deliveries at the proposed Interchange locations could also form part of this mix. One of the key drivers for the significant increase in deliveries has been internet shopping and supporting the provision of delivery 'pick up points' at convenient 'en route' locations may help reduce this impact.

WORKING WITH FREIGHT COMPANIES

The delivery of freight consolidation and any changes to advisory freight routes will require working with representatives of both national freight companies and those that have a strong local presence.

KEY ROUTES - INVESTING IN KEY INFRASTRUCTURE TO LIMIT THE NEED FOR THROUGH HGV TRAFFIC

Strategic highway investment can also influence the routes freight can take. Providing an all movements junction 10 on the M5 will for example provide direct access to the Kingsditch area

of Cheltenham from the south limiting the need for freight traffic to travel along Princess Elizabeth Way and through residential areas.

PRIVATE VEHICLES

Although Cheltenham has a healthy non car mode share for internal trips for journeys to work there are still a significant number of people who drive for trips within Cheltenham, some for very short trips. There are also a significant number of people who drive to or from Cheltenham for work and to the town centre and retail parks for shopping. Significant growth is planned which is focussed on the western edge of Cheltenham and these developments will increase the demand for travel.

The key radial routes already suffer significant congestion during peak periods and air quality is poor in some locations. There are also areas where noise levels are a concern. More widely the levels of use of private vehicles impacts on the quality and safety of neighbourhoods and the town centre. Increasing the capacity of the highway network is not possible in many urban locations without harm to communities and urban fabric.

There will always be a need for private vehicles and for individual transport. Cars currently play an important role in getting people around but they also cause wider negative impacts and are not an efficient use of highway space where one person only occupies the car. Car drivers (and passengers) are also affected by congestion and delay which can only be solved by responding to the wider concerns identified in this strategy.

Despite the congestion during (mainly) peak periods Cheltenham is currently relatively easy and attractive to drive around and parking is readily available in the town centre, at the retail parks and at many employment sites. The car is therefore a more attractive option for many than non car modes.

Notwithstanding the broad approach of encouraging sustainable modes and focussing investment on these, there is an opportunity to improve the efficiency of car use by promoting and encouraging car sharing.

It is also important to remember that although the car/individual motorised transport is likely to always play a role in Cheltenham not everyone has access to a car or is likely to in the future. Looking at the census data from 2011 the population of Cheltenham at that time was 115,732 of which c 93,000 people

were old enough to drive and c 22,000 young people and children were not. This population had access to 60,467 cars . This illustrates that approximately one third of the driving age population either did not have a car or did not have a car for their sole use.

There were also c. 11,000 out of c. 51,000 households who had no car at all. So in 2011 c 21% of households in Cheltenham had no access to a car. This is unlikely to have changed significantly.

In considering the approach to be taken to addressing the issues facing car drivers it is therefore important to remember that a significant proportion of the population have no access to a car.

Powered two wheelers are also private but are more efficient in terms of their use of road space than car.

CHALLENGES

Addressing the negative impacts of car use needs to be balanced against the genuine need for some people to use a car. From the data it is clear however that there is a significant opportunity to mode shift towards more efficient, sustainable and active modes of transport. There are also a set of critical 'drivers for change' which require a change in transport behaviour to accommodate growth and address health issues, environmental impacts and townscape quality. The key challenge is therefore to drive this shift towards efficient, sustainable and active modes whilst also retaining appropriate access by car.

APPROACH

The proposed approach to private vehicles is to acknowledge they have a role to play but to ensure that cycling and bus use in particular are encouraged and can compete effectively for most users. However notwithstanding the focus on sustainable modes there is an opportunity to improve the efficiency of car use through promoting car share and supporting the use of powered two wheelers. Network management improvements will help all modes but particularly the car and bus and a shift towards electric vehicles will help reduce the environmental

impact.

KEY ROUTES - WITHIN THE URBAN AREA

Limited investment should be made to increase vehicle capacity other than to access and service new development and address key pinch points. This means that increasing the capacity of the existing highway network to accommodate increases in traffic is only appropriate in very limited locations. Opportunities to provide road space for more efficient modes of transport such as cycling, buses and potentially car share should be taken.

TOWN CENTRE ACCESS AND ROUTING

Cycling and using the bus need to be at least as convenient as the car. In the town centre this will mean that buses need to be able to take more direct routes and segregated cycle access will need to be provided to the heart of the Town centre. This will mean that car drivers may have to take less direct routes.

CAR PARKING

The availability and price of car parking needs to support the strategy. Driving (as a single driver) and parking needs to more expensive and less convenient than using the bus or car share.

INTERCHANGE

The proposed Park and Interchange sites will encourage car drivers to transfer to sustainable modes as they come into Cheltenham. Micro Park and Interchange, where appropriate, will also support this.

SHIFT TO ELECTRIC VEHICLES

Supporting the shift to electric vehicles will also help reduce the environmental impacts of car use including.

BEHAVIOUR CHANGE

Behaviour change programmes are proposed to encourage car drivers to use other more sustainable and efficient modes of transport for some or all trips.

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6 | Delivery

DELIVERY

The previous sections of the document have set out the drivers for change or the reasons why the way people move around Cheltenham needs to change and a set of mode based strategies. This section describes the key programmes needed to deliver these strategies. The structure of the programmes reflects the fact that individual modes do not live in isolation either in terms of the spaces they use or journeys people take.

The diagram on the opposite page provides a summary of the way that the drivers for change; mode based strategies and programmes fit together.

PROGRAMMES

The proposed programmes of work fall under the following headings and are described in the following sections. Where it is possible at this stage to identify a broad cost envelope this is also included.;

STRATEGIC CONNECTIONS

LIVEABLE STREETS

CYCLE CHELTWAYS

INTERCHANGE AND PUBLIC TRANSPORT

BEHAVIOUR CHANGE

TECHNOLOGY AND INFORMATION

ROLES AND RESPONSIBILITIES

A coherent and integrated transport strategy is important to both influence partners and bid for funding. Furthermore, delivering Connecting Cheltenham will only be possible through partnership working but it is also important to identify key roles and responsibilities.

GLOUCESTERSHIRE COUNTY COUNCIL

Gloucestershire County Council are the Highway Authority. They are responsible for the development and delivery of the Local Transport Plan and they will be the lead authority for the delivery of all major transport works that affect the highways or future 'liveable streets' of Cheltenham. They also lead the negotiations with developers on transport and street adoption and are responsible for highway maintenance. They therefore have a critical role in what will be the incremental process required to deliver Liveable Streets and a step change in the levels of use of cycling and public transport.

It is important that all decisions and works (capital and revenue) affecting the highways within Cheltenham whatever the scale and complexity consistently apply the principles of Liveable Streets and respond to the aspirations of this strategy. It is also important that scale of investment in cycling and the investment programmes to support public transport are appropriate to deliver the scale of ambition.

CHELTENHAM BOROUGH COUNCIL

Cheltenham Borough Council are the planning authority. In terms of transport they work in partnership with the County to influence transport investment and develop funding bids. They have a key role in influencing and guiding the approach to transport investment and management to ensure the Cheltenham's aspirations are delivered.

Design review is a material consideration in the planning process and provides independent design advice that aims to help drive up design standards.

For transport projects that require planning consent and new development that includes new streets the Borough Council can seek design review to help increase design quality.

The Borough Council could also seek design review of transport projects that do not require planning consent but have a significant impact on Cheltenham's important townscape and

landscape. This would require the agreement of the County Council.

PUBLIC TRANSPORT OPERATORS

Public transport services (bus and rail) are predominantly run by private operators. Driving up public transport use is a shared objective which will require coordinated investment from both public and private sectors. In terms of the private sector operators there are key areas which they will need to take forward including investment in less polluting vehicles and the development of multi-operator ticketing.

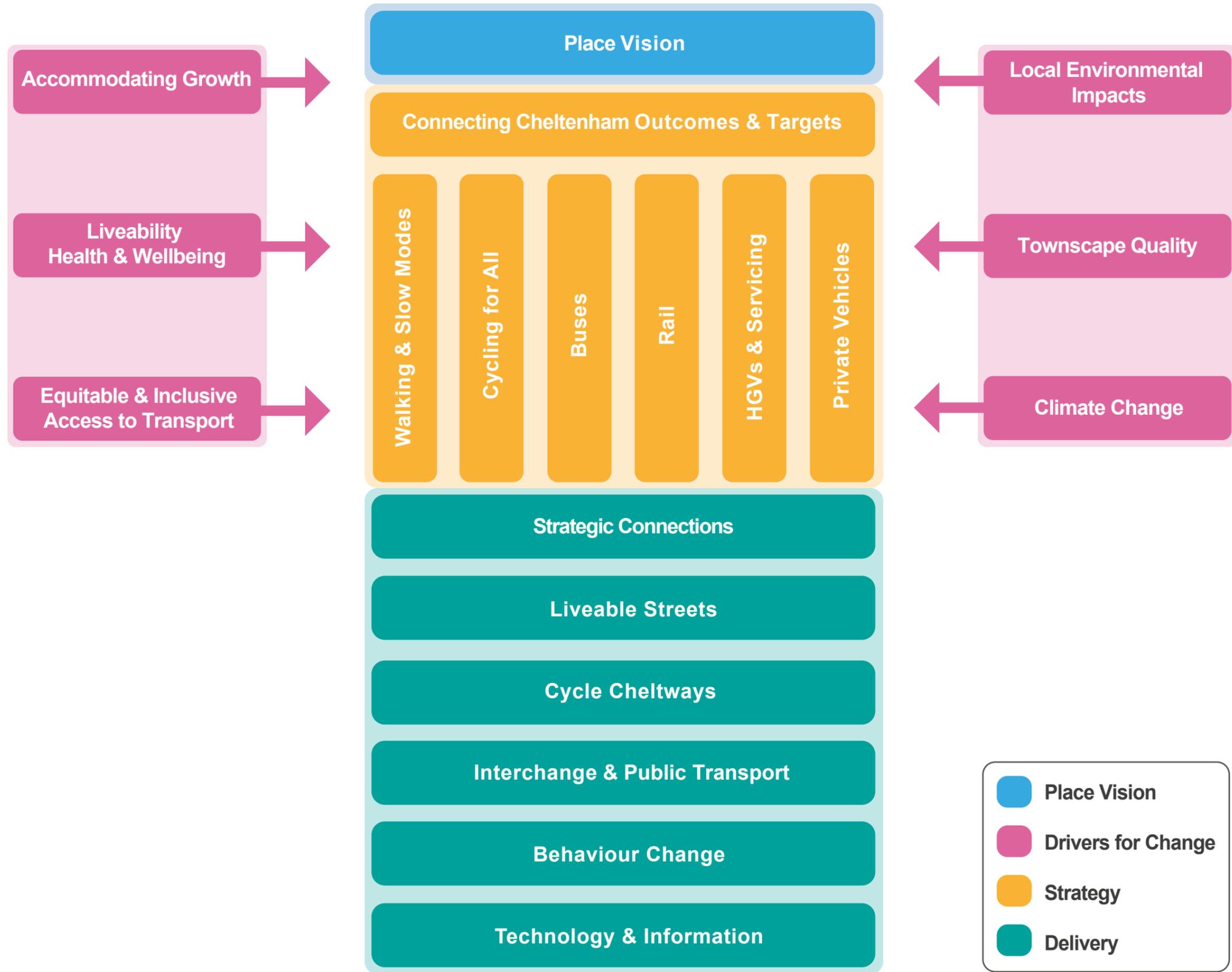
COMMUNITY ORGANISATIONS

Local communities also have a key role delivering Connecting Cheltenham. Communities have a role influencing what is included in transport strategies and delivery plans and also the projects as they come forward through consultation and engagement.

There is also an opportunity to enable communities to lead and deliver small scale street projects and events which contribute to Liveable Streets.

HIGHWAYS ENGLAND

Highways England are responsible for the trunk road and all capital and maintenance projects on it.



STRATEGIC CONNECTIONS

The strategic connections between Cheltenham and other urban areas are vitally important for Cheltenham's economic health. This strategy does not deal in detail with these connections but rather identifies their importance and the further work ongoing or required;

STRATEGIC CYCLE LINK - GLOUCESTER

Work is ongoing to develop the strategic cycle link between Bishops Cleeve, Cheltenham and Gloucester. This is an important link and would connect into the Cycle Cheltways network. It will also provide access to the Park and Interchange site at Arle Court. The cost of this link can be anticipated to be £5 to £20 million band.

JUNCTION 10

Junction 10 of the M5 does not currently allow all movements. Vehicles coming to Cheltenham from the south therefore have to use junction 11 as their only motorway access to Cheltenham. For access to Kingsditch Industrial estate this puts pressure on Princess Elizabeth Way and routes HGV traffic through the urban area. The development of North West Cheltenham and west Cheltenham will add further travel demand and improving both Motorway access capacity and resilience will support the delivery of these areas of development whilst helping mitigate their impact on the existing urban area.

RAIL SERVICE ENHANCEMENTS

In parallel to developing a comprehensive station masterplan the opportunities for and economic impact of improving rail service levels should be explored. Network Rail will need to be consulted and the Train Operating Companies and / DfT with the goal of setting the specification for whatever replaces the GWR franchise in the post Williams review period. The options and economic benefits of improvements to rail service patterns and

the consequential infrastructure requirements at and around the station will also need to be explored.

The Metro West is currently proposed to run to Yate and possibly Gloucester. Extending to Cheltenham should be an "ask".

OXFORD - CAMBRIDGE CORRIDOR

A considerable amount of work is being progressed to develop improved road and rail connections and open up new areas for development along the Oxford / Cambridge east west spine.

There are potential benefits for Cheltenham to be better connected to the east and the options for and benefits of this should be explored.

CENTRAL SEVERN VALE - STRATEGIC BUS ROUTES

There is a need to improve public transport take up across the wider Central Severn Vale both to accommodate and provide access to areas of growth and also encourage mode shift more widely. A plan to deliver this strategic public transport core should be developed in parallel to the next stage of the development of the Joint Core Strategy.

LIVEABLE STREETS

Delivering Liveable Streets is important for a range of reasons including mode shift, accommodating growth, improving health and maintaining and enhancing the character of Cheltenham.

Liveable Streets is an approach that will be delivered incrementally. All interventions in the highway should be designed to support the delivery of Liveable Streets.

The diagram on the opposite page illustrates the characteristics that will make Liveable Streets in Cheltenham..

The following page describes what this means for different street types. The design of cycle infrastructure also needs to take account of the street type and follow best practice. The suggested approach to the provision of cycle infrastructure is also shown.

Specific programmes are proposed to support the delivery of Liveable Streets. These are listed below and described in the following sections. It is however important that ALL interventions in streets including maintenance are aligned with and contribute to the delivery of Liveable Streets.;

SPEED LIMIT STRATEGY

LOCAL CYCLE IMPROVEMENTS

PUBLIC REALM IMPROVEMENTS

COMMUNITY LED PROJECTS SUCH AS PLAY STREETS, PARKLETS ETC.

SEATING AND CYCLE PARKING PROGRAMMES

MAIN STREETS

CHELTENHAM'S LIVEABLE STREETS

WALKING IS ENJOYABLE AND FEELS SAFE FOR ALL AGES AND ABILITIES

CYCLING IS ENJOYABLE AND FEELS SAFE FOR ALL AGES AND ABILITIES

CROSSING IS SAFE AND CONVENIENT FOR ALL

INTERESTING AND IN PLACES DELIGHTFUL

IT IS NOT TOO LOUD TO TALK

GREEN AND WELL LANDSCAPED

THERE ARE PLACES TO STOP, REST AND SOCIALISE

VEHICLES ARE ACCOMMODATED SAFELY AND USED EFFICIENTLY

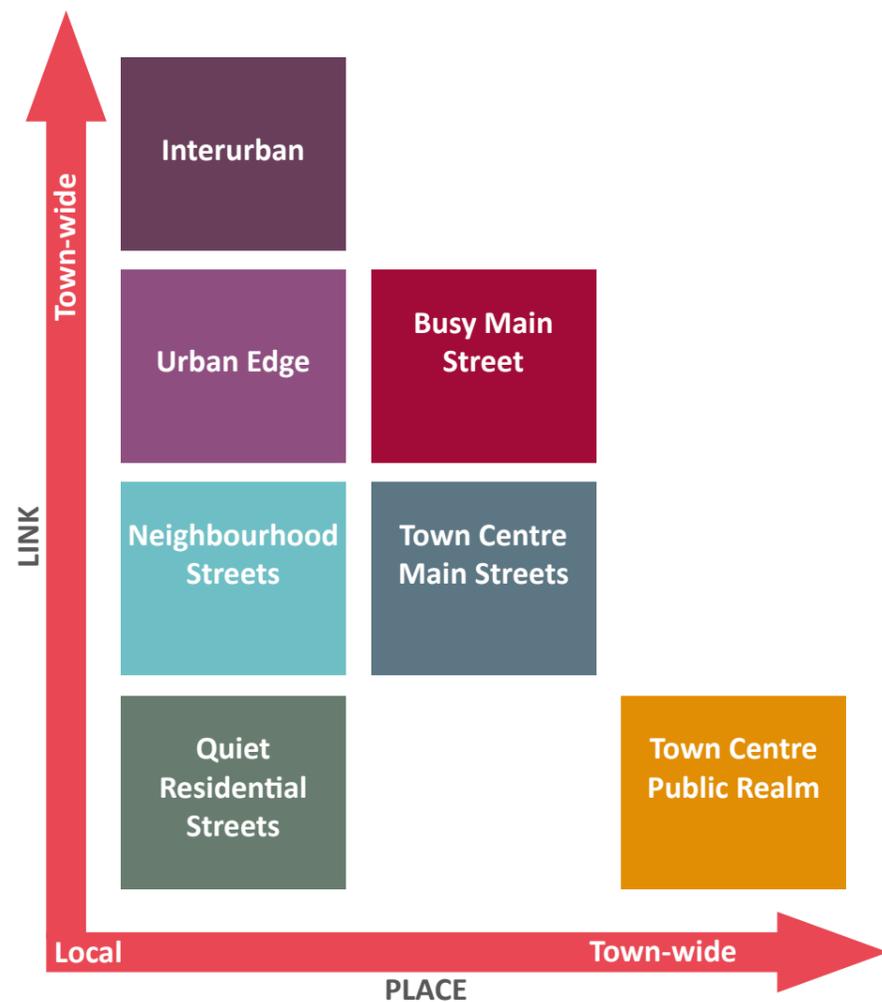
THE AIR IS CLEAN

LIVEABLE STREETS - STREET TYPES AND CYCLING

The table on page 63 describes the link and place characteristics for the different street types that have been identified in Cheltenham. The diagram below illustrates the street types in relation to a link and place hierarchy. These characteristics can be used to support the development of briefs for any work within streets in Cheltenham. Community led projects are likely to be most appropriate on the streets with lower link functions.

The table to the right illustrates the suggested approach to providing cycle infrastructure on different types of street.

Good practice guidance can also be found in TfL's 'London Cycling Standards'.



	LOCAL PLACE FUNCTION				MEDIUM PLACE FUNCTION		HIGH PLACE FUNCTION	
	Interurban	Urban Edge	Neighbourhood Streets	Quiet Residential Streets	Busy Main Street	Town Centre Main Streets	Town Centre Public Realm	Green Space
DEGREE OF SEPARATION (between cyclists and motorised vehicles)								
A. FULL SEPARATION ON LINKS (e.g. cycle track, segregated lane)	✓	✓			✓			
B. DEDICATED ON-CARRIAGEWAY LANES (e.g. mandatory or light segregated lanes)			✓		✓	✓		
C. SHARED ON-CARRIAGEWAY LANES (e.g. advisory lanes, bus/cycle lanes)			✓	✓		✓	✓	
D. INTEGRATION WITH OTHER VEHICLES				✓			✓	
E. GREEN SPACE								✓

	LINK	PLACE
Interurban	40mph - 60mph - provides highway connection to another place May have limited provision for walking and cycling Carriageway widths accommodate large vehicles	Limited place function and limited demand for short trips
Urban Edge	40mph - 30mph - provides approach to town where speeds start to be reduced Carriageway widths accommodate large vehicles Segregated facilities for walking and cycling Signalised crossings for pedestrians and cyclists provided at or close to desire lines	Limited place function but walking and cycling needs to be attractive, pleasant and easy, with safe direct links and regular crossing facilities Streetscape attractive Regular seating. Free from perceived and actual physical and verbal threats.
Busy Main Streets	30mph except in local centres where 20mph considered. Local and through traffic. Need to accommodate walking and cycling across and along them with regular places to cross Side road junctions should have tight radii that discourage vehicles turning at high speed Walking and cycling provision should be segregated where at all possible, in particular where the speed limit exceeds 20mph, with at least 3m width for shared provision Signalised crossings for pedestrians and cyclists provided at regular intervals.	Street should be attractive, for example tree-lined Walking and cycling along these streets should be enjoyable and safe for all ages and abilities Regular seating should be provided including in all local centres. Free from perceived and actual physical and verbal threats.
Town Centre Main Streets	20mph, with segregated provision for walking and cycling. Design should be fully permeable for pedestrians and cyclists - i.e. it should feel safe to cross anywhere even though there will be formal crossing facilities. Signalised or zebra crossings. The use of highway centre lines and other highways paraphernalia is limited - de-cluttered An RPZ could be used to control parking whilst minimising clutter.	Important gateway to the town centre where streetscape needs to be high quality Need to be a safe and attractive for walking and cycling for all ages and abilities Regular seating where people might want to stop or where staying needs to be encouraged. Clear wayfinding Free from perceived and actual physical and verbal threats.
Town Centre Public Realm	Totally de-cluttered. Where vehicle access is permitted vehicles speeds should be 10mph - 20mph depending on use of space Very limited parking / stopping for vehicles provided, some taxi provision Servicing limited to times where pedestrian footfall is low Carriageway width 6-6.5m where access for servicing and/or buses only.	Public spaces of town-wide importance which at least in part are destinations in their own right Seating designed to encourage people to 'stay' Spaces that allow a variety of events and activities Free from perceived and actual physical and verbal threats.
Neighbourhood Streets	Provides access to a neighbourhood and its facilities. 20mph with approx 5.5m carriageway width. Side road junctions should have tight radii that discourage vehicles turning at high speed and service vehicles can generally utilise the whole road width at junctions. The use of highway centre lines and other highways paraphernalia is limited - de-cluttered.	Street should be attractive, for example tree-lined Walking and cycling along these streets should be enjoyable and safe for all ages and abilities Regular seating Free from perceived and actual physical and verbal threats.
Quiet Residential Streets	Segregated footways with cyclists generally accommodated on-street but on-street parking design needs to take account of cyclist safety Entry points onto this network from Main Streets should be designed to manage speeds, e.g. using tight entry radii and side road cross-overs to give priority to pedestrians The use of highway centre lines and other highway paraphernalia is limited - de-cluttered 20mph, with typical maximum 4.1m-5.5m carriageway width	Street should be attractive, for example tree-lined Walking and cycling along these streets should be enjoyable and safe for all ages and abilities Free from perceived and actual physical and verbal threats. Could include a 'home zone' approach to design.
Green Space	3-4m shared surface route with good drainage to avoid ponding Clear wayfinding	Predominantly natural spaces Opportunities to sit, reflect and enjoy nature, or take part in community initiatives such as gardening and food growing Free from perceived and actual physical and verbal threats.

LIVEABLE STREETS - SPEED LIMIT STRATEGY

Existing Speed Limits

The proposed speed limit strategy is at the heart of the proposed Liveable Streets approach in Cheltenham.

This page sets out a proposed speed limit strategy. This builds on the street types identified on the previous page. The existing speed limits are shown for reference.

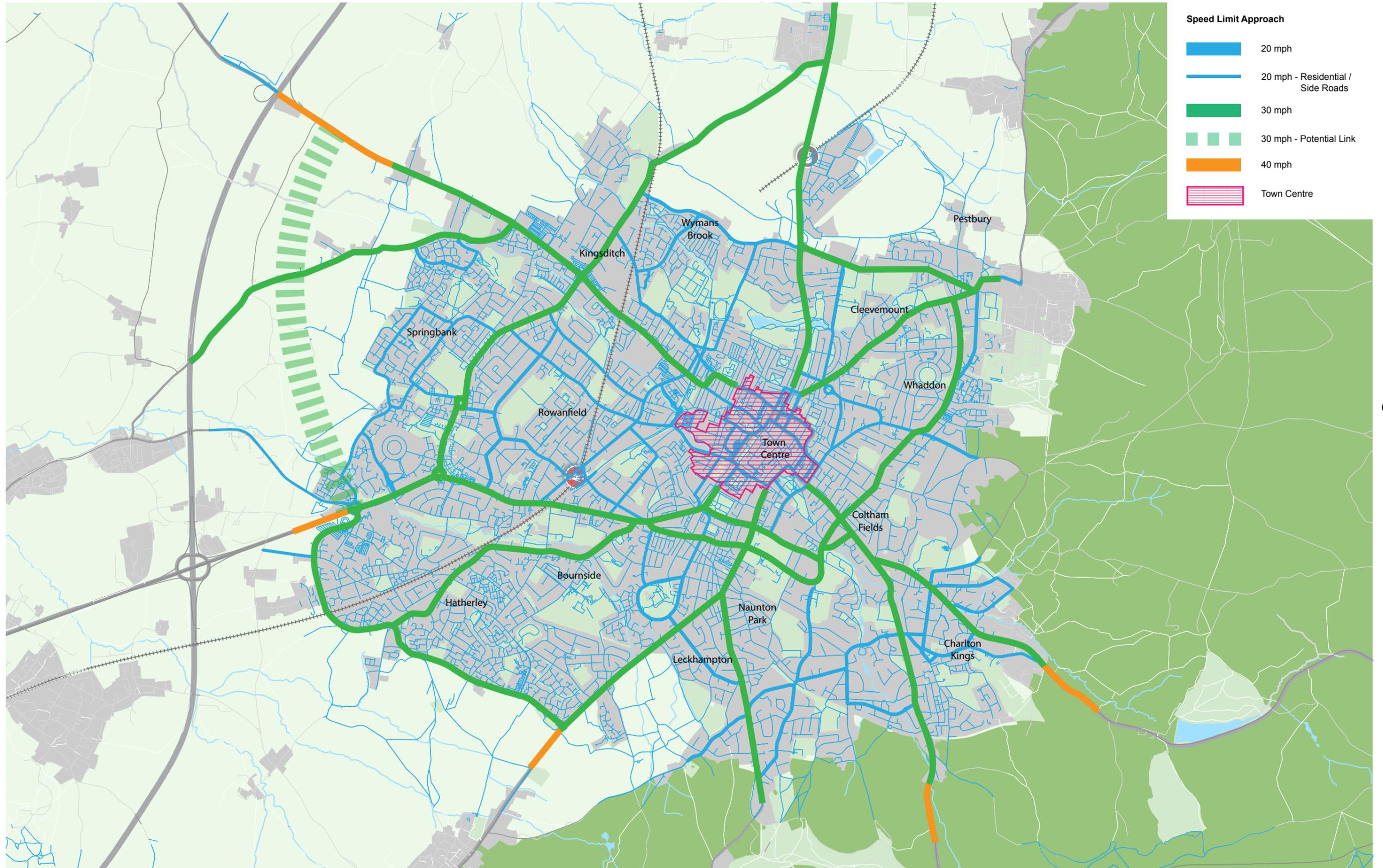
The speed limit strategy seeks to ensure that;

- Speeds are higher on streets which carry 'strategic traffic' and vehicles which are travelling longer distances.
- Speeds are lower on streets which provide local and neighbourhood access (most streets).

The delivery of the speed limit strategy can be anticipated to be **below £5 million**.

If this strategy is delivered in a limited number of stages and as a signed only scheme costs can be anticipated to be significantly below £5 million. Cambridge are delivering a similar project in three stages for an advertised budget of £600k.





LIVEABLE STREETS - LOCAL CYCLE IMPROVEMENTS

In addition to providing a high quality cycle network (Cycle Cheltways – see below) at the top of the cycle network hierarchy cyclists need to be enabled to travel from door to door on all streets.

This means that there will also be short links, local connections and specific barriers that will need to be addressed by cycle specific infrastructure in addition to the delivery of the broader liveable streets approach and in particular the speed limit strategy.

This programme of works needs to be developed with communities and cycle groups and should be established as a 5 year rolling programme. <£5million

LIVEABLE STREETS - PUBLIC REALM IMPROVEMENTS

Providing high quality public realm in key locations such as the Town Centre and Local Centres will be key to encouraging their commercial use and walking and cycling to access them.

A programme of key interventions should be established.

LIVEABLE STREETS - COMMUNITY LED PROJECTS

The community have a key role to play activating and humanising local streets through the delivery of events and projects such as play streets, parklets and school streets.

A mechanism for establishing a pot of money and bidding process for communities to bid for funding should be established. < £200k

LIVEABLE STREETS - SEATING CYCLE PARKING, AND DROPPED KERBS PROGRAMME

Regular seating and cycle parking are both critical to encouraging and supporting people to use sustainable modes of transport.

Dropped kerbs are also critical to enabling people moving slowly, in wheelhouse and with prams to move around

An ongoing programme of providing seating in key destinations and along key walking routes, dropped kerbs and cycle parking at key destinations such as centres and schools should be established. < £200k

LIVEABLE STREETS - MAIN STREETS

The busiest streets can form barriers to people walking and cycling. A programme of providing improved crossing facilities, including side road crossovers, gateways is proposed and dropped kerbs. This is anticipated to be predominantly focussed on those roads which will have speed limits of 30mph or more and are within the Urban Area. <£5 million for side road crossovers and crossings.

These busy streets are also where the most delay to buses occurs. Working to provide bus priority where possible and reducing congestion will help improve journey time reliability and the attractiveness of public transport.

CYCLE CHELTWAYS

As noted earlier there is a key opportunity to significantly increase cycling in Cheltenham. To do this and increase cycling to the level of local ambition expressed by the proposed mode share target cycling needs to appeal to all. Cycling also needs to be attractive from door to door.

In the section 'Liveable Streets' guidance on the types of cycle infrastructure that should be considered for different street types is provided. This strategy follows the principle that all streets should be cycleable and a three tier approach to achieving this is proposed.

The first two tiers form part of the liveable streets programme which works to ensure that all streets are 'cycleable'. The top tier of the cycle network is proposed to form a branded and signed high quality cycle network that can be used by all which connects key assets and is genuinely attractive to all ages and abilities of cyclist using a wide variety of bikes.

There are some cases on the busiest parts of the highway network in Cheltenham where it is unlikely to be possible to provide the type segregated cycle facility that will appeal to all. In these cases a parallel route should be considered. The Cycle Cheltway indicative network takes this approach to the Tewkesbury Road for example.

The sections below describe the elements of the proposed door to door cycle 'network' and conclude with a description of the proposed Cheltways network.

LIVEABLE STREETS - 1

This reflects the recognition that cycling needs to be attractive door to door and therefore all streets form part of the cycle 'network'. The proposed speed limit strategy and the involvement of communities leading the delivery of small scale street projects and events are the key planks of doing this. These are included in the liveable streets programme.

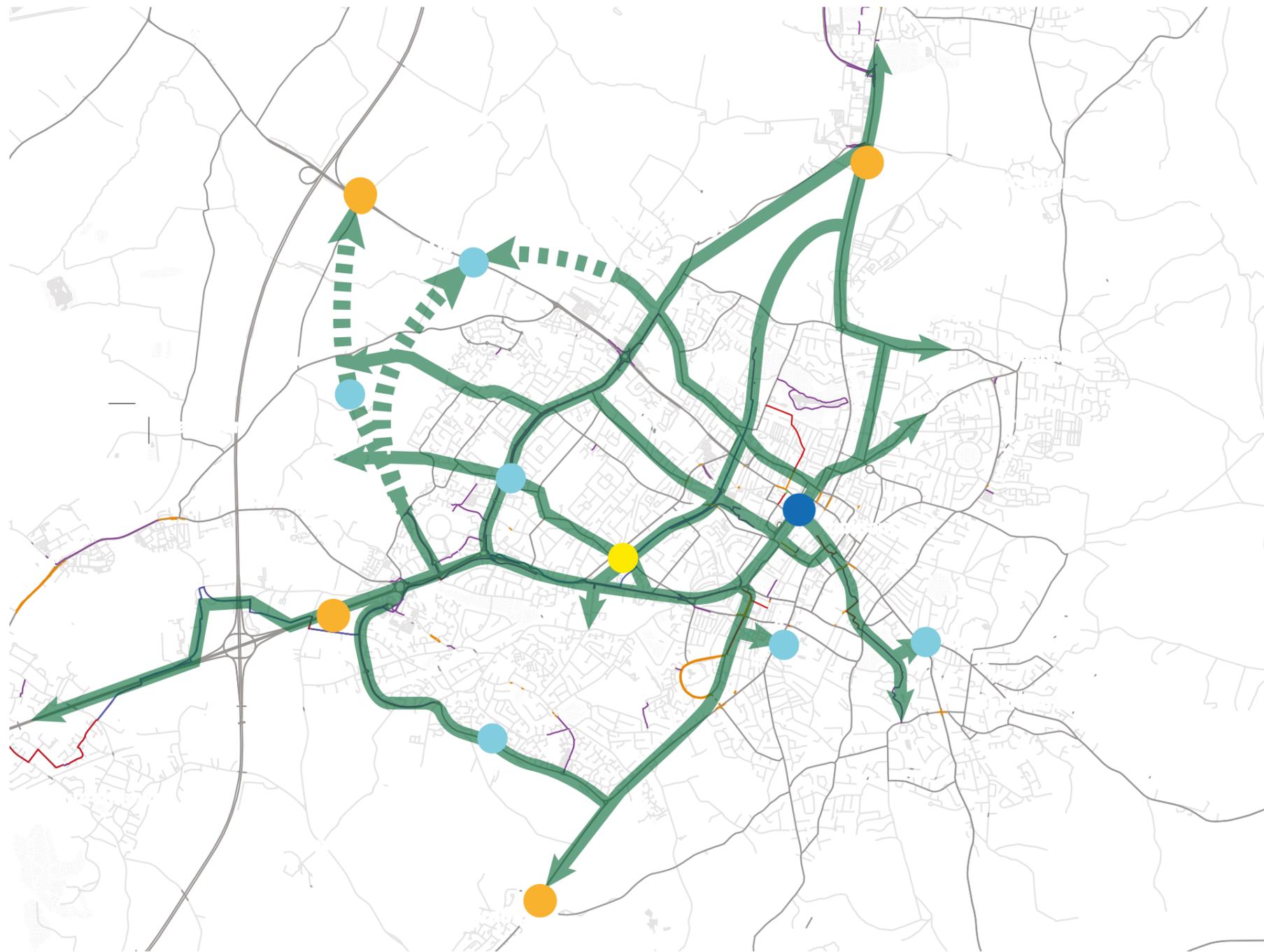
LIVEABLE STREETS - 2

There is also a need to address local barriers to cycling by providing sometimes small or discrete cycle specific interventions. These could include a variety of small projects from crossing facilities through to short stretches of segregated cycleways. These small cycling infrastructure projects are also part of the Liveable Streets programme.

CYCLE CHELTWAYS

At the top of the cycle network hierarchy it is proposed to develop a network of branded high quality cycle routes that connect key assets and provide key north south east west links across Cheltenham. A provisional network is shown opposite and this will need further development through more detailed assessment work. The proposed Cycle Cheltways are proposed to connect key assets including the proposed Interchanges, the Town Centre and key areas of employment.

It is anticipated that the delivery of Cycle Cheltways would be in the upper end of the cost range £5 to £20 million. This is in addition to the likely costs associated with the Bishops Cleeve - Cheltenham - Gloucester cycle route.



- Cycle Cheltways - Indicative Network
- Indicative Cycle Cheltways
- Park & Interchange
- District Centre & Micro-Hub
- Town Centre Bus/Bike/Walk Interchange
- Enhanced interchange facilities at station

Existing GCC Cycle Route

- Carriageway - Marked
- Carriageway - Unmarked
- Dedicated Cycle Path
- Shared Cycle & Pedestrian Path
- Sustrans route

INTERCHANGE AND PUBLIC TRANSPORT

An important strand of this strategy is the need to improve the opportunities for and quality of interchange. Ensuring people have attractive choices for all or parts of journeys that are sustainable will support mode shift.

Having a structured approach to interchange and recognising different types of interchange will also help support the development of services and facilities that are usefully concentrated in and around interchanges. These could include transport facilities such as cycle hire and other facilities such as parcel collection.

Four interchange types and their broad locations have been identified for Cheltenham. These are shown on the plan opposite and described below. The Park and Interchange, Town Centre Interchange and Station Interchange are connected together by the Cycle Cheltways and core bus network. The purpose of this is to facilitate interchange to, from and between these modes, walking or the car.

PARK AND INTERCHANGE

Park and interchange would build on the current success of strategic park and ride. It would replace park and ride by widening out its offer to encourage and support interchange from all modes to all modes. Additional facilities such as parcel collection and cycle hire would also sensibly be located in these locations. The Park and Interchange Sites would be connected by the Cycle Cheltways and by a high frequency, reliable, high quality bus network between park and interchange sites, the station and town centre interchange. Secure cycle storage should also be provided and travel information.

Feasibility studies for the sites need to be developed as a first step which explore both site options and also approaches to long term viability and funding. The bus services serving these sites will need to be commercially viable.

TOWN CENTRE ACCESS AND INTERCHANGE

The arrangements for bus pick up and set down and interchange in the town centre have a number of issues. The impact of bus pick up and set down on the Promenade harms its quality as a destination space and limits its use for events. The location of the bus stops also adds to pedestrian congestion on what is one of Cheltenham's premier shopping destinations.

The town centre bus interchange is also effectively split over four sites which makes accessing bus services confusing and inconvenient. The quality of the waiting facilities and sense of arrival into the town centre is also variable and bus routing into and through the town centre is convoluted.

It is proposed that bus interchange should be concentrated in one location which is served by simplified bus routes along two two-way bus 'cores' running approximately north south / east west. This will also support interchange between buses and cycling in particular as it will then be possible to provide high quality and secure cycle parking or cycle hire close to bus pick up and set down. It can also free up the Promenade to enable its further development as a key destination and events space within the town centre

Royal Well is the most obvious location for the bus interchange and this could be served by two way bus cores as indicated on the plan on the following page. This option would need to be confirmed through an optioneering process including further work with the bus operators and detailed assessment of the options for the two way bus 'core'.

STATION INTERCHANGE

The station would be transformed to provide a high quality facilities and sense of arrival, access and interchange between

all modes. An improved relationship to the Honeybourne line and a direct walk and cycle connection to the A40 would be provided and the opportunity for improved rail connections explored. Secure cycle parking and potentially expanded cycle hire should be provided.

To guide this change the development of a comprehensive masterplan is needed. This would be informed by parallel work-streams to explore the options and economic benefits of improvements to rail service patterns and the consequential infrastructure requirements at and around the station.

The masterplan would also explore access arrangements and the opportunities for public realm enhancements around the station. The role of and requirements for car parking at the station would also be explored.

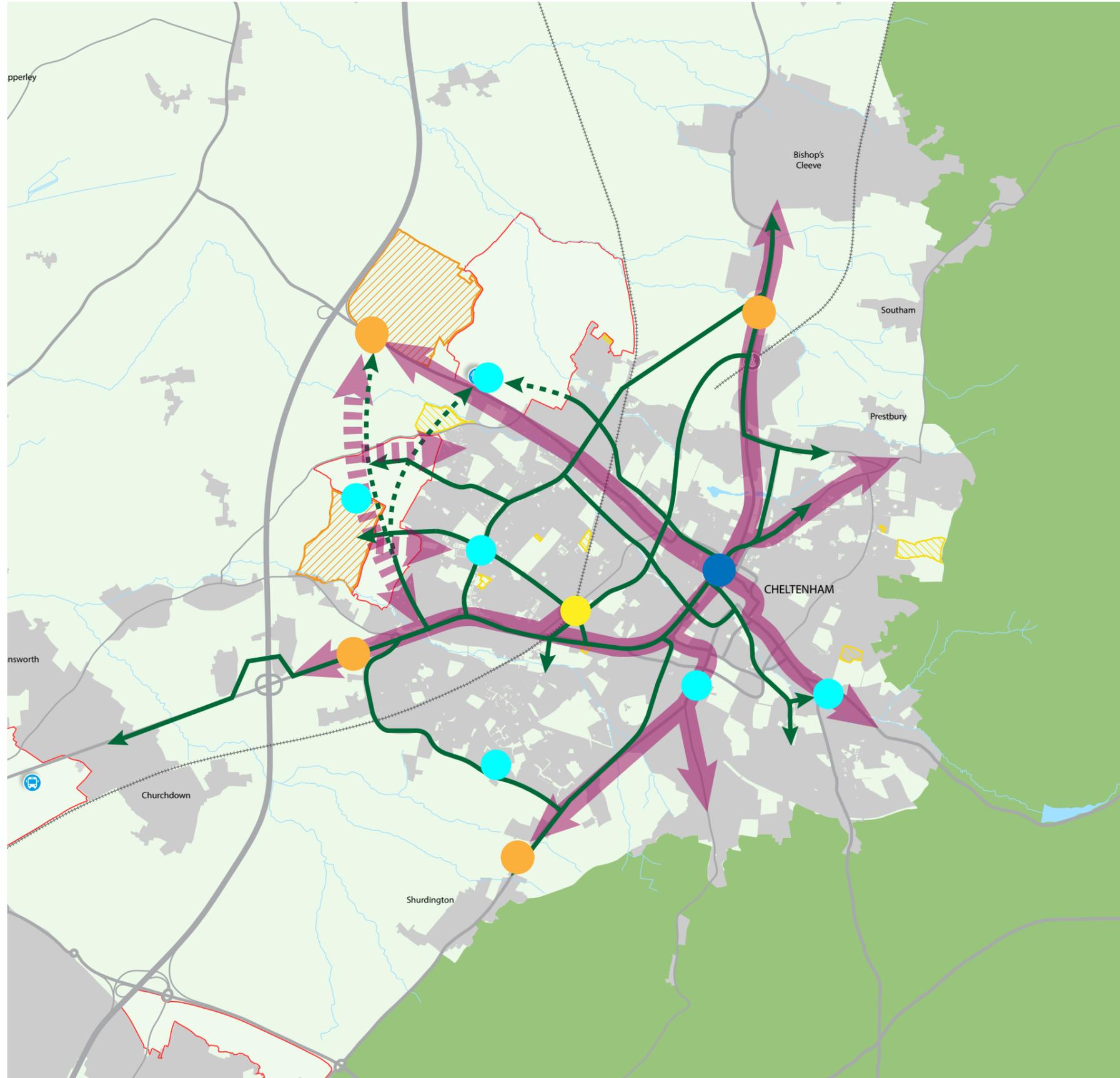
Further detail about the issues and opportunities for the development of the station interchange are contained on the following pages.

DISTRICT CENTRES AND MICRO-HUBS

The opportunities for lower order or local interchanges also need to be recognised. The details of each of these interchanges is likely to be different but should include safe and secure cycle parking. The provision of micro park and ride could be considered where the interchange is located within a larger local centre with significant parking such as Coronation Square. Travel information should also be provided.

PARTNERSHIP WORKING

As identified in the mode based strategy for buses partnership working will be key to delivering a significant increase in levels of bus use.

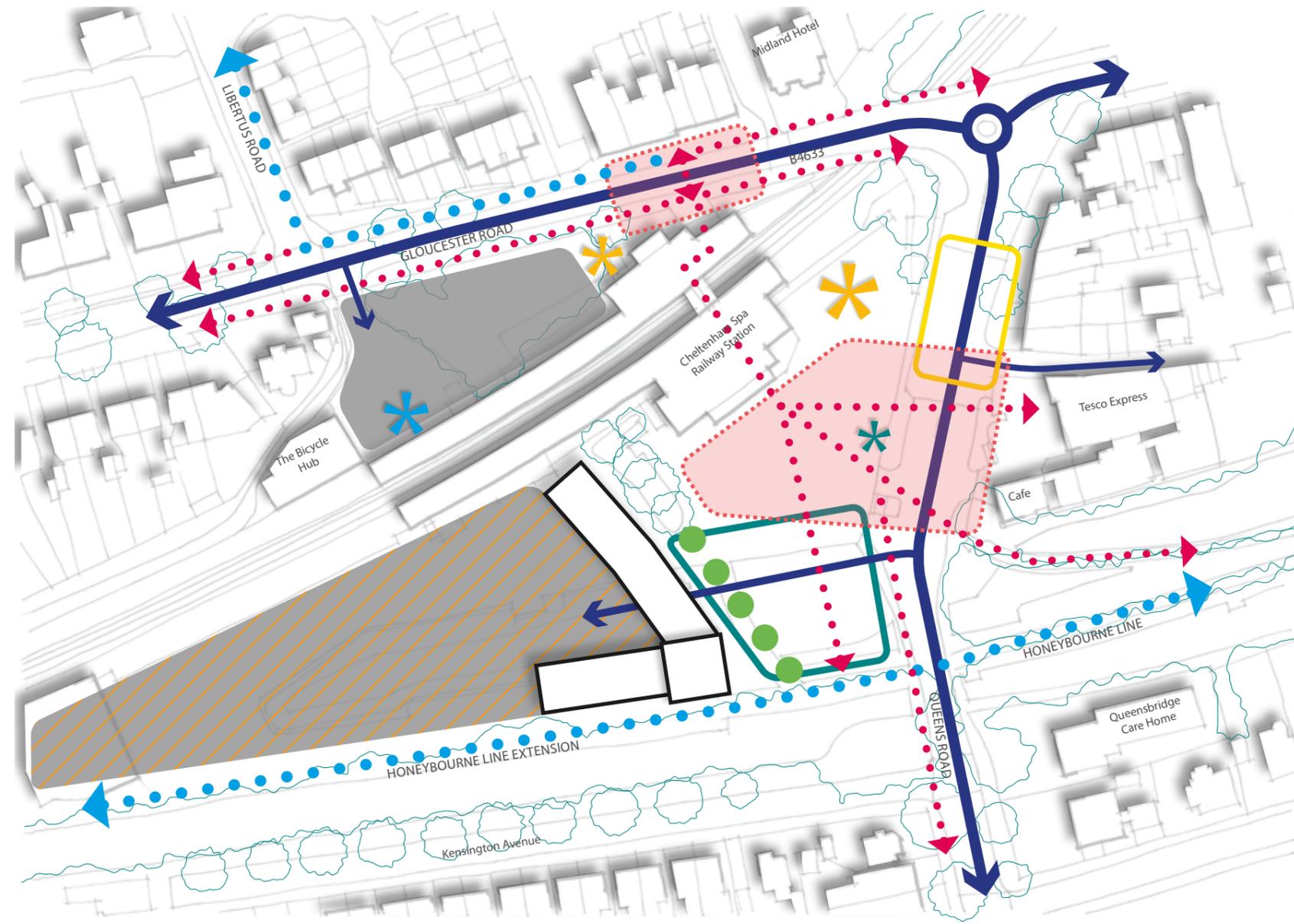


-  Bus Core - Main Street
-  Indicative bus route
-  Cycle Cheltway - Indicative Network
-  Park & Interchange
-  Town Centre Interchange
-  Tran Station Interchange
-  District Centre & Micro-Hubs

STATION INTERCHANGE

Cheltenham Spa Railway Station is a small, two-platform station serving the Birmingham-Bristol mainline. Located approximately one mile from the town centre, the railway station is currently accessible via the existing road networks as well as the Honeybourne Line pedestrian/ cycle route, providing direct pedestrian and cycle connections to both the town centre and north Cheltenham. There are a number of opportunities to significantly improve the station which are listed below and illustrated to the right. A sketch visualisation of an improved forecourt is shown on the opposite page.

- **The allocation of use areas** - separating concentrations of activities such as the bus interchange, taxi rank, station car parking and pedestrian arrival spaces, ensuring the station itself is legible and easy to navigate.
- **Creating visual and physical connections with the Honeybourne Line** - as the most direct pedestrian friendly link between the station and the town centre, creating a high quality enclosed public realm to draw visitors towards Honeybourne Line will be important for the increased legibility and sustainable use of the station.
- **Heightening the environment to the rear of the station** - this failing space will heavily benefit from a high quality public realm scheme that brings the station and the retail provision opposite together into a single space.
- **Extending the cycle network** - potential projects such as the extension of the Honeybourne Line and the creation of cycle routes to connect with Coronation Square and wider west Cheltenham are crucial to promote cycling as a competitive mode of transport.
- **Development opportunities** - Opportunities exist to maximising the topography of the existing car park to provide a decked car park and provide some outward facing development to enclose the new station square and overlook the Honeybourne Line extension.



Cheltenham Spa station design opportunities diagram | 1:1250 @ A3

LEGEND

- | | | |
|--|-----------------------------------|------------------------------|
| ●▶ Pedestrian/ cycle movements | □ Bus stop/ interchange zone | ★ Cycle parking |
| ●▶ Cycle priority movements | ■ Car park | ○ Existing trees/ vegetation |
| ▶ All vehicle movements | ▨ Opportunity for decked car park | ● Proposed tree |
| □ Proposed development to enclose the square | ● Proposed tree | ★ Public art feature |
| ▨ Square/ pedestrian priority space | ★ Public art feature | ★ Electric charging points |
| □ Landscape space | ★ Electric charging points | |

0 50 metres

Removed boundary wall to station car park and provided a new bus/interchange on/ adjacent to the Queens Road carriageway

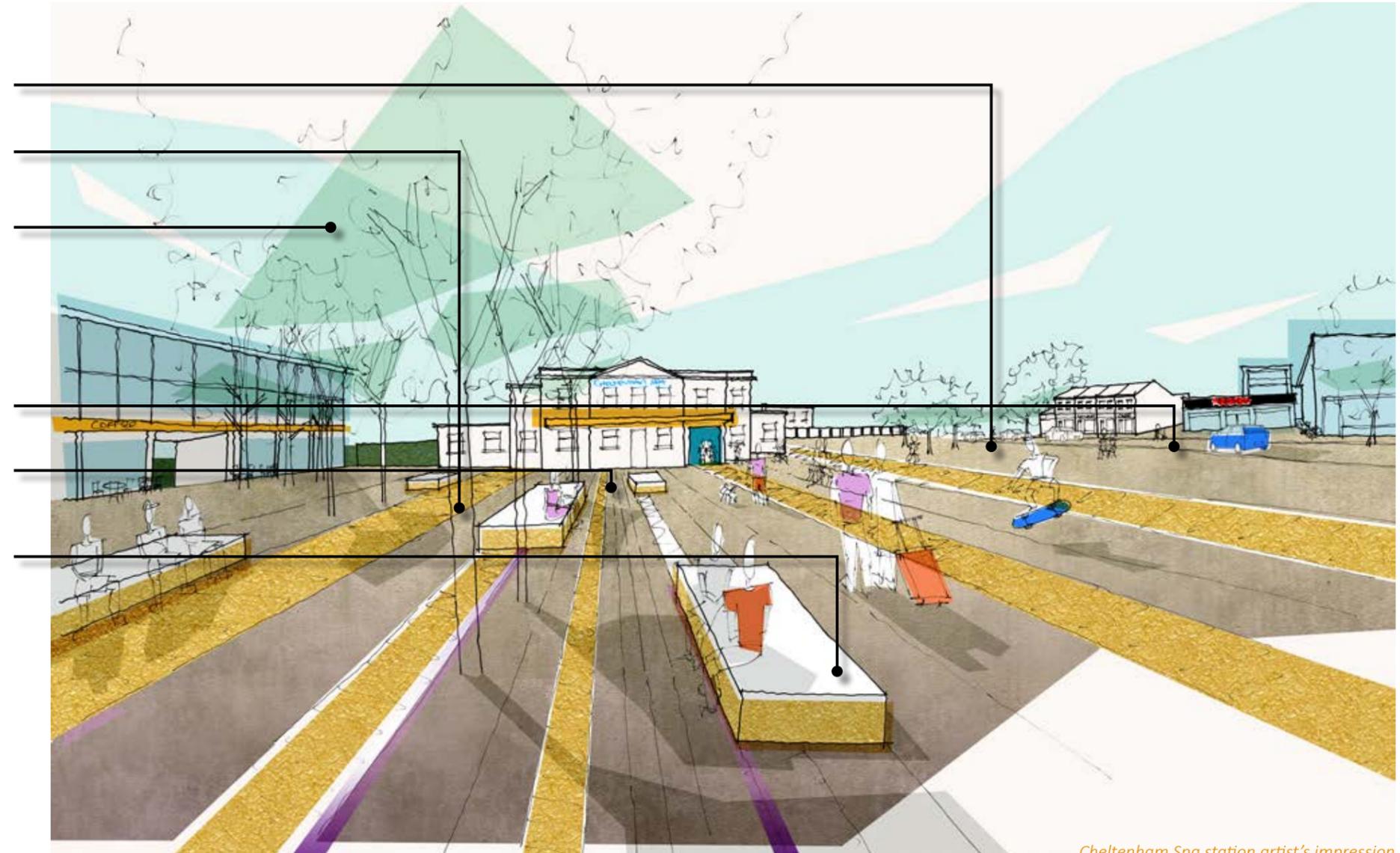
Paving to highlight desire-lines between station entrance and the Honeybourne Line

Existing tree planting

Defined vehicle route through the square

Defined central square with high quality surface paving to create an exciting new arrival space in front of the station

New central features to create focal point to the square



Cheltenham Spa station artist's impression



Cheltenham Spa station existing situation

TOWN CENTRE ACCESS AND INTERCHANGE

As noted above there is an opportunity to consolidate bus interchange onto one site within Cheltenham Town Centre and simplify bus routes into two two-way bus 'cores'.

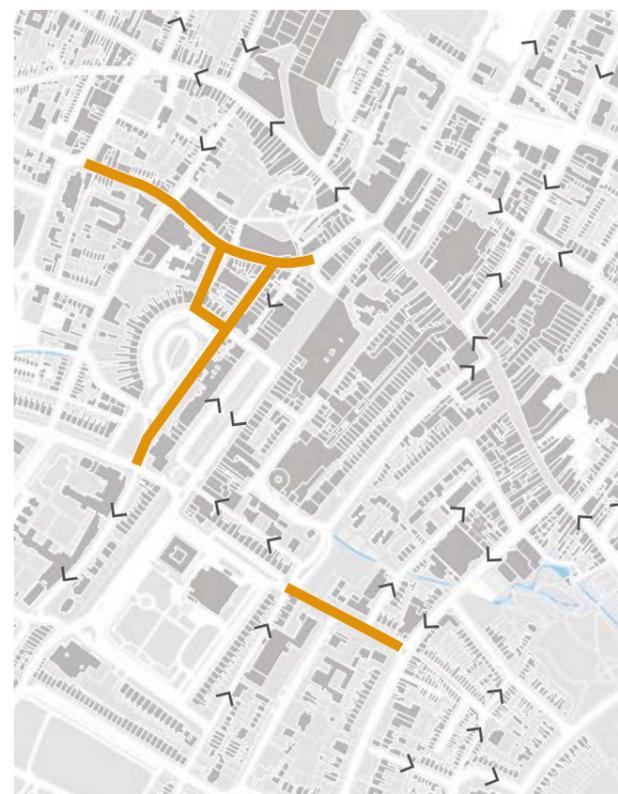
The plan opposite illustrates interchange consolidated onto the Royal Well place site and the development of simplified bus access and routing to support this.

This however may not be the only option and an optioneering process will need to be carried out to identify and assess options for the location of the interchange, traffic management and public realm associated with it.

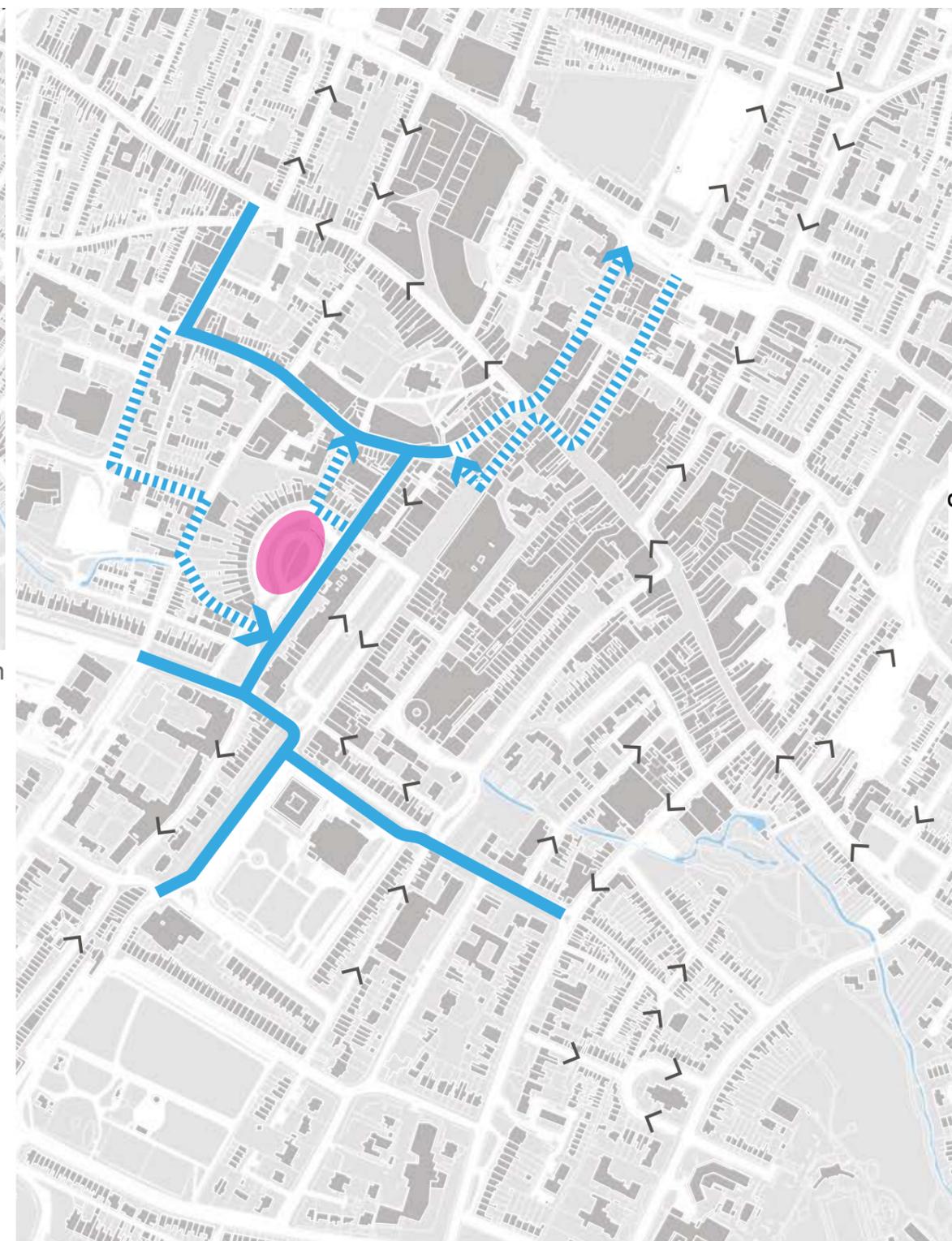
This would significantly improve the legibility of, waiting and interchange environment for the town centre. The sense of arrival will also be transformed.

Removing buses from the Promenade would allow that space to function as a key destination and events space within the town centre.

It is anticipated that the costs would be at the upper end of the cost band £5 to £20 million.



Changes to traffic management indicated in orange



-  One Way Street
-  Two-way Bus Core
-  One-way route as part of a Two-way Bus Core
-  Change to traffic management. One-way to Two-way
-  Central Bus Interchange

BEHAVIOUR CHANGE

A key strand of the proposed delivery strategy is the promotion of behaviour change. These programmes can include a range of approaches to encourage and support people to change their travel behaviour. They can include;

- Awareness raising including of the benefits of active travel.
- Walking and cycling events and activities. These can include community led events such as play streets also mentioned above.
- Incentivisation programmes such as the gamification of walking and cycling through the use of apps.
- Travel planning typically by businesses, other organisations, schools, new developments, stations.

AWARENESS RAISING

Develop a Cheltenham Active Travel brand. This strategy sets out 'Cycle Cheltways' as a potential brand for the top tier of the proposed cycle network for Cheltenham, but an umbrella brand for a Cheltenham active travel hearts and minds campaign will help establish mindset. The brand could be underpinned by an online portal to provide a one-stop-shop for travel information.

Build awareness-raising activities into new developments through travel information welcome packs, taster tickets for local bus services and discounts at local cycle shops. Supporting activities could include personalised travel planning as well as some of the special events listed later. In this way, active travel can be embedded into these communities from the outset.

Develop a marketing and communications approach for raising awareness of new services and new infrastructure, in order to build mindset in anticipation of launch. Communications should seek to keep residents informed and excited from planning through build to completion. The launch of new services and infrastructure should be supported by targeted activities and events. However, the communications and marketing programme

should extend beyond launch, as ongoing awareness-raising activities are more likely than a single one-off launch activity to embed new active travel behaviours.

EVENTS

A range of events can be used to build on the existing walking and cycling culture of the town.

Establish a calendar of annual events to refresh awareness of active and sustainable travel options, as well as existing and new infrastructure. The use of behaviour change activities to support investment in new infrastructure and services is most effective when the behaviour change activities are ongoing,

Establish town-wide events to normalise walking and cycling. A Cheltenham version of Bogotá's famous 'Ciclovía' could see road closures on Sunday mornings on a monthly or even weekly basis, turning the roads over to a range of alternative activities, not limited to just walking and cycling.

Establish a framework to support community-led events, such as play streets, that can allow communities to re-imagine their roads, while enhancing the sense of community and neighbourliness.

INCENTIVISATION

Gamification can provide a way of encouraging walking and cycling through goal-setting, competition and incentive earning. Gamification is typically mediated through apps and websites, such as BetterPoints.

Work with partners to explore the viability of a mobility credit programme. Mobility credits can provide public transport 'tasters', as well as other innovations around ticketing. Credits could be provided by 'carnets', smartcards, or app-based ticketing. Multi-operator ticketing will enhance the value of these tasters by removing an additional barrier to some journeys.

Explore other ticketing innovations with partners to help get

people to use public transport more. With Cheltenham's pedigree with festivals and cultural events, there is an opportunity to learn from the precedent town of Freiburg, where tickets to major events act as public transport tickets in their own right.

TRAVEL PLANNING

Establish activities with local businesses, schools and residential areas to raise awareness of the benefits of active and sustainable travel, as well as highlighting the existing facilities and infrastructure that is available.

TRAVEL INFORMATION

The Cheltenham Active Travel portal can provide a one-stop-shop for travel information, signposting journey planning, and bus and train ticketing and timetable information. The portal could also include information tailored to specific communities and developments.

TECHNOLOGY AND INFORMATION

The application of technology to transport problems is evolving rapidly. Developments include connected and autonomous vehicles and the collection of vast and rich data sets about transport behaviour. It is challenging to know how to respond to this but the following key actions are proposed.

- Ensuring that publicly generated transport data can be made available on a standard platform;
- Enabling the expansion of electrical charging infrastructure
- Working to enable multi operator ticketing
- Developing a clear policy approach to addressing the risk that CAVs and other technologies could lead to increased vehicle numbers through promoting sharing trips.

MAKE THE MOST OF OPEN DATA

Establish a programme to collect mobility data, for example: install cycle counters across the network, taking advantage of cycling infrastructure improvements to do this where possible.

Make data available, open and easily discoverable through a data portal.

Where possible, seek to make data available through APIs (Application Programming Interface), to lower the barrier to access for service developers and innovators, as well as interested citizens. Follow the lead of leading public sector organisations such as TfL in terms of data formats, structure and discoverability.

Data will contain errors. Establish a process to respond to feedback from users of the data and correct any such errors that have been identified.

Ensure that procurement processes include a right to freely

distribute data captured from procured systems including UTC and ITS systems.

The Borough Council should be a consumer of its own data. As such, open data can form part of the approach to measuring outcomes.

ENABLING THE EXPANSION OF ELECTRICAL CHARGING INFRASTRUCTURE

Establish a study to identify a potential charging network to stimulate the move to EV.

Work with the regional Distribution Network Operator to ensure the supply-side infrastructure is in place to support the charging network, and that there is sufficient supply to meet demand.

Work with developers to help deliver parts of the charging network. Seek provision of charging facilities at key locations such as the major employment centres, and town centre car parks to help encourage the adoption of EVs.

WORK TO ENABLE MULTI-OPERATOR TICKETING

Smart and multi-operator ticketing can reduce barriers to travel for individuals, and allow for future innovation around ticketing (including enabling new services such as MaaS.)

Form a partnership with operators and the County Council to deliver multi-operator ticketing, across smartcard, contactless and mobile device platforms.

DEVELOP A CLEAR POLICY APPROACH TO THE RISK OF CAVS AND OTHER TECHNOLOGIES

INCREASING VEHICLE NUMBERS

Although EVs can help to improve local air quality, they can still be used by a single occupier just like any car. It will be important to ensure that any support given to the shift to EVs does not undermine other approaches to encourage car sharing and a reduction in car use for short journeys.

The future of CAVs is yet to be defined. Some predictions envision both a future with increased car ownership (with access opened up to those without a driving licence), while others anticipate a future based around shared mobility, leading to a decline in private car ownership. The latter does not necessarily reduce single-occupancy car use.

A policy approach should be developed that priorities the movement of people rather than vehicles (e.g. by encouraging shared modes); and ensures that transport supports the place vision for Cheltenham, rather than the place having to adapt to transport.

Smart Parking approaches promise to make parking easier and more efficient for its users. The policy should seek to make more efficient use of space through innovations such as smart parking to maintain or reduce current levels of parking provision. This will allow space to be released alternative uses, for example creating more space for pedestrians and cyclists, or for parklets and spill out spaces for local cafés, bars and restaurants.

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7 | West Cheltenham

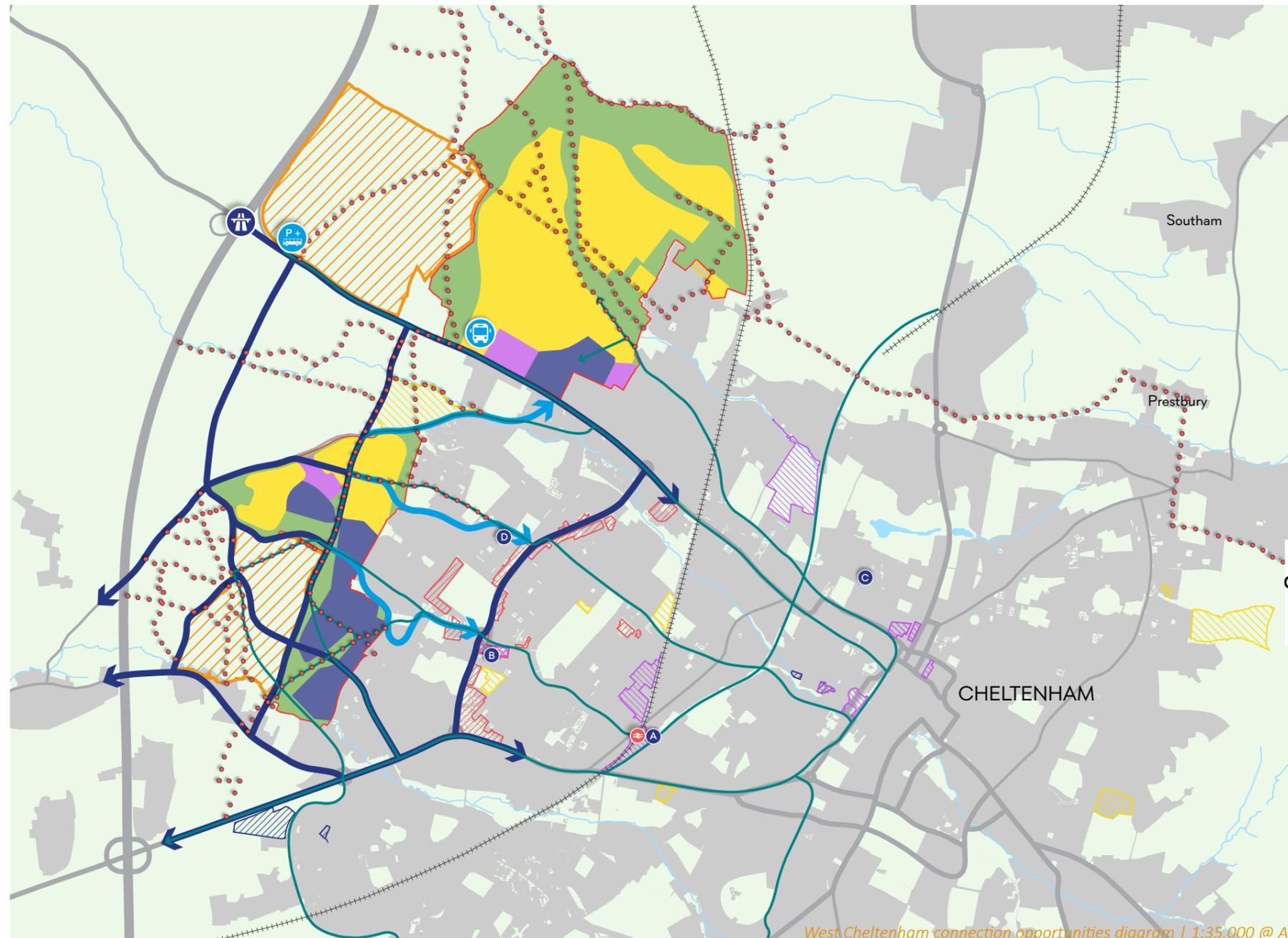
WEST CHELTENHAM

The Joint Core Strategy has allocated a number of strategic urban extensions. These strategic urban extensions include two allocations for West Cheltenham, comprising housing, employment and mixed-use centres as well as strategic green infrastructure and safeguarded land areas. In addition, within Cheltenham's existing urban boundary a number of areas have been identified by Cheltenham Homes for regeneration. Largely these areas of regeneration include existing housing stocks located along the Princess Elizabeth Way corridor.

The plan opposite illustrates a strategy for movement between these allocated urban extensions and wider Cheltenham. Consideration has been given to emerging masterplanning work both within the area of the Cyber Park and West Cheltenham in addition to the Connecting Places Strategy as set out within this document. The emerging masterplanning work is included on the following pages for ease of reference.

This Connecting Cheltenham strategy establishes the principles for high levels of connectivity between these new development areas and Cheltenham's existing urban grain. The proposed movement plan shown here sets out opportunities to promote modal shift by looking at key routes for improved walking and cycle infrastructure as well as which routes could have bus gate priority. In addition, this movement plan has looked beyond these strategic allocations to give consideration to the integration of the safeguarded land areas as well as links to both the new park and ride provision and the improved all-movement junction along the M5 motorway.

In addition the adjacent plan identifies a number of locations for potential urban design and public realm interventions. These sites are located along strategic pedestrian and cycle routes between West Cheltenham and the town centre, and have been selected due to their potential to both integrate with the wider movement strategy as well as achieve far reaching impacts on their local communities.



West Cheltenham connection opportunities diagram | 1:35,000 @ A3

LEGEND

- ● ● Existing public rights of way
- Proposed pedestrian/ cycle priority routes
- Proposed bus only routes
- Proposed strategic all-mode routes
- 🚗 Proposed park and ride (source: Joint core strategy)
- 🚗 Proposed park and ride
- 🚗 Proposed all-movement junction
- 🚂 Railway station
- A Cheltenham Spa Station public realm intervention
- B Coronation Square public realm intervention
- C St Paul's Square public realm intervention
- D Hesters Way public realm intervention
- 📐 Strategic urban extension site
- 🏠 Strategic housing allocation
- 🏠 Housing allocation
- 🏠 Strategic mixed-use allocation
- 🏠 Mixed-use allocation
- 🏠 Strategic employment & mixed use allocation
- 🏠 Employment allocation
- 🌳 Strategic green infrastructure
- 🛡️ Safeguarded area
- 🏠 Cheltenham West Regeneration Site (Cheltenham Borough Homes proposal)

CYBER-HUB MASTERPLAN

The vision for this area includes the following elements:

1) A world class campus - A diverse campus that integrates a diverse mix of uses and people. A 24/7 campus will enable leading cyber businesses and innovators alongside academic facilities dedicated to cyber and digital technologies.

2) Good connectivity - An accessible development that is physically, digitally and culturally integrated.

3) High quality residential - An inclusive community of approximately 3000 new homes that provide varied, affordable and flexible tenancies.

4) Inclusive community - A strong community feel through inclusive and transformational mix of uses.

5) Health and wellbeing - A green and biodiverse development that encourages physical and mental wellbeing.

6) Environmentally innovative - An ecological friendly development that is restorative to its natural surroundings.

7) High quality landscape setting - A vibrant and thriving community within a high quality and unique landscape setting.

8) Smart ecosystems - A connected community that is digitally, environmentally and socially intelligent.

The success of many of the above masterplan principles rely on a cohesive movement strategy between the new areas of development and the existing Cheltenham urban areas. Therefore it is important to ensure that proposals for the new cyber vision fit with the overall strategy for Connecting Cheltenham and promote sustainable modes of travel.

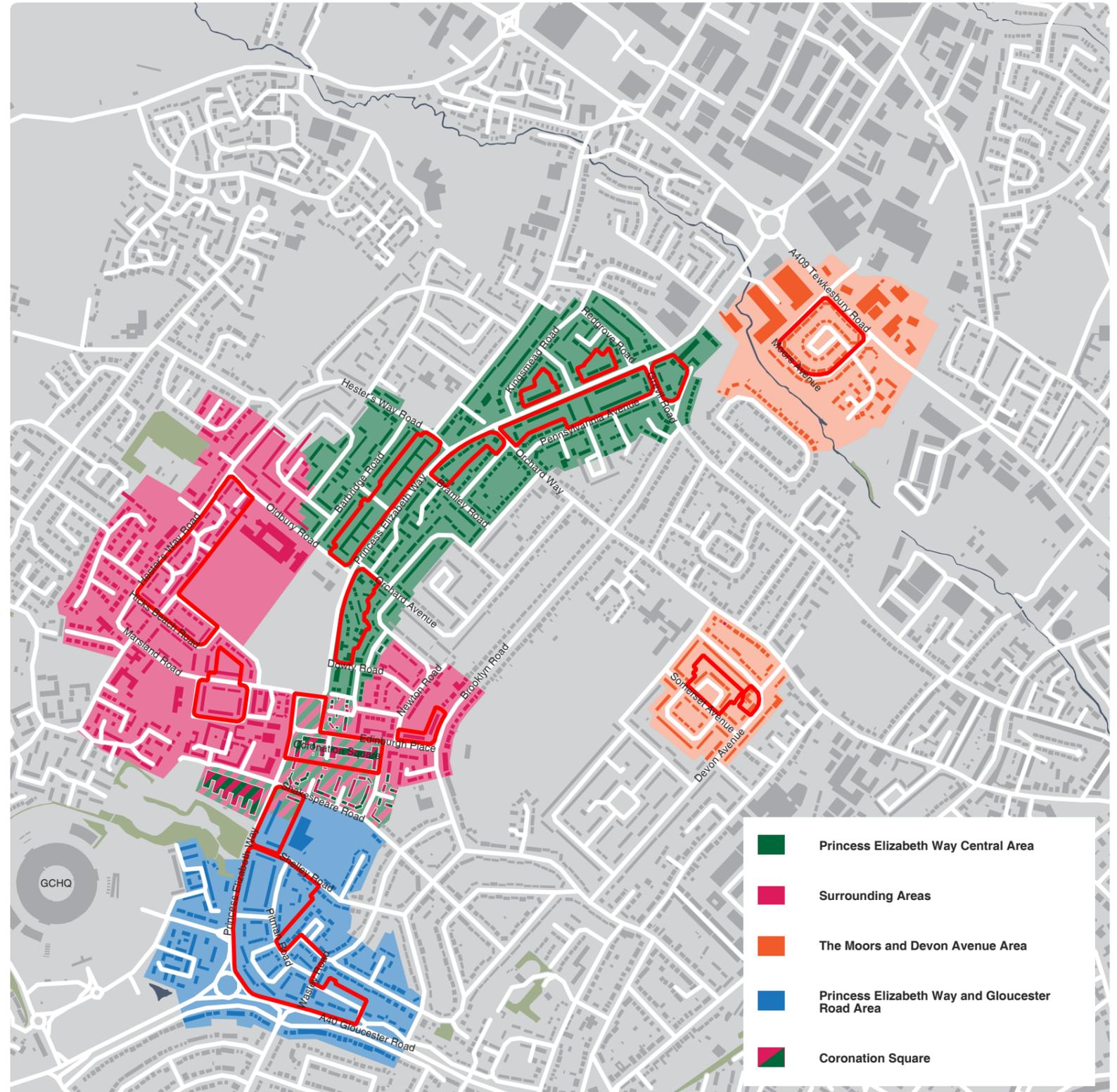
CHELTENHAM WEST NEIGHBOURHOOD THE CBH/CBC STUDY AREAS

CHELTENHAM HOMES - CHELTENHAM WEST NEIGHBOURHOOD

The plan opposite highlights the areas identified for regeneration by Cheltenham homes. These areas of existing housing stock are located in West Cheltenham along the Princess Elizabeth Way corridor. The regeneration of a number of these areas have already had public consultation. These are listed below;

- 1) Princess Elizabeth Way Central Area
- 2) The Moors and Devon Avenue Areas
- 3) Princess Elizabeth Way and Gloucester Road Area
- 4) Coronation Square
- 5) Surrounding Areas including Edinburgh Place, Hester Way and Marsland Road

Opportunities exist to combine investment by Cheltenham Homes with wider highway and public realm improvements to encourage sustainable modes of transport between these regeneration areas, West Cheltenham strategic allocations, and Cheltenham town centre.



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8 | Steps and Phasing

STEPS AND PHASING

This section sets out a suggested approach to phasing. The following table indicates the suggested key steps for the delivery of the programmes described in the Delivery section.

The steps have been identified as short, medium, and long term and it is suggested that broadly these time-scales are:

- Short term < 2 years
- Medium term < 10 years
- Long term > 10 years

	SHORT	MEDIUM	LONG
STRATEGIC CONNECTIONS (P. 60)	<ul style="list-style-type: none"> Develop design for Cycle Cheltway Bishop's Cleeve to Gloucester Develop design and business case for Junction 10 all movements Undertake study of economic benefits of rail service enhancements Develop brief for the development of a comprehensive masterplan for the station. In conjunction with the next stage of the joint core strategy and LTP4 develop a Central Severn Vale wide approach to delivering transformational public / shared transport - working with public transport operators and considering the implications from disruptive technologies. 	<ul style="list-style-type: none"> Deliver Cycle Cheltway Bishop's Cleeve to Gloucester Commence delivery of Junction 10 all movements Develop comprehensive masterplan for station. Explore high level options and benefits for improved road/rail connection to Oxford/ Cambridge Corridor 	<ul style="list-style-type: none"> Deliver station masterplan
LIVEABLE STREETS (P. 61)	<ul style="list-style-type: none"> Agree delivery approach for speed limit plan (i.e. number of phases , geography and approach to signing and measures) Develop list of local cycle improvements with local groups and funding pot to support ongoing delivery. List should be a live document and reviewed annually. Develop prioritised list of locations for public realm improvements which focus on the Town Centre and Local Centres Map all activities which impact on street quality and design and develop plan to align those activities with the principles of Liveable Streets Establish a pot of money for community led street based projects online application process and publicise. This should include cycle parking and seating Establish a design review panel and agree an approach to design review of transport projects 	<ul style="list-style-type: none"> Deliver a speed limit plan Deliver local cycle improvements using funding or through development as opportunities arise Deliver public realm enhancements following prioritised list or through development Implement changes, as required, to current activities/street design approaches to ensure delivery of Liveable Streets Establish programme of improved crossing facilities and side road treatments on Main Streets 	<ul style="list-style-type: none"> Continue to deliver local cycle improvements Continue to deliver public realm enhancements Continue to deliver improved crossing facilities and side road treatments on Main Streets

	SHORT	MEDIUM	LONG
CYCLE CHELTWAYS (P.68)	<ul style="list-style-type: none"> Develop Cycle Cheltway Network Plan and Implementation Strategy 	<ul style="list-style-type: none"> Develop first phase of Cycle Cheltway Network, including connection between Bishop's Cleeve and Gloucester 	<ul style="list-style-type: none"> Continue to deliver Cycle Cheltways
INTERCHANGE & PUBLIC TRANSPORT (P. 70)	<ul style="list-style-type: none"> Develop options for the consolidation of the town centre interchange, routing and public realm and identify preferred option Work with bus operators to explore joint working arrangements including an advanced partnership Develop options for park and interchange locations and delivery plan 	<ul style="list-style-type: none"> Develop brief for architecturally excellent interchange design and procure design team Commence delivery of new an/or improved park and interchange sites Develop programme for the delivery of interchange improvements in Local Centres and Micro hubs Formalise working arrangements with bus operators 	<ul style="list-style-type: none"> Deliver new town centre interchange and associated public realm and bus routing Continue delivery of park and interchange Deliver station masterplan

	SHORT	MEDIUM	LONG
BEHAVIOUR CHANGE (p.75)	<ul style="list-style-type: none"> Establish a Cheltenham Active Travel brand for marketing and communications activities, to include programmes for raising awareness of existing and new infrastructure and services Develop materials and a programme of events to be used for awareness-raising at new developments Establish travel planning activities at the outset for new developments Plan a calendar of annual events to promote active and sustainable travel Establish a framework to support community-led events Establish partnerships with other stakeholders including bus and train operators to develop incentives to trial public transport, including taster tickets and mobility credits 	<ul style="list-style-type: none"> Develop a portal under the Cheltenham Active Travel brand to act as a one-stop shop for all travel and journey planning information Establish a Cheltenham Ciclovia as part of the annual calendar of events Deliver innovative ticketing solutions, including making tickets to Cheltenham’s cultural and sporting festivals function as public transport tickets 	
TECHNOLOGY & INFORMATION (P. 76)	<ul style="list-style-type: none"> Map all data sources which are held by the County Council/ Borough Council and which relate to travel and establish route map to providing this data in an open format Establish a programme for improved data collection in particular for walking, cycling, and bus travel Undertake a study to identify how the charging network should be expanded within Cheltenham to stimulate the move to EV Continue delivery of an expanded charging network to stimulate the move to EV 	<ul style="list-style-type: none"> Provide public sector data in an open format Implement programme for improved data collection in particular for walking, cycling, and bus travel Continue delivery of an expanded charging network to stimulate the move to EV Deliver multi-operator ticketing Develop a clear policy and implementation plan for ensuring that the advent of CAVs increases the number of vehicles that are shared and does not undermine the primary objective of reducing motorised vehicle use 	<ul style="list-style-type: none"> Provide public sector data in an open format Continue delivery of an expanded charging network to stimulate the move to EV

SYSTRA



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CONNECTING CHELTENHAM

BASELINE REPORT

SYSTRA

16 SEPTEMBER 2019

FINAL VERSION

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1 | Introduction



Cheltenham Spa

Cheltenham Spa

INTRODUCTION

In June 2018 SYSTRA was appointed by Cheltenham Borough Council to develop a Borough-wide transport strategy. The strategy will help deliver Cheltenham's wider place making agenda and integrate new development into the existing transport network.

This report is a baseline that collects a wide range of contextual information in one place, forming the evidence base from which drivers for change and key issues have been identified, along with key opportunities. The report is the foundation of the Connectivity and Modal Shift strategy.

To accommodate growth and support the Borough's 'place' ambitions, it will be essential to support an increased proportion of trips undertaken sustainably. This requires an understanding of existing movements, new movements that will be generated by development, and the barriers to increased levels of sustainable travel that currently exist.

The baseline has therefore looked broadly at Cheltenham as it is now, considering land use, the health and well-being of its citizens, local heritage and the quality of the built environment, green infrastructure, environmental conditions, and, of course, existing transport networks and observed travel patterns. This baseline report also includes the results of the first stakeholder engagement workshop.

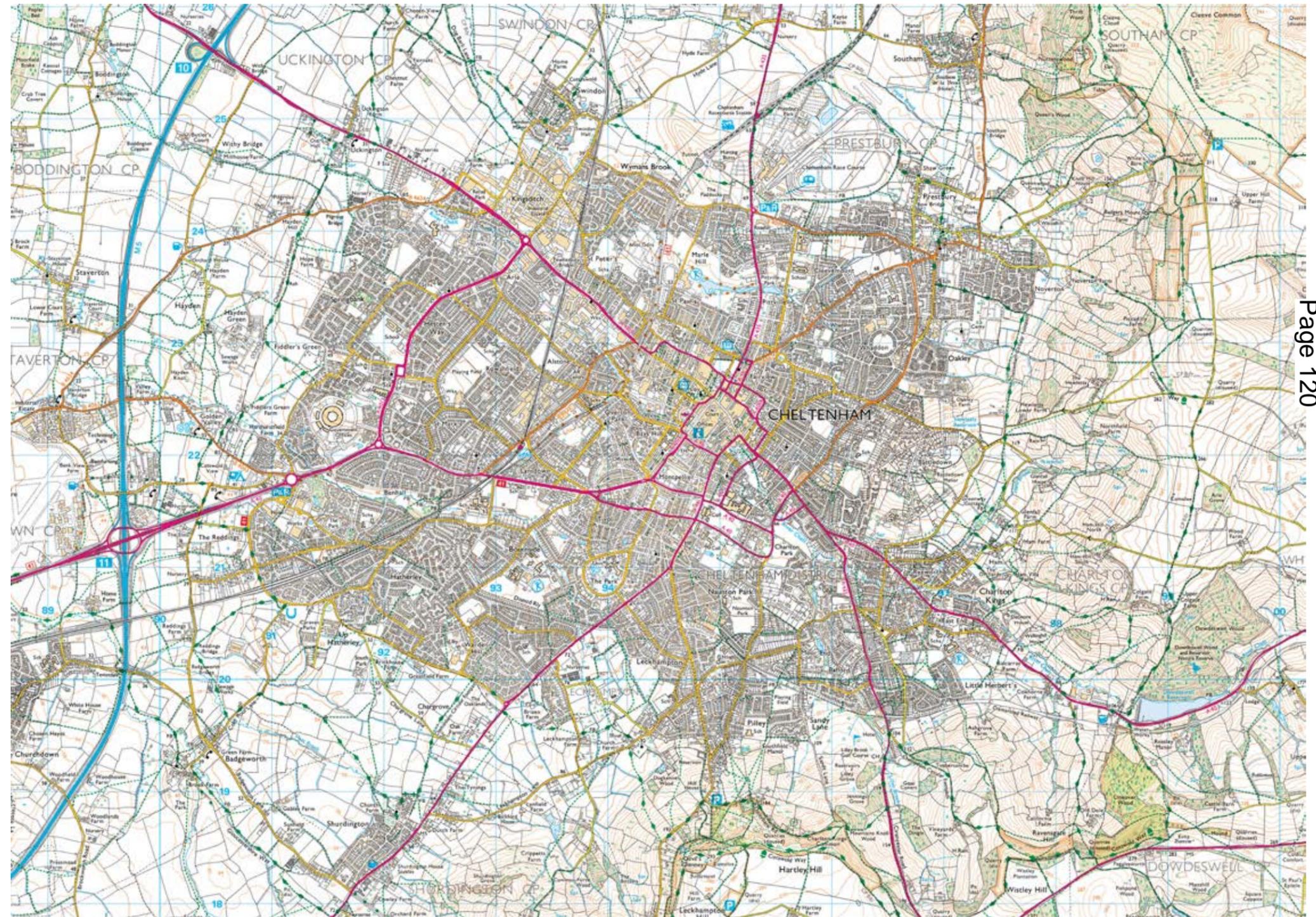
2 | Cheltenham Now

CHELTENHAM

Cheltenham is a town and borough situated on the edge of the Cotswolds, within Gloucestershire's Central Severn Vale.

The town is famous for its spa heritage and its beautiful built and natural environment. The town is also well known as home to a number of important sporting and cultural festivals.

The town has a population of circa 120,000.



CHELTENHAM IN CONTEXT

Cheltenham is located at the edge of the Cotswolds Area of Outstanding Natural Beauty (AONB), which constrains growth of the town to the east and south-east.

Cheltenham's nearest city is Gloucester.

Gloucester and Cheltenham are separated by the M5, which serves Cheltenham via junctions 10 and 11.

The A40 is an important strategic road route that runs through the town, connecting Gloucester to Oxford. Other strategic routes that pass through Cheltenham include the A46, A435 and A4019.

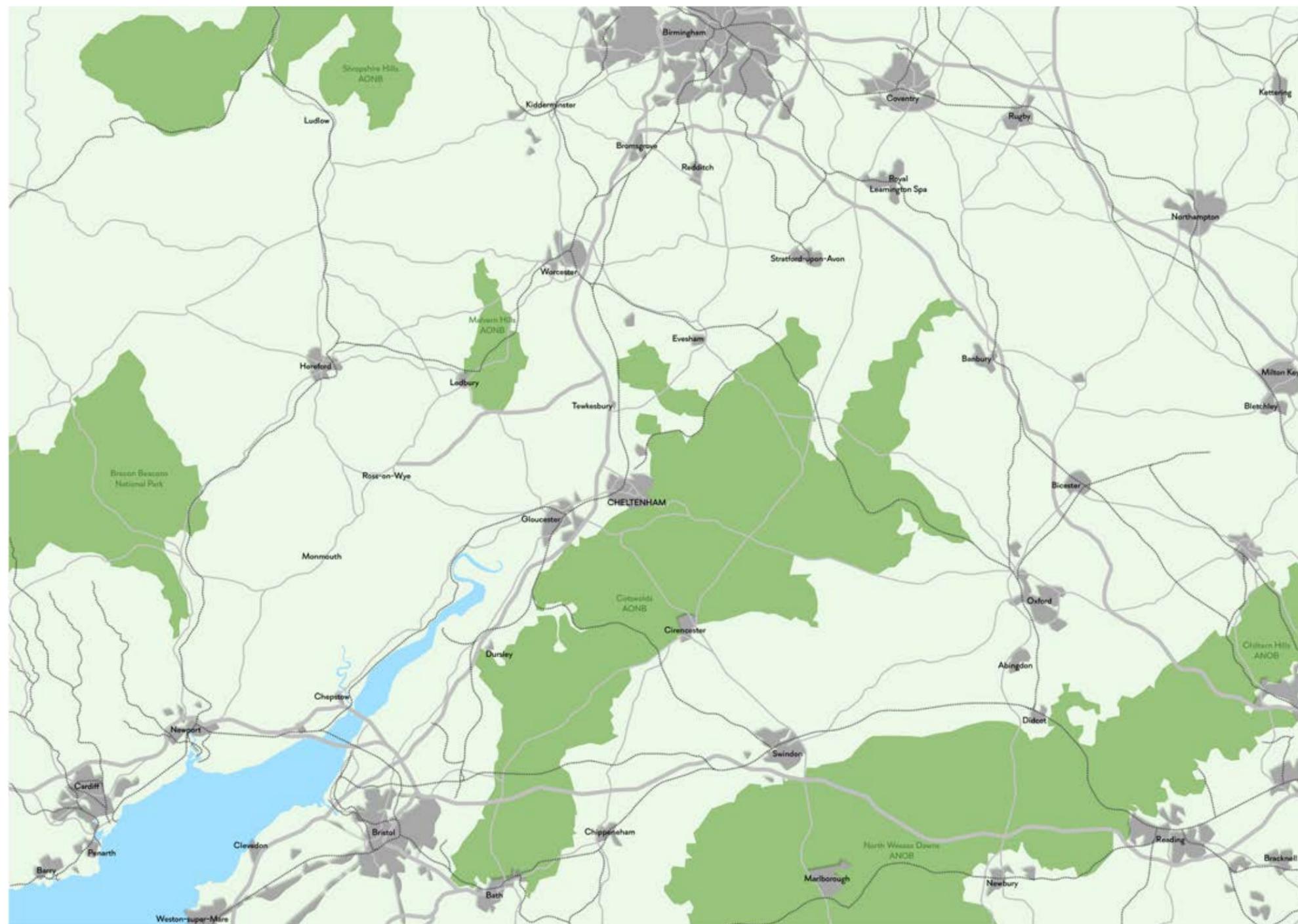
The town is on the Bristol-to-Birmingham Main Line railway, with regular passenger services connecting it to national destinations such as London, Birmingham, Manchester, Cardiff, Bristol and Exeter and Gloucester.

Train services stop at Cheltenham Spa station, which is located approximately 1 mile from the town centre.

Cheltenham sits on National Cycle Route 41.

LEGEND

- Urban area
- Greenspace
- Area of Outstanding Natural Beauty
- Motorway
- A road
- Railway line



NEIGHBOURHOOD LAND USE

The neighbourhood land uses are illustrated in the figure on the right.

Cheltenham's topography is relatively level.

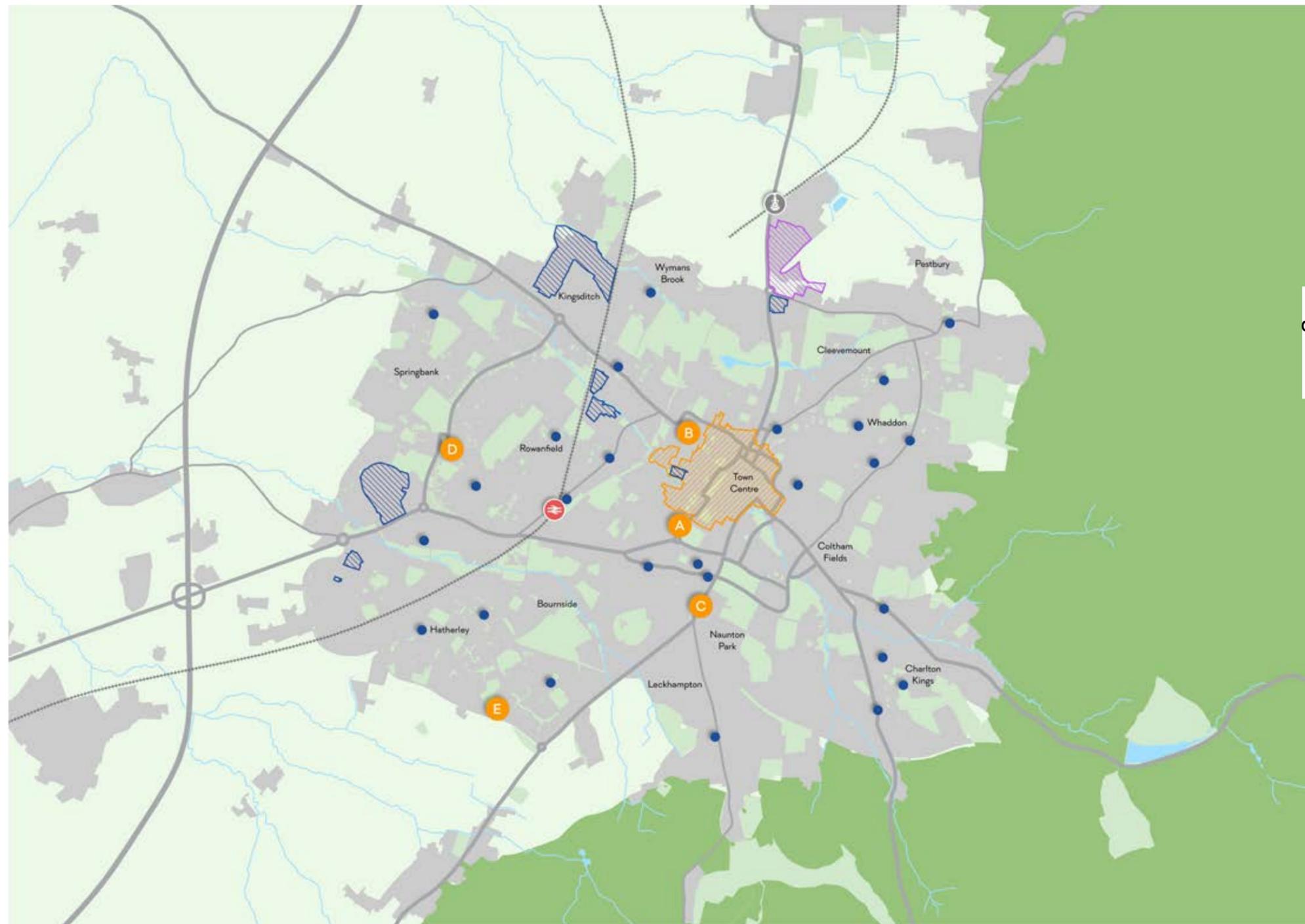
Cheltenham has a centrally located town centre that is connected to surrounding neighbourhoods by a well-connected street network. Local centres are well distributed throughout the town.

The three main areas of employment are the town centre, Kingsditch retail and employment area and GCHQ.

The compact nature of the town, its connected street network and level topography are all important features that support and encourage walking and cycling for a wide range of purposes and across a wide range of people.

LEGEND

- | | | | |
|---|-----------------------------|---|-----------------------|
|  | Central commercial district |  | Motorway |
|  | District centre |  | A road |
|  | Local neighbourhood centre |  | B road |
|  | Key employment area |  | Railway station |
|  | Cheltenham racecourse |  | Recreational railw |
|  | Urban/ residential area |  | Railway line |
|  | Greenspace | District centres | |
|  | Cotswolds A.O.N.B. |  | Montpellier |
| | |  | Lower high street |
| | |  | Bath road |
| | |  | Coronation square |
| | |  | Hatherley retail park |

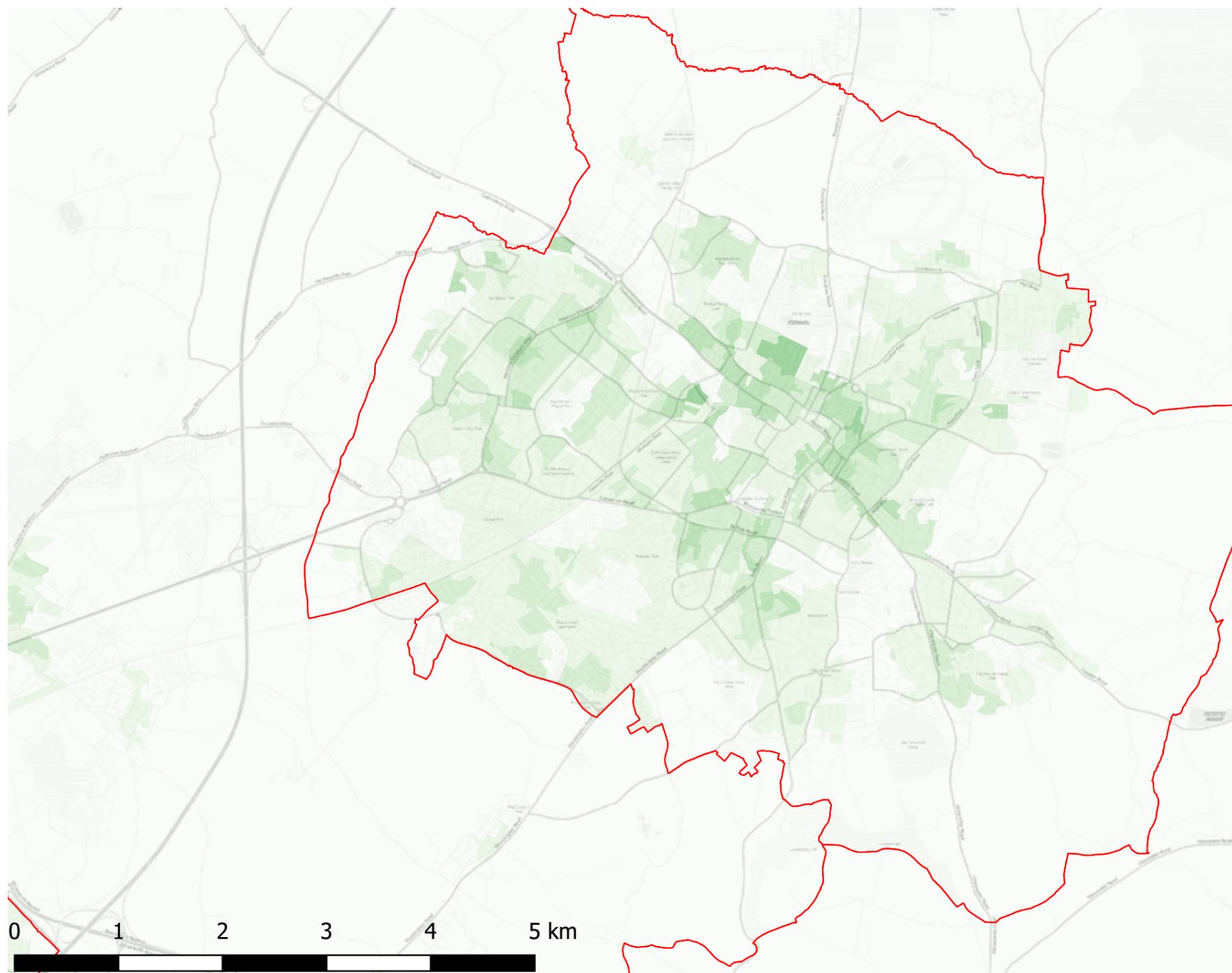
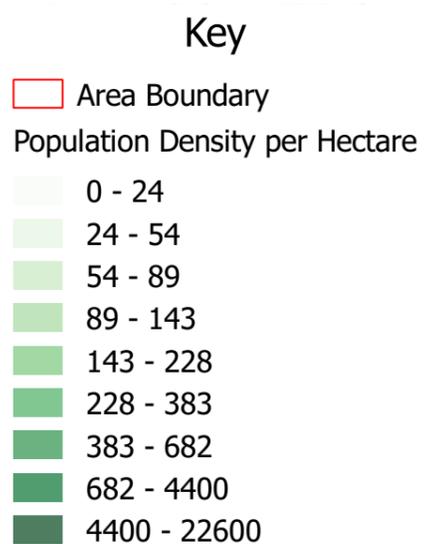


POPULATION DENSITY PER HECTARE

The population density is fairly evenly spread around much of the town, although it is higher in the areas bordering the retail core, and particularly in and around St Paul's. Towards the outskirts of Cheltenham, the population density drops quite significantly, especially towards the east and south east.

Population density is important for sustainable access to local shops and services. Sparsely populated areas will have a smaller population within a comfortable walking or cycling reach of services than more densely populated areas. This impacts on how people travel to local shops and centres, and how accessible services such as healthcare, employment centres, schools or local buses are.

The scale of Cheltenham means that in practice most places are within a comfortable cycle ride of most other places, so the population densities are more interesting in terms of access to services on foot.



LOCAL HERITAGE

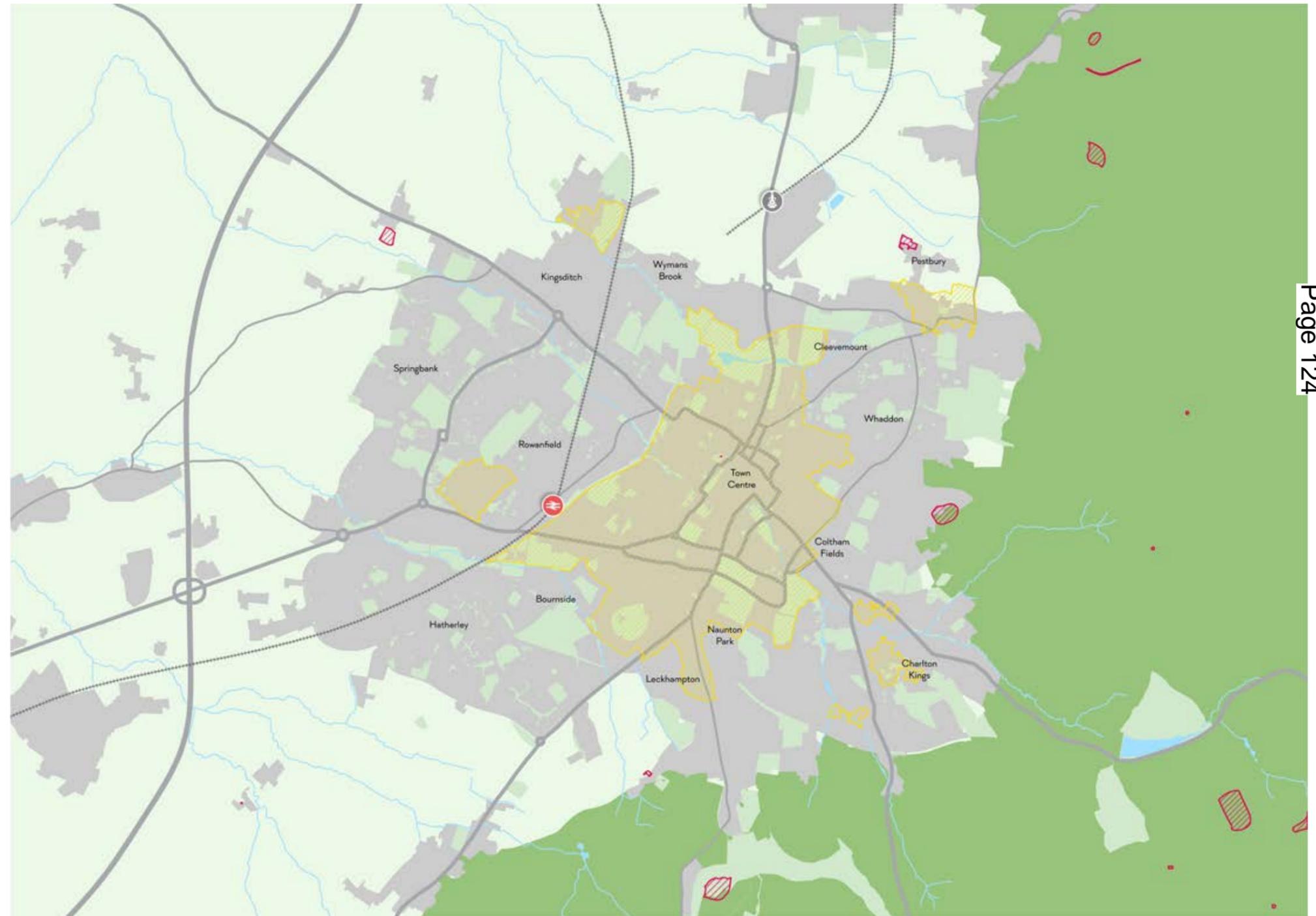
A very significant proportion of Cheltenham is Conservation Area and several scheduled monuments are located on the periphery of the town, as illustrated by the figure on this page.

Cheltenham has a strong local heritage and the quality of its townscape and landscape are important.

Transport networks and behaviour should seek to support and enhance the features.

LEGEND

-  Conservation area
-  Scheduled monument
-  Greenspace
-  Cotswolds A.O.N.B.
-  Urban area
-  Motorway
-  A road
-  B road
-  Railway station
-  Recreational railway station
-  Railway line

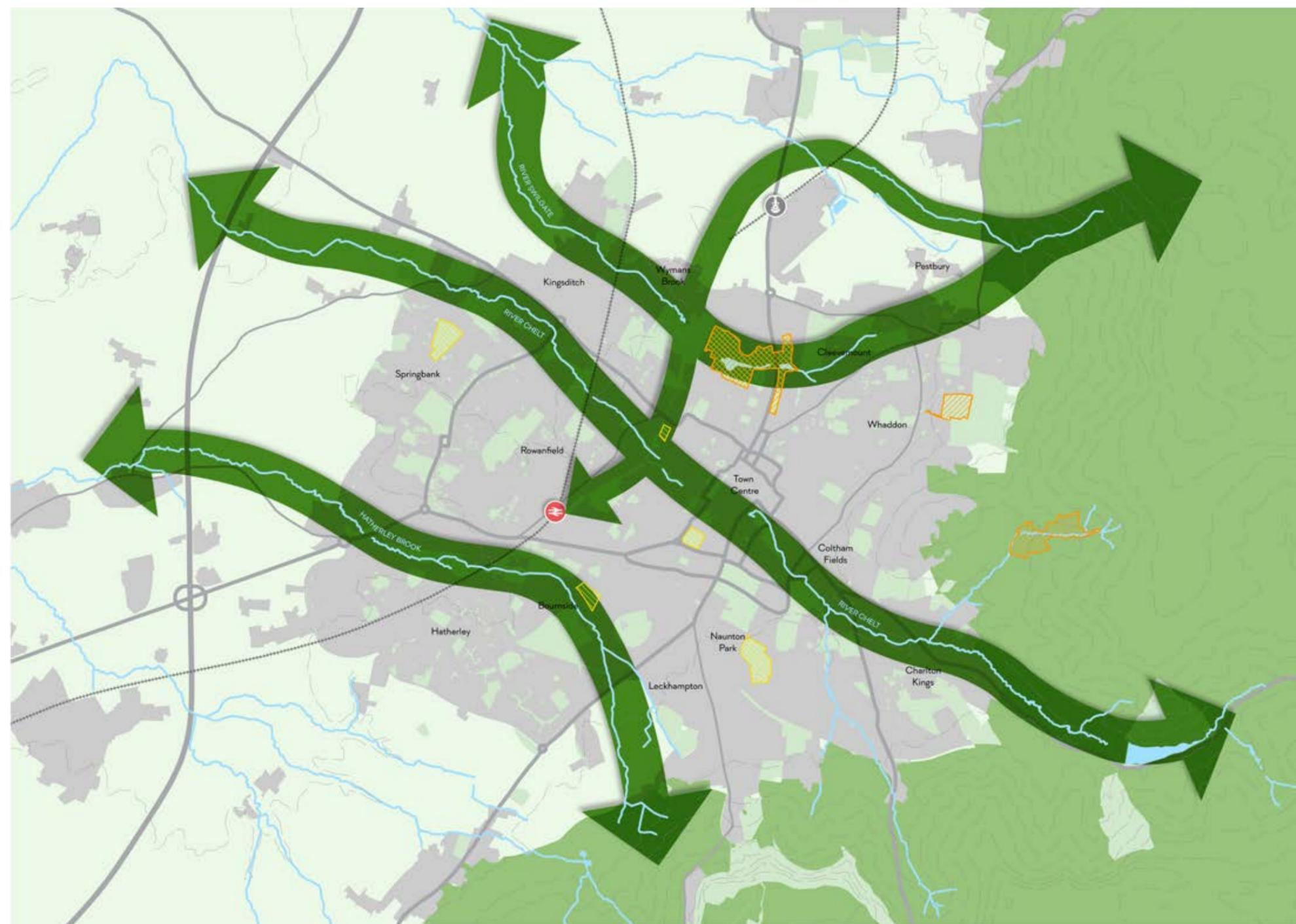


GREEN INFRASTRUCTURE

Cheltenham sits at the base of the Cotswold scarp, which presents a further constraint to growth on the town's south-eastern and eastern edges.

Several watercourses run through Cheltenham, falling in a broadly south-east to north-west direction, and including Hatherly Brook and the river Chelt. These broadly align with strategic green corridors which pass through Cheltenham Parks and greenspaces. These are highlighted on the plan here and extend within and through Cheltenham, and out towards the Cotswolds AONB and the M5.

Although rivers form barriers to movement along orthogonal routes, these watercourses are small, and therefore relatively easily bridged. Bodies of water and watercourses as well as green corridors are desirable features to walk and cycle along, and therefore can enhance the attractiveness of active and sustainable modes, so long as routes are overlooked and don't feel isolated.



STRATEGIC GROWTH

A number of strategic residential, economic and mixed use developments are planned to Cheltenham and surrounding areas.

The Cyber Park proposals represent an important strategic employment allocation along the town's western edge, expanding the employment offer in the area broadly centred around GCHQ.

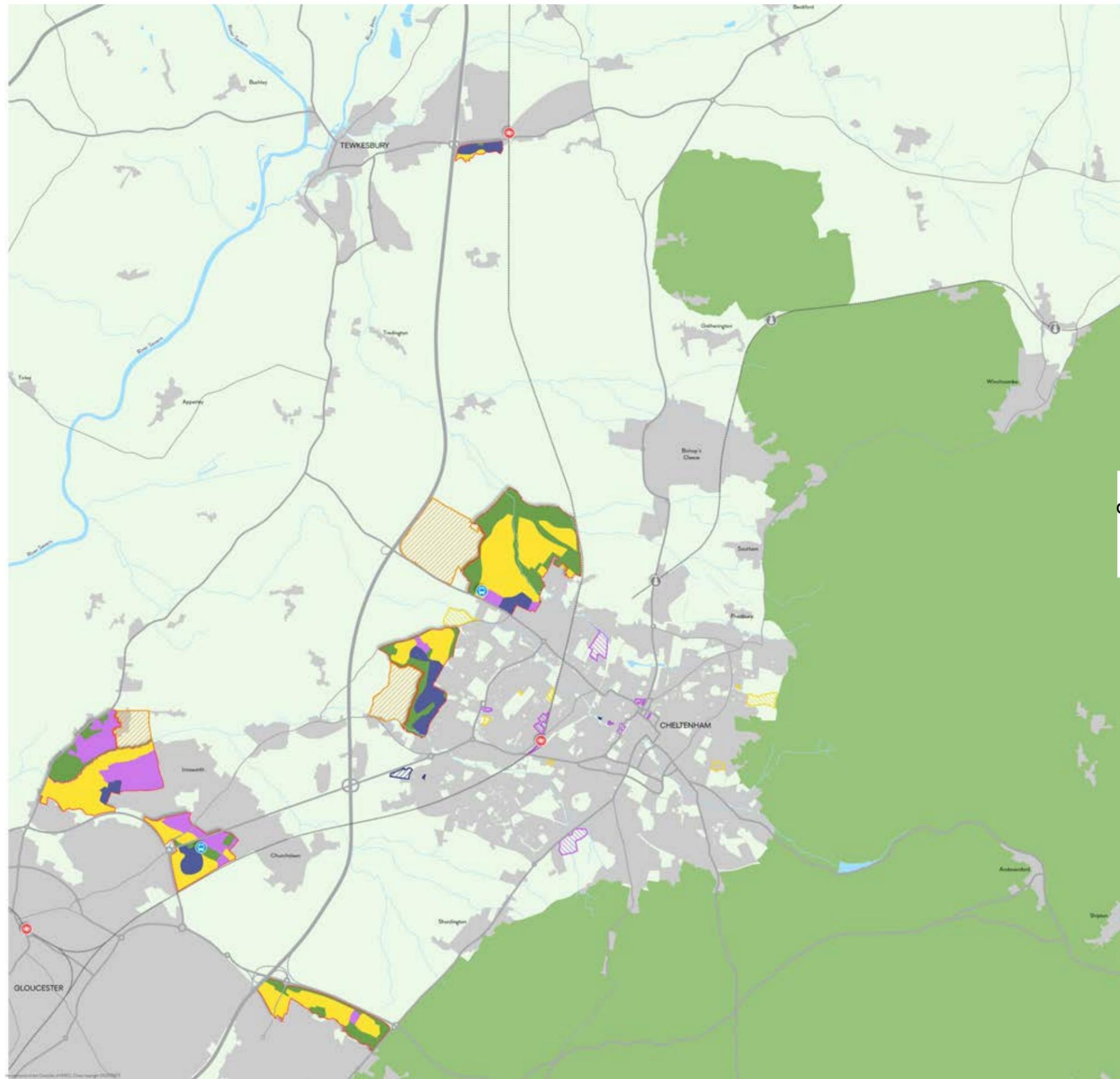
An large residential allocation is also planned to the north-west.

Growth within Cheltenham, therefore, is concentrated to its west, extending the built up area of the town towards the motorway and nearby Gloucester.

Strategic allocations are also proposed in Ashchurch (Tewkesbury) to the north and Gloucester to the south west. All of the proposed strategic allocations are illustrated in the plan on this page.

LEGEND

- Strategic urban extension
- Strategic housing allocation
- Housing allocation
- Strategic mixed-use allocation
- Mixed-use allocation
- Strategic employment allocation
- Employment allocation
- Strategic green infrastructure
- Safeguarded area
- Greenspace
- Cotswolds A.O.N.B.
- Watercourse
- Urban area
- Motorway
- A road
- B road
- Proposed park and ride
- Railway station
- Recreational railway station
- Railway line



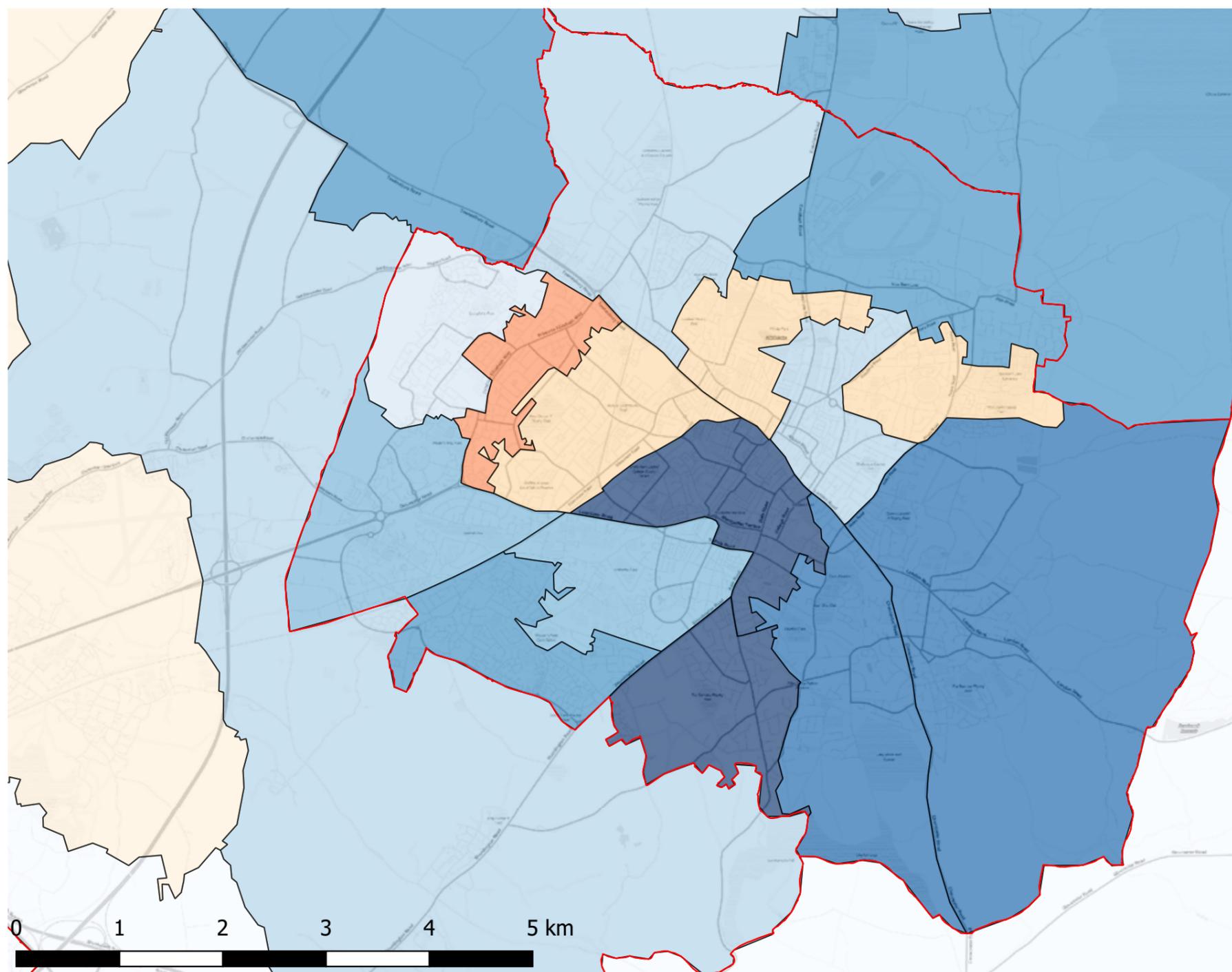
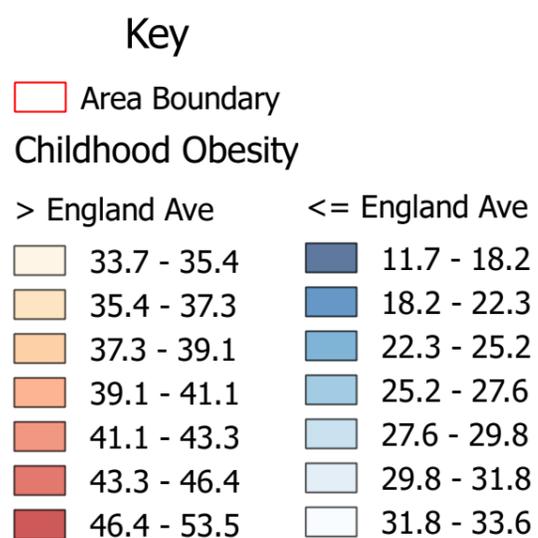
CHILDHOOD OBESITY

As illustrated in the figure on this page, overall rates of childhood obesity in Cheltenham are lower than the English average. Warmer colours indicate levels of obesity above the English average.

Southern and eastern areas perform particularly well on this metric. However, the neighbourhoods directly adjacent to Princess Elizabeth Way, and a number of areas bordering the Tewkesbury Road (A4019) to the north and the Gloucester Road (A40) to the south have the worst childhood obesity rates in Cheltenham, with rates above the national average.

Even for many of the areas within Cheltenham where childhood obesity is lower than the national average, the levels should be viewed with concern.

Lack of activity is one of the main causes of obesity.



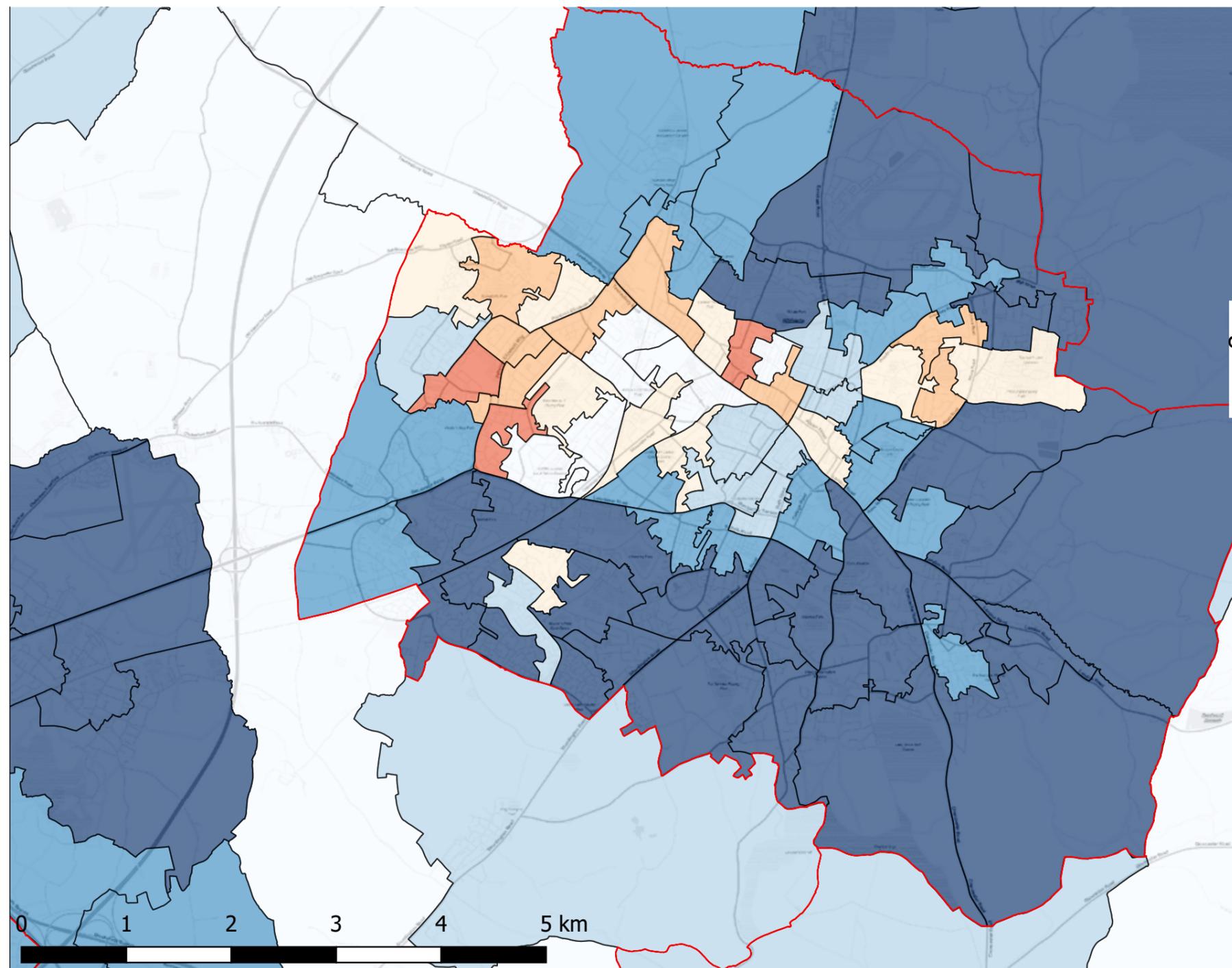
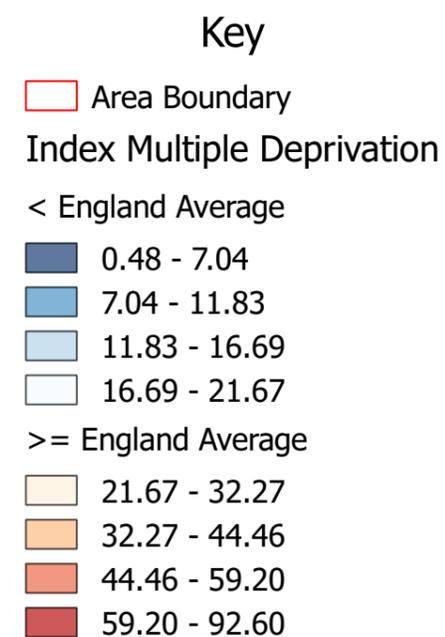
INDEX OF MULTIPLE DEPRIVATION

The Index of Multiple Deprivation reveals a complex picture in the town, and is illustrated in the figure on this page. Warmer colours indicate higher levels of deprivation, compared to the English average.

The northern, eastern and southern fringes of the town are characterised by very low levels of deprivation compared to the English average.

However there are significant areas of deprivation where levels are higher than the national average. These most deprived areas are primarily located in the central and western parts of the town, although another area of deprivation is found around Priors Road.

These areas are more deprived than the England average, and there is a notable overlap in the areas affected by worse than average childhood obesity



HEALTHY LIFE EXPECTANCY - MALE

The male (this page) and female (next page) healthy life expectancies have been plotted for Cheltenham and surrounding areas. Warmer colours indicate lower healthy life expectancy than the English average.

In common with previous plots, these plots show how Cheltenham compares with the national average.

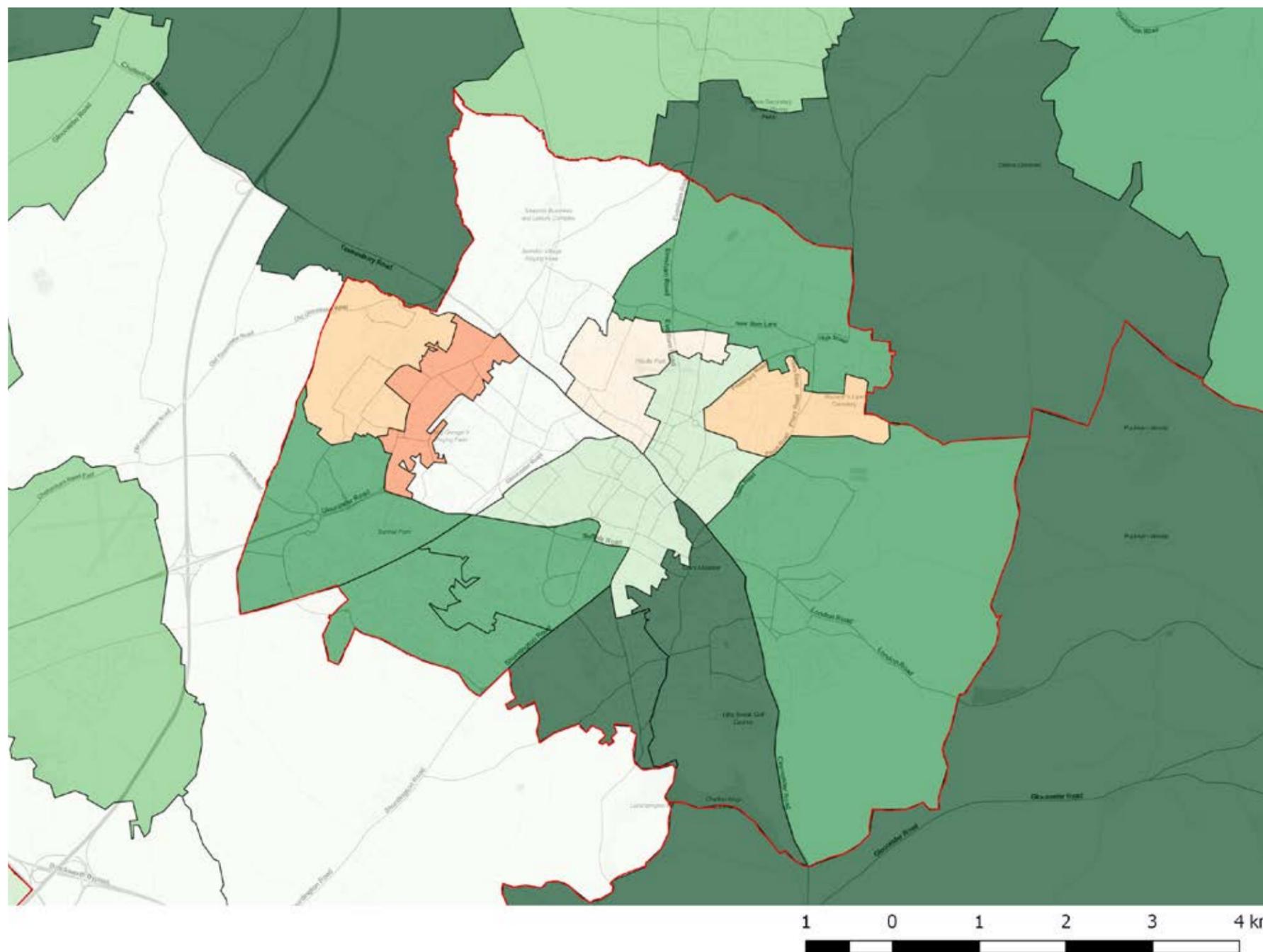
Legend

Male Healthy Life Expectancy (msoa) below England ave

- 46.3 - 53.1
- 53.1 - 56.1
- 56.1 - 58.7
- 58.7 - 61.2
- 61.2 - 63.4

Male Healthy Life Expectancy (msoa) England ave or above

- 63.5 - 65.3
- 65.3 - 67.1
- 67.1 - 69.0
- 69.0 - 71.3
- 71.3 - 80.2



HEALTHY LIFE EXPECTANCY - FEMALE

Within Cheltenham there is little variation in the picture seen for men and women.

Once again, these areas correlate with areas of higher childhood obesity, and higher Index of Multiple Deprivation.

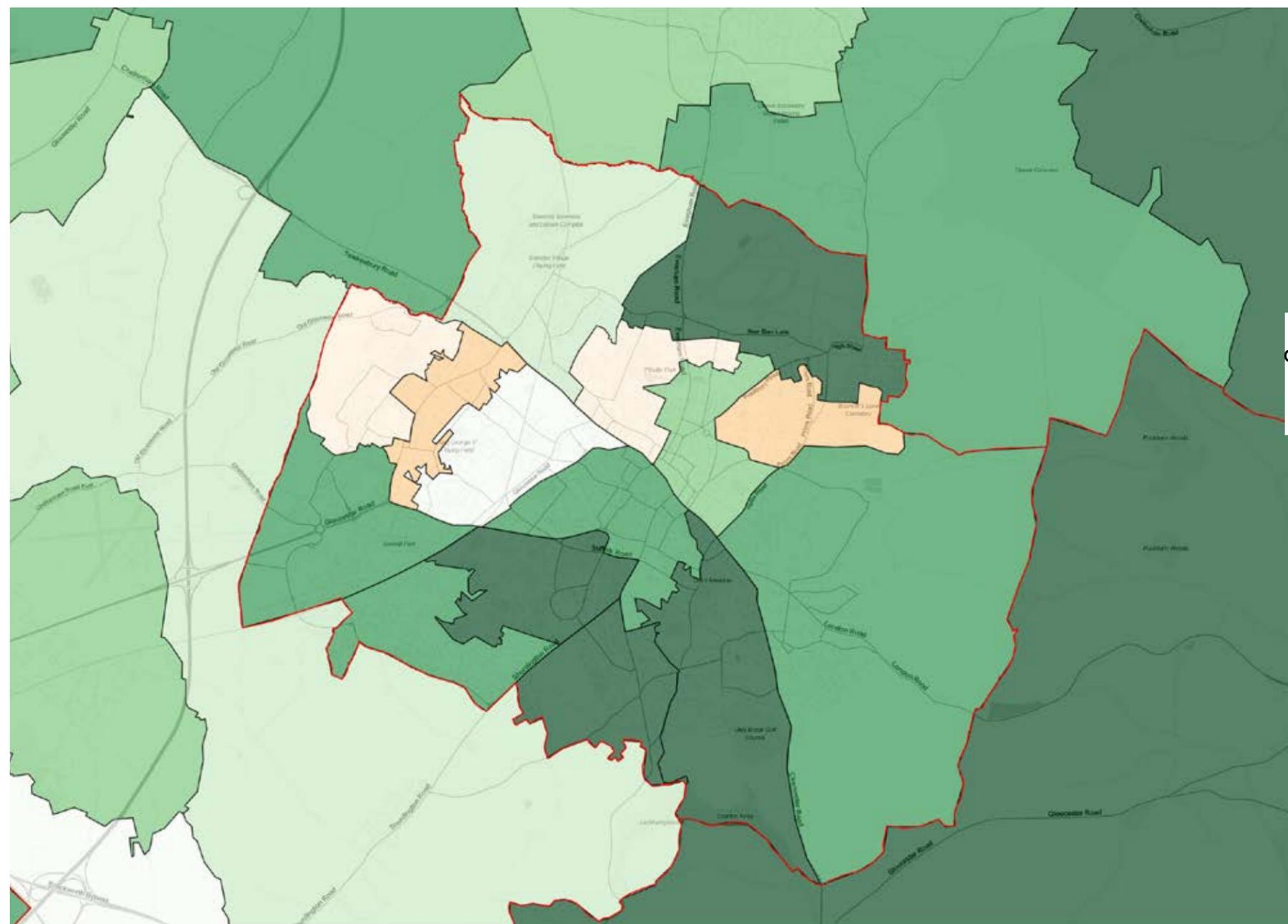
Legend

Female Healthy Life Expectancy (msoa) below England ave

- 46.1 - 53.6
- 53.6 - 56.5
- 56.5 - 58.9
- 58.9 - 61.2
- 61.2 - 63.4

Female Healthy Life Expectancy (msoa) England ave or above

- 63.5 - 65.3
- 65.3 - 67.2
- 67.2 - 69.3
- 69.3 - 71.8
- 71.8 - 78.3

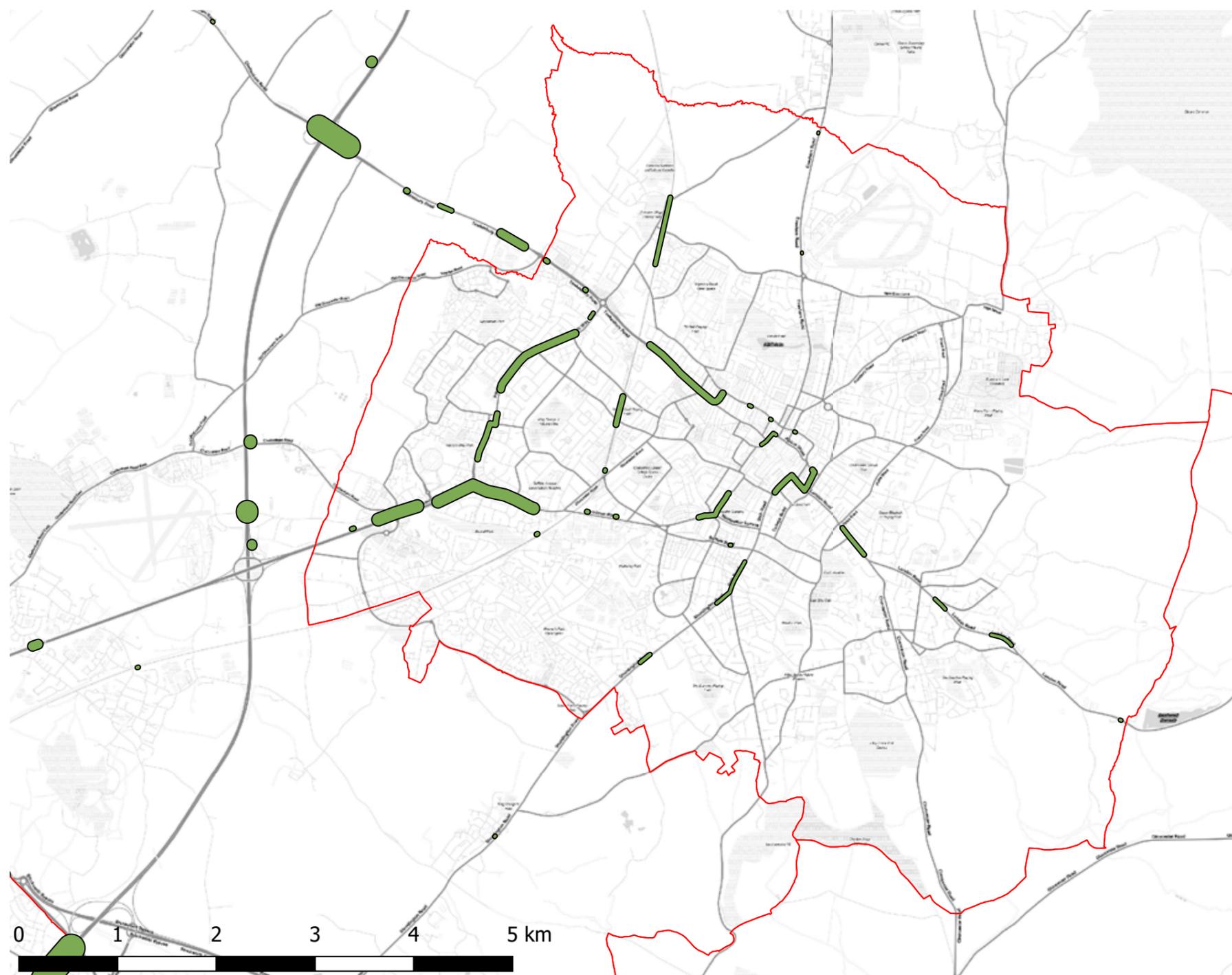


NOISE IMPORTANT AREAS

This map indicates Important Areas (IAs) or noise ‘hotspots’ identified by DEFRA’s strategic noise mapping exercise, carried out in 2012.

Significant lengths of the strategic highway routes within Cheltenham are covered by Important Areas, and many appear to impact on residential properties, giving rise to consequential health concerns as a result of traffic noise.

It is noteworthy that the stretches of A4019 and A40, along with Princess Elizabeth Way, that are worst affected are the stretches of road that run along or through the areas identified on previous pages as having some of the worst quality of life indicators.

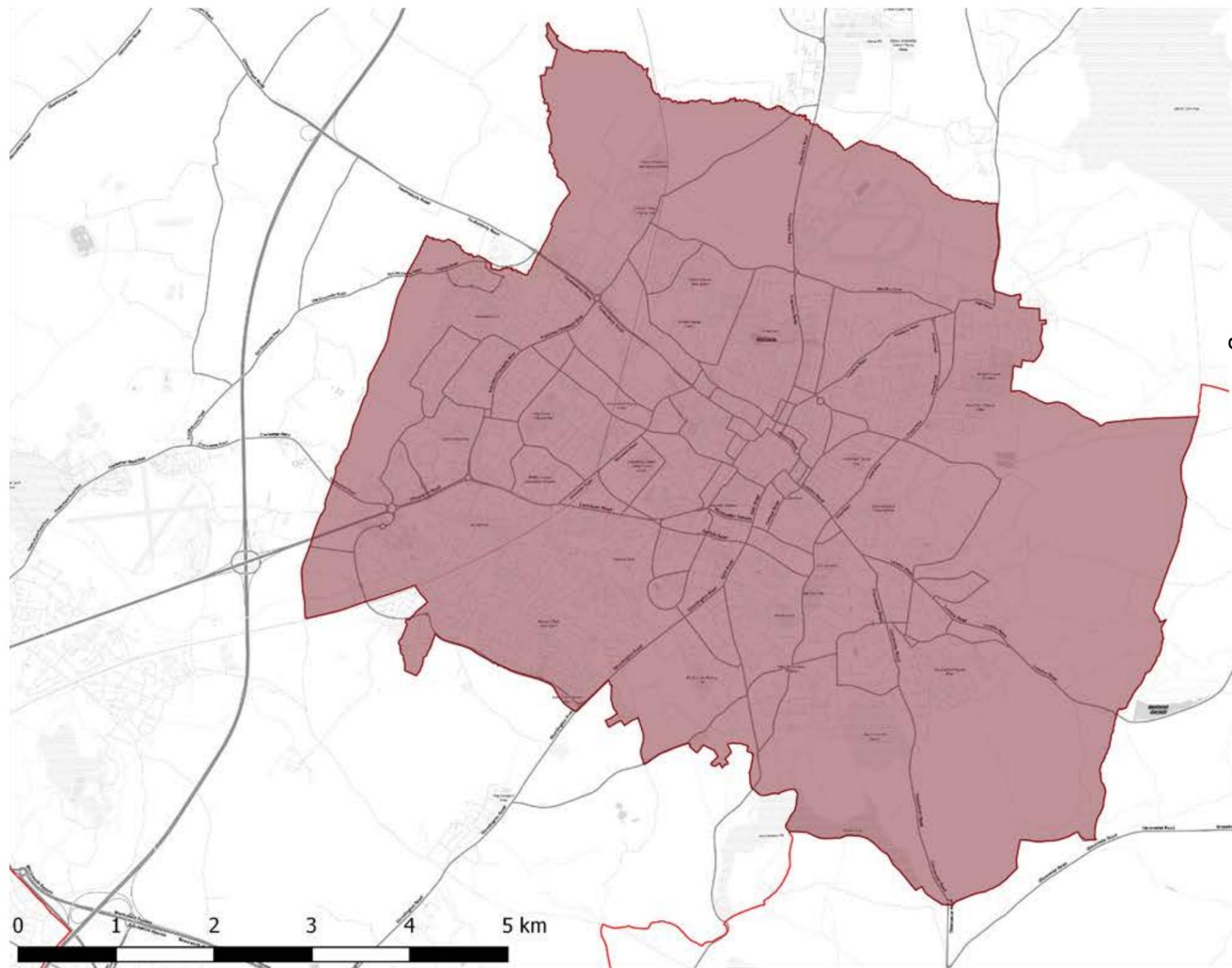
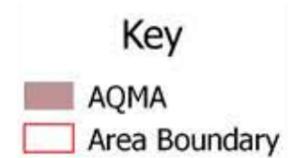


AIR QUALITY MANAGEMENT AREA (AQMA)

The Cheltenham air quality management area boundary can be seen on the adjacent plan. The entire borough is designated an AQMA, reflecting the number of locations exceeding legal limits for Nitrogen Dioxide.

Poor air quality has serious health implications and reduces the liveability of the town.

The purpose of an AQMA is to identify those locations where action is necessary to improve air quality. Although locations of poorer air quality within Cheltenham are localised, designating the whole town an AQMA reflects both the wide population exposure to poor quality air, and the recognition that the effect of door-to-door transport choices is a key driver of reduced local air quality.



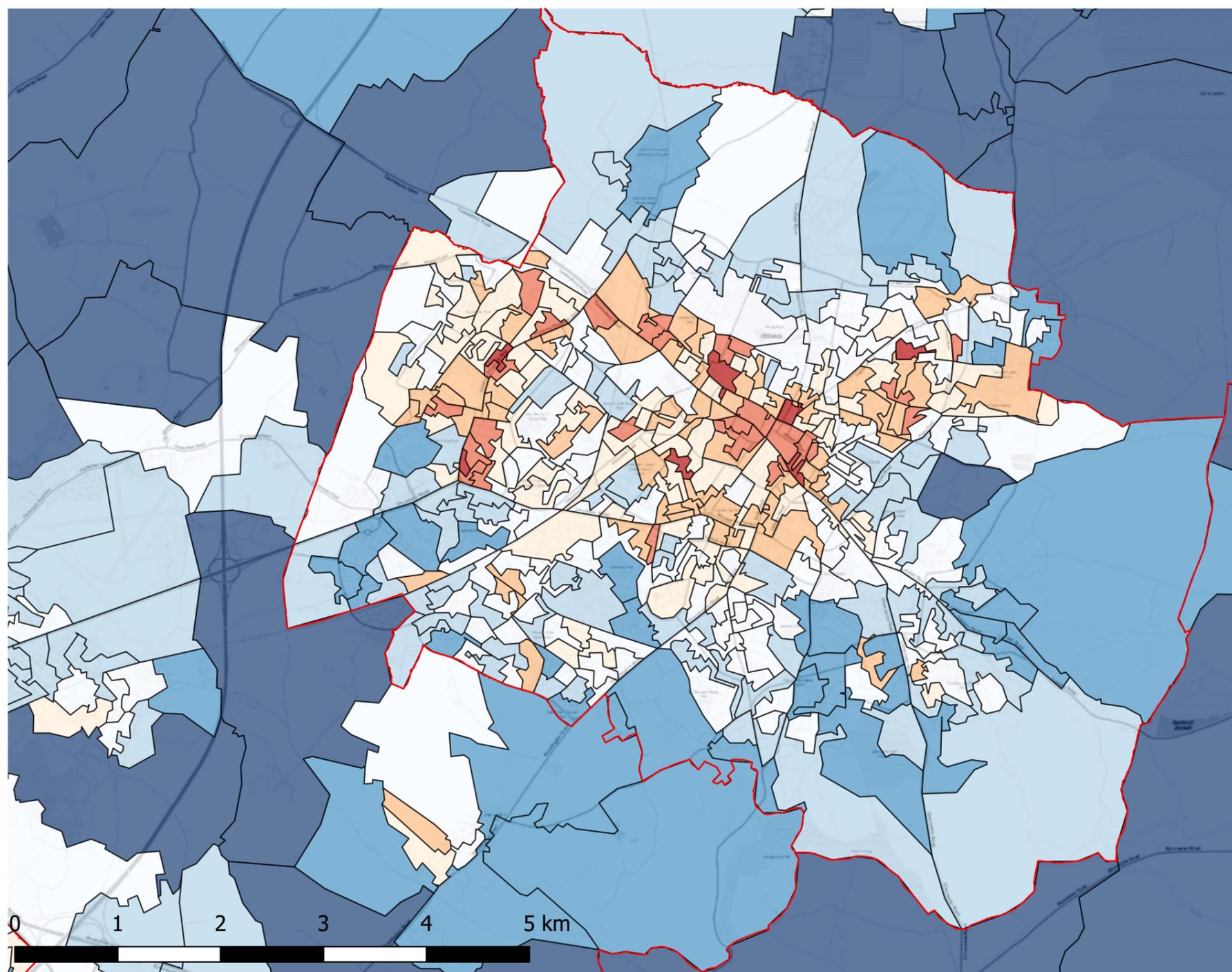
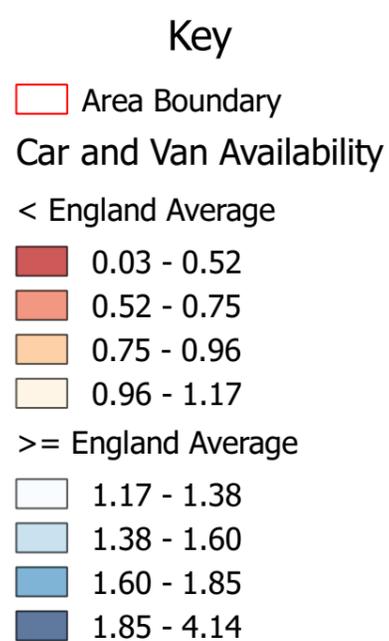
CAR AND VAN AVAILABILITY

Household access to a car or van appears varied across the town. This metric is plotted by comparison with the England average, with warmer colours indicating below average access.

Residents in the town centre appear to have the least availability, with the peripheral areas having greater access to car or van. This pattern is expected, but there are significant areas that do not fit this pattern. Most notably the areas around Princess Elizabeth Way, to the west, and Priors Road to the north east of the town centre.

It is notable that the areas of lower van and car availability seem to correlate with those areas characterised by lower healthy life expectancy and higher levels of childhood obesity.

This is consistent with the idea that those with the least access to transport options often suffer disproportionately from the disadvantages of those transport systems.



OBSERVATIONS

Cheltenham's employment land is not distributed evenly across the town, being concentrated in the town centre and to the western and north-western fringes of the town.

The town's eastern edge is defined by the Cotswold scarp and the AONB, which constrain growth to the east and south east.

Strategic allocations have been identified to the west and north west of the town.

Across a number of demographic and economic indicators, the west and north-west of the town, along with parts of the town centre under-perform the rest of the town.

These areas also experience some of the more severe transport dis-benefits, as indicated by the noise important areas plan, while having some of the lowest access to private motor vehicles.

The main strategic allocations for Cheltenham, which will increase local population as well as transport demand, are proposed on the edges of the same areas, to the west and north-west of the town, and on the parts of the strategic road network that run through them.

Accommodating the increase in travel demand associated with the planned growth will need to be achieved in a way that protects existing communities and neighbourhoods and even creates new sustainable travel opportunities for them, while also protecting and enhancing Cheltenham's character and historic townscape.

KEY ROUTES - CHARLTON KINGS

Charlton Kings is a contiguous village which forms part of Cheltenham's wider conurbation. Sixways is an active local centre located towards the north west of Charlton Kings along the A40 London Road, a radial route providing links between south east Cheltenham and the town centre.

This plan and photos on the following pages illustrate existing layout and conditions in this local centre.

ISSUES AND OPPORTUNITIES

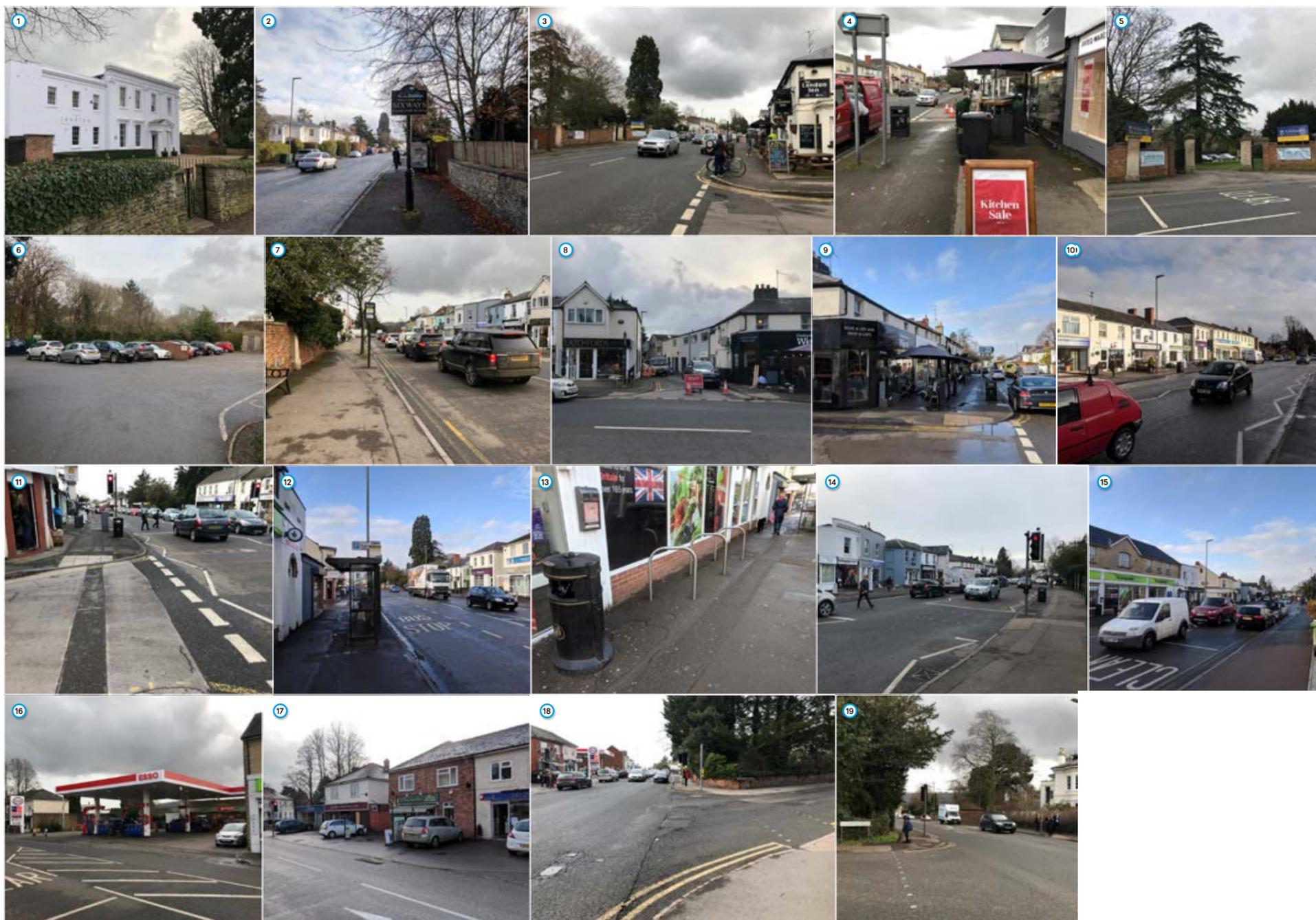
Sixways is an active local centre supporting a number of facilities and services such as a health centre, a local supermarket, pharmacy as well as a host of independent local shops, bars and cafés. Site visits have revealed a number of issues:

- 1. High traffic volumes:** while high levels of traffic do not necessarily equate to a poor quality environment, aggressive driver behaviour, increased vehicle speeds and noise, poor air quality and large amounts of the public realm being given over to vehicle carriageway and parking do have a negative impact. High traffic speeds and volumes contribute to severance, making it difficult to cross roads at will - especially for some elderly people and those with limited mobility.
- 2. Weak sense of arrival:** On high capacity routes such as the A40 London Road, high levels of traffic pass through local centres like Sixways, with many drivers not recognising they've reached a local neighbourhood centre. Consequently driver behaviour may not adapt to reflect that they are passing through areas with an increased place value for the local community. This lack of recognition limits the opportunities for the centre to capture economic advantage from the high number of passing vehicles.

EXISTING



3. Number of side streets: Sixways has a high concentration of both side street junctions and vehicular accesses to private courtyards and dwellings. For both pedestrians and cyclists moving up and down the linear local centre this creates a regular pattern of disruptions to movement along the street. Characteristics such as these negatively impact on the pedestrian experience and reduce the desirability of the centre as a place to walk and cycle to, walk around or dwell in, with the potential consequent negative impact on local shops and services.



- 1 Photo Location marker
- 1 Entrance to St Edwards Preparatory School and public car park
- 2 The London Inn public house
- 3 On-street parking
- 4 Retail shops and cafes
- 5 Retail shops and cafes
- 6 Signalised pedestrian crossing
- 7 Access to private rear parking court
- 8 Dedicated right-turn lane for 5-way junction on A40
- 9 Signalised 5-way junction with pedestrian crossing points
- 10 Guard rail on corner of street
- 11 Parade of shops
- 12 Informal off-street parking in front of shops
- 13 No parking - Double yellow lines
- 14 Bus shelter - Bus bay within carriageway
- 15 Poor quality surfacing/ pedestrian crossing at junction
- 16 Car park - London Road sixways public car park

KEY ROUTES - HESTER'S WAY

Hester's Way is a residential neighbourhood located in west Cheltenham. This area differs in character from the Regency areas classically associated with Cheltenham, having been largely developed during the 1950s and 60s as a large social housing project. Hester's Way Road is a loop-road serving a majority of the Hester's Way neighbourhood, connecting with Princess Elizabeth Way and Coronation Square at either end.

ISSUES AND OPPORTUNITIES

Hester's Way local centre is a small retail parade possessing a co-operative supermarket and post office adjacent to Hester's Way Primary School. Currently a vacant retail unit exists within the local centre. The centre is located at the beginning of a proposed cycle route between the west Cheltenham urban extension and the town centre, and therefore there is plentiful opportunity to create a vibrant and well-used neighbourhood hub. However, the following issues have been identified that are potential barriers to local centre fulfilling this opportunity:

- 1. Aggressive driver behaviour:** Hester's Way Road is a loop road connecting Princess Elizabeth Way to much of the Hester's Way neighbourhood, and as such carries a reasonable number of vehicles through its local centre. Elevated traffic volumes do not themselves necessarily lead to an uncomfortable environment. However, vehicles have been observed accelerating aggressively along Princess Elizabeth Way, in apparent response to frustration with localised congestion. This behaviour is intimidating and can result in excessive vehicle noise and speed. High traffic volumes, and high vehicle speeds cause severance by reducing opportunities to cross roads at will- especially for some elderly people and those with limited mobility.

EXISTING



- 1 Photo Location marker
- 1 Pedestrian and cycle link north west to Springfields Park and wider west Cheltenham
- 2 3 storey post war apartment block
- 3 Double tree-lined street
- 4 Two-storey post war residential housing, on-plot parking in front of building line
- 5 Radburn-style housing
- 6 Pedestrian and cycle access
- 7 1980s-1990s run of terraces fronting Hesters Way
- 8 Housing backing onto Hesters Way
- 9 Blank rear garden wall fronting Hesters Way
- 10 Traffic calming - Give way to priority traffic traveling west bound
- 11 Access to rear parking court
- 12 Rear parking court - Low level of usage
- In poor state of repair
- 13 Closed neighbourhood shop with single storey residential above
- 14 On-street parking
- 15 Speed cushions
- 16 Co-op supermarket with single storey residential above
- 17 Poor quality public realm/ surfacing
- 18 Palisade security fencing
- 19 Nature garden with mature landscaping as part of primary school site
- 20 School playing fields
- 21 Primary school pedestrian access
- 22 Segregated cycle lane



- 2. **Single-sided uses:** Currently only a Co-operative supermarket and post office reside on the southern side of the carriageway. There is, therefore, a current of amenities to attract people to the area, and a lack of reasons to remain and dwell in the local centre environment.
- 3. **Poor quality environment:** Characteristic of some 1950s and 60s housing estates is that development can often back onto public spaces and focal areas. Along Hester's Way Road housing backs onto the northern side of the carriageway with a wall defending the rear gardens of the properties. Similarly, Hester's Way Primary School also backs onto the local

centre with a palisade fence and mature planting defining the boundary between the school playing fields and Hester's Way Road. These blank frontages create an uncomfortable environment and the lack of natural surveillance contributes to a reduced sense of personal security.

CHELTENHAM SPA STATION

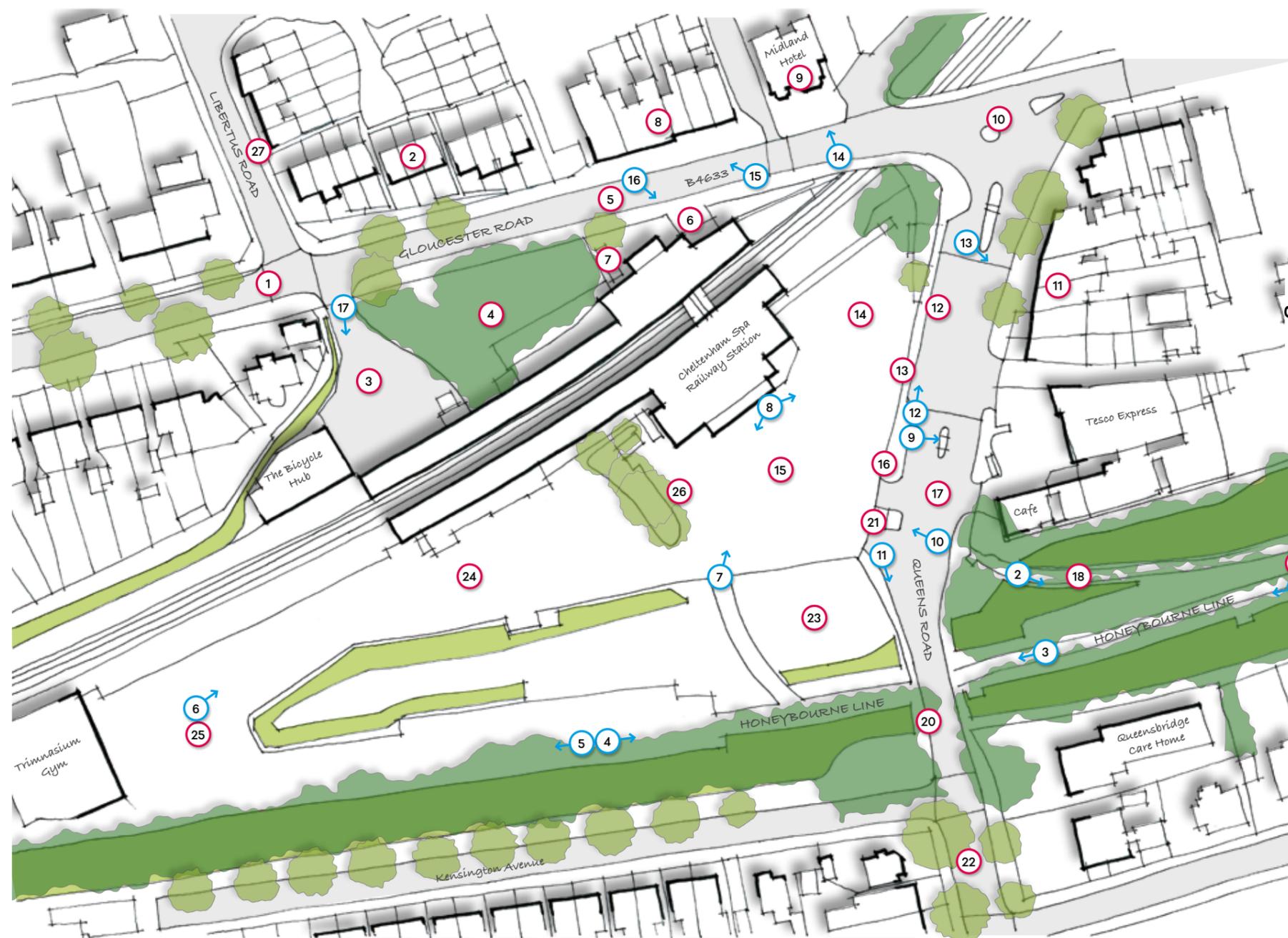
Cheltenham Spa is a small, two-platform station serving the Birmingham-Bristol mainline. Located approximately one mile from the town centre, the railway station is currently accessible via the existing road networks as well as the Honeybourne Line pedestrian/ cycle route, providing direct pedestrian and cycle connections to both the town centre and north Cheltenham.

ISSUES AND OPPORTUNITIES

A number of issues reduce the station's potential as an impressive and well-functioning gateway to Cheltenham, including:

- 1. Poor legibility:** Give its separation from the town centre, it is important that people arriving at the station are easily able to navigate there and to other key destinations. The current station environment does not support this, due to: visual barriers (e.g. a walled car park and advertisement billboards), poorly located signage, narrow and single-sided pedestrian footways, non-signalled pedestrian crossings connecting with the small retail provision opposite, and a lack of visual permeability between the station and the Honeybourne Line.
- 2. Vehicle dominant:** To exit the station through its main entrance in its current form, visitors are greeted with a poorly landscaped car park, a taxi rank to the north eastern corner and unsheltered bus stops to the south west. Existing pedestrian routes are poorly laid out, do not follow desire lines, and do not provide segregation from moving vehicles.
- 3. Lack of arrival/ destination space:** Both the front and rear entrances to the station are very uninspiring on arrival and do not give a sense of Cheltenham as a place as a whole or what it has to offer. The retail and service provision on site at the station are limited to a cafe within the station building and a private gym occupying a building to the south of the car park.

EXISTING



- 1 Photo Location marker
- 1 Gloucester Road - Tree lined two-way street
- No parking/ double yellow lines
- 2 Residential dwellings
- 3 Rear station car park - Electric charging points
- Access to bicycle hub
- 4 Woodland cove at rear of station/ iron railings. Reduces visibility of the station from Gloucester Road
- 5 Signalised pedestrian crossing
- 6 Rear entrance to railway station
- 7 Bicycle shelter
- 8 Parade of shops/ residential
- 9 Midland Hotel
- 10 Mini-roundabout at junction of Gloucester Road and Queens Road
- 11 Parade of shops, cafes and food outlets
- 12 On-street parking
- 13 Existing brick wall creating visual barrier between Queens Road and the station
- 14 Taxi parking at lower level than Queens Road
- 15 Main entrance to Railway Station, including bus drop off and vehicle circulation
- 16 Advertising hoarding creating barrier to visual permeability between the station and Queens Road
- 17 Queens Road creates barrier to pedestrian and cycle movement between the station/ Tesco Express and cafe/ the parade of shops/ Honeybourne Line and town centre
- 18 Pedestrian/ cycle ramp connecting with the Honeybourne Line to town centre.
- 19 Pedestrian and cycle route to the town centre via the Honeybourne Line
- 20 Narrow single-sided footway on Queens Road crossing Honeybourne Line
- 21 Vehicular and pedestrian access to railway station
- 22 Alternative route to town centre along Queens Road/ Lansdown Road/ Montpellier Street. Not clearly signposted
- 23 Central island with change in level created barrier to movement
- 24 Linear car park
- 25 Car parking in front of gym
- 26 Mature trees partially enclose space in front of station and create visual barrier between the station and car parking to the west. Steep change in levels further decreases the influence of the wider car park upon this space
- 27 Well connected to Coronation Square and wider west Cheltenham.



NEIGHBOURHOODS - CORONATION SQUARE

Coronation Square is comprised of a 1960s style retail centre located adjacent to Princess Elizabeth Way, a key thoroughfare between Tewkesbury Road and the Kingsditch trading estate and the A40, which provides links to Gloucester and the M5 motorway.

ISSUES AND OPPORTUNITIES

The Square's retail provision is fairly well occupied within Edinburgh Place, however fronting Coronation Square and Princess Elizabeth Way there are a number of vacant units. There are several issues preventing Coronation Square from becoming a thriving and active neighbourhood centre. Some of these issues include:

- 1. Barriers to movement:** Roundabouts are notoriously difficult to navigate for both pedestrians and cyclists, with numerous wide carriageways to cross, disrupted desire lines resulting in long detours, and often high volumes of free flowing traffic to overcome. The current layout of the square fulfils much of the same function as a roundabout. As a key node where pedestrians, cyclists and vehicles meet this layout does not favour the movement of these more vulnerable road users.
- 2. Underutilising existing assets:** This neighbourhood centre possesses a number of existing assets which could be maximised further to have a positive impact on the overall environment, namely Coronation Square itself. This large green space supports some mature trees and planting, and possesses the opportunity to offer an active space for visitors to the centre to enjoy. Currently the square is severed by two-lanes of traffic on all sides limiting physical connections to it.
- 3. Poor quality public realm:** This is true of the whole of the neighbourhood centre, however the impact of which can be felt most in Edinburgh Place. This large open space lacks

EXISTING



adequate levels of enclosure, and currently the amount of space is not equivalent to the number of people using it. The results of which is a rather uncomfortable environment that does not encourage users to dwell and enjoy. In addition a series of bollards and large seating structures create the sense of an overall defensive environment, which again does not invite people to spend time in.



- 1 Photo Location marker
- 1 St Catherine's surgery
- 2 Puddles nursery
- 3 Gloucestershire police station
- 4 Oasis Cheltenham
- 5 1960s retail parade
 - Three storey
 - Ground floor shops and cafes
 - Upper floors residential apartments
- 7 1960s retail parade
 - Two storey
 - Ground floor shops and cafes
 - Upper floors office
- 8 Large underutilised forecourt
 - Poor quality
 - Patchwork of materials
 - Bollards/ street furniture
 - Some cycle parking
- 9 Poor quality seating planter
- 10 On-street parking
- 11 Archway through to rear parking court
- 12 Two and three storey residential development opposite Edinburgh Place
- 13 No stopping box hatch
- 14 Double yellow lines around square
- 15 Green space with mature trees
 - Underutilised/ visual space
 - Segregated by ring-road
- 16 Poor quality signage
- 17 Segregated cycle lane
- 18 Bus stops
- 19 One-way circulation (clockwise) around square
- 20 Pedestrian crossing - Edinburgh Place
- 21 Pedestrian crossing - Princess Elizabeth Way
- 22 Decommissioned public toilet block
- 23 Household waster recycling point
- 24 Vacant development site
- 25 Well connected to Cheltenham Spa railway station

NEIGHBOURHOODS - ST PAUL'S

St Paul's is a residential neighbourhood within Cheltenham, geographically centred around St Paul's church. Located a short distance north west of the town centre and south of Pittville Park, St Paul's is an active neighbourhood with access to many services and amenities.

ISSUES AND OPPORTUNITIES

Located at the crossing of axes linking High Street with Pittville Park and St Paul's Road, connecting the northern radial routes with Kingsditch trading estate and Swindon Village, this nodal square has the opportunity to become a thriving local centre that builds on the existing church, pub and School House Cafe provision. In order to achieve this, there are a number of issues in which to overcome:

- 1. Vehicle 'rat-run':** Running parallel with the A4019 radial route, linking Cheltenham town centre with Kingsditch trading estate and the M5 motorway, St Paul's road is regularly used as a local rat-run to avoid congestion on the nearby strategic roads. However, St Paul's Road isn't designed to accommodate high levels of traffic attempting to travel through this neighbourhood quickly. Localised pinch points created by on-street parking can result in build-ups in traffic and consequently lead to driver frustration. The response of some drivers has been observed to lead to aggressive acceleration and some elevated vehicle speeds with associated noise, with the consequent negative impact on residents and other local people using these roads.
- 2. Lack of usable space:** Although the University of Gloucestershire, the Coconut Tree public house, St Paul's Church and the School House Cafe all either front onto the square or are in close proximity, there is a lack of usable space able accommodate a number of people in a single

EXISTING



area. Narrow footways, a gated green space courtyard in front of the church and large amounts of the public realm given over to vehicle carriageways and parking provision results in inadequate provision to serve these local amenities.

3. Parking Conflicts: There is concentrated competition for local parking from local residents and business, as well as those travelling for church services. This can result in the square being overly dominated by parked vehicles.



- 1 Photo Location marker
- 1 Two storey regency terraced housing
- 2 On-street short stay parking bays (two hours)
- 3 No parking - double yellow lines
- 4 Takeaway outlet
- 5 Closed takeaway/ cafe
- 6 Existing art installation
- 7 No parking - double yellow lines
- 8 Cafe outdoor seating
- 9 Wrought iron fencing around church grounds
- 10 Square greenspace
- 11 Existing memorial cross
- 12 Church courtyard used for car parking/ vehicle circulation
- 13 On-street short stay parking bays (three hours)
- 14 Narrow pavements
- 15 Continual high volumes of through traffic. On-street parking creates pinch points where continually gets stuck and enforces aggressive driving style along St Paul's Road
- 16 Footway build-outs to narrow junction crossing
- 17 University of Gloucestershire private car park
- 18 Pedestrian/ cycle access to university campus
- 19 Direct connection south towards town centre
- 20 Direct connection north towards Pittville Park

3 | Current Journey Patterns

JOURNEYS TO WORK

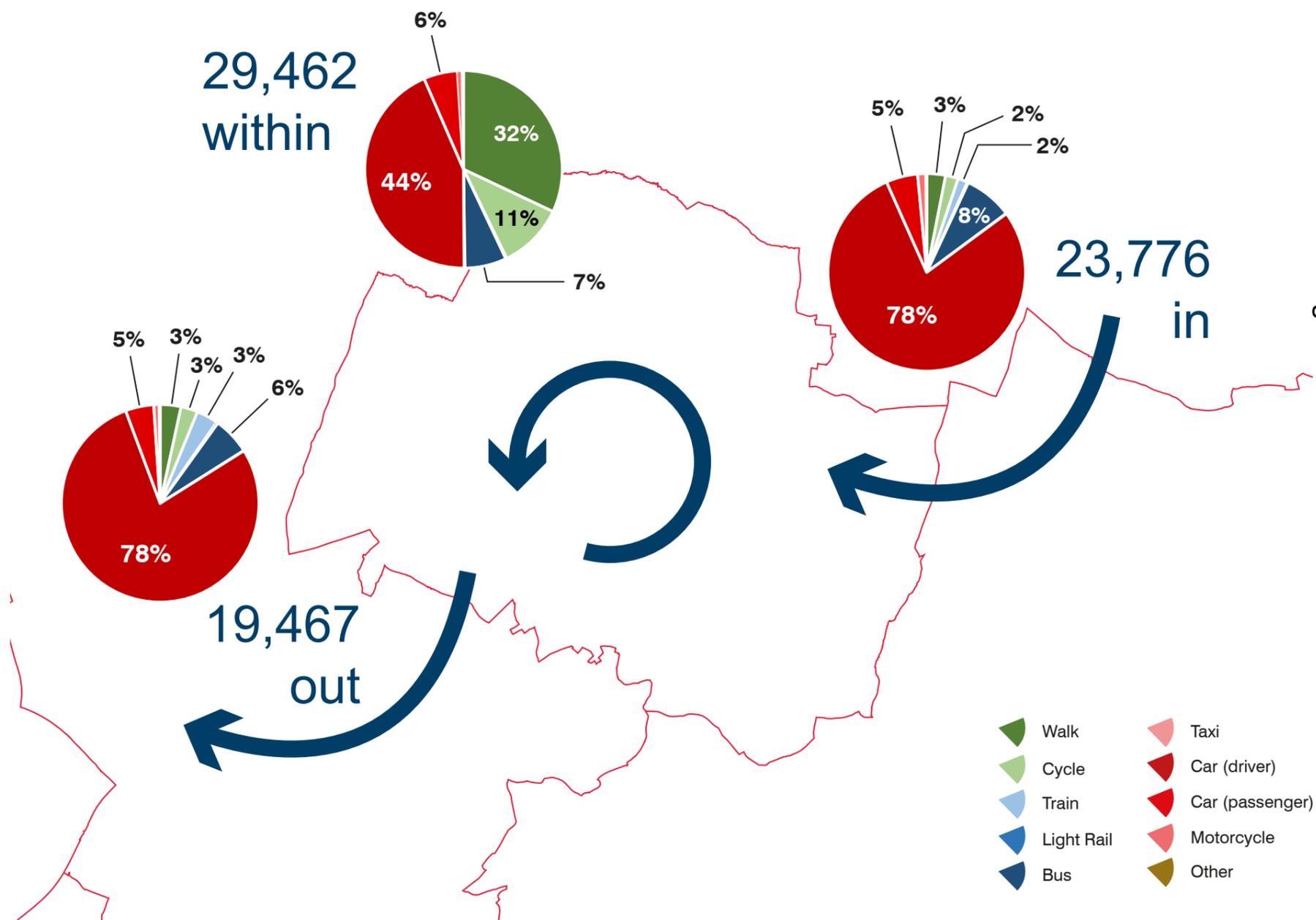
Census data from 2011 provides a detailed snapshot of travel to work (TTW) data for people both living and working in Cheltenham.

This data, although now a few years old provides the most comprehensive date set about travel behaviour in Cheltenham.

The figure on this page summarises overall travel behaviour. It illustrates that trips into, out from and within Cheltenham indicate a high level of self-containment (55%). Self-containment is the proportion of the workday population that lives and works within the town. The town also has a net increase in workday population, with more people travelling in to work (23,776) than travelling out to work elsewhere (19,467).

Other key points that can be drawn from this data include:

- 40% of travel to work trips start and end in Cheltenham
- Of these internal trips, there is relatively high non-car mode share (50%)
- Cycle mode share for trips within Cheltenham is healthy, but at 11% much lower than the car or walking. Given the compact and level nature of town, a higher mode share should be achievable.
- The bus mode share is similar for regardless of whether TTW trips are into, out of or entirely within the town, and is relatively low for an urban area (between 6% and 8%)
- Rail mode share is low (3% outgoing and 2% incoming trips)
- Car mode share is high for travel to work trips both to and from Cheltenham, at 78%
- Car sharing mode share is 5% for TTW trips in and out of the town.



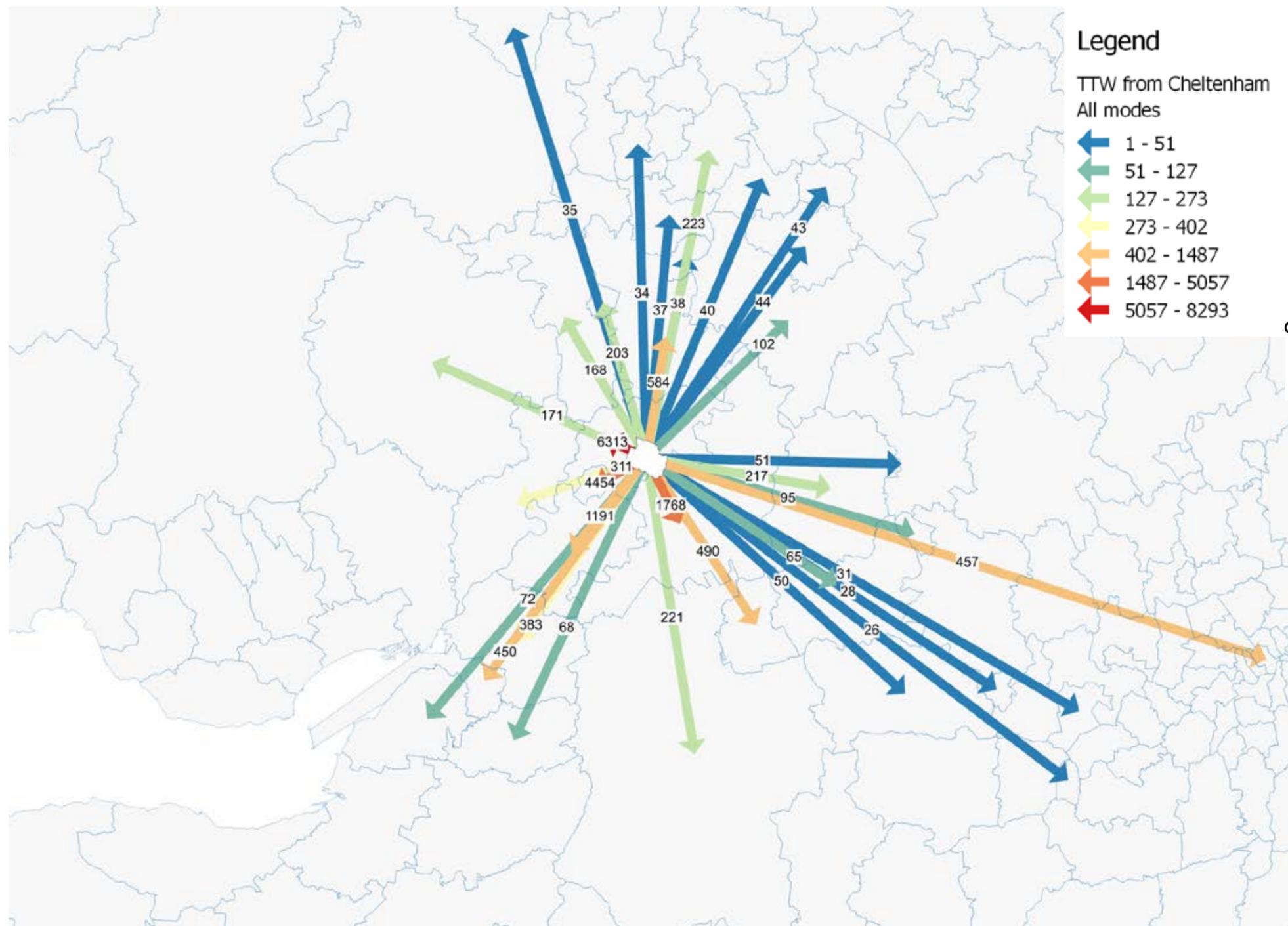
COMMUTING FROM CHELTENHAM

Census TTW data also allows us to explore trip patterns. The figure on this page illustrates the top destinations for commuting out of Cheltenham. These are the neighbouring areas of:

- Tewkesbury District (6,313)
- Gloucester (4,454)
- Cirencester District (1,768)
- Stroud (1,191)

Other significant destinations, albeit with much smaller numbers of trips include Worcestershire, London and Bristol.

The high number of trips to neighbouring areas, particularly given that many will use well-defined corridors, presents an opportunity to capture and transform some of the currently 78% of trips undertaken by car to more sustainable modes.



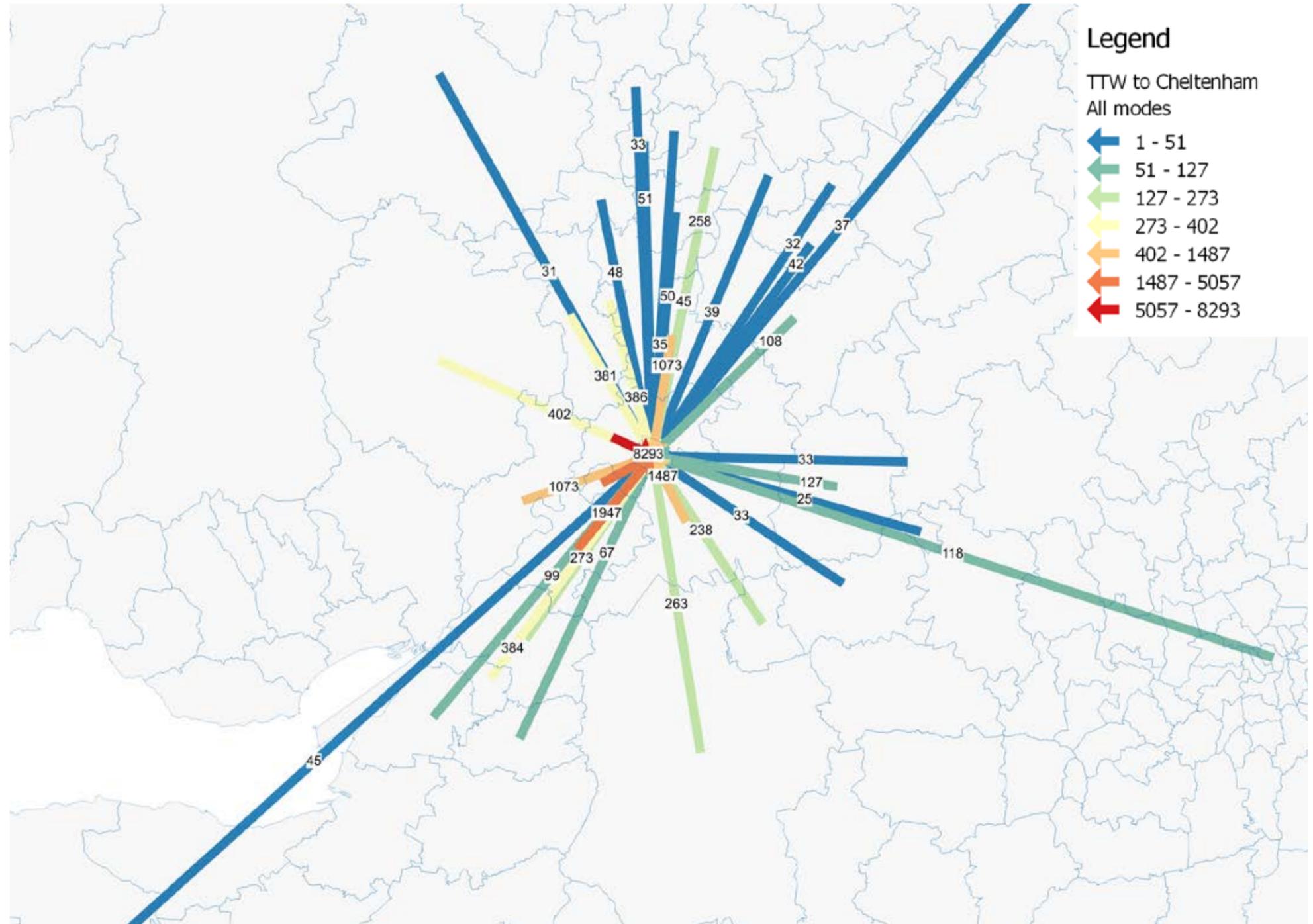
COMMUTING INTO CHELTENHAM

The top destinations for commuting into Cheltenham are the neighbouring areas of:

- Tewkesbury District (8,293)
- Gloucester (4,454)
- Stroud (1,947)
- Cirencester District (1,487)
- Worcestershire (1,073)

More generally, in-commuting is broadly characterised by two zones within each of which trips are fairly evenly spread. One, with the highest number of trips, lies to the west, and the other to the east..

The high number of in-commuting trips from neighbouring towns and cities, particularly given that many will use well-defined corridors, presents a particular opportunity to capture and transform many of the currently 78% of trips undertaken by car to more sustainable modes, at the town's edges.



LOCAL COMMUTING FROM CHELTENHAM

Analysis of Travel to Work trips between different Census Output Area geographies allows a more detailed view of where the main origins and destinations are for travel to work.

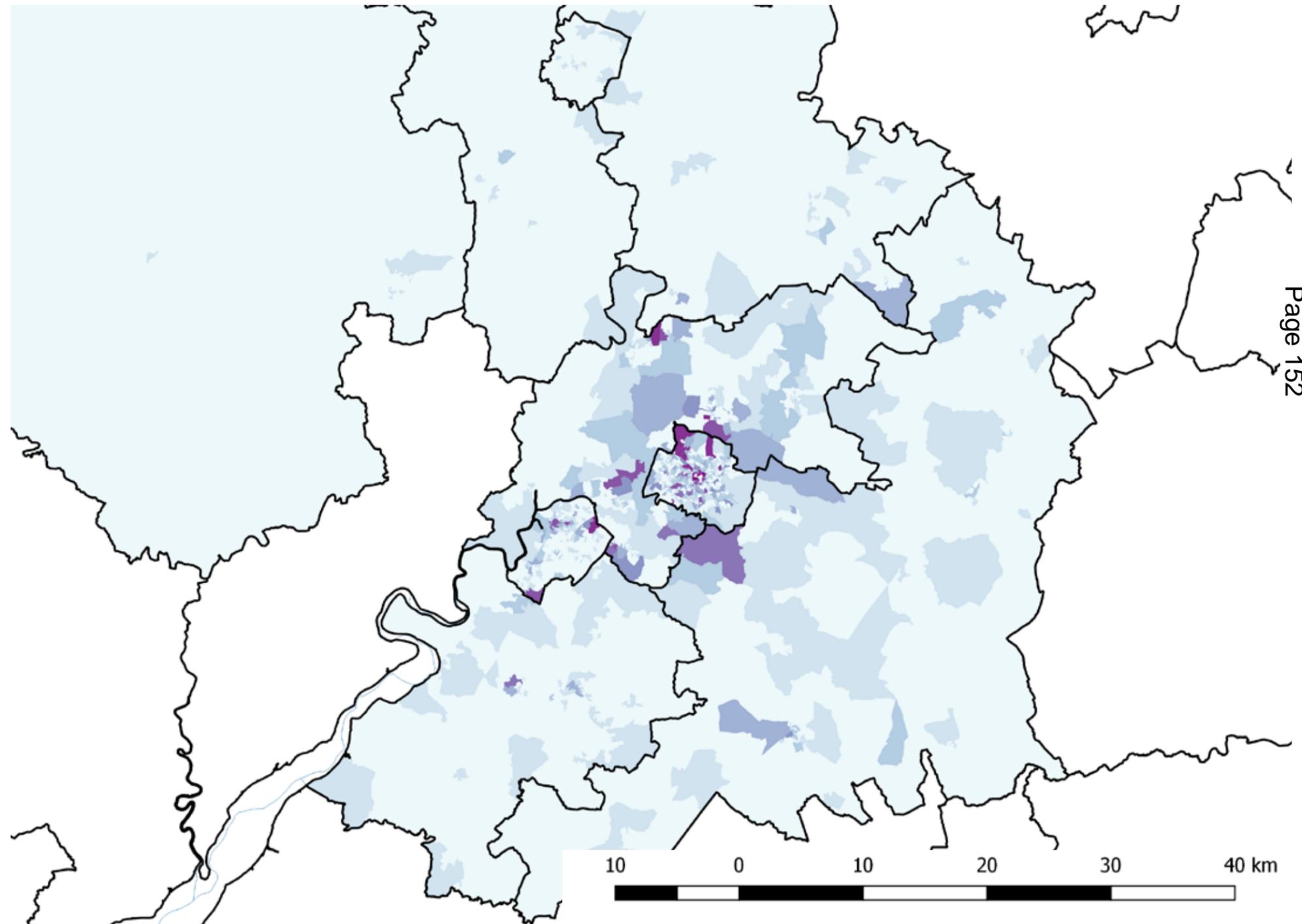
The plan on this page illustrates which Output Areas people resident in Cheltenham travel to for work.

There is a particular concentration of Travel to Work trips to central and north/north-west Cheltenham, and to the west towards Golden Valley.

Legend

Travel to Work
from Cheltenham by
Output Area of Workplace

- 0 - 5
- 5 - 24
- 24 - 61
- 61 - 114
- 114 - 180
- 180 - 245
- 245 - 371
- 371 - 720
- 720 - 925



LOCAL COMMUTING INTO CHELTENHAM

The Output Areas that people travel from in order to work in Cheltenham radiate in a generally predictable manner in that there is a higher concentration of travel from within and immediately around Cheltenham, and that travel to work in Cheltenham drops off with the distance of the Output Area (OA) from the town.

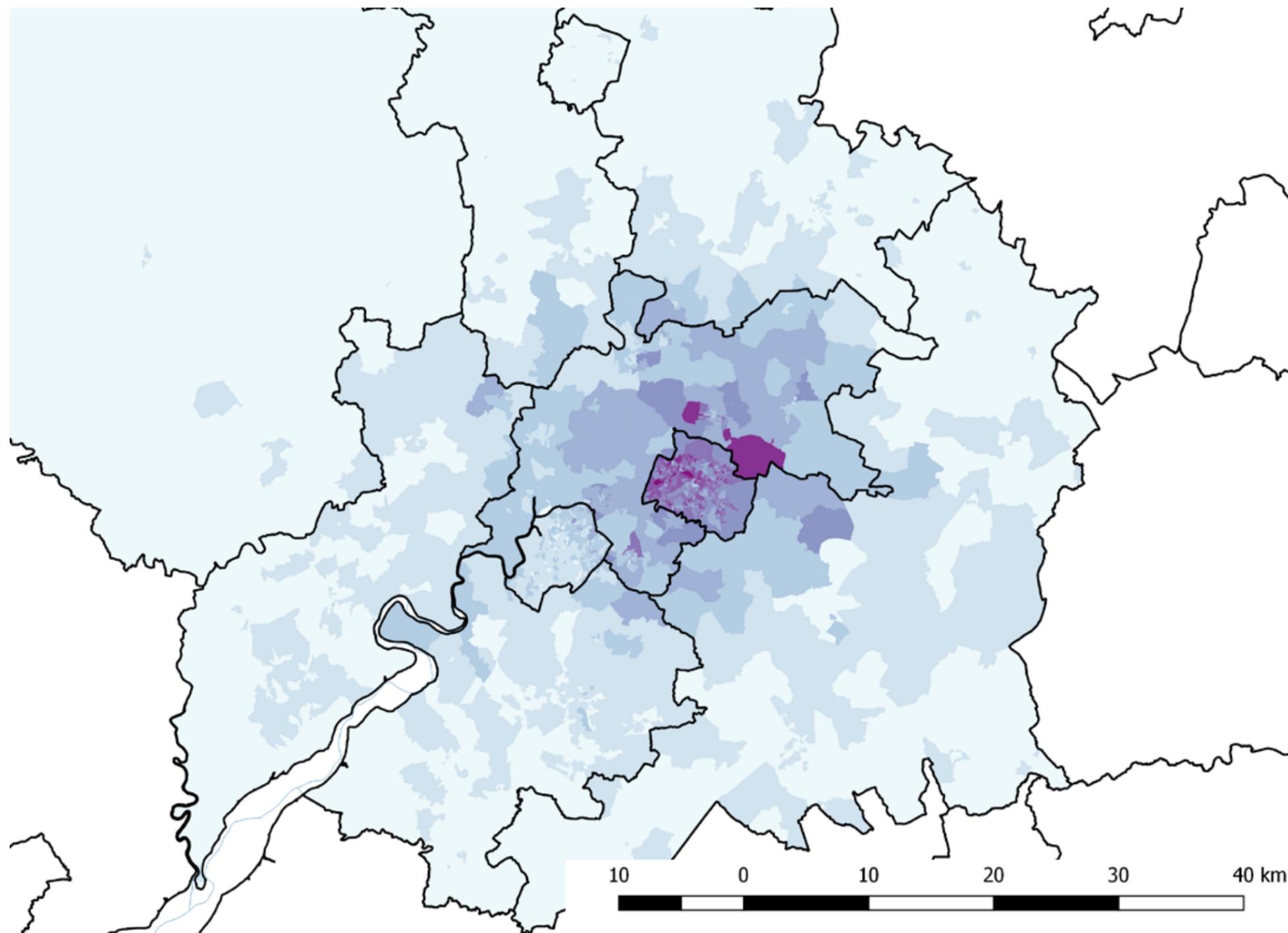
It is particularly notable that areas around Bishop's Cleeve are hotspots. This area is a major component destination of trips to Tewkesbury District, and is very close to Cheltenham borough.

Because Output Areas are defined to have a broadly consistent population, the physical area of the OAs show significant variation. For this reason it is important to consider the colour of the OAs on the map, rather than their physical size. This also means that detail can be lost for some of the most densely populated OAs in built up areas - including some in Gloucester.

Legend

Travel to Work
to Cheltenham by
Output Area of Residence

- 0 - 4
- 4 - 13
- 13 - 26
- 26 - 45
- 45 - 63
- 63 - 81
- 81 - 104
- 104 - 144
- 144 - 192



TRAVEL TO WORK FLOWS

The plans on the following pages illustrate the internal TTW trips within Cheltenham, to and from each MSOA census area.

Three workplace MSOAs in particular dominate TTW flows. These are:

- Town centre MSOA E02004608,
- Benhall MSOA E02004609; and
- Kingsditch MSOA E02004600.

These are the three major employment centres within Cheltenham.

The following pages are ordered in terms of relative number of trips to MSOA as a workplace, with the most significant number of trips first.

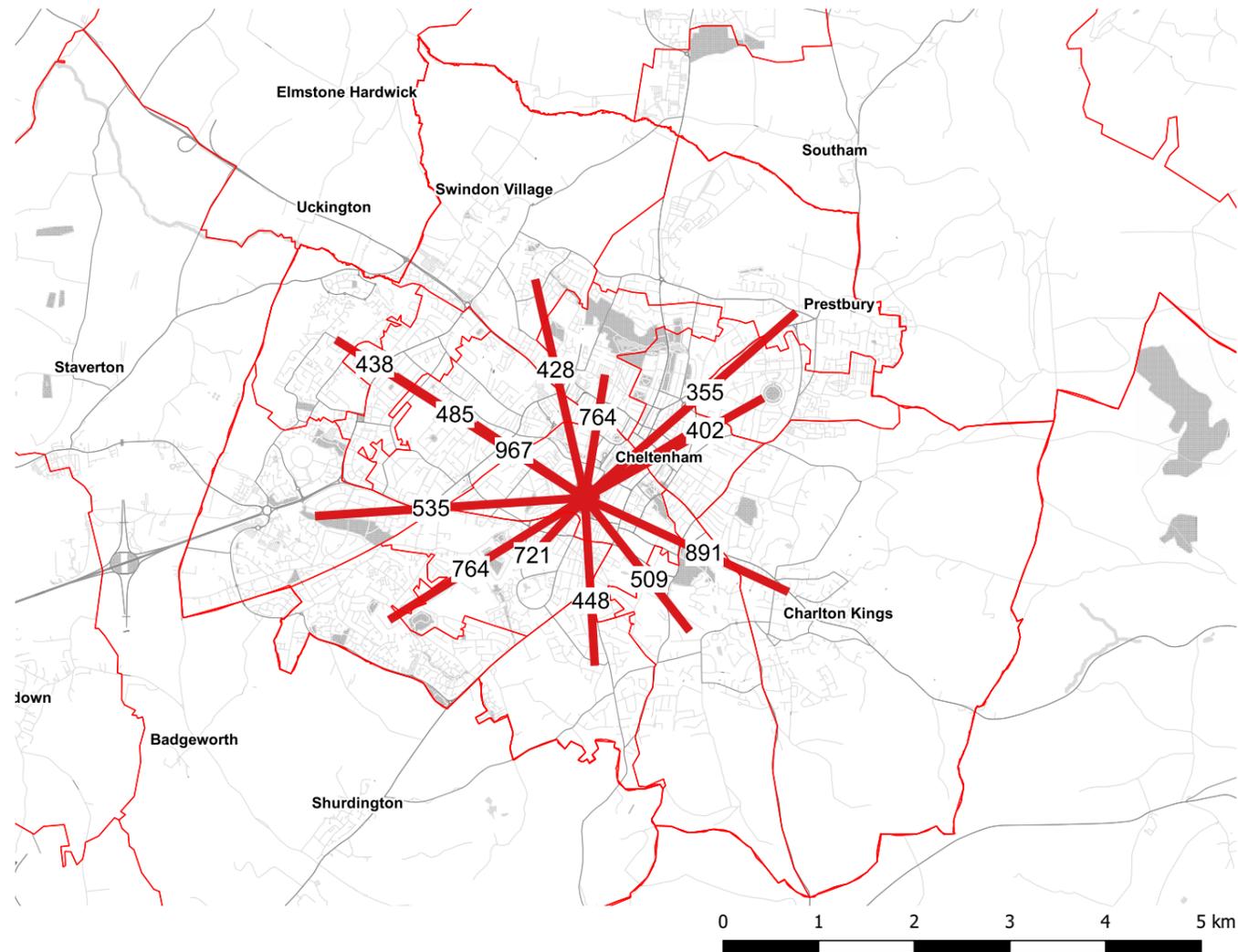
There is a broader spread of MSOAs contributing large numbers of trips to the overall internal TTW landscape in Cheltenham.

However, even here there is a subset of areas contributing more than the others. These are MSOAs: E02004606, E02004607, E02004602, E02004604, E02004612, E02004603, and E02004611.

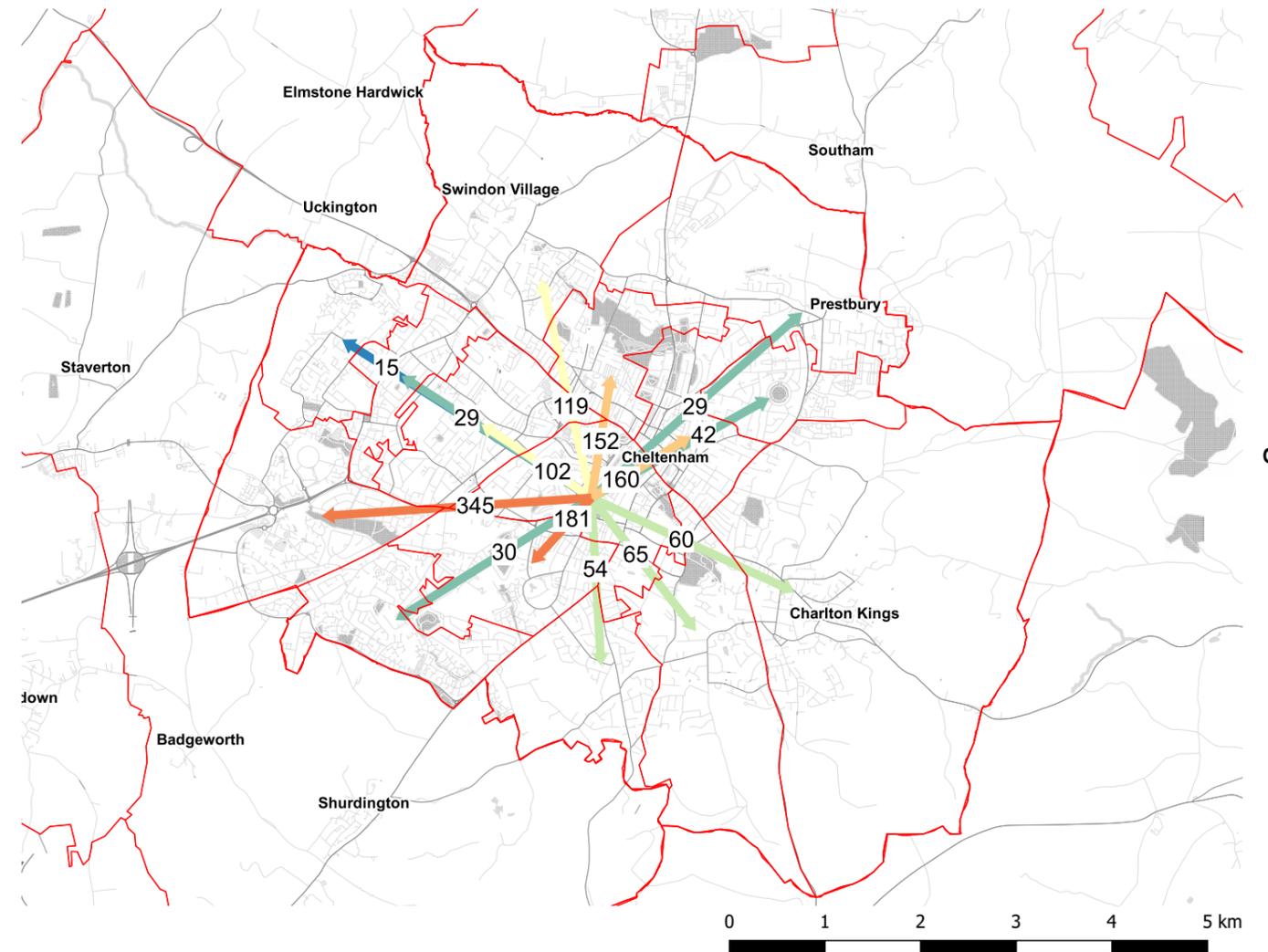
Each page shows flows to and from a particular MSOA, showing first the flows to MSOA as an area of workplace, and next to it the flows from the same MSOA as an area of residence.

TRAVEL TO WORK MSOA E02004608

Travel to Workplace MSOA E02004608



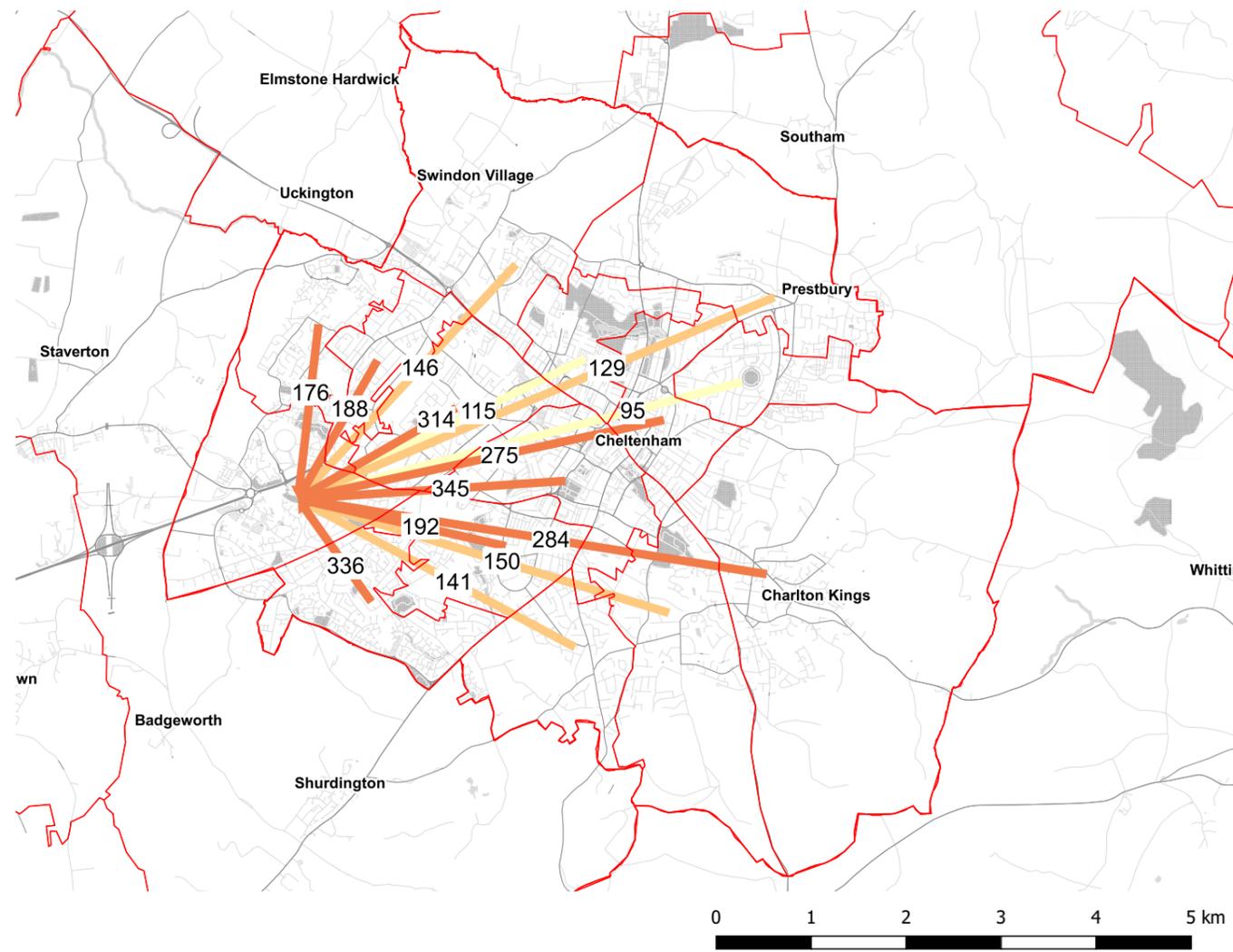
Travel from Residence MSOA E02004608



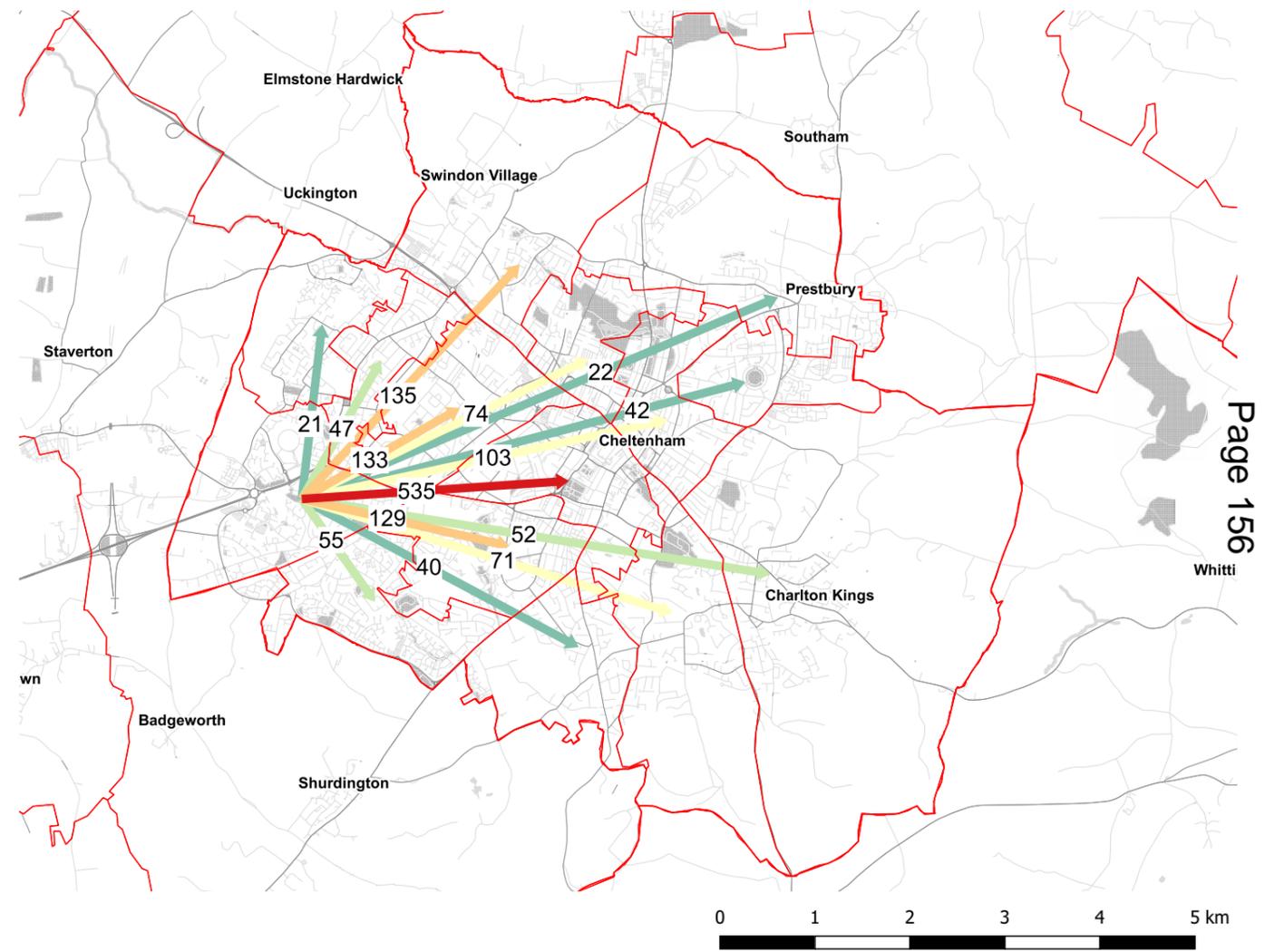
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004609

Travel to Workplace MSOA E02004609



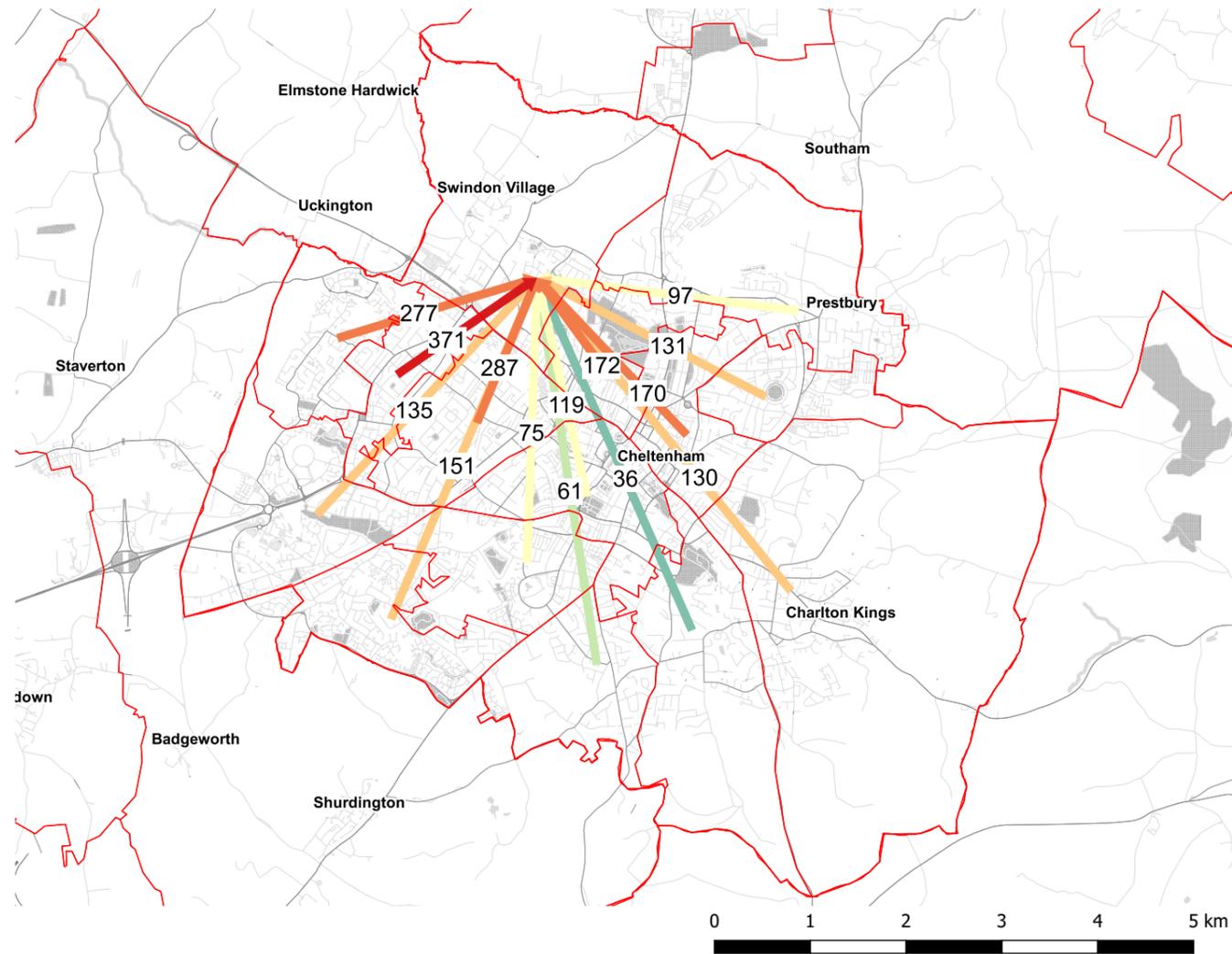
Travel from Residence MSOA E02004609



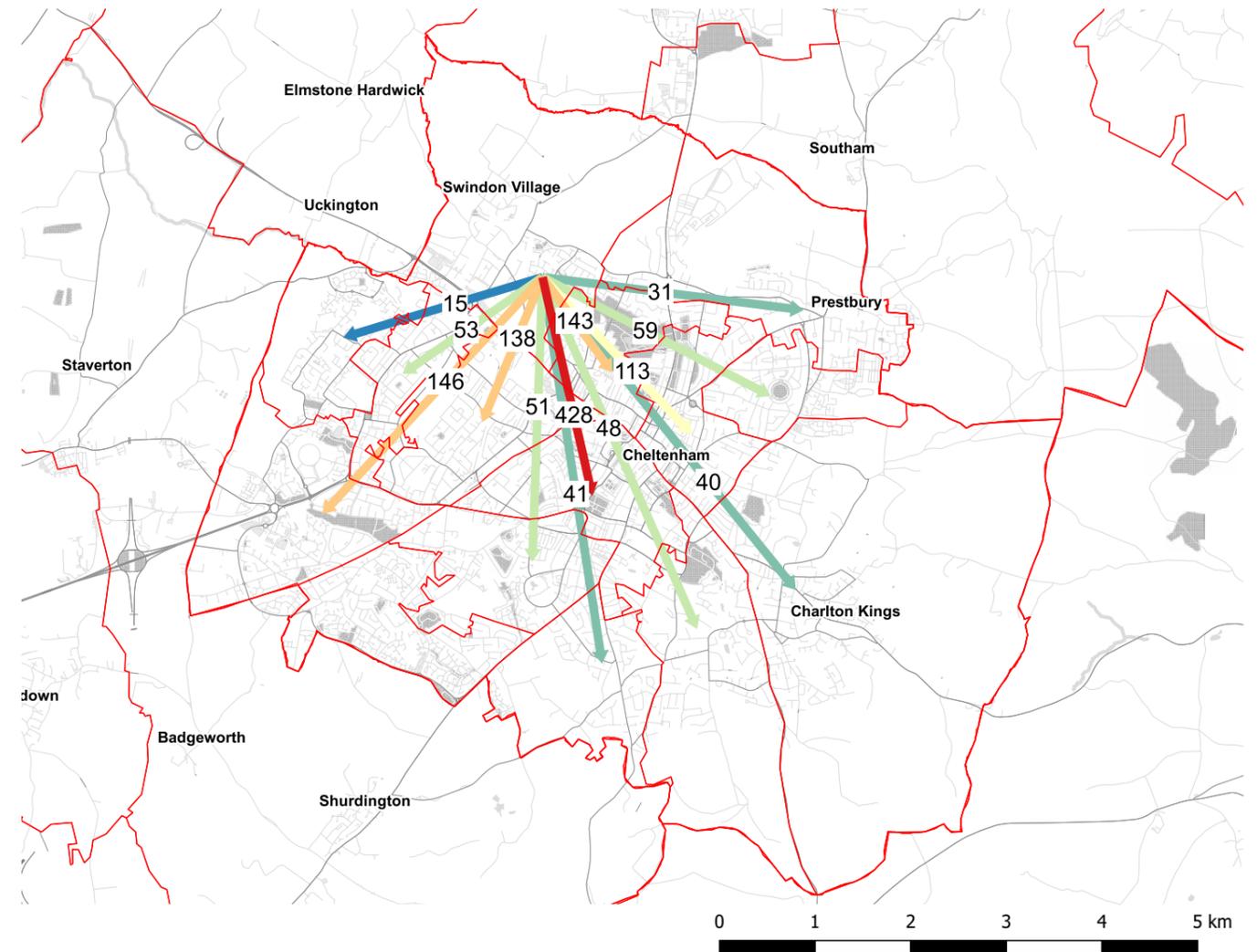
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004600

Travel to Workplace MSOA E02004600



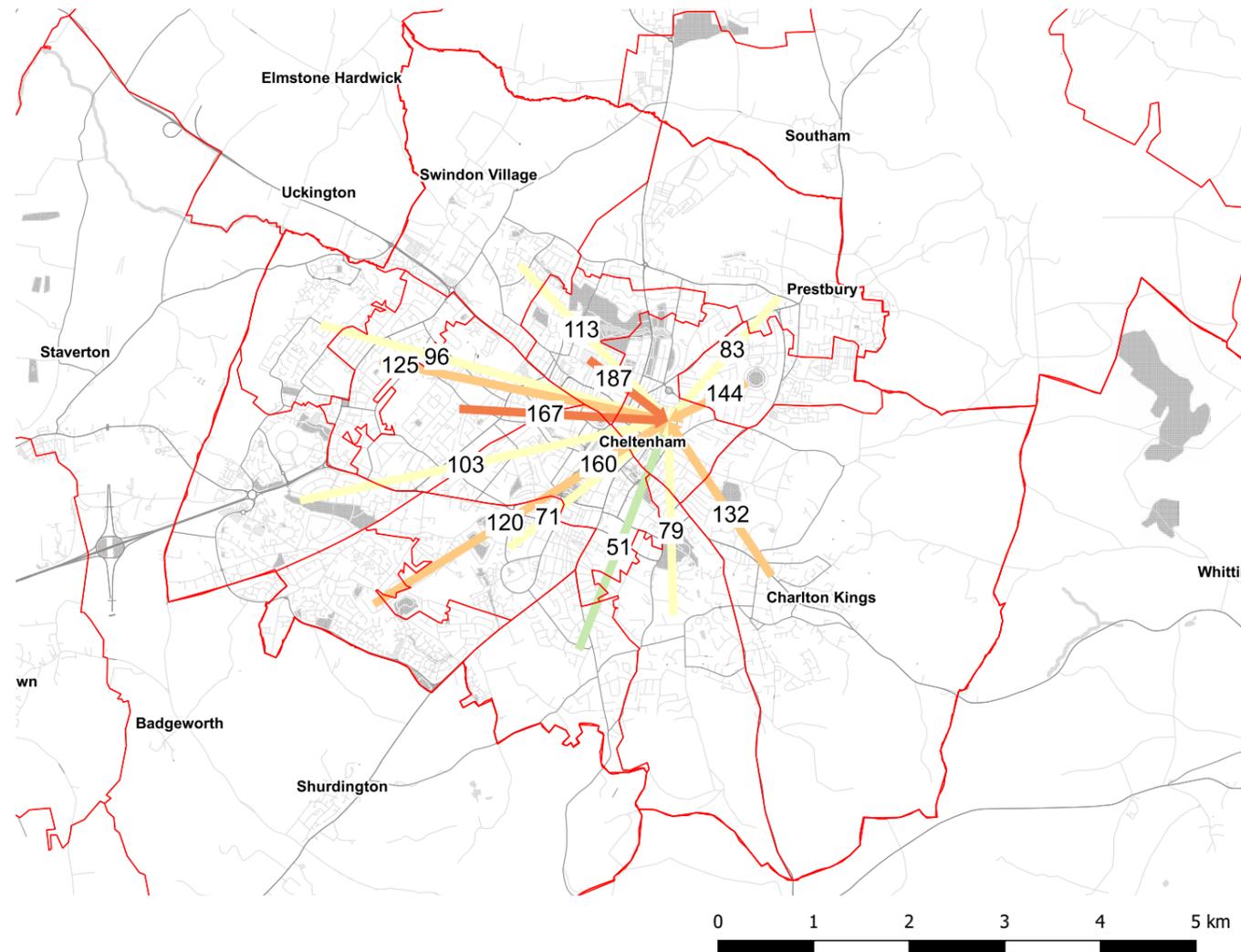
Travel from Residence MSOA E02004600



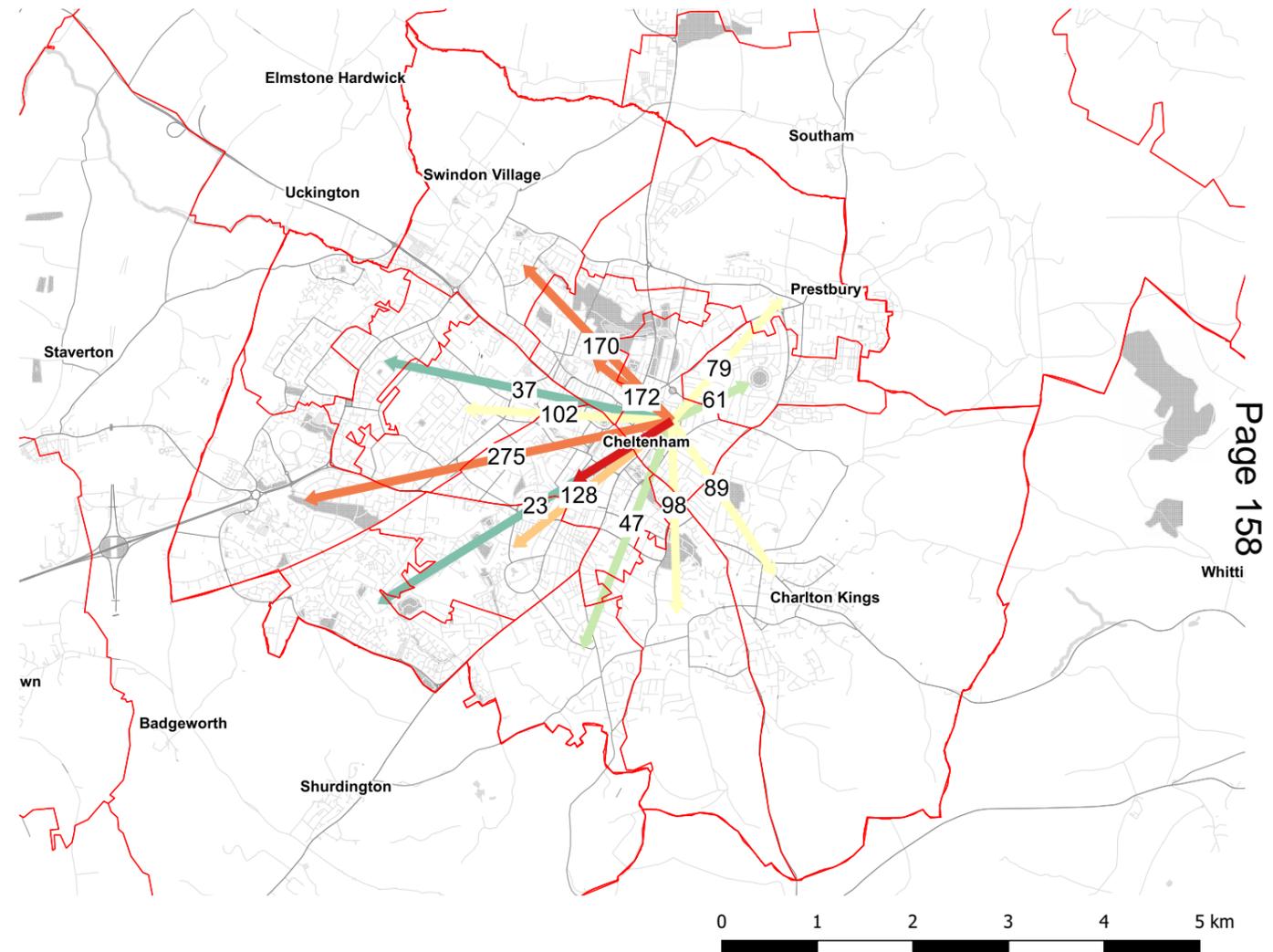
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004607

Travel to Workplace MSOA E02004607



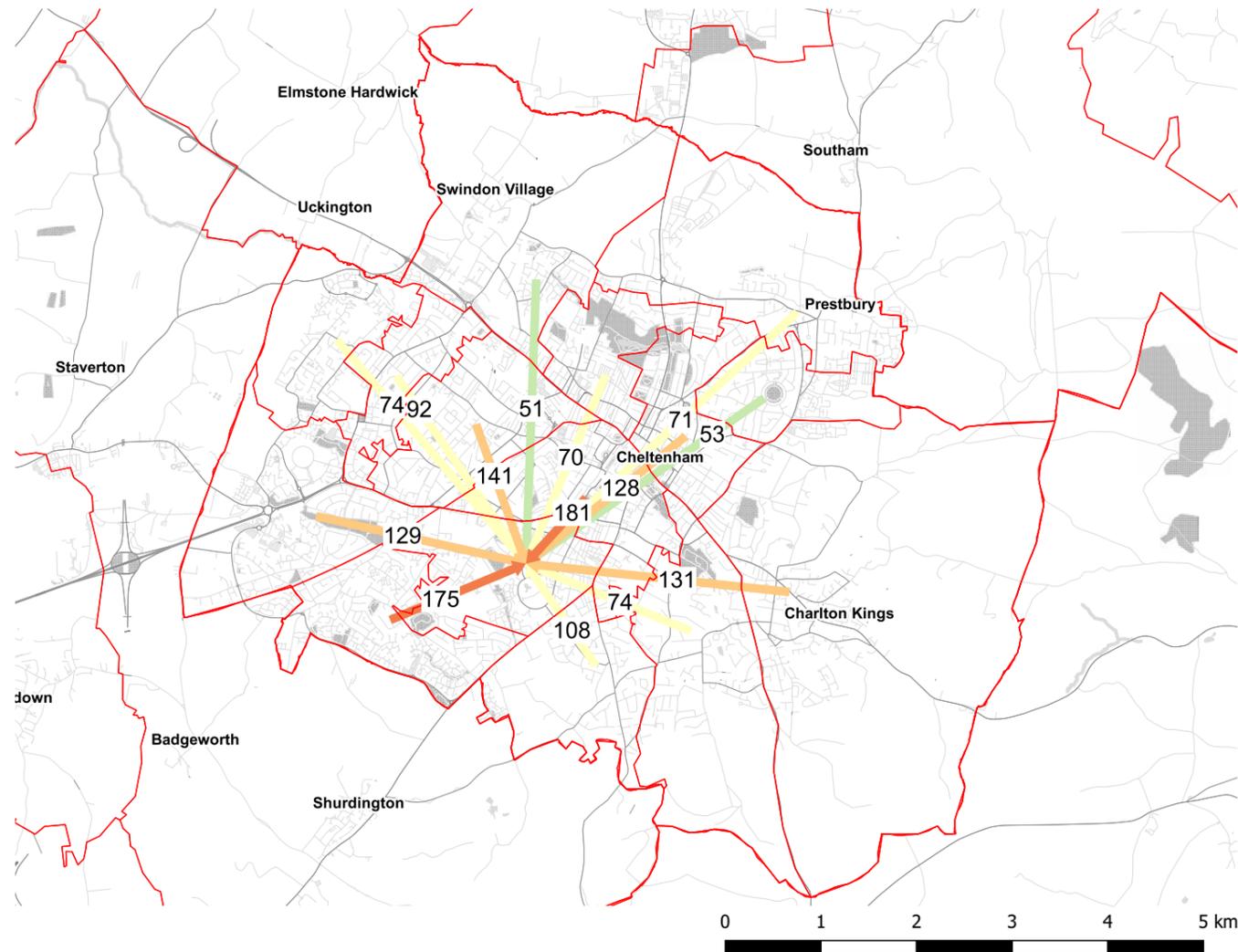
Travel from Residence MSOA E02004607



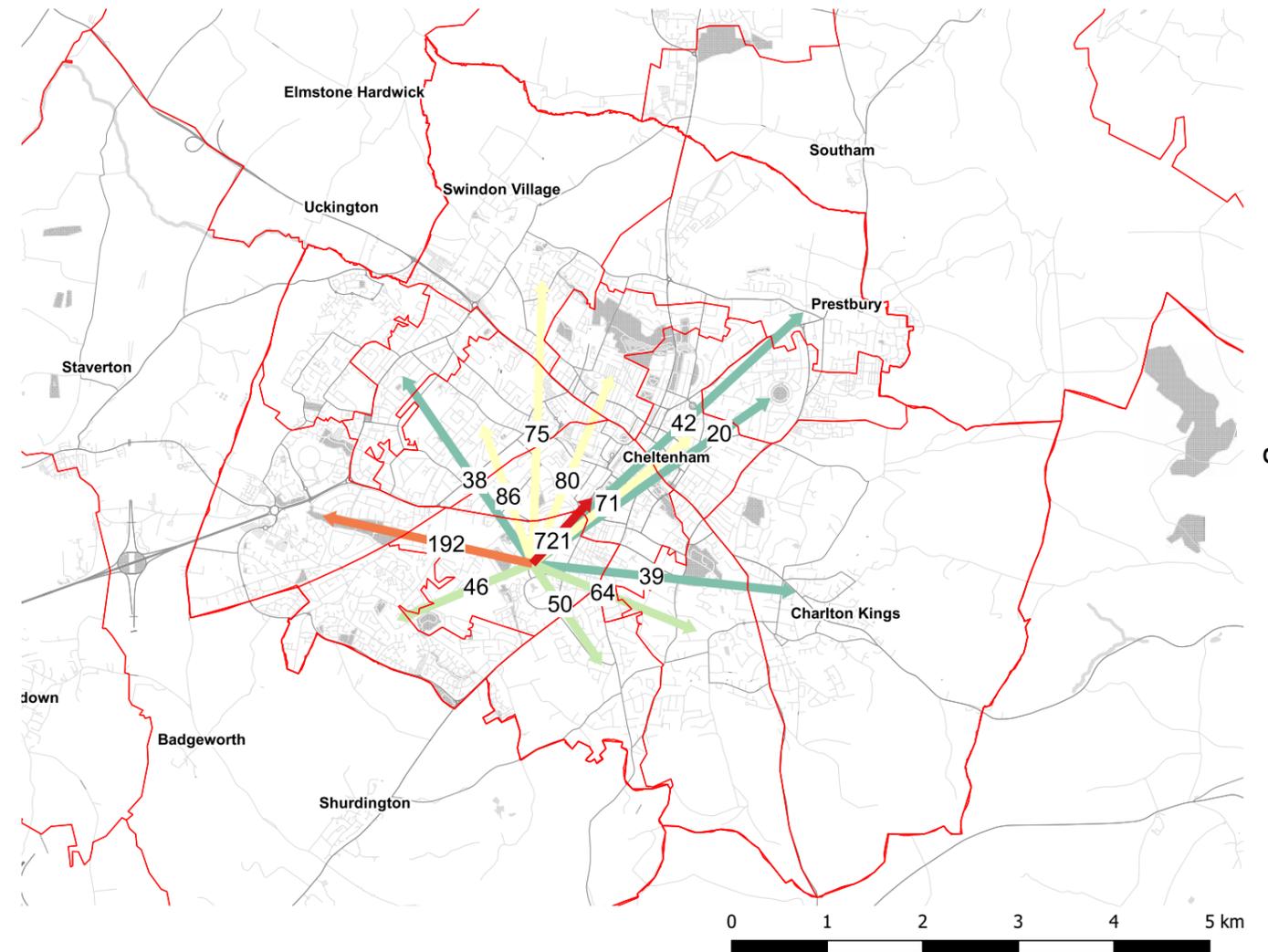
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004610

Travel to Workplace MSOA E02004610



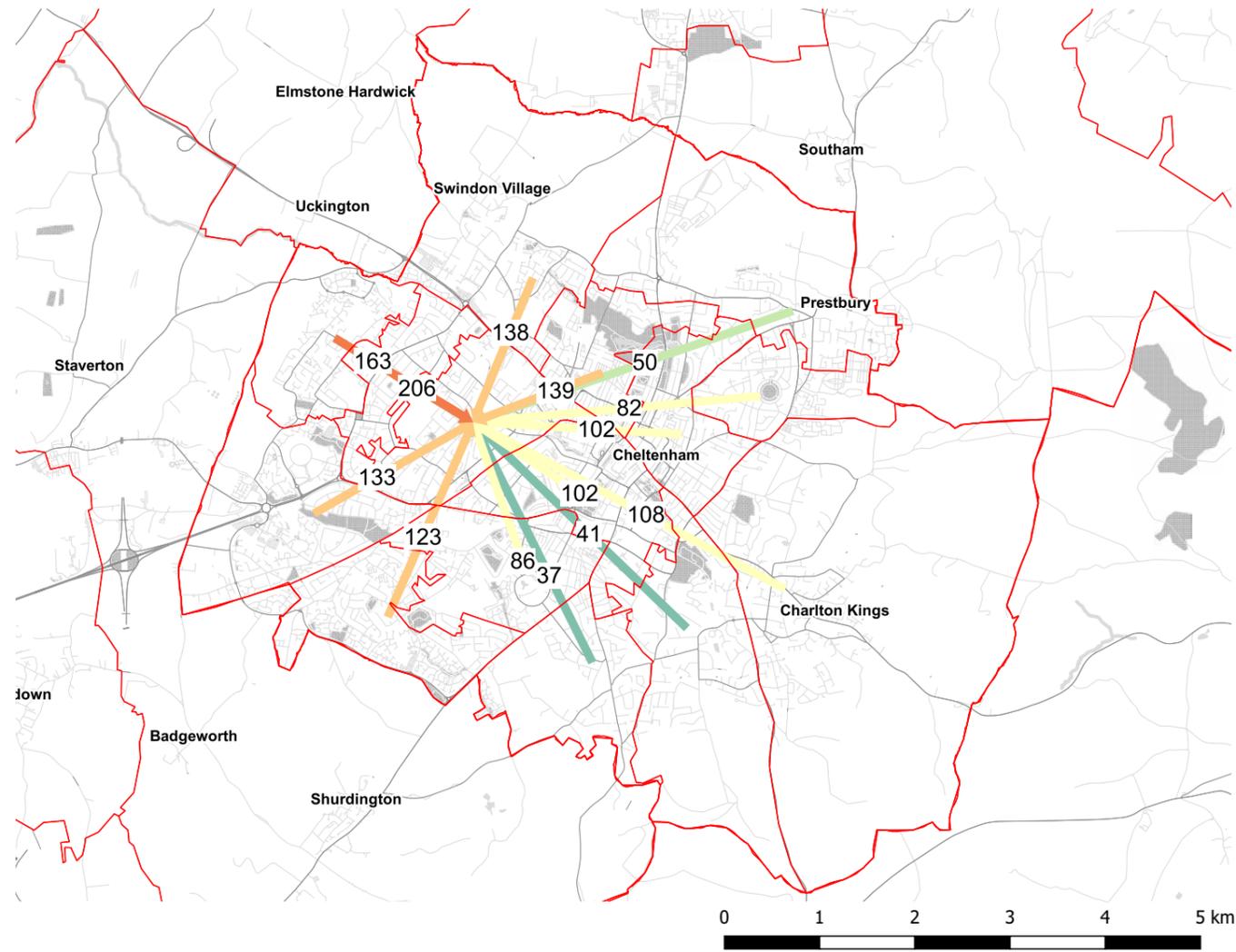
Travel from Residence MSOA E02004610



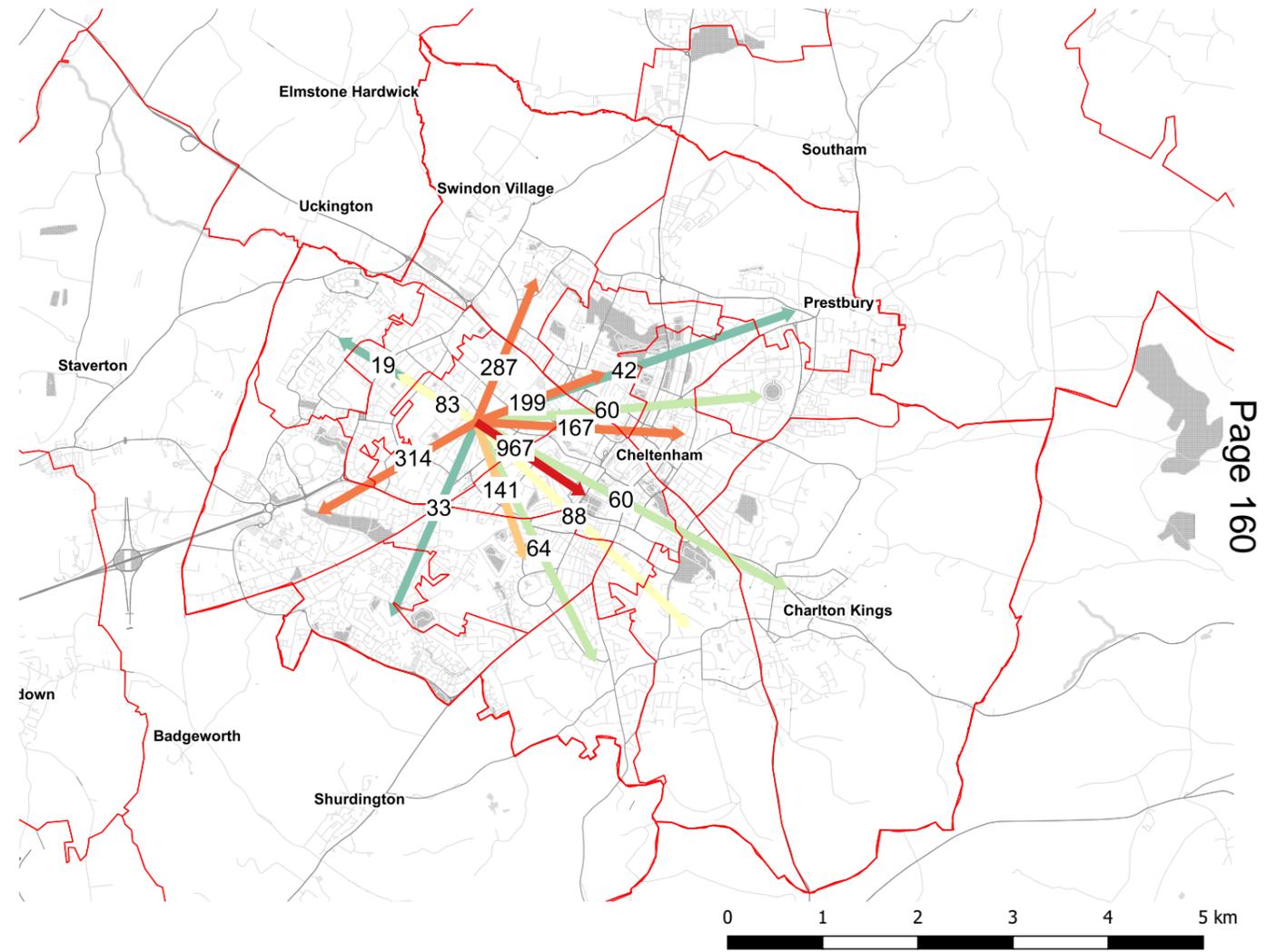
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004606

Travel to Workplace MSOA E02004606



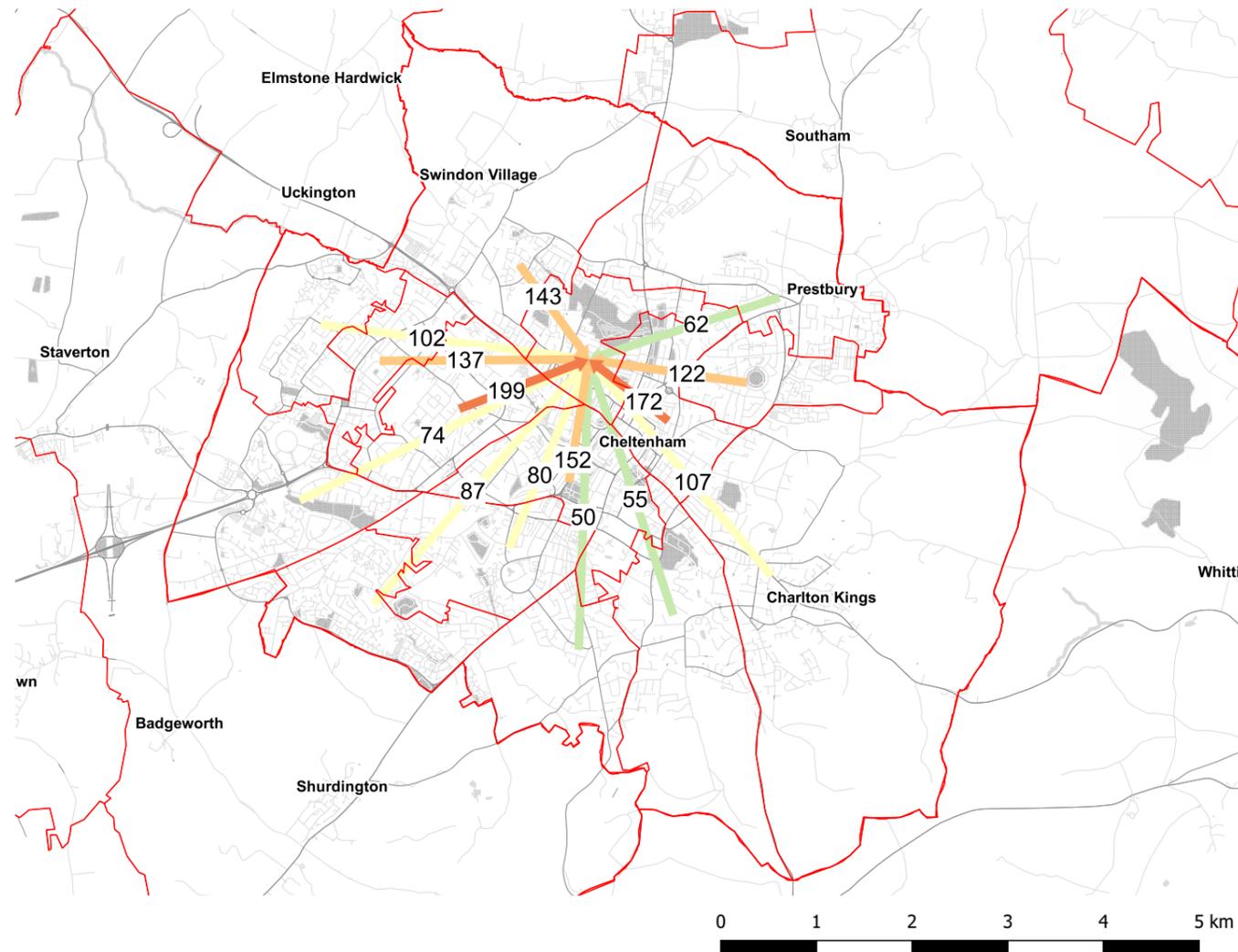
Travel from Residence MSOA E02004606



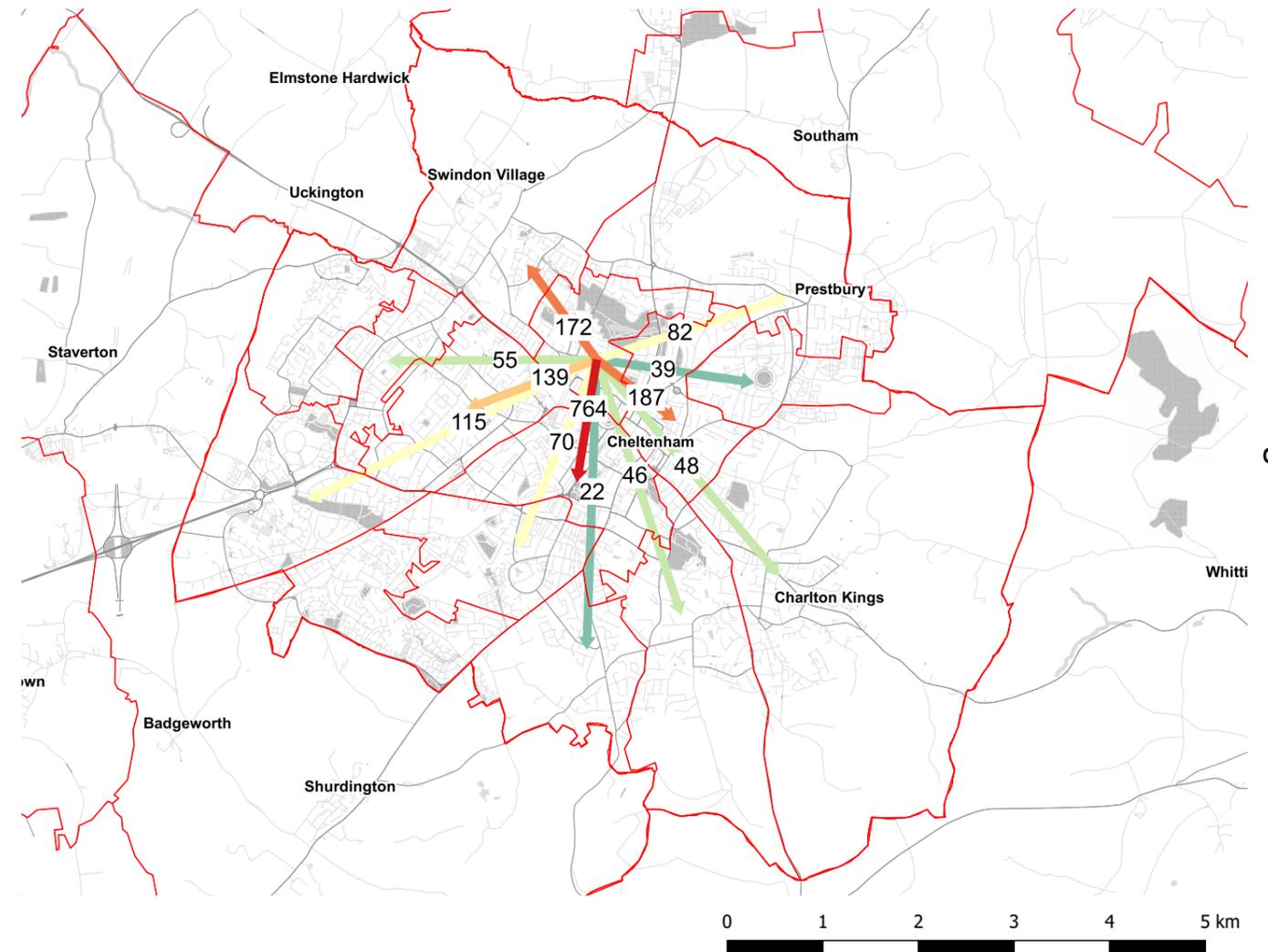
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004603

Travel to Workplace MSOA E02004603



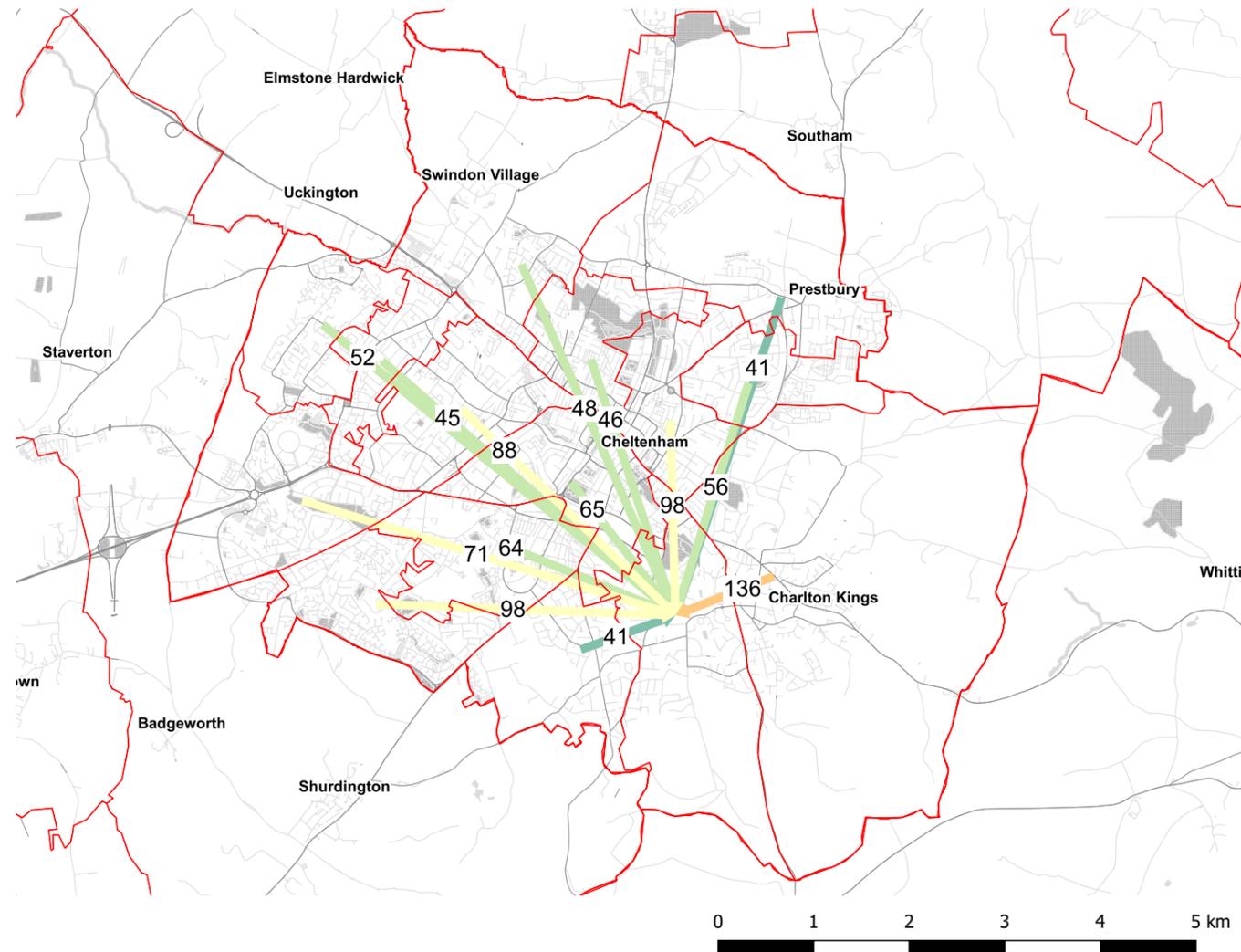
Travel from Residence MSOA E02004603



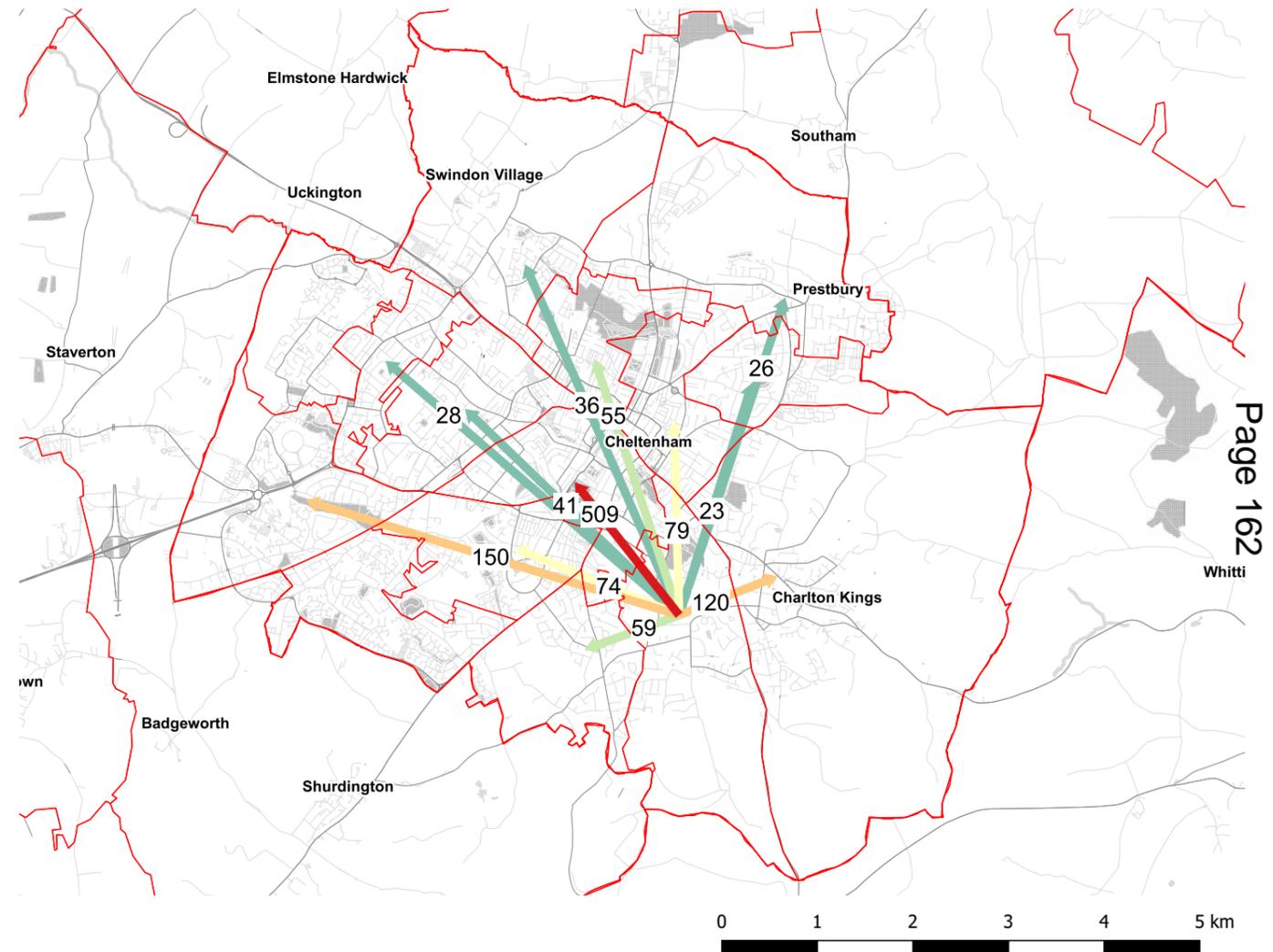
- 0 - 15
- 15 - 42
- 42 - 65
- 65 - 119
- 119 - 160
- 160 - 345
- 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004613

Travel to Workplace MSOA E02004613



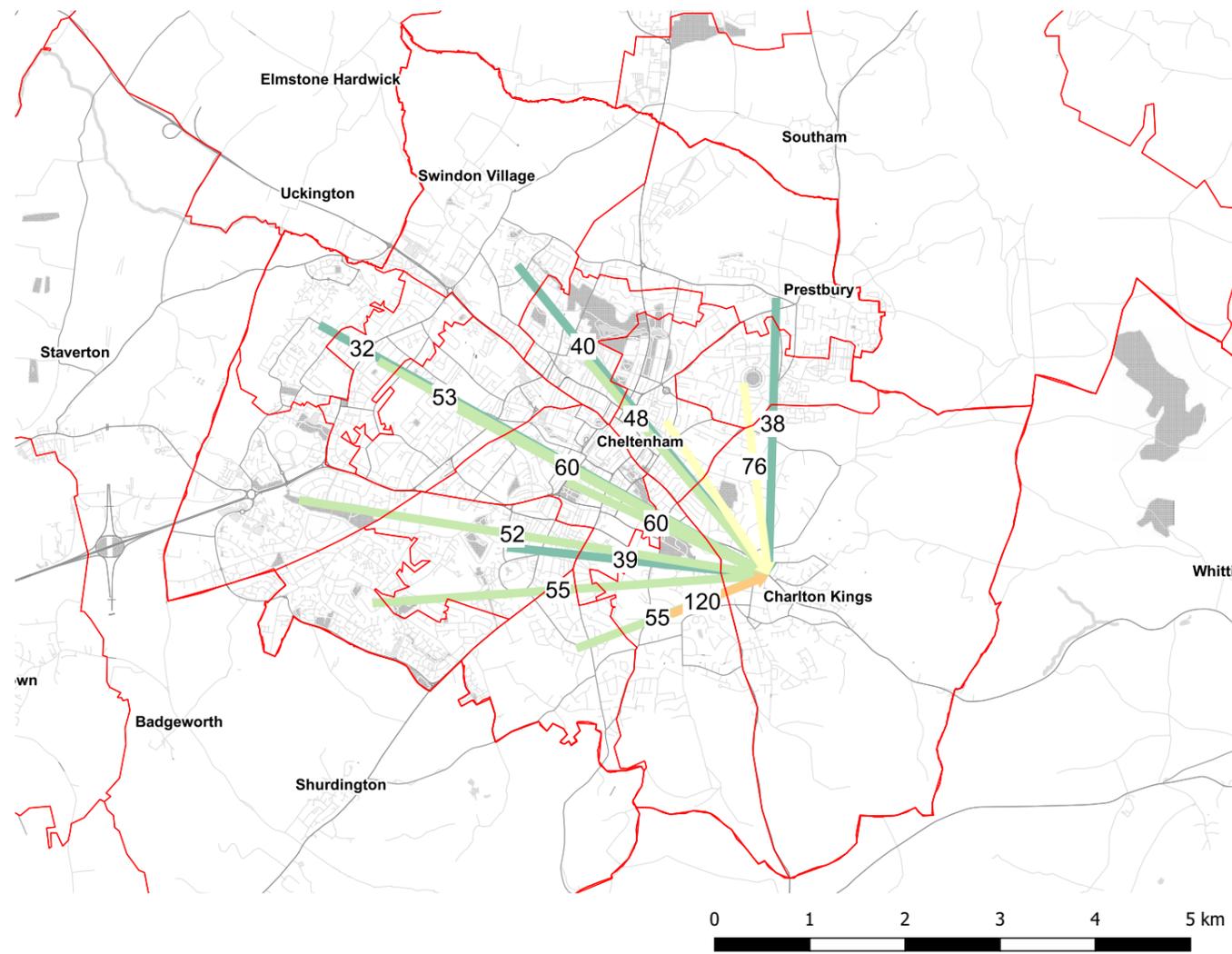
Travel from Residence MSOA E02004613



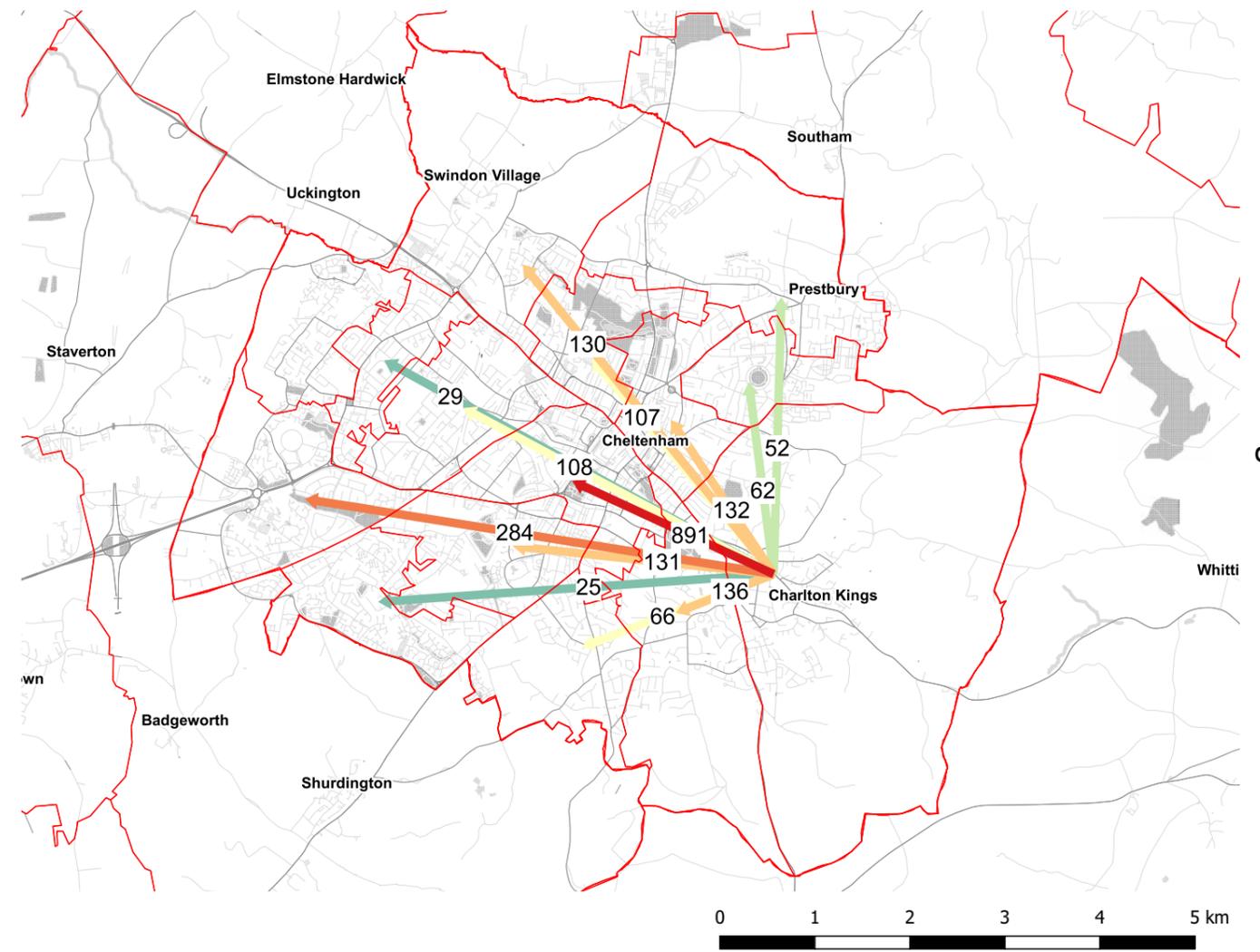
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004611

Travel to Workplace MSOA E02004611



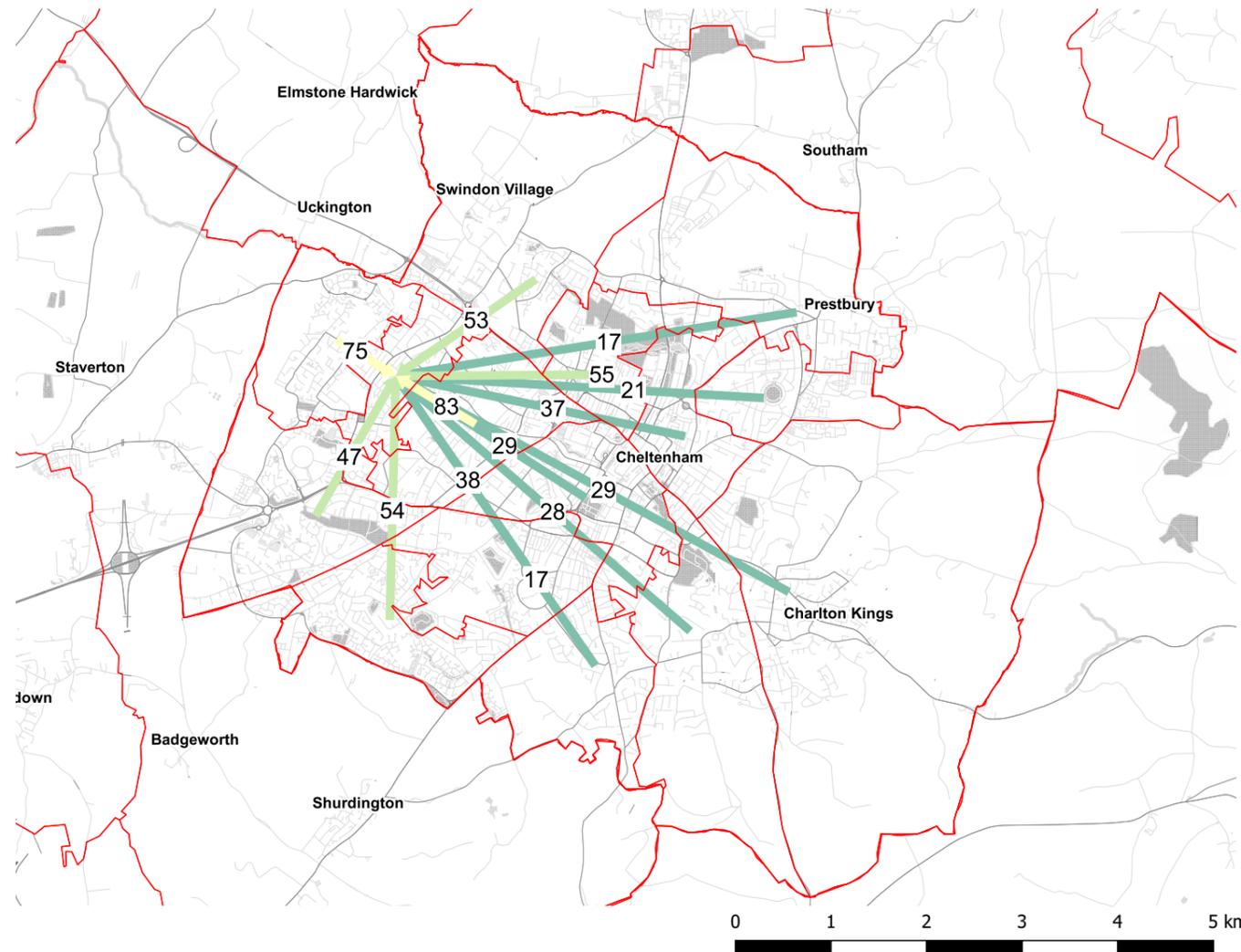
Travel from Residence MSOA E02004611



- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

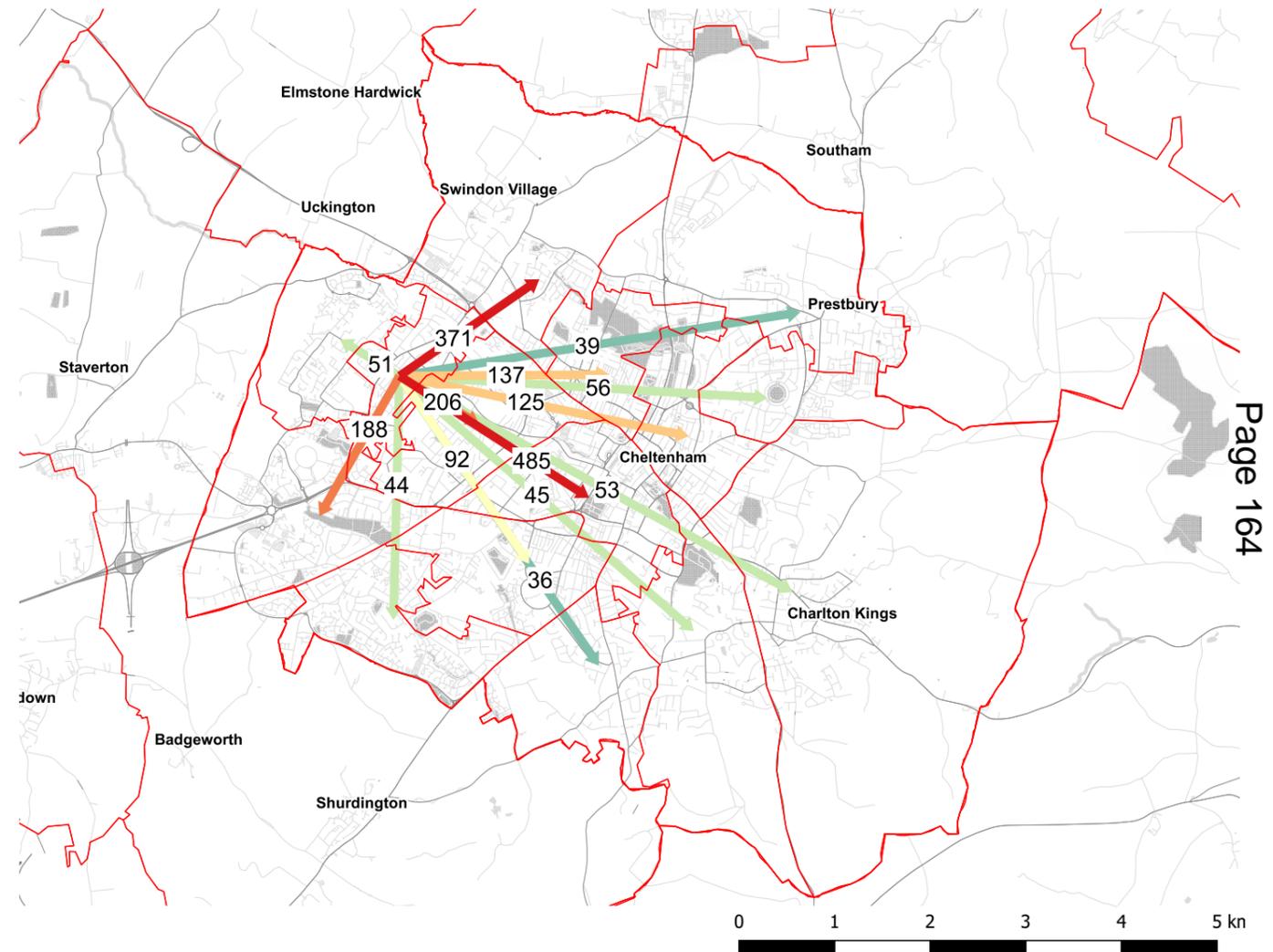
TRAVEL TO WORK MSOA E02004604

Travel to Workplace MSOA E02004604



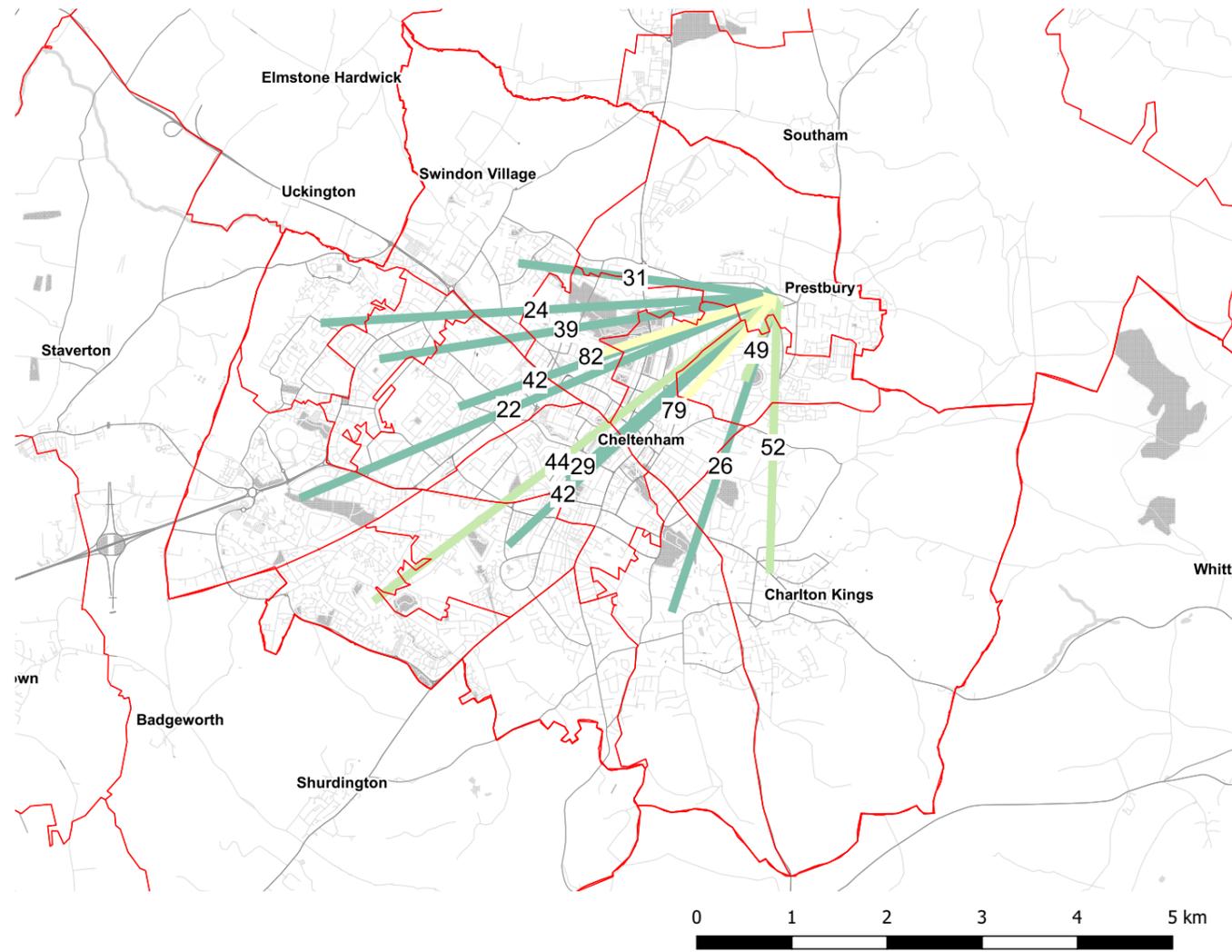
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

Travel from Residence MSOA E02004604

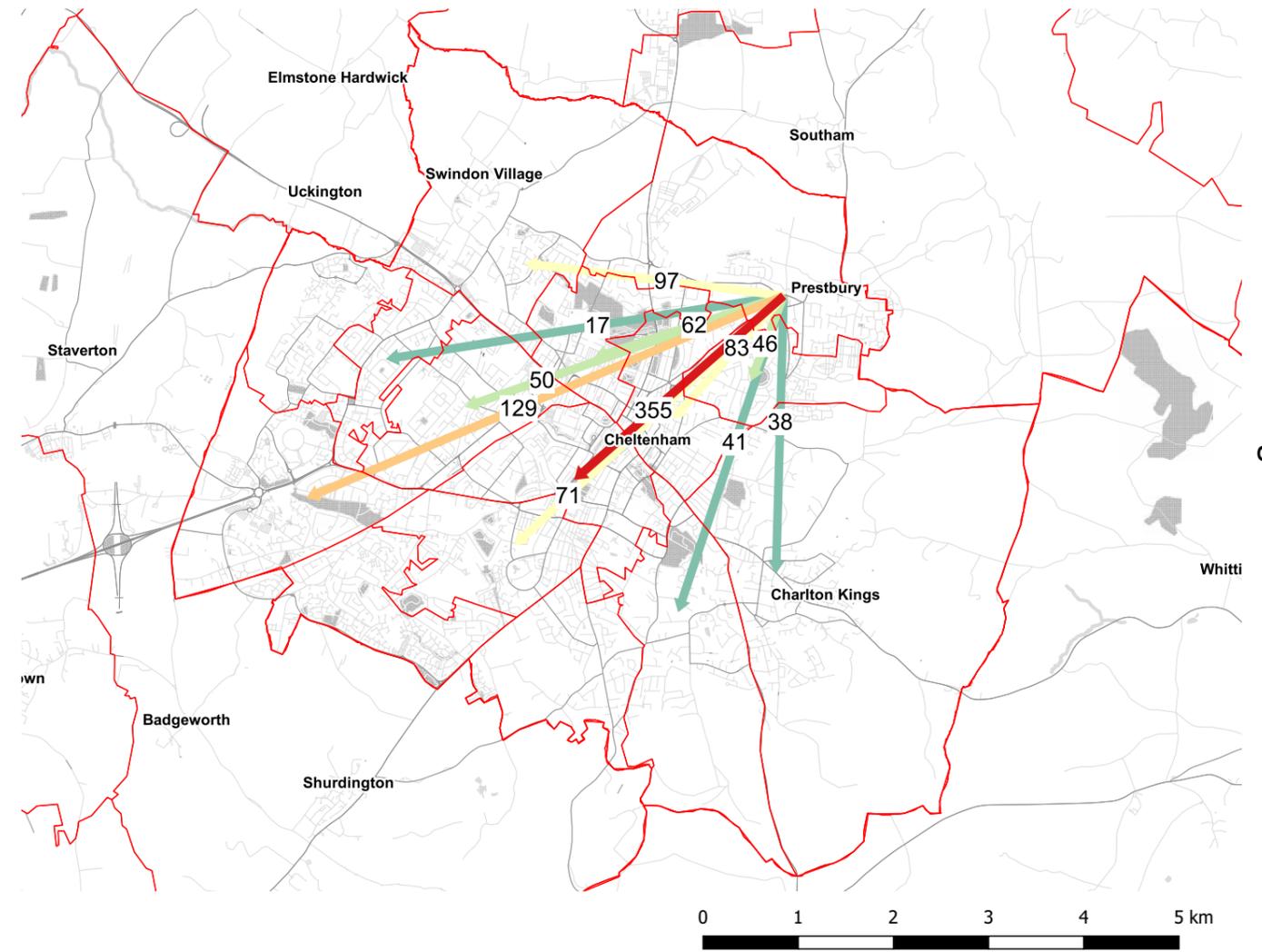


TRAVEL TO WORK MSOA E02004601

Travel to Workplace MSOA E02004601



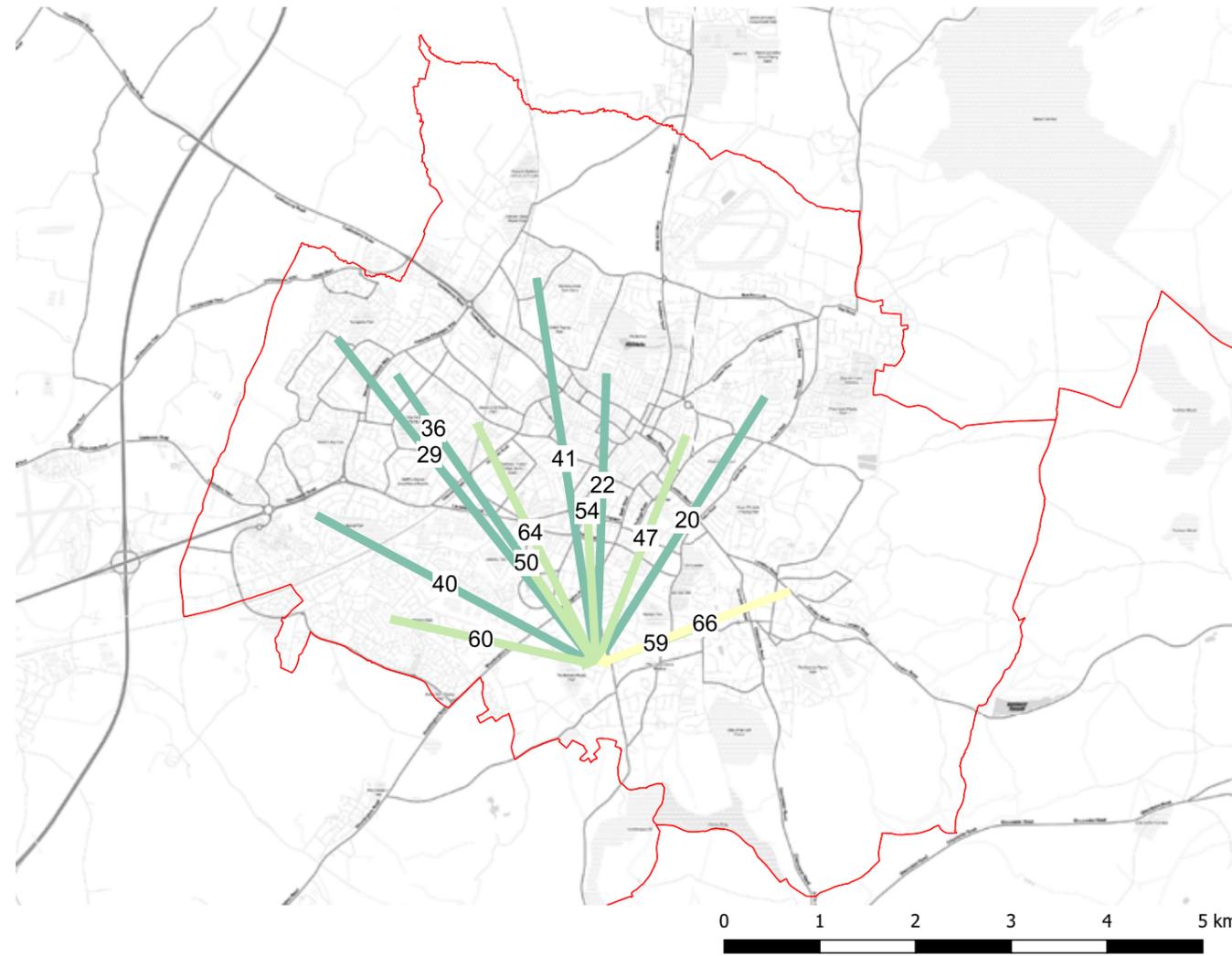
Travel from Residence MSOA E02004601



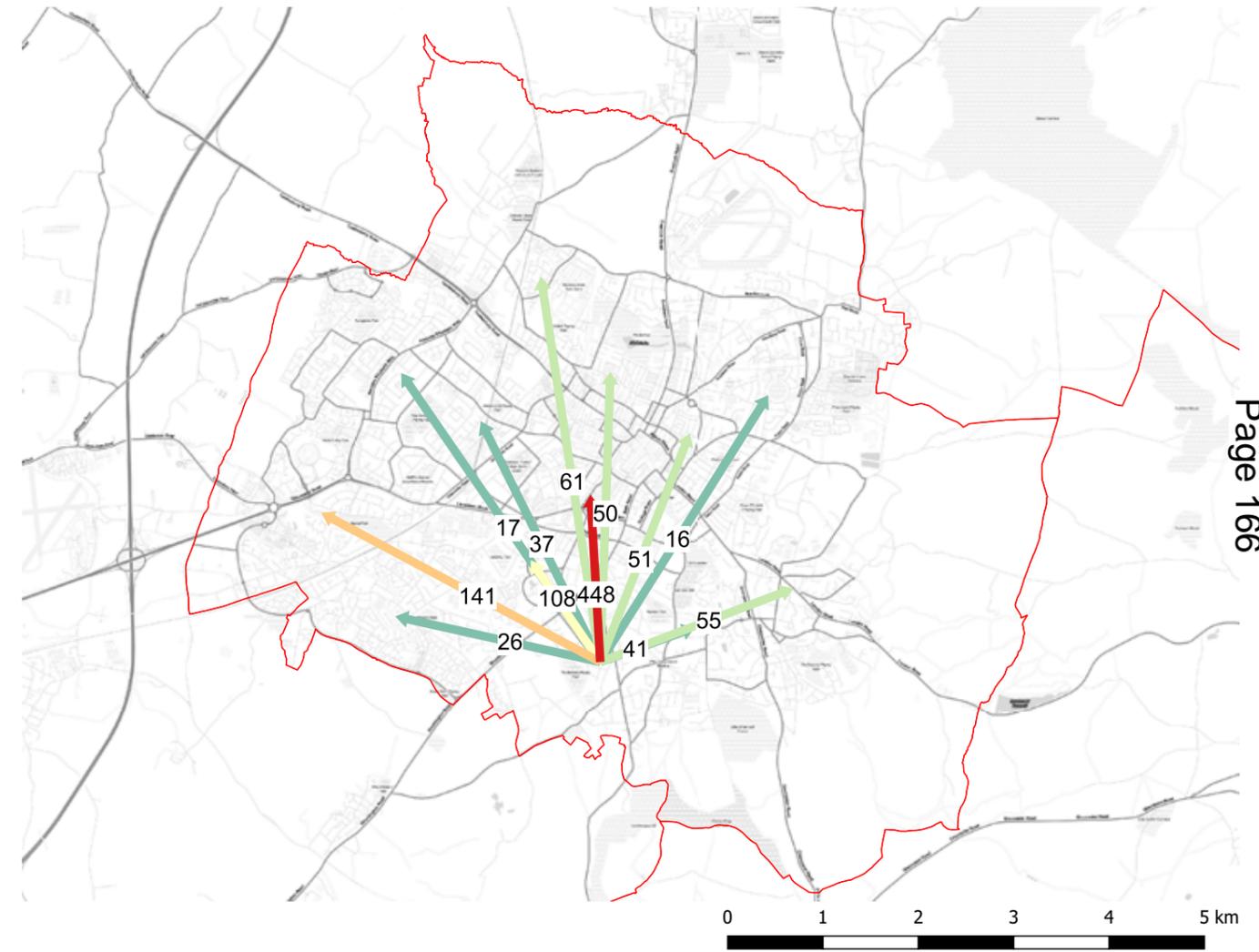
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004614

Travel to Workplace MSOA E020046014



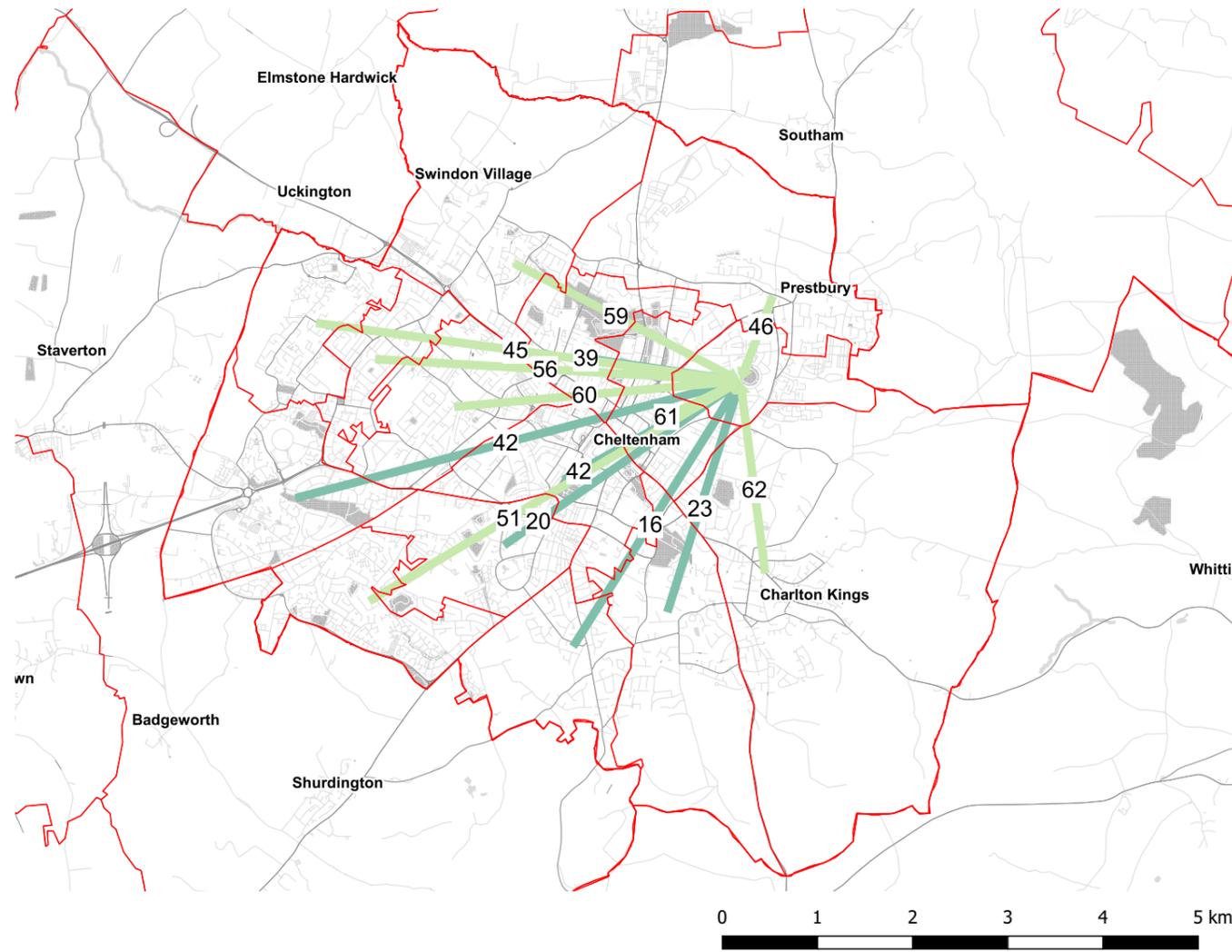
Travel from Residence MSOA E02004614



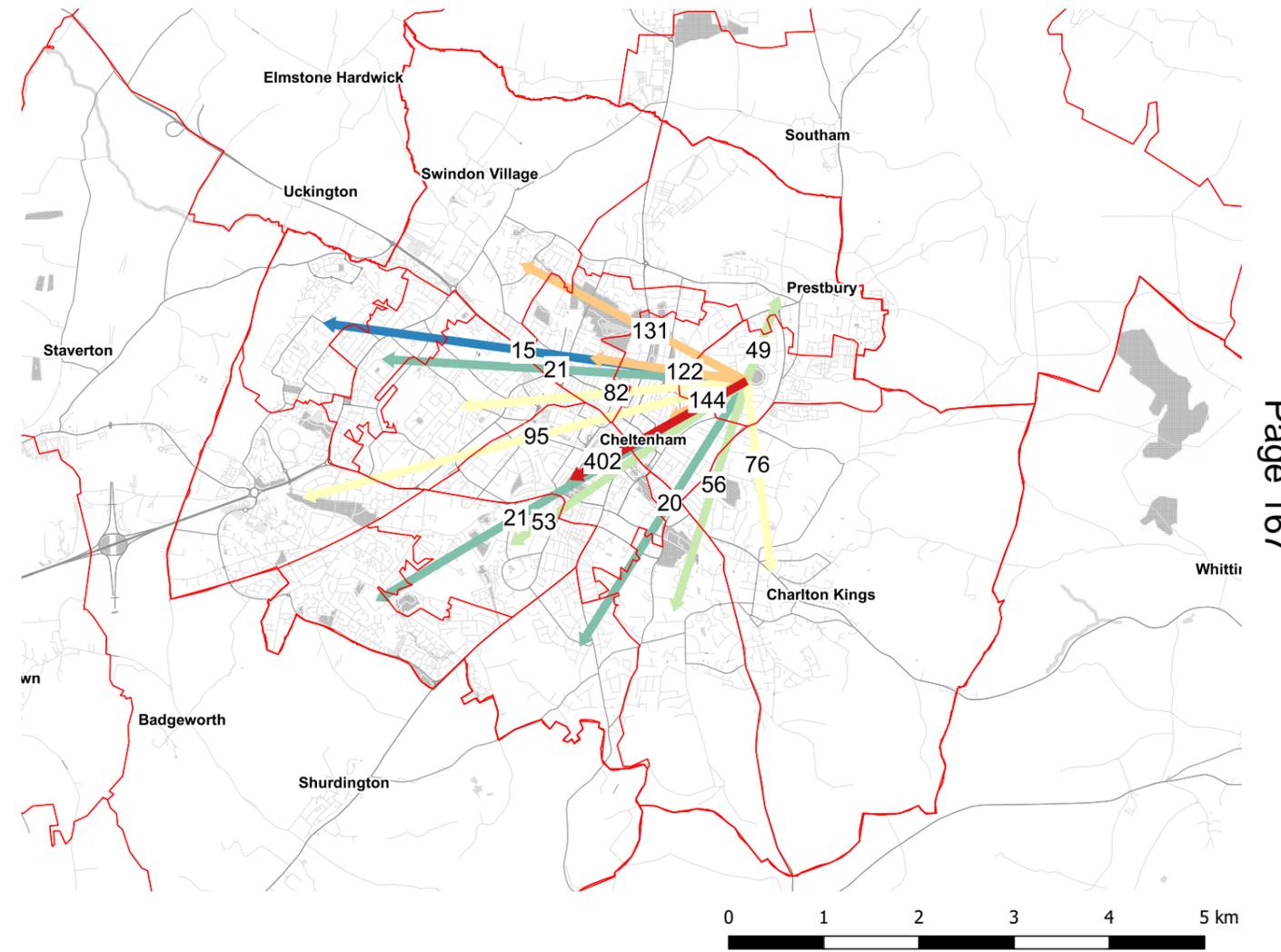
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004605

Travel to Workplace MSOA E02004605



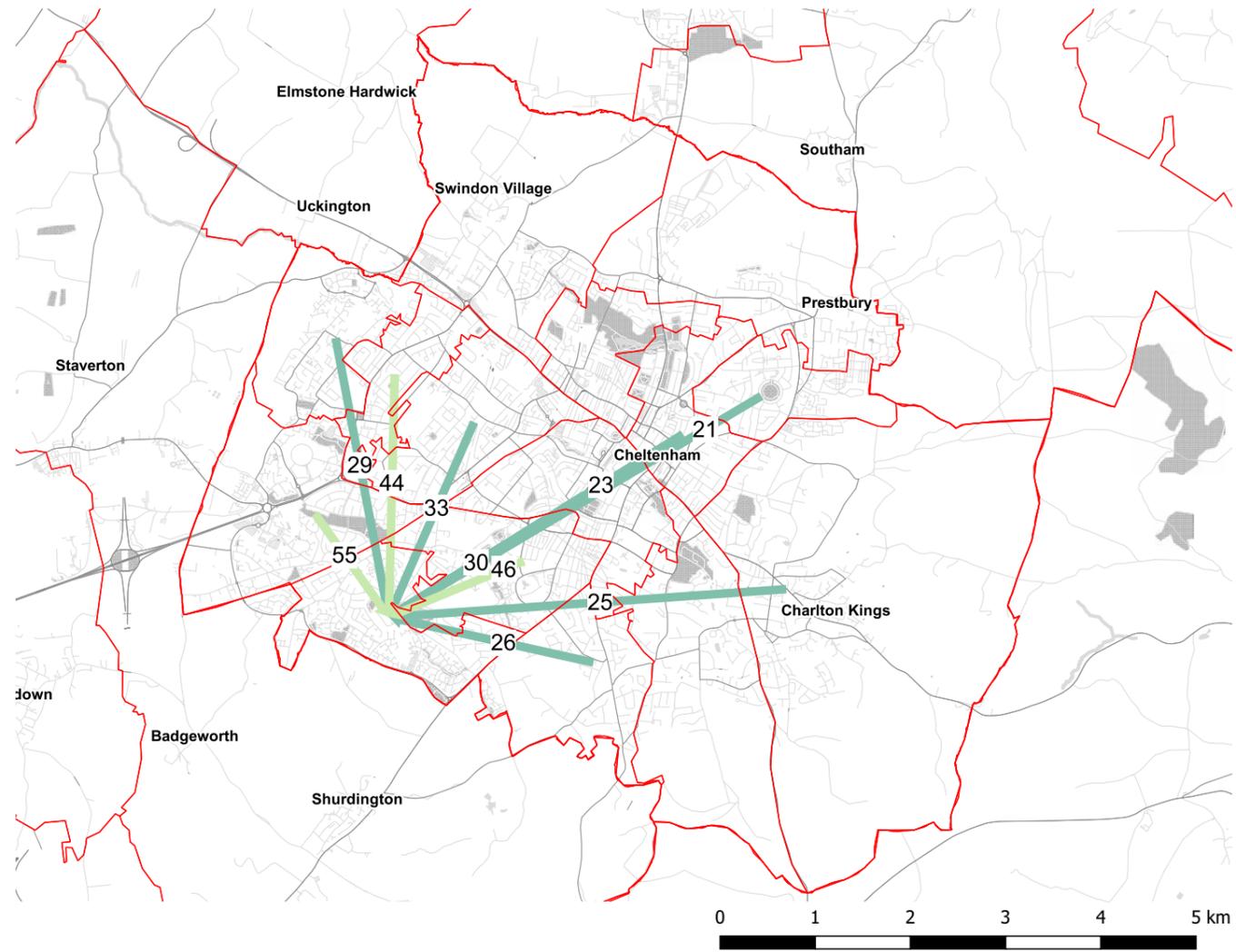
Travel from Residence MSOA E02004605



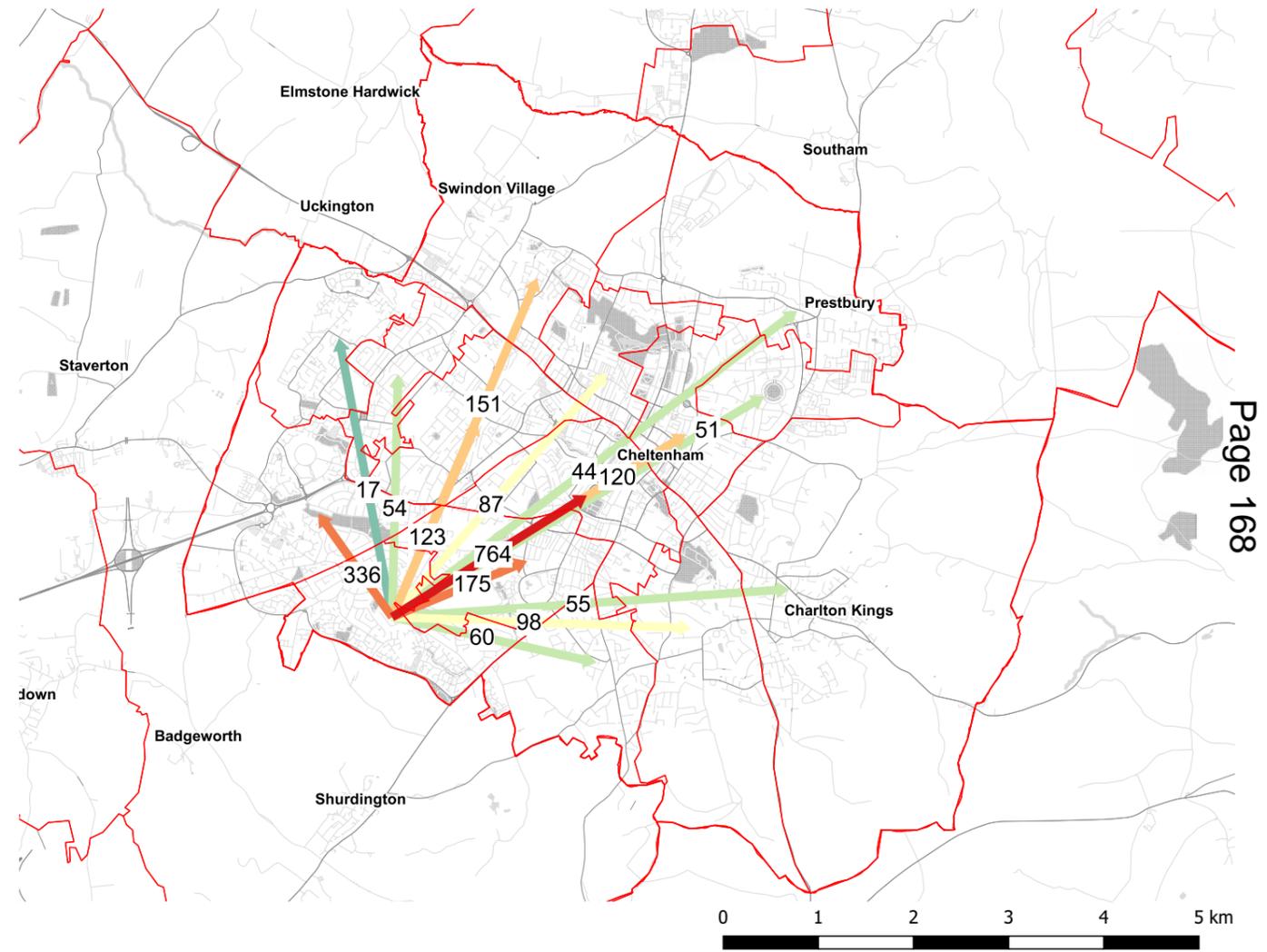
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004612

Travel to Workplace MSOA E02004612



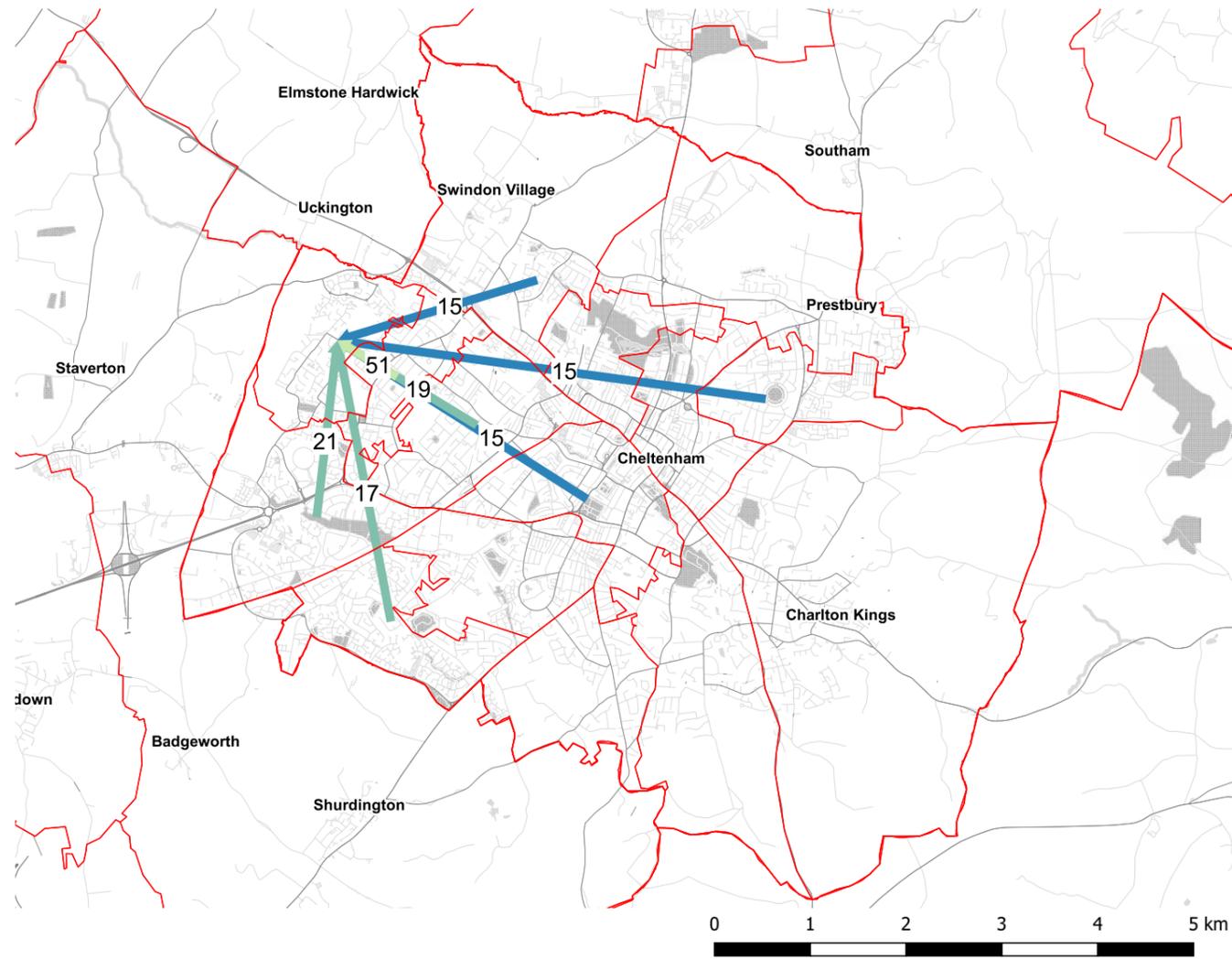
Travel from Residence MSOA E02004612



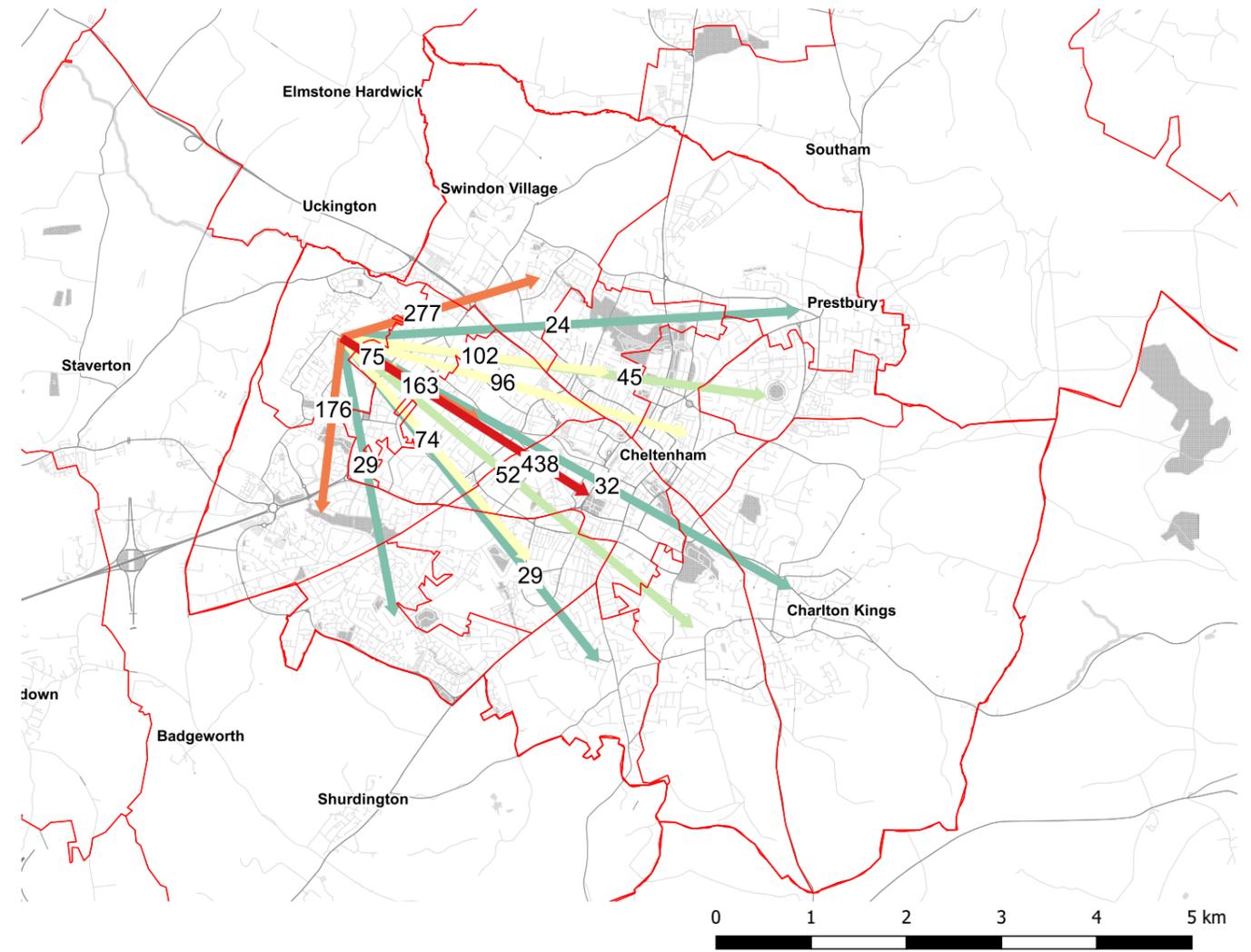
- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK MSOA E02004602

Travel to Workplace MSOA E02004602



Travel from Residence MSOA E02004602



- ➔ 0 - 15
- ➔ 15 - 42
- ➔ 42 - 65
- ➔ 65 - 119
- ➔ 119 - 160
- ➔ 160 - 345
- ➔ 345 - 1307
- Area Boundary

TRAVEL TO WORK BY MODE

The plans on the following pages illustrate the mode share of TTW trips according to the MSOA of Residence (main figure), and MSOA of Workplace (inset figure). The MSOA of Residence can be interpreted as the origin for outbound trips to work, and the MSOA of Workplace as the destination.

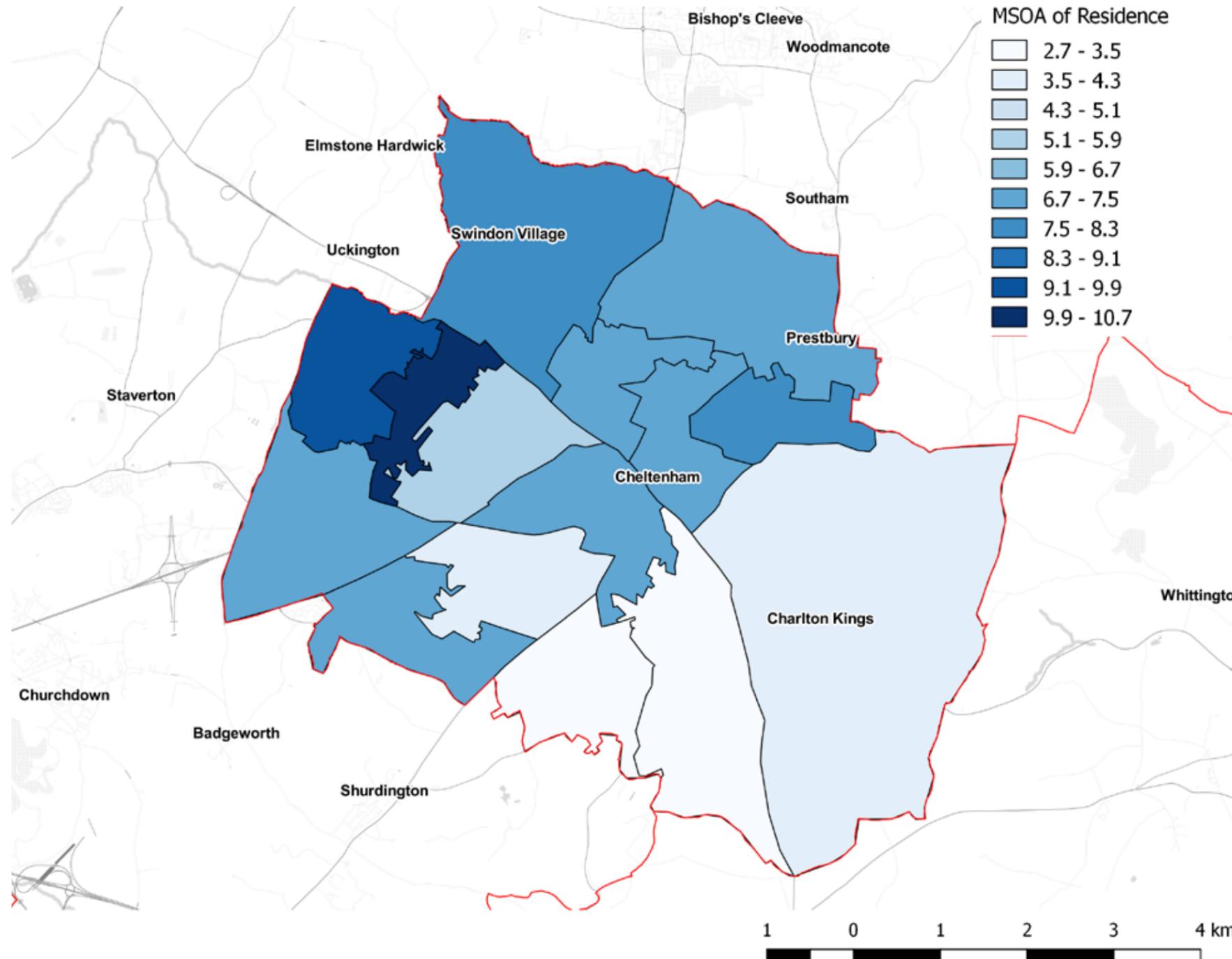
The plans are presented on a mode-by-mode basis, to show how trip share varies across the town for each of the following modes:

- Bus
- Cycling
- Walking
- Car or van (driving)
- Car or van (passenger)
- Rail

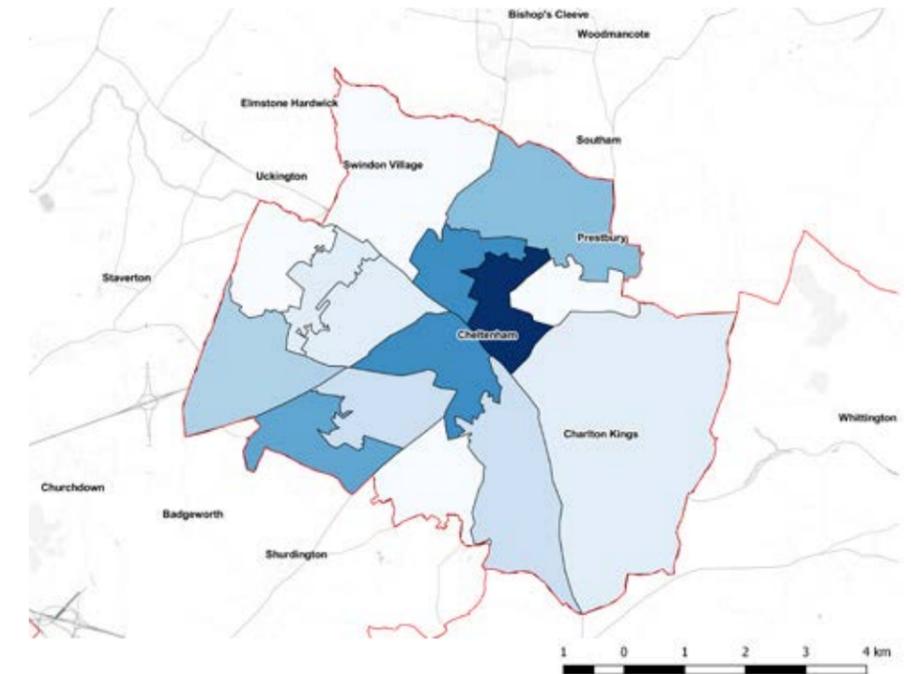
Plans are not presented for the modes with no, or very minor TTW trip share in Cheltenham (including, tube/tram/light rail, motorcycles, and taxis).

TRAVEL TO WORK BY BUS

MSOA of Residence



MSOA of Workplace



Travel to work levels by bus in Cheltenham is average for a district in England and Wales, at around 6% (Full range of mode shares is 1–27%).

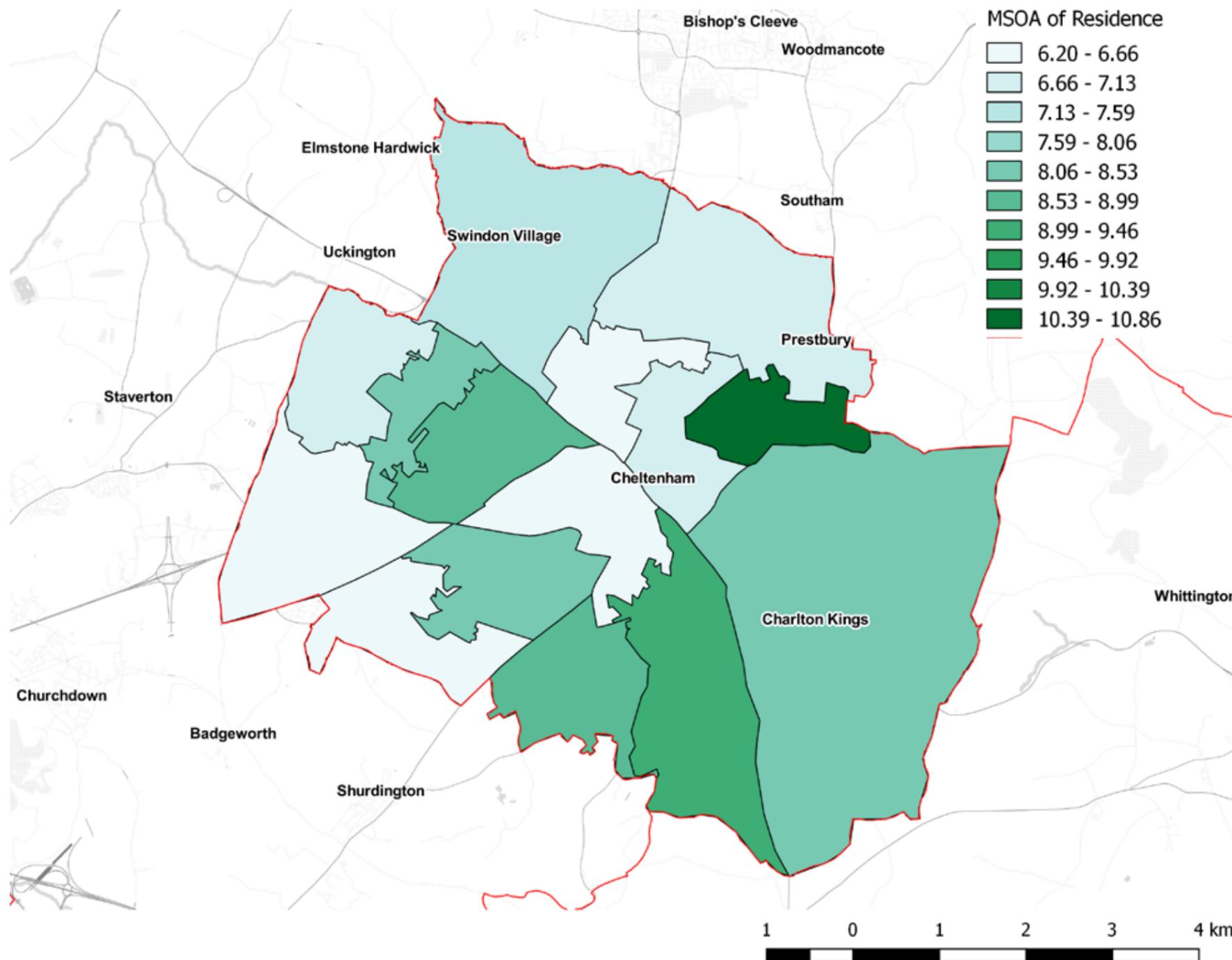
There are significant variations in these trips across the borough. There is a distinct north-west/south-east divide in origin MSOAs for travel to work by bus, with bus use higher in north-western half.

Bus use is generally higher in the MSOAs of residence where there is lower access to cars or vans, this is particularly striking in the area around Princess Elizabeth way.

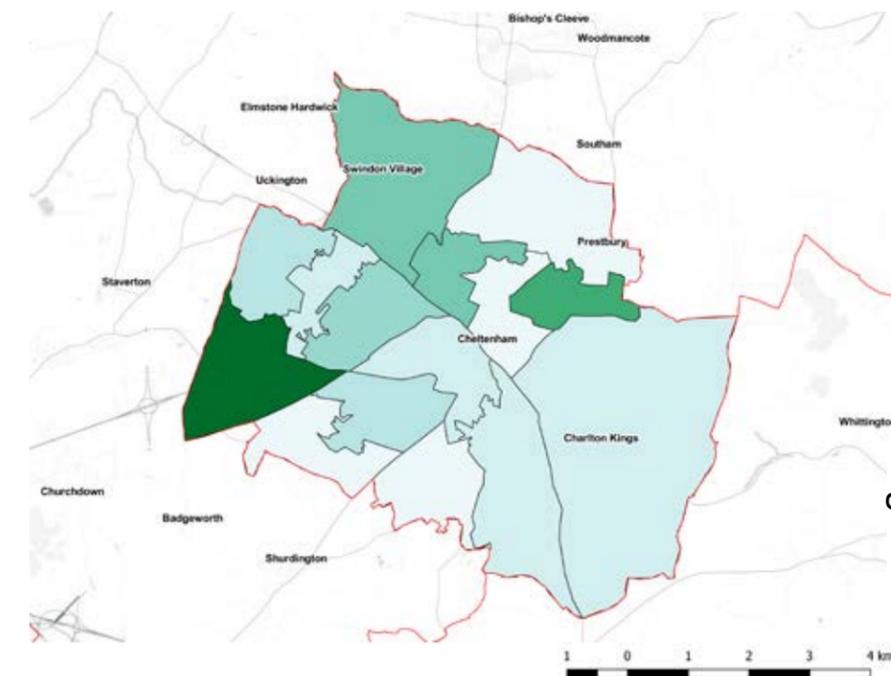
The town centre is the dominant workplace destination for bus TTW trips. It is notable that the other major employment areas of Benhall and, in particular, Kingsditch are below average TTW bus destinations.

TRAVEL TO WORK BY CYCLING

MSOA of Residence



MSOA of Workplace



Page 172

Internal TTW by bike is quite high in the Cheltenham as a whole. For all TTW 7% of trips are by bike, which puts it in the 95th percentile across all England and Wales districts. However, in Oxford and Cambridge mode share is between 2.5x and 4x the level in Cheltenham. The plots presented here represent overall TTW mode share for cycling.

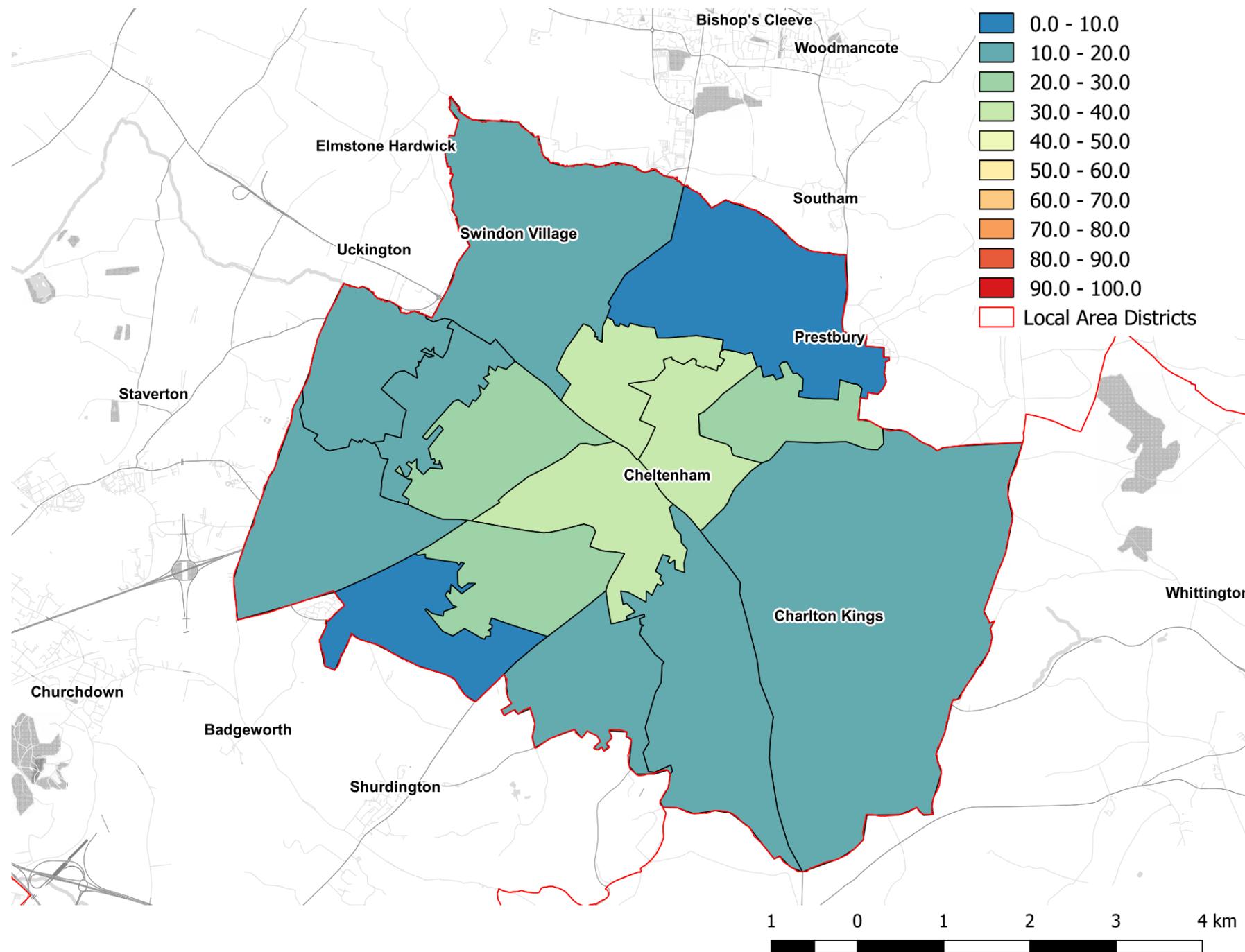
Cycling doesn't seem to be strongly correlated with car and van availability, or the Index of Multiple Deprivation, which suggests that cycling's popularity is not driven by levels of affluence.

The highest levels of cycling, by area of residence, are found in Prestbury, and by workplace in Benhall. However, Prestbury also has relatively high levels of cycling as a destination, as does the edge of town employment area of Kingsditch.

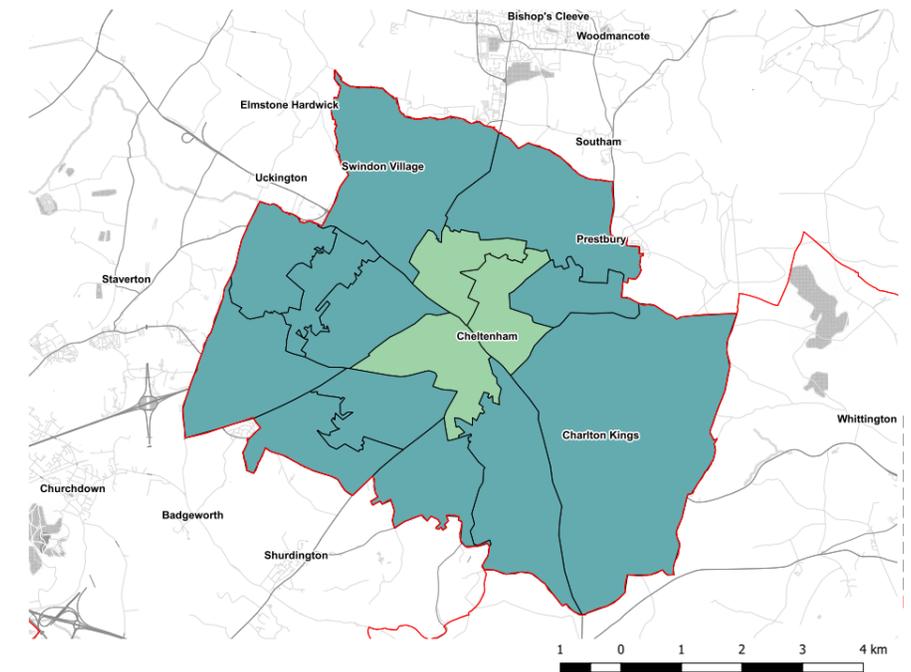
The town centre is, relatively, not a popular location for cycling to work.

TRAVEL TO WORK BY WALKING

MSOA of Residence



MSOA of Workplace



Page 173

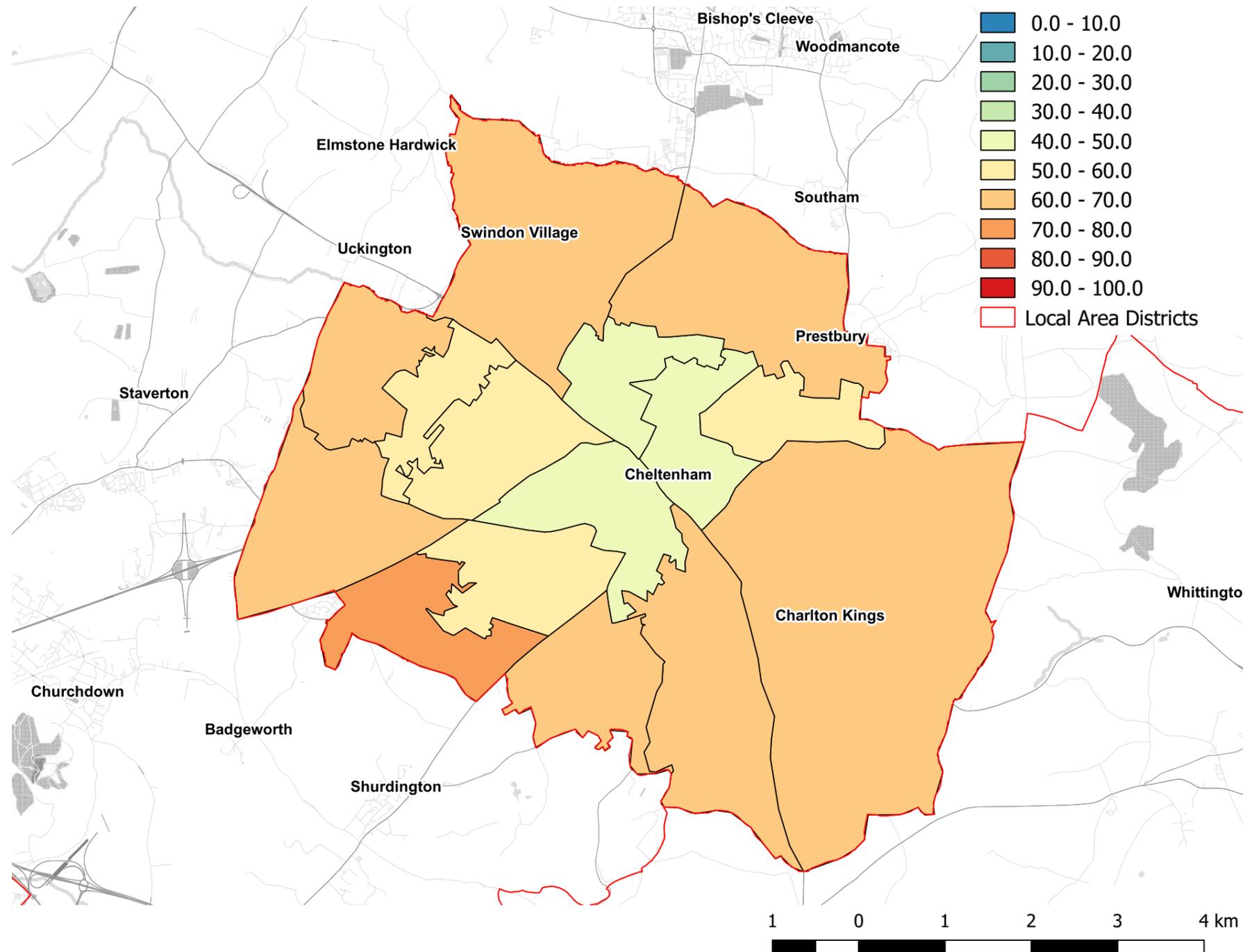
For all TTW 18% of trips are on foot, which puts Cheltenham in the 95th percentile across all England and Wales districts. However, in Oxford and Cambridge walking mode share is between 2.1x and 2.8x the level in Cheltenham.

The Travel to Work by walking mode share varies across Cheltenham's MSOAs in a manner that seems to reflect distance from the town centre. This is true looking both at MSOAs of residence and workplace.

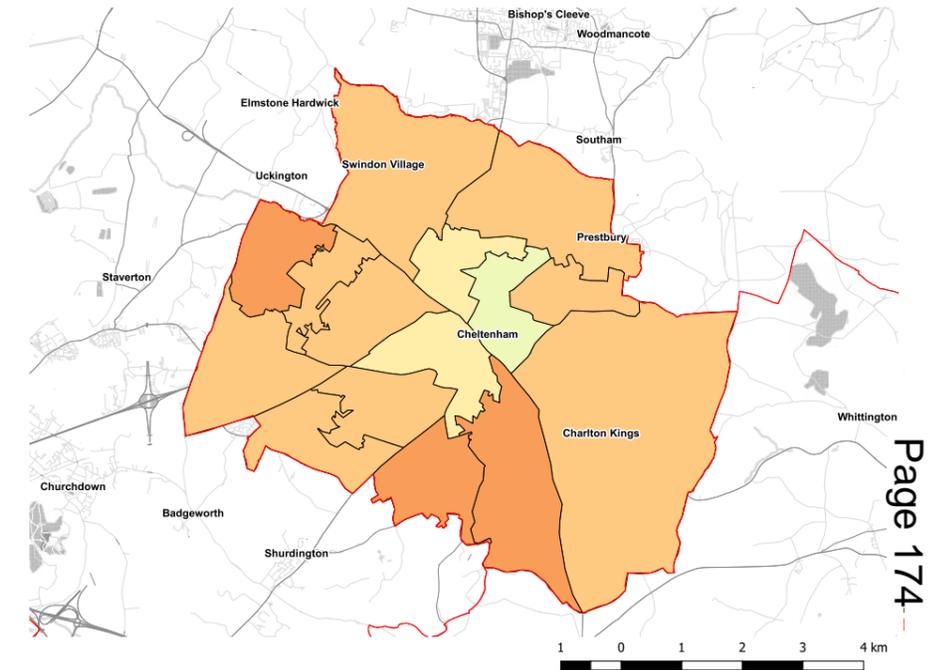
However, employment is not concentrated solely in the town centre, with significant employment in Kingsditch to the north-west and Benhall to the west, and it is surprising that walking levels for MSOAs of residence adjacent to each of these areas is so low.

TRAVEL TO WORK BY CAR OR VAN DRIVER

MSOA of Residence



MSOA of Workplace



Travel to work mode share by car is lower in the town centre for MSOAs of both residence and workplace.

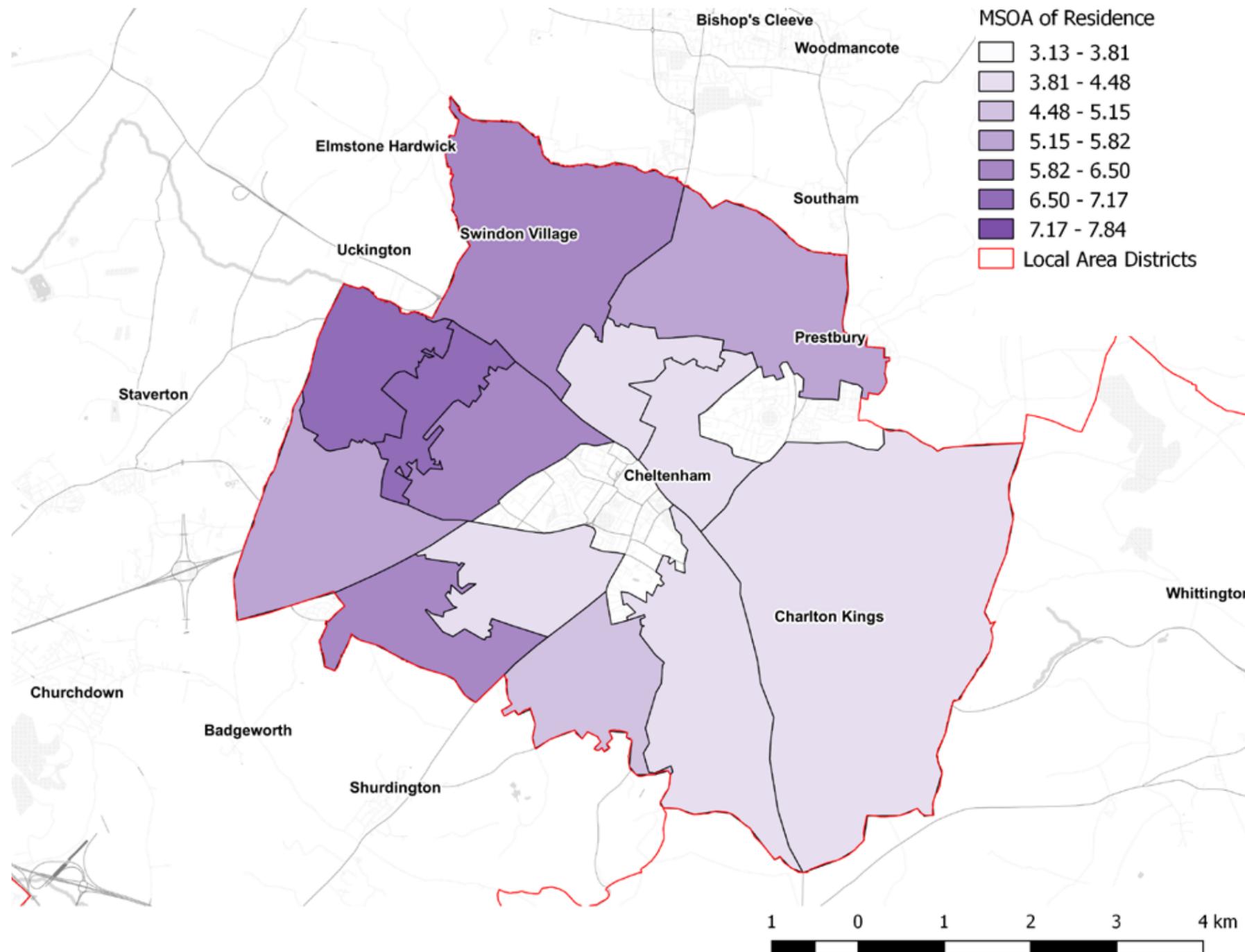
This may imply that there is a degree of self-containment within the town centre - with workers living locally. This view is partly supported by the observed pattern of walk to work mode share, presented on the previous page.

Other factors that may account for this pattern include:

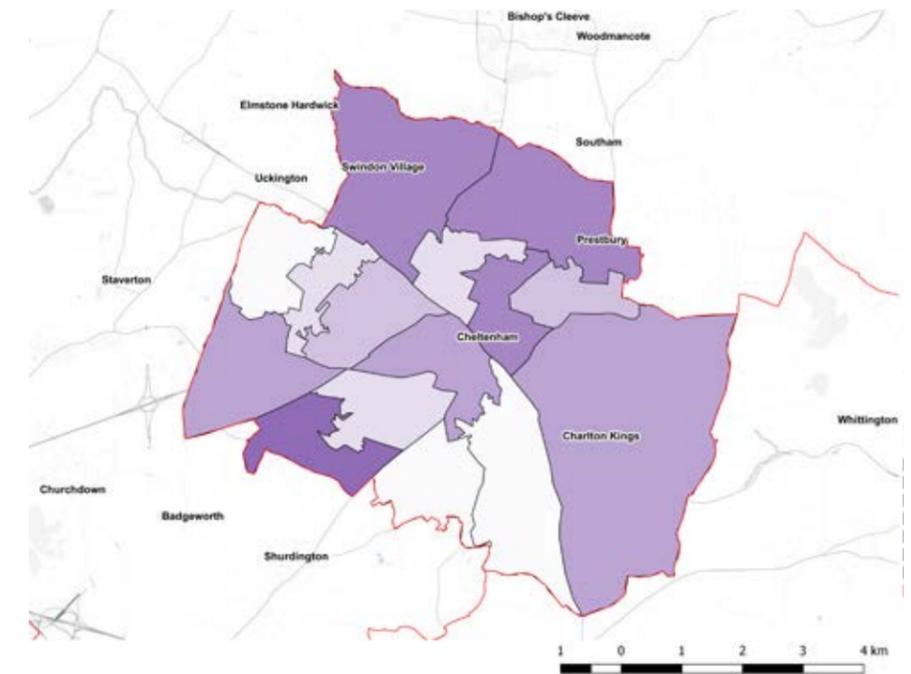
- The town centre is more accessible by bus than other parts of the town, and therefore there is less perceived need to drive. This is consistent with the bus mode share plot for MSOAs of workplace.
- Parking is more constrained or less affordable in the town centre than in other areas.

TRAVEL TO WORK BY CAR OR VAN PASSENGER

MSOA of Residence



MSOA of Workplace

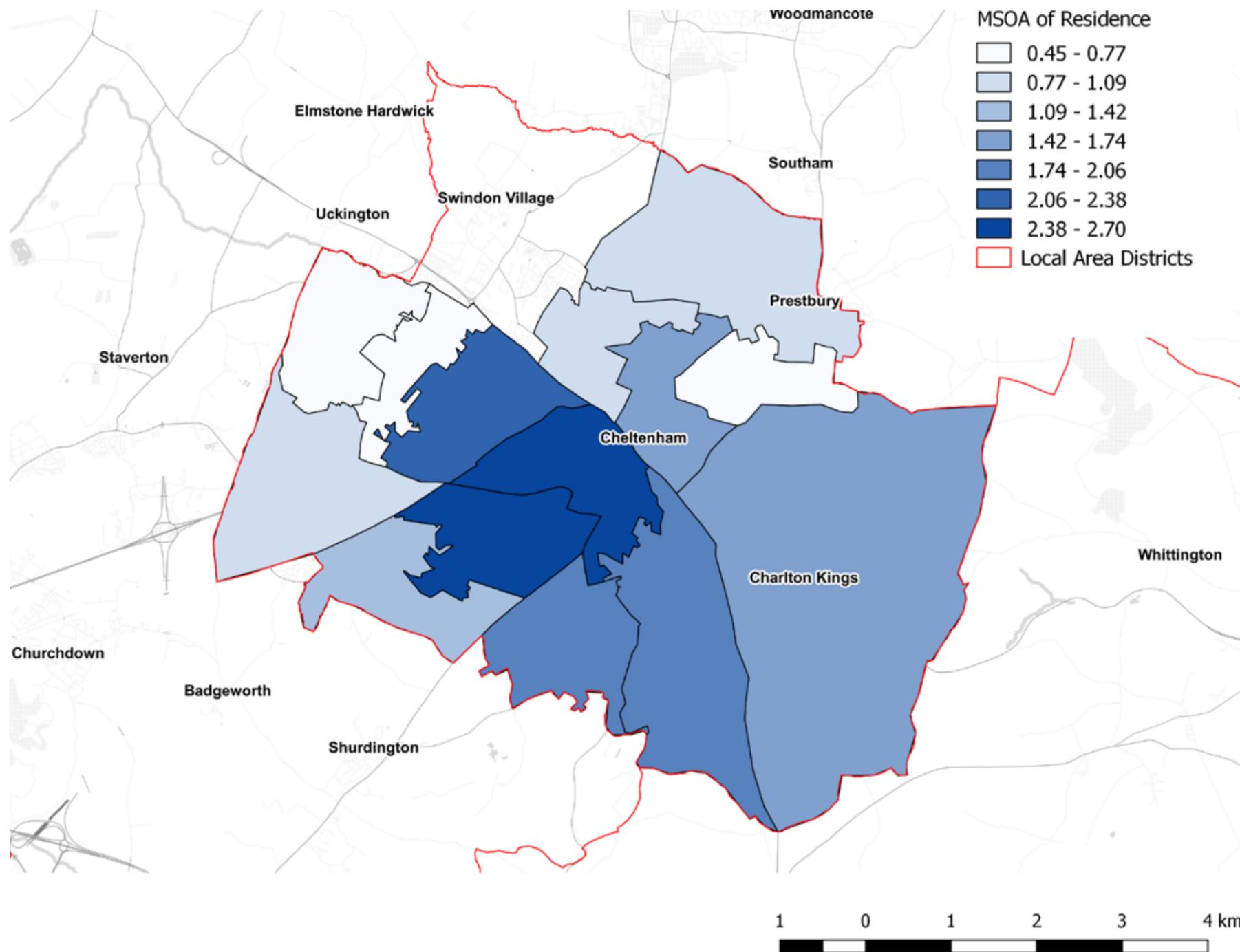


Car sharing is more prevalent for people travelling to work from the west of Cheltenham, and less so from the east.

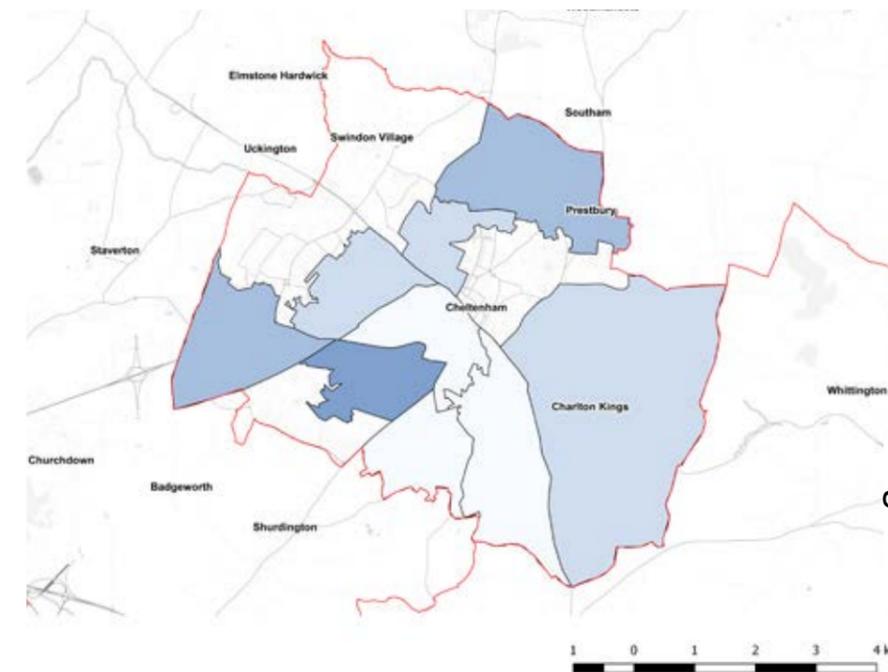
In terms of the workplace of car sharers, retail-dominated employment areas tend to have higher car sharing than, for example Benhall, home to GCHQ. However, the picture is more nuanced, with the highest rate of car sharing registered for workplace in Up Hatherly.

TRAVEL TO WORK BY RAIL

MSOA of Residence



MSOA of Workplace



Page 176

Travel to work by train enjoys a very low mode share in Cheltenham, with a mode share that is only in the 11th percentile of all districts in England and Wales.

Given this, the borough’s geographical distribution of TTW by train reveals a strong association between train mode share and proximity of MSOA of residence to Cheltenham Spa station.

A secondary pattern appears to be that residential areas which score high on the Index of Multiple Deprivation (i.e. more deprived areas) tend to have lower TTW by rail mode share.

The pattern in terms of rail mode share and MSOA of workplace is less clear, though proximity to the station may still be a factor. The “knowledge economy” employment area of Benhall is the major employment area that stands out as having comparatively high (though still low) rail mode share.

SHORT JOURNEY - CAR MODE SHARE

Census data provides an opportunity to explore TTW patterns in more detail. The main figure opposite provides an indicative illustration of the proportion of TTW trips by car that are less than 2km (or 1.25 miles) in length. The map shows the variation in these data across Cheltenham Middle Super Output Area (MSOA) geographic areas.

2km is a useful metric because it is easily within the range of comfortable cycling, and should also be walkable for most people, especially given the topography of Cheltenham. That is to say, these are the trips that ideally would rarely be undertaken by car.

The overall pattern, that more suburban areas are more reliant on short trips by car than central areas, is not unexpected. However, the level of short TTW trips by car is very high in parts, and in particular to the north west and the south west of the town, both of which are areas of major employment.

The inset (top right) shows the same analysis for trips shorter than 1km in length.

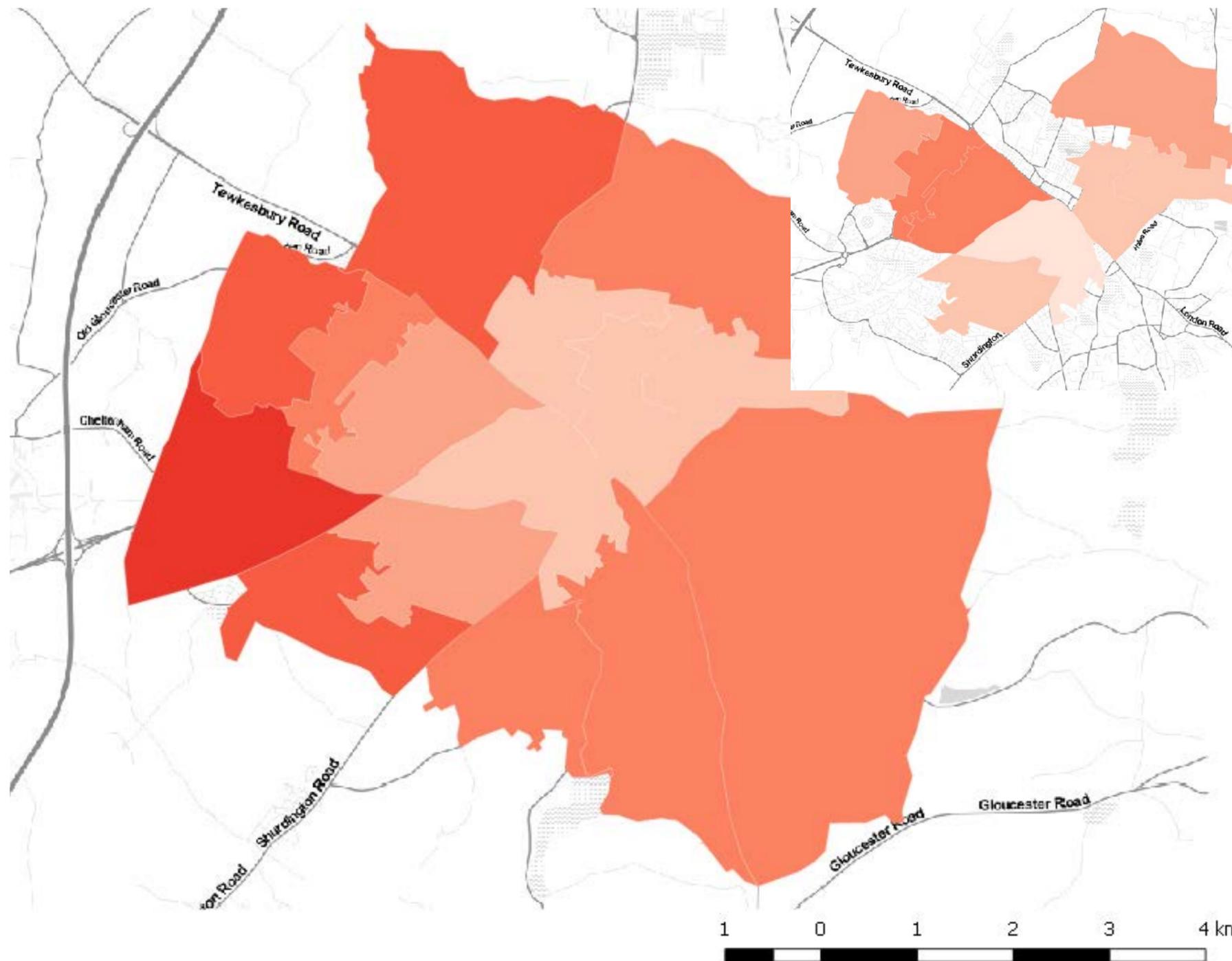
It is noteworthy that in the area around Princess Elizabeth way, 30-40% of car trips to work are less than 1km in length.

This area is one that has been identified earlier as falling the wrong side of the national average metrics for childhood obesity and the Index of Multiple Deprivation.

Legend

Car Driver Trips for Journeys <2km

- 0-10
- 10-20
- 20-30
- 30-40
- 40-50
- 50-60
- 60-70
- 70-80
- 80-90
- 90-100



TRAVEL TO WORK BY MODE SUMMARY

Travel to Work by mode share data can be analysed to provide an understanding of how sustainable (or unsustainable) commuting within Cheltenham is.

Walking, cycling, public transport and being passenger are considered to be sustainable modes of transport. Conversely, driving and car, van, motorbike or hiring a taxi are considered to be unsustainable modes of travel.

The data and figures indicate that commuting to and from peripheral areas of Cheltenham most notably incurs high absolute levels of unsustainable travel; up to 70-80% in peripheral MSOA's.

The town centre benefits from higher levels of sustainable travel, with the worst MSOA's having 40+% car, van or taxi use for commuting. It can be seen there are considerably more people walking to work within the vicinity of the town centre.

Compared to other districts across England and Wales, Cheltenham benefits from comparatively high sustainable travel, particularly in terms of walking and cycling - public transport levels are low for train and only average for bus.

Overall these data suggest there is already a walking and cycling culture in Cheltenham. However, this is significantly lower than the very best areas of the country, places such as Oxford and Cambridge which can be seen as comparator locations in a UK context due, for example, to their population size, compactness and levels of educational attainment.

Levels of car use for very short trips are high in many places and seem to present one opportunity to increase sustainable and active travel modes.

RAIL NETWORK

SUMMARY

An overview analysis of rail provision has been undertaken, looking into passenger numbers and flows to and from Cheltenham, current and future rail network plans, along with an overview of the station. Headline points are:

- Good links to major centers
- The two most significant destinations from Cheltenham are Birmingham and Gloucester
- The two most significant departure points for arrival at Cheltenham are London and Bristol
- Ineffective local rail services – limited in frequency and capacity
- Location of station makes achieving effective access challenging, especially from the town centre
- Journeys to London and south coast slower than necessary due to service pattern serving Gloucester
- Cheltenham has an average level of trips per head of population, but residents in similarly sized Bath and Oxford undertake nearly three times as many trips per head by train.
- Rail re-franchising on hold pending DfT review

RAIL DEMAND

Rail industry standard forecasting tools and data sets indicate that there is high rail usage between Cheltenham and London, Birmingham, Gloucester, Bath and Bristol.

The top destinations for rail trips starting in Cheltenham are:

- Bristol
- Birmingham
- London
- Gloucester
- Cardiff

The top origins of rail trips to Cheltenham are:

- Bristol
- Birmingham
- London
- Cardiff
- Bath
- Gloucester

The table below indicated rail journeys per head for Cheltenham, compared against other towns and cities.

Town / City	Urban Population 2016	Rail Journeys (Ent and Exit at Stn)	Per head of pop / annum
Gloucester	108,985	1,479,528	13.6
Blackpool	118,145	1,858,794	15.7
Wakefield	147,105	2,540,890	17.3
Swansea	108,325	2,130,154	19.7
Darlington	111,712	2,269,974	20.3
Cheltenham	115,369	2,352,715	20.4
Exeter	113,165	2,642,898	23.4
Northampton	131,308	3,147,010	24.0
Chester	118,298	4,649,800	39.3
Basingstoke	114,308	5,694,954	49.8
Bath	113,776	6,432,344	56.5
Oxford	116,866	6,631,498	56.7

RAIL NETWORK CURRENT PLANS

- Control Periods 5 and 6 (Network Rail’s 5 yearly funding blocks which run to 2024) – completion of Filton 4 tracks, IEP in service (both by 2024)
- Service changes medium term – Metro West to Yate (up to 2tph but most probably 1tph) with possible extension to Gloucester using rolling stock cascaded from the Thames Valley
- Extension of Metro West service to Cheltenham would require additional infrastructure at Cheltenham or running to Ashchurch or Worcester

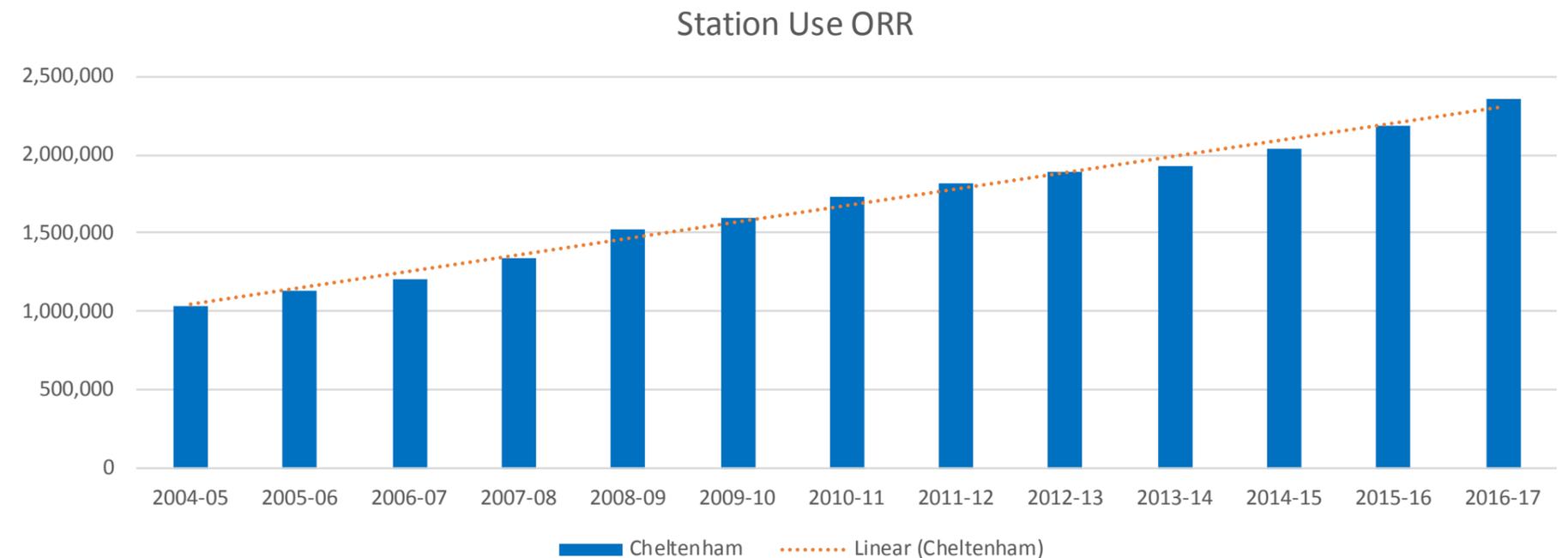
RAIL STATION

- Historically one of three stations in Cheltenham (Malvern Road and St James closed in Jan 1966)
- Located circa 1.5km from the town centre
- Operated by GWR (franchise until at least April 2020)
- Ticket office – 05:45 to 20:15 M-F, reduced hours at weekends
- 178 parking spaces - £5.20 per day charge. Additional 70 parking spaces planned for 2019
- 134 cycle parking stands



RAIL NETWORK FUTURE PLANS

- Network Rail Market Studies shows growth levels to 2043 of between 25 and 95% on the Birmingham – Bristol axis dependent on the UK economic scenario assessed
- Network Rail Western Route Study proposes additional Gloucester trains from Bristol and an hourly London to Worcester via Cheltenham service (not calling at Gloucester)
- Further option for Cheltenham to be served by a new Cardiff – Bristol Parkway – Birmingham service
- Recontrol of Gloucester to Thames Valley SCC at Didcot



TRAVEL TO SCHOOL

TRAVEL TO SCHOOL MODE SHARE DATA

Data on travel patterns for a number of schools in Cheltenham has been gathered through the Modeshift Stars programme which was run across the county in 2016/17. Travel behaviour was surveyed by a hands-up approach, for both pupils and staff.

Local authority-wide results for mode share are presented in the chart opposite.

Five Cheltenham schools were assessed within the project, and travel plans, containing the survey results, have been provided for three of these schools: Dunalley Primary School, situated to the north of the town centre; Lakeside Primary School; and Greatfield Park Primary School, both situated near the south western edge of the town. Local authority wide data has also been provided.

There is significant variation amongst the three schools, both in how pupils and staff travel to school.

In terms of pupil travel, Greatfield Primary has a significantly lower active travel mode share (28%) than the other two schools (45%), or the local authority average of 43%. Correspondingly car mode share is very high at Greatfield Primary with 67% of pupils arriving at school by car. This compares unfavourably with the local authority average of 31%. Dunalley and Lakeside Primary Schools both outperform the local authority average, with car mode share of only 25%.

In terms of staff travel, Dunalley Primary School stands out as an exemplar in terms of low car mode share, with only 7% of staff travelling to school by car. The school has correspondingly high mode shares for car share, park and stride, cycling and walking, significantly outperforming the local authority average, and representing an interesting exemplar in the context of the travel to work mode sharing within the same census geography,

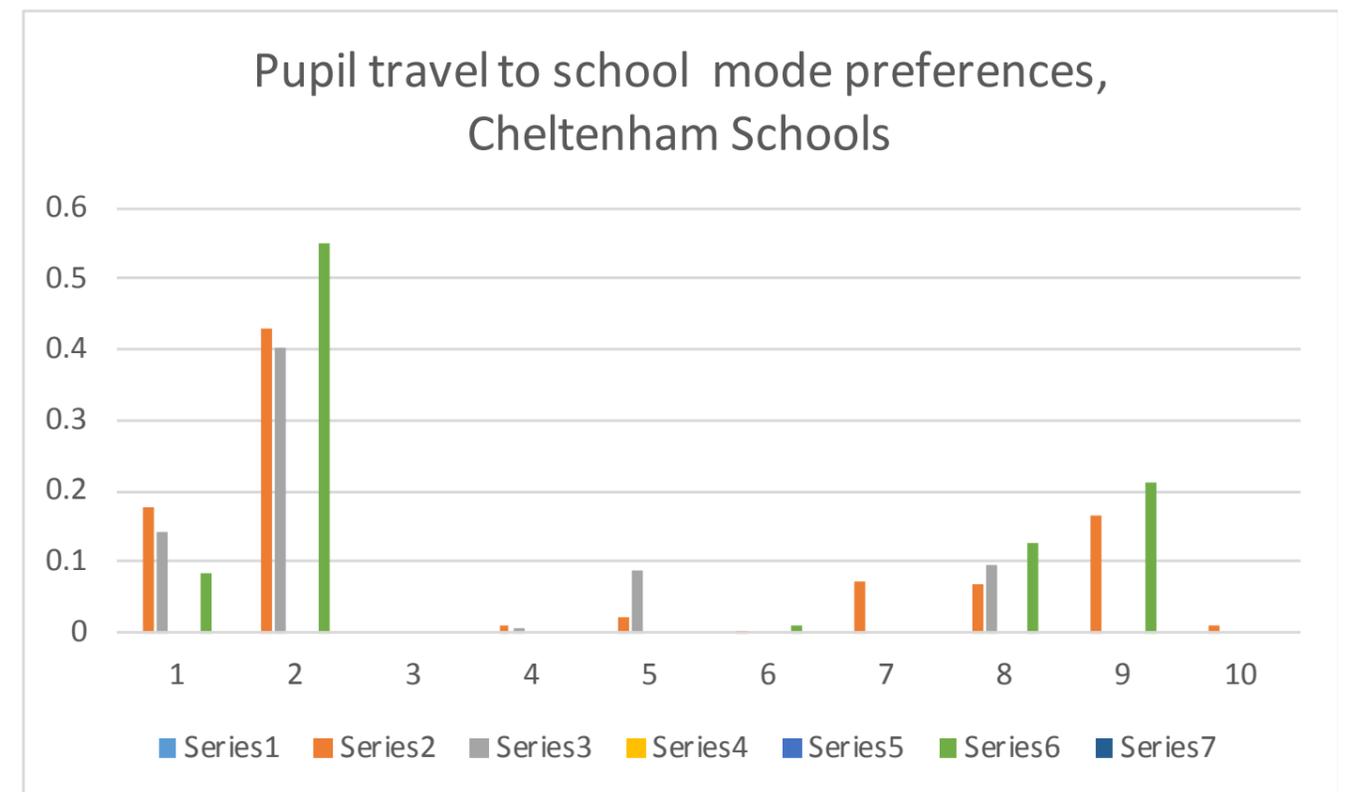
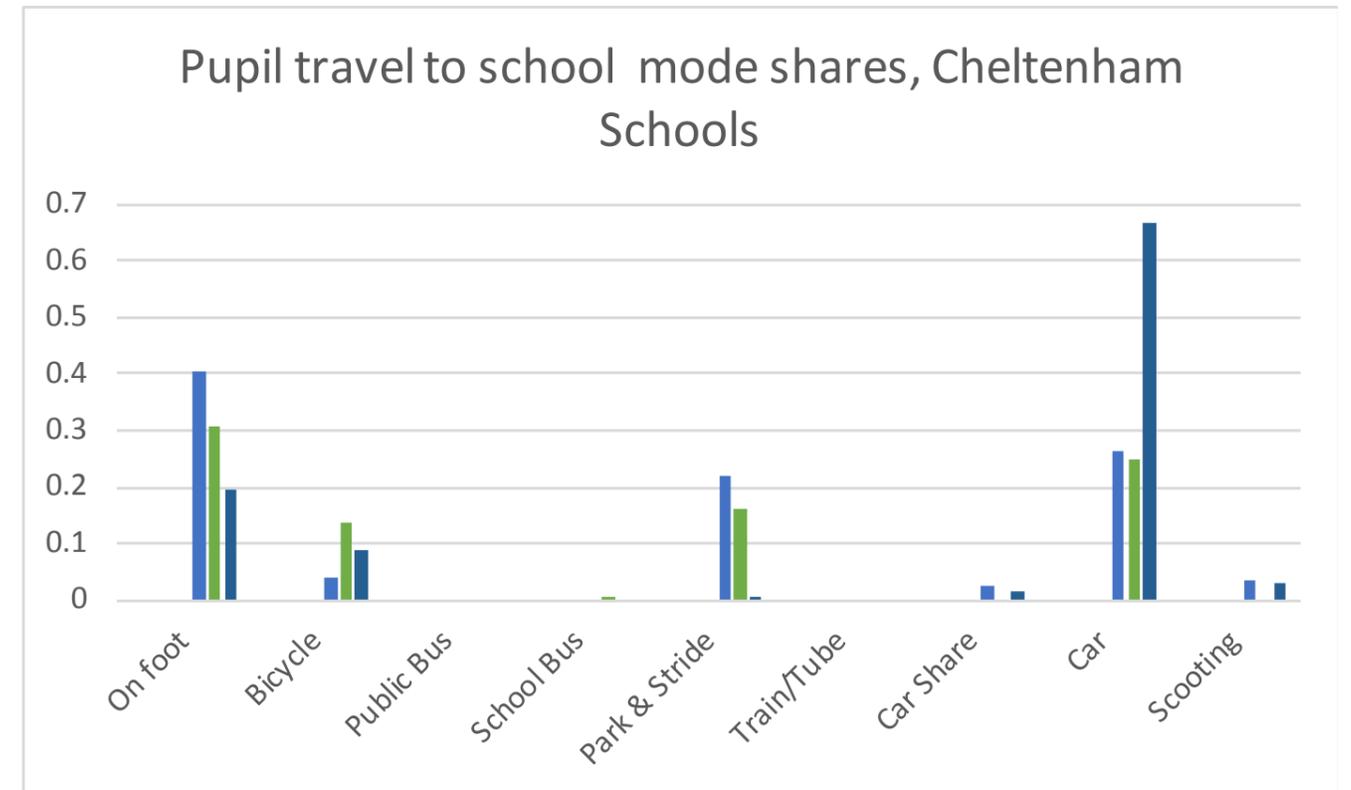
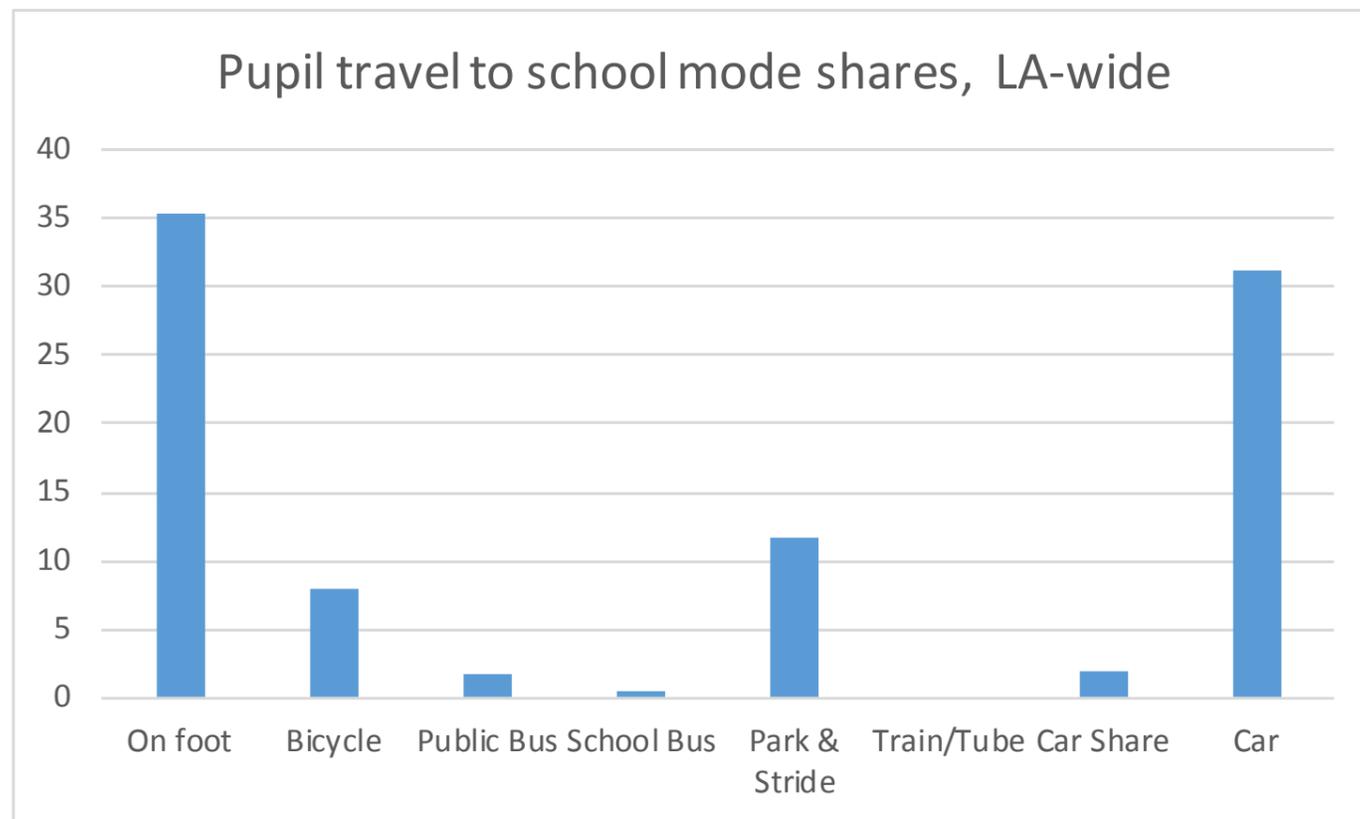
where walking and cycling shares are low, and car share is high.

Differences between Greatfield and Dunalley Primary Schools are particularly striking given that they are near neighbours, and sit within the same census geography (MSOA).

PUPILS AND STAFF MODE PREFERENCES

An interesting pattern that is observed across all three schools is a strong preference for pupils to travel to school by bike, at the expense of both walking and travel by car. It is particularly notable that Greatfield Primary School, has the highest proportion of pupils expressing a preference for cycling (55%).

A consistent, but slightly different pattern in terms of staff travel preference is also observed. Staff, on the whole, would prefer to walk to school and drive less. Greatfield Primary is again notable, in that the 83% of staff travelling by car would almost all prefer to travel by another mode, with significant support (42% preference) for park and stride.



4 | Transport Network Analysis

WALKING REACHABILITY - TOWN CENTRE

The walking network is composed of the vast majority of the highway network as well as public rights of way and permissive footpaths. Isochrones provide a way to test the connectedness and scale of the walking network, by showing reachability. Distortions in the shape of a reachable zone can indicate barriers (or severances) as well too low a density of connections within the network, which may be a result of too coarse a street grid.

The isochrones on this and the following pages illustrate the 5 minutes (or 400m) zones of reachability from the specific points within Cheltenham. Because Cheltenham is largely flat, distances and timings for the reverse journeys can be treated as being the same.

The 5 minute zones assume a walking pace of 3 miles per hour. Given the flat topography of the town, this isochrone can also represent cycling reachability, in which case at a 10mph ride speed, each 400m becomes an approximately 1.5 minute zone.

Legend

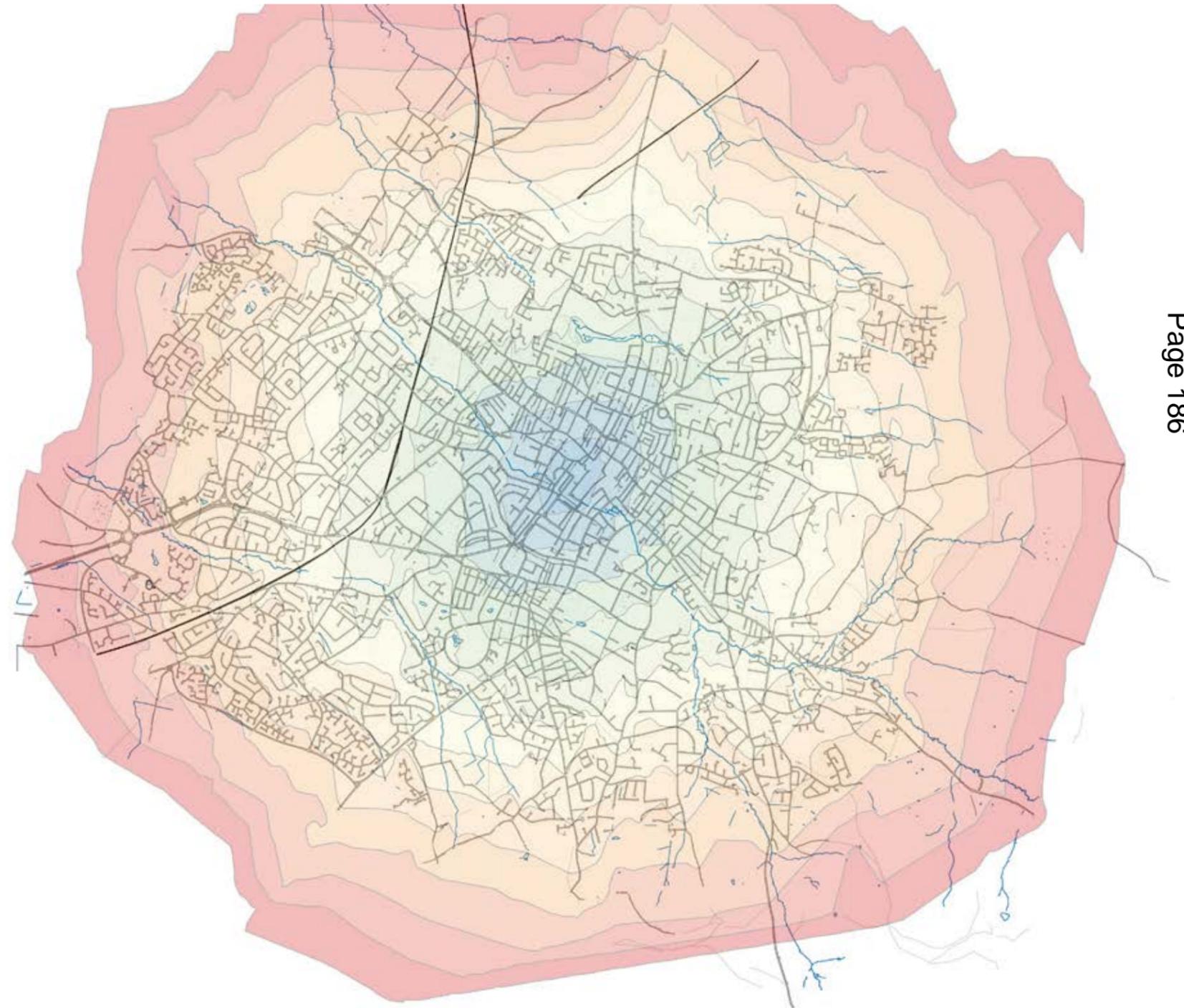
Walking zones
400m/5 minute steps
Town Centre

- 0
- 400
- 800
- 1200
- 1600
- 2000
- 2400
- 2800
- 3200
- 3600
- 4000
- 4400
- 4800

In this plot, the isochrone is centred on the Municipal Buildings on the Promenade.

It is striking that the majority of the town is within a 45 minutes walk of the town centre, or a 20 minutes cycle ride, which illustrates the compact nature of Cheltenham.

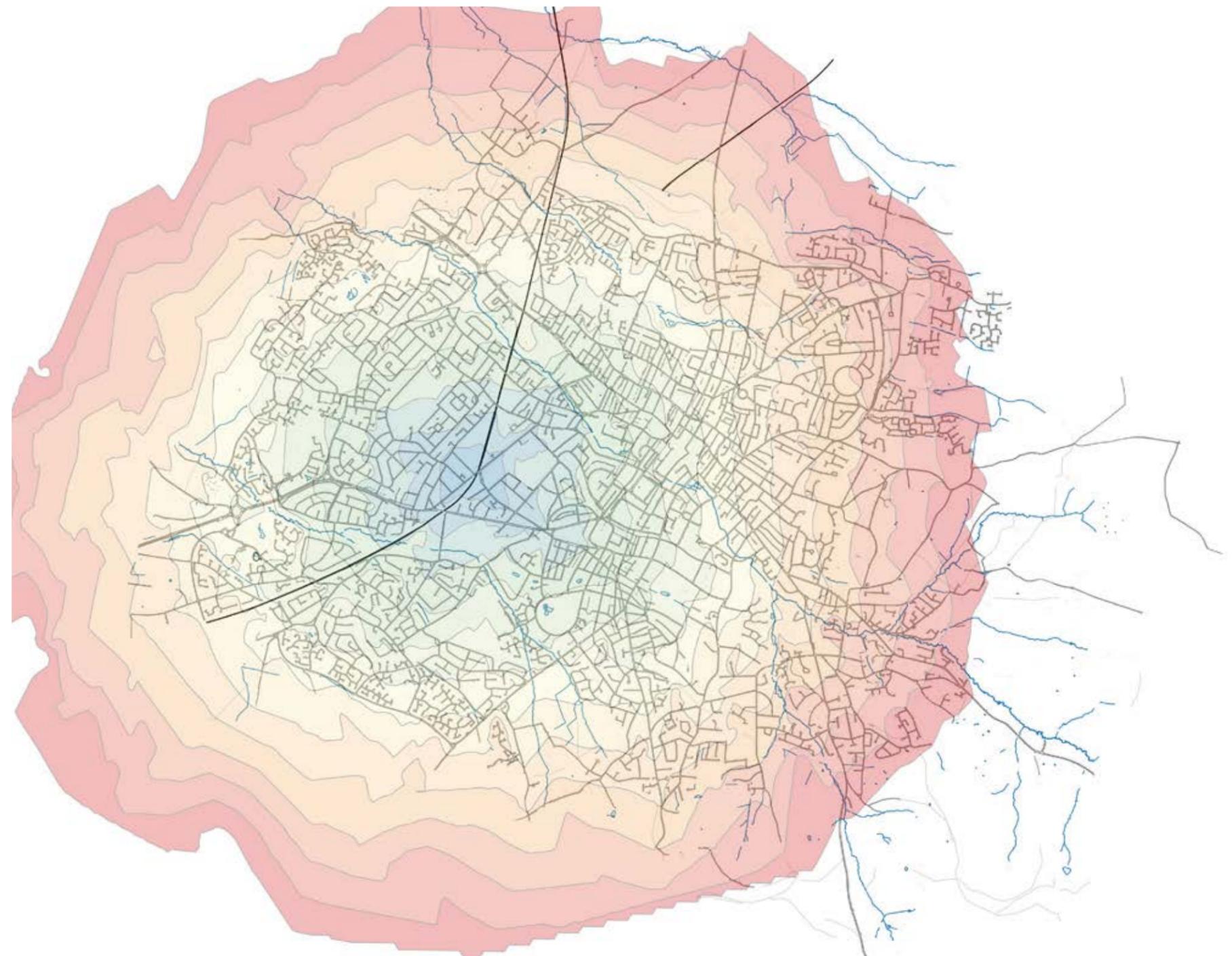
Cheltenham also has a largely well-connected street network, though severances do exist due to the railway line, rivers, major roads and even the built form.



WALKING REACHABILITY - RAIL STATION

The zones in this plot show some strong distortions away from an ideal circular form. These distortions reflect barriers to movement, and indicate that there are a number of severances in the walking network around the station.

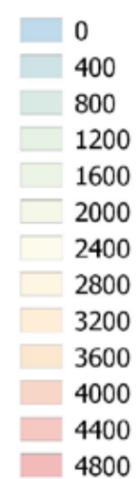
It is noteworthy that a large proportion of the town is reachable on foot within 30 minutes.



Legend

Walking zones
400m/5 minute steps

Rail station



WALKING REACHABILITY - GCHQ

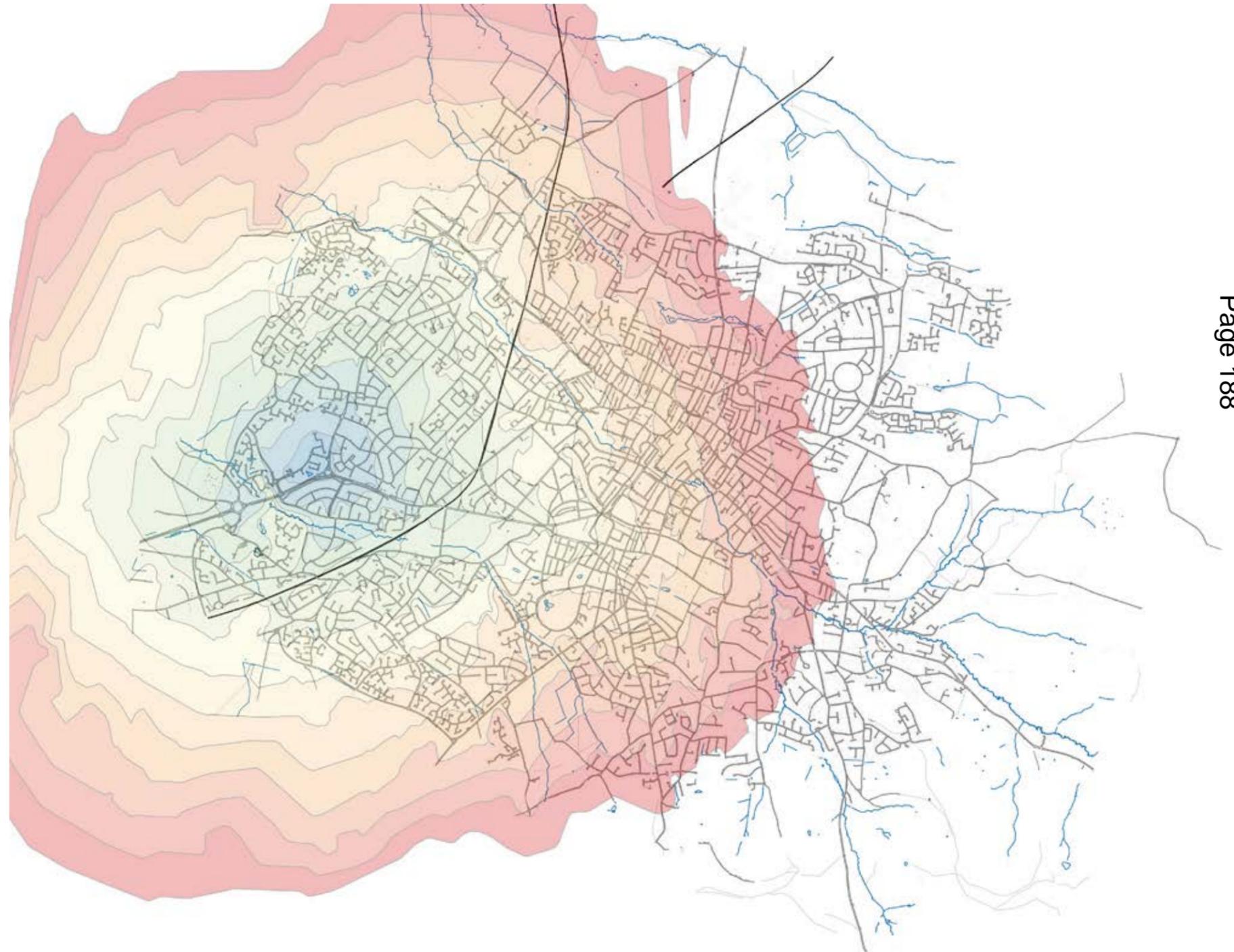
The barriers affecting walking movements to the west of the railway station are less obvious here, although the bunching up of zones that is apparent to the south of GCHQ, indicates that there are barriers to movement here.

Given that GCHQ is located near the western edge of the town, it is not surprising to find that not all of the Cheltenham is within a 1 hour walk, and even the town centre is 40-45 minutes distant.

Legend

Walking zones
400m/5 minute steps
GCHQ

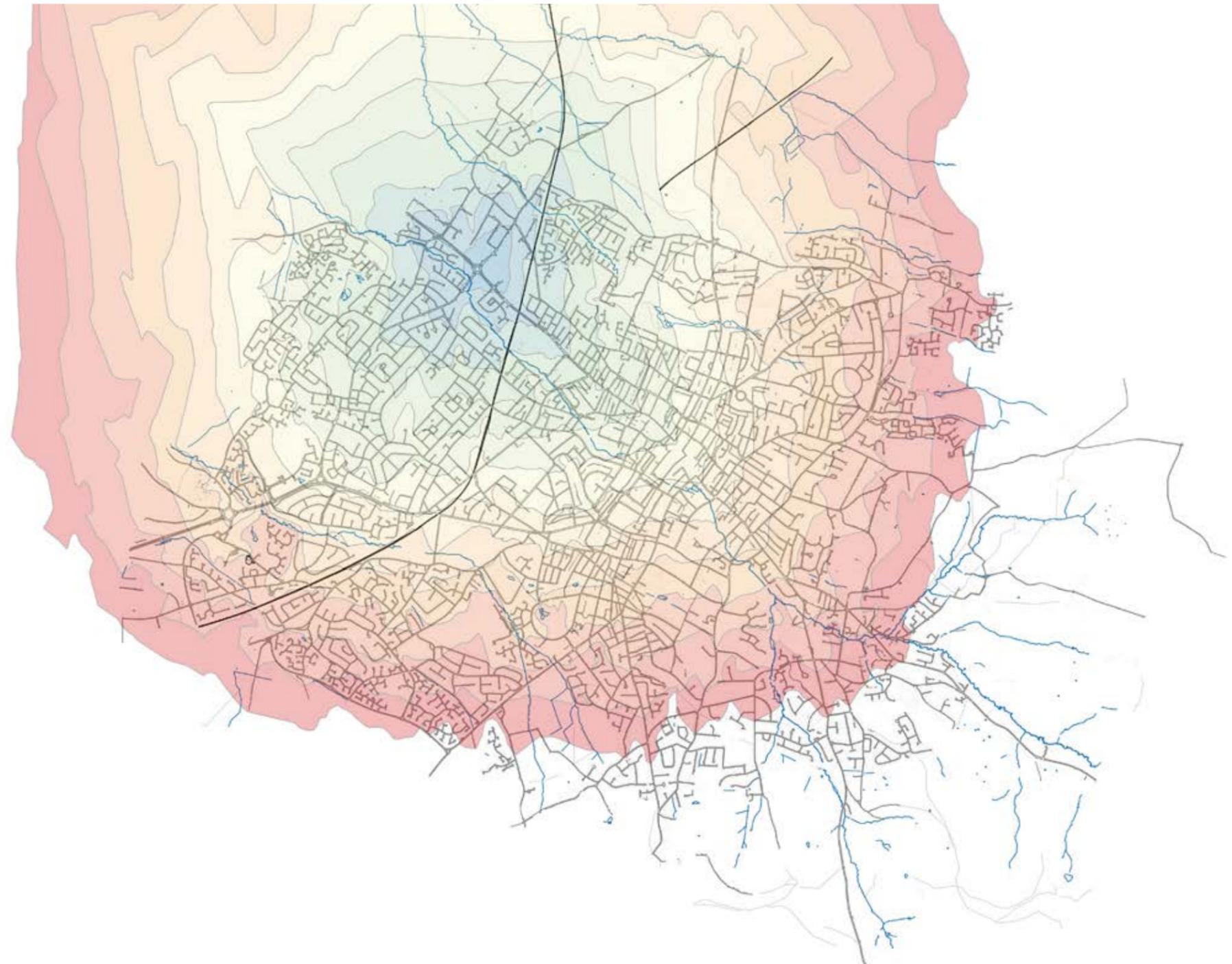
- 0
- 400
- 800
- 1200
- 1600
- 2000
- 2400
- 2800
- 3200
- 3600
- 4000
- 4400
- 4800



WALKING REACHABILITY - KINGSDITCH

Although Kingsditch is also at the town's edge, more of the town is reachable from it, within an hour's walk, than is true from GCHQ.

The walking network here introduces a number of barriers to movement, as illustrated by the contorted, and at times compressed zones near the isochrone centre. The Tewkesbury Road and the rail line are key severance barriers here.



Legend

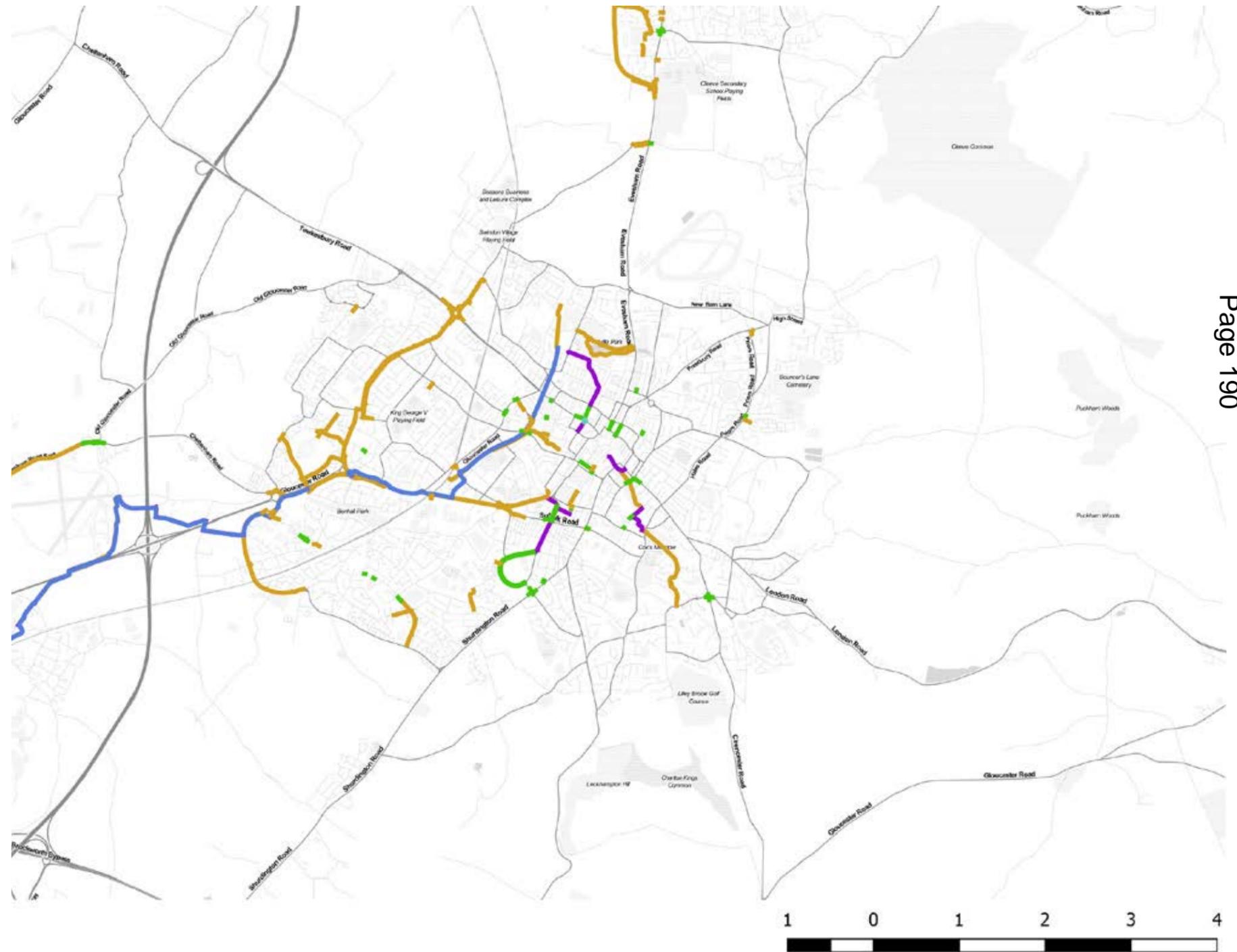
Walking zones
400m/5 minute steps
Kingsditch

- 0
- 400
- 800
- 1200
- 1600
- 2000
- 2400
- 2800
- 3200
- 3600
- 4000
- 4400
- 4800

CYCLE NETWORK

While there are some good examples of cycling infrastructure in Cheltenham, most notably along Princess Elizabeth Way, and the Honeybourne Line, the cycle network in Cheltenham is fragmented and unevenly distributed around the town.

The plan on this page illustrates the Gloucestershire County Council cycle network across Cheltenham.



Legend

- GCC Cycle Route Network
- CARRIAGEWAY MARKED
- CARRIAGEWAY NO MARK
- CYCLE ONLY PATH
- CYCLEPED PATH
- SUSTRANS ROUTE

CYCLE NETWORK PROPOSALS

Gloucestershire County Council has developed a Cycling and Walking Investment Plan (CWIP), which includes detailed plans for new cycle infrastructure running from the north-east of the town centre, across Cheltenham, and linking up to Gloucester.

Proposed Gloucestershire County Council and Sustrans National Cycle Network routes are shown in purple and red dashed lines respectively.

NORTH WEST CHELTENHAM

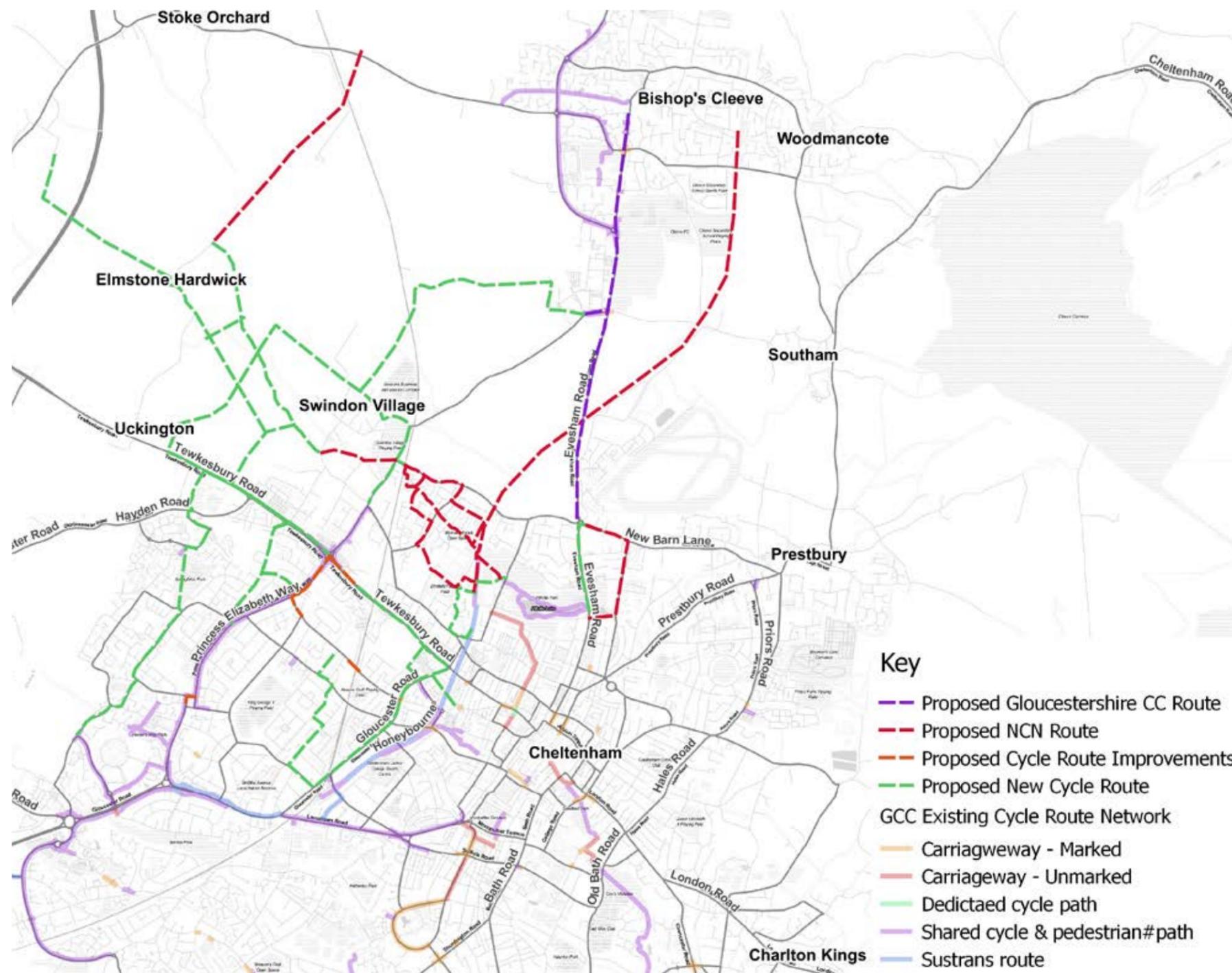
Developers of the North West Cheltenham Strategic Allocation (Elms Park) have developed detailed plans for 15km of new and upgraded cycle infrastructure across a significant part of the north-western quadrant of the borough.

These plans include proposals for a short stretch of 4m wide fully-segregated cycle way along the north of Tewkesbury Road between the development and Hayden Road. To the south a shared-use foot and cycleway is proposed.

After Hayden Road, the proposals are for 3m shared foot and cycleways, 1.0m wide hybrid cycle tracks, and eventually cycle provision on the main carriageway, with the provision of cycle bypasses at certain bus stops.

Proposals also extend to provision of shared foot and cycle ways in a number of other locations, including along part of the Gloucester Road (south from junction with Tewkesbury Road) and along Evesham Road.

These plans are presented in the figure on this page. Facilities proposed to be delivered as part of the North West Cheltenham development are shown as dashed lines, with planned new facilities shown in green, and upgraded infrastructure in amber.



PROPENSITY TO CYCLE - GO DUTCH CYCLING MODE SHARE BY MSOA

The Propensity to Cycle Tool (PCT) provides an insight into current levels of cycling (based on Census 2011 data), and where cycling has the greatest potential to grow, according to various cycling growth scenarios.

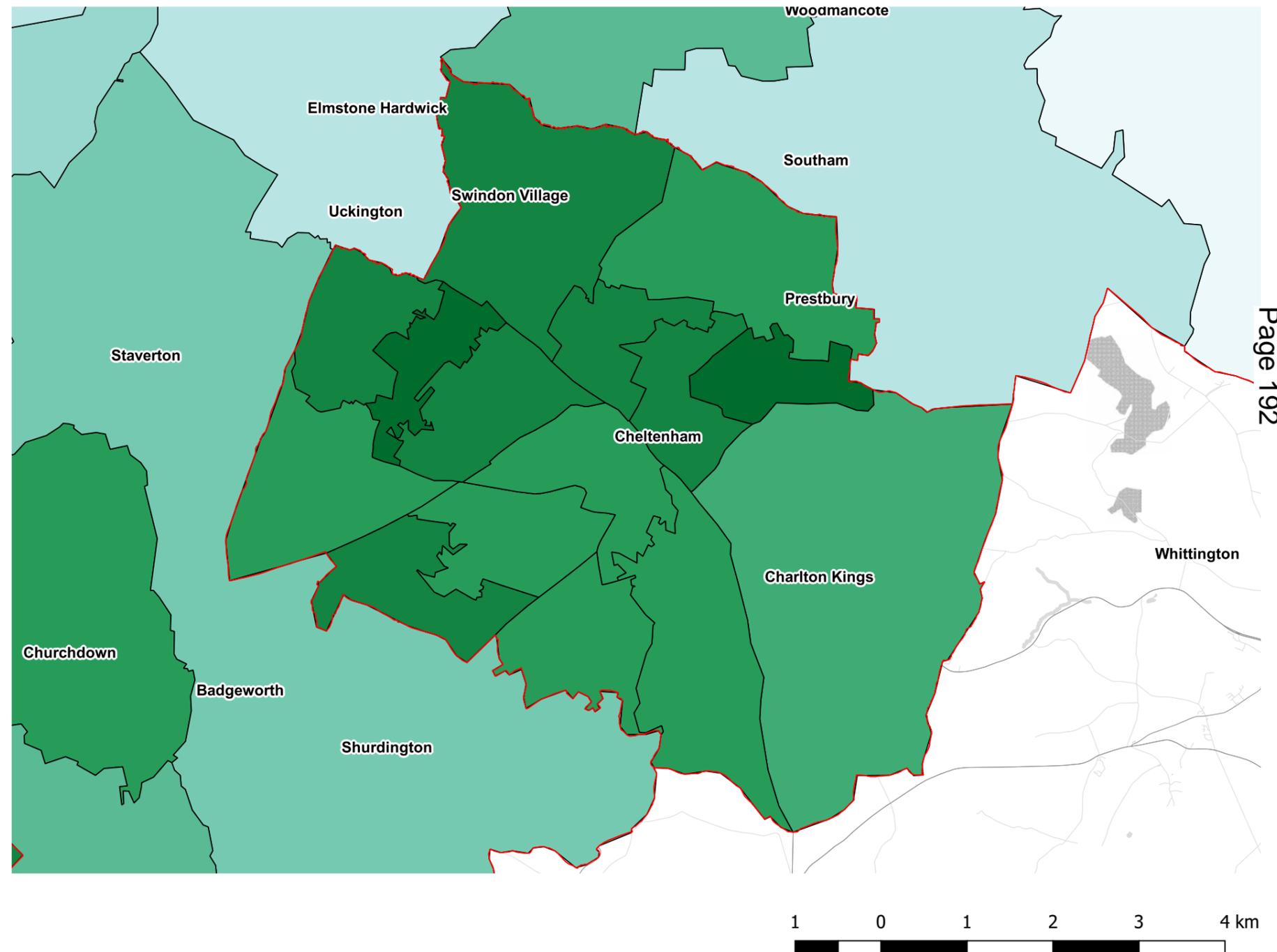
The figure on this page, which illustrates how cycling levels across Cheltenham could look in a 'Go Dutch' scenario, should be compared with the data for cycling levels in 2011, as seen on page 35.

'Go Dutch' is an ambitious target for what cycling could look like if Dutch level of cycling were adopted here. People in the Netherlands make 26.7% of trips by bicycle. This is fifteen times higher than the England and Wales average, but only two and a half times higher than the Cheltenham internal travel to work level.

Under the Go Dutch scenario, the PCT recognises that the 'Dutch' effect is higher for shorter trips than for longer ones.

The data presented on this page and the next are sourced from the Propensity to Cycle Tool, and were originally presented in the Gloucestershire County Council "Walking and Cycling Network Report" of 2018.

- Legend**
- Rail mode share**
- Cycling Modes Share (%)
Go Dutch Scenario
- 7.1 - 9.6
 - 9.6 - 12.2
 - 12.2 - 14.7
 - 14.7 - 17.2
 - 17.2 - 19.7
 - 19.7 - 22.2
 - 22.2 - 24.7
 - 24.7 - 27.2
 - 27.2 - 29.7
 - 29.7 - 32.2
- Local Area Districts

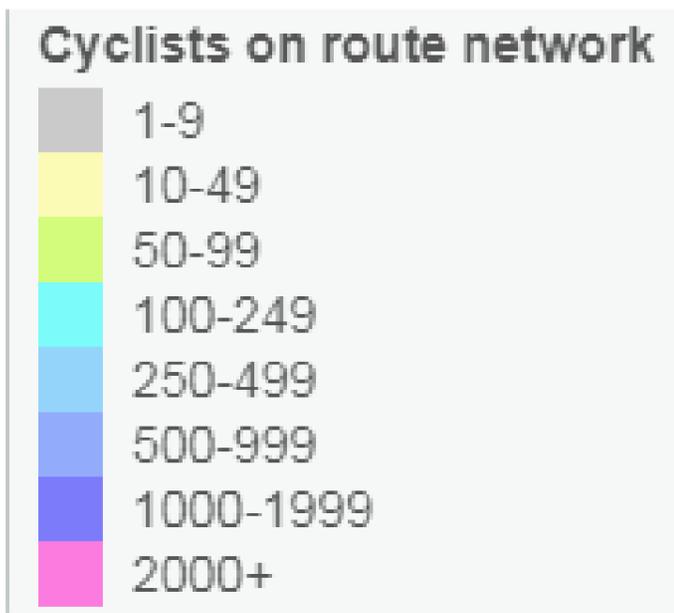
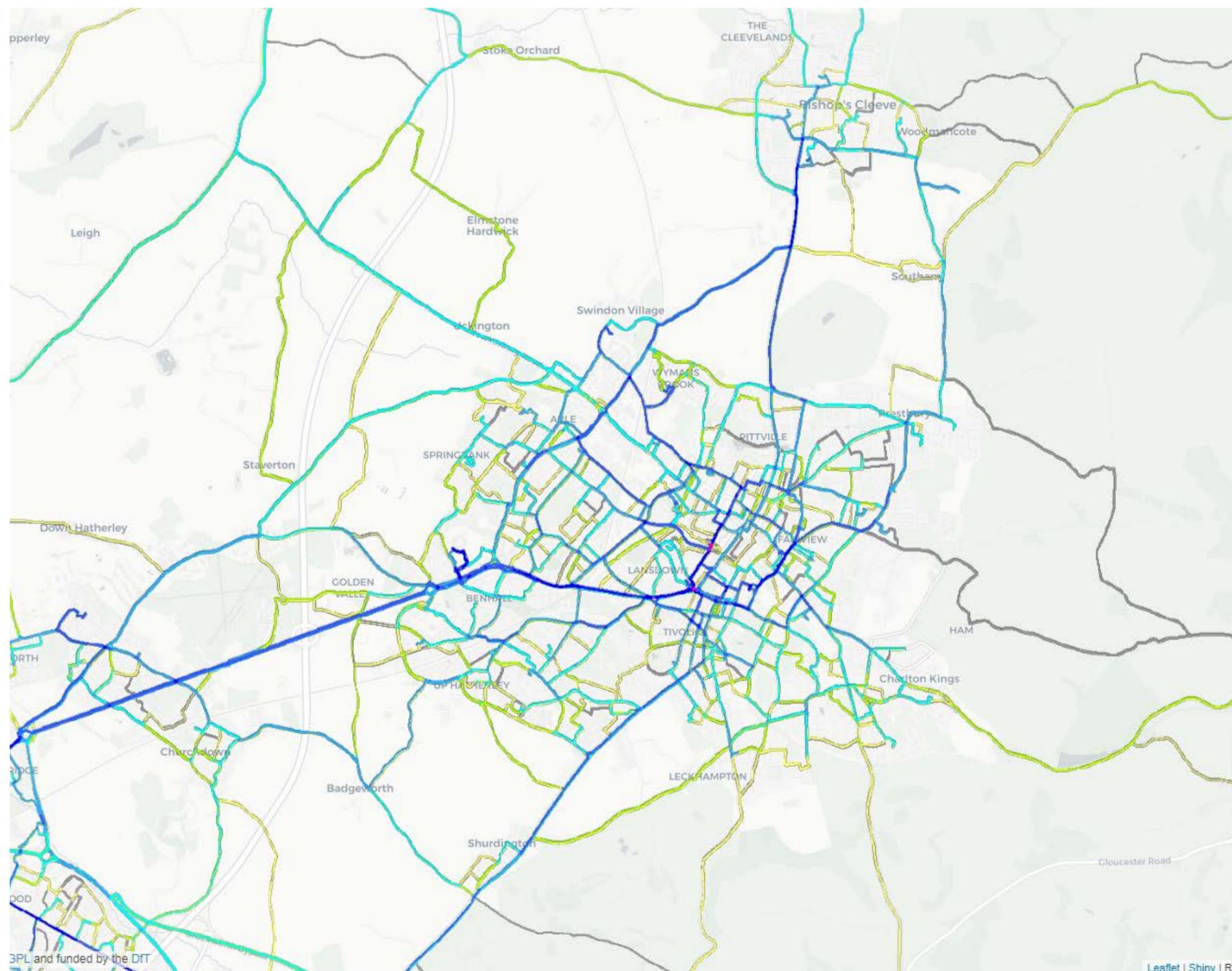


PROPENSITY TO CYCLE - GO DUTCH CYCLISTS ON NETWORK

The flows associated with the PCT analysis for Cheltenham in a 'Go Dutch' scenario are shown in this figure. Flows allow an assessment of how busy parts of the (existing) network might be expected to be under a 'Go Dutch' scenario.

Using 2011 Census data, the largest existing cycle link flows in Cheltenham and Gloucester are typically between 100 and 250 weekday flows, with the greatest link flows recorded around major employment sites.

This figure highlights the potential increase in cycle flows in the 'Go Dutch' scenario. Flows typically increase to between 500 and 999 within the area and typically over 1000 on strategic routes between the main urban areas. The results suggest that there is the potential for between 1,000 and 1,999 daily cycle trips between the urban centres.



SPEED LIMITS

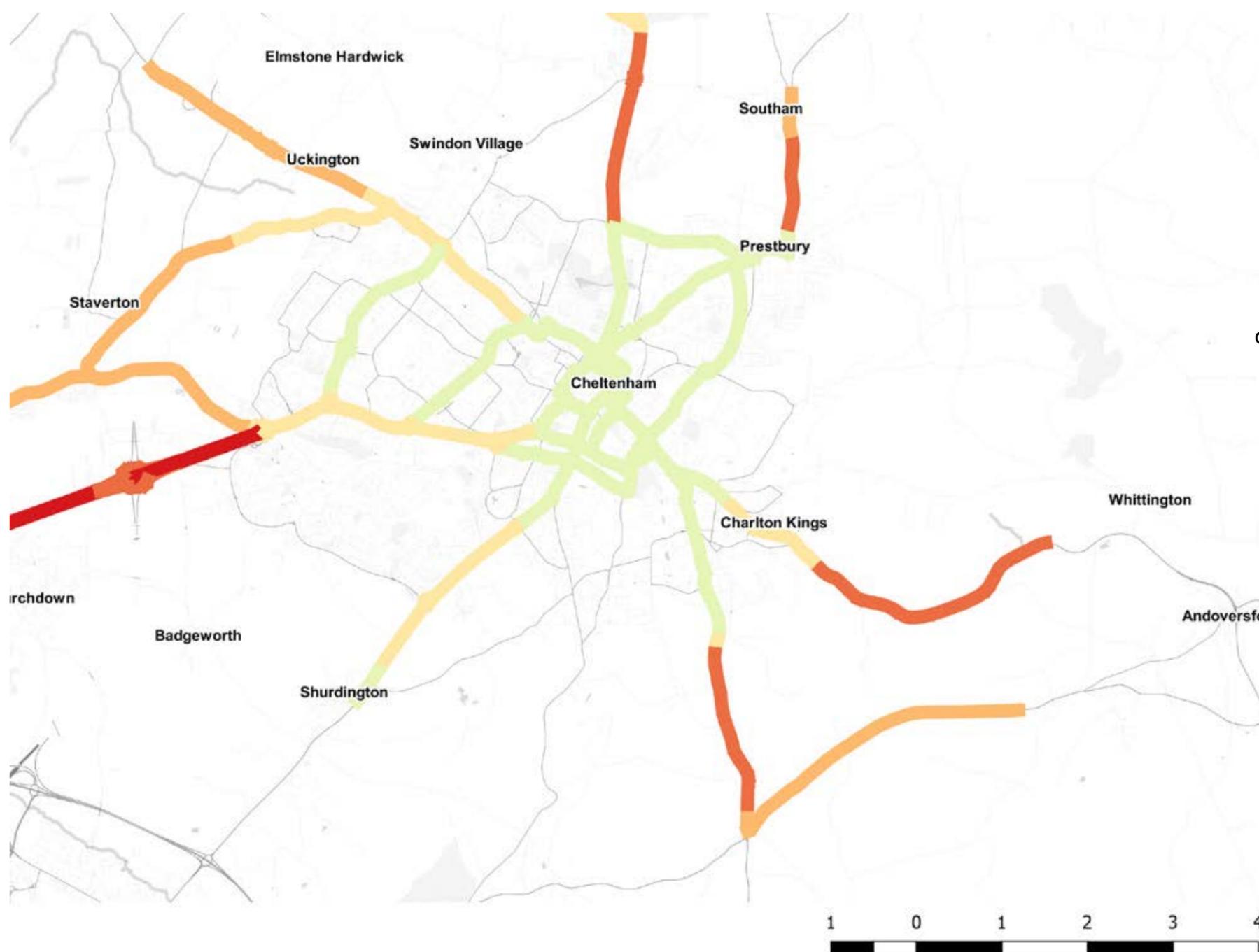
Speed limits in Cheltenham are varied, but the network is characterised by significant sections of roads with speeds that are considered to be high (40mph) for an urban setting.

There are currently very few roads that have 20mph speed limits.

Although during busy period, actual traffic speeds may not reach the speed limit on a road, at many other times of day speed limits serve as a reasonably proxy for the prevailing traffic conditions.

Traffic speeds, and therefore road speeds matter because traffic speed is a significant contributor to severance. Fast moving vehicles reduce opportunities for safe and spontaneous crossing by pedestrians and cyclists. The effective barrier created by fast-moving traffic can have a disproportionate impact on the young, the elderly and those with limited mobility.

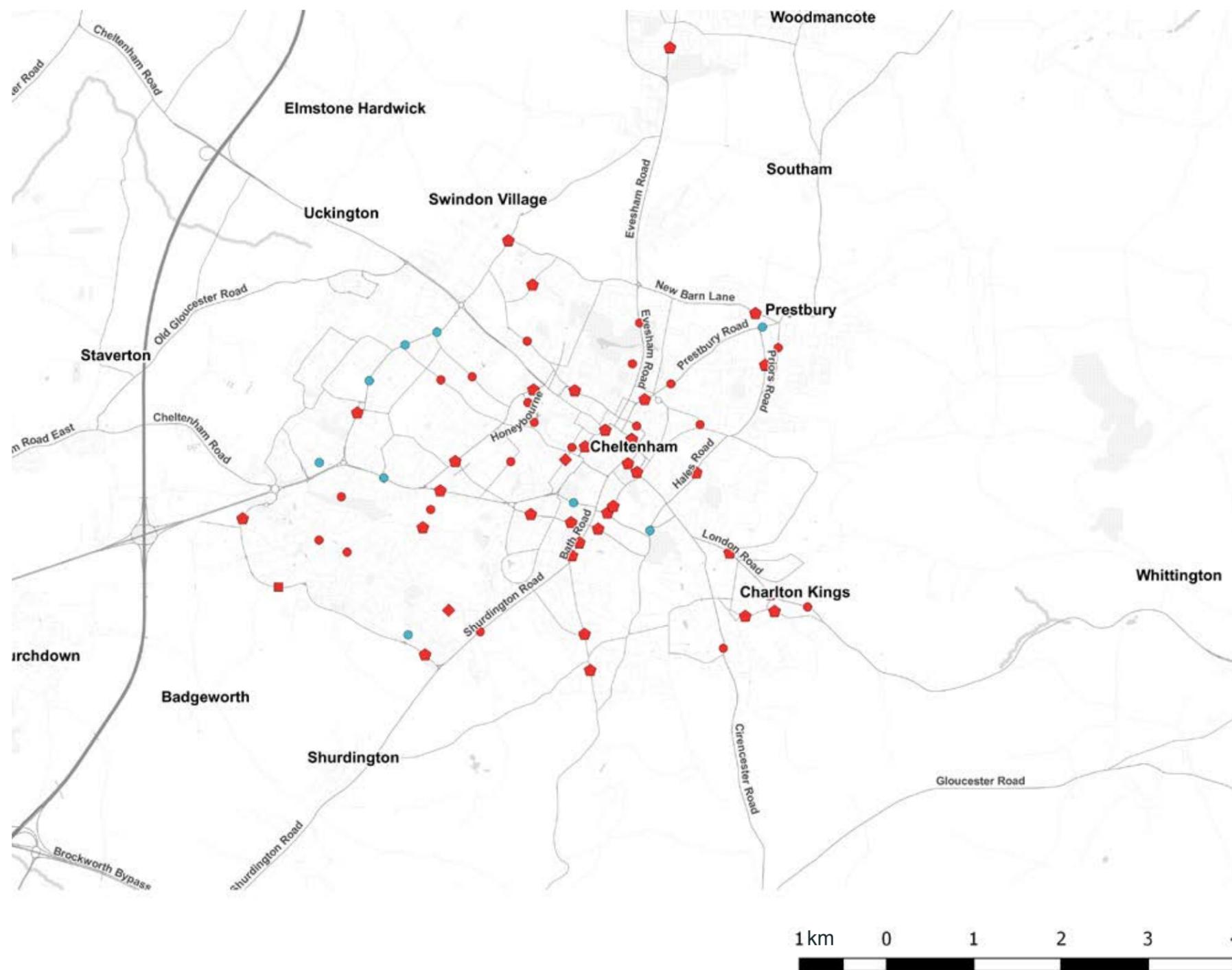
Traffic speeds also impact on air quality and noise pollution. Noise pollution can have a disruptive impact on residents living near the source of noise, with negative impacts on sleeping patters, physical and mental health, and educational attainment.



CROSSINGS

This plan identifies the locations of the stand-alone crossings within Cheltenham that are not incorporated into wider signalised junctions, including; Pelican, Puffin, Dual Puffin and Toucan crossings.

The plan illustrates that crossing facilities can be quite spread out. The lack of frequent crossing facilities, combined with vehicle speeds and volumes, means that the radial routes in particular can cause severance.



Legend

Crossings

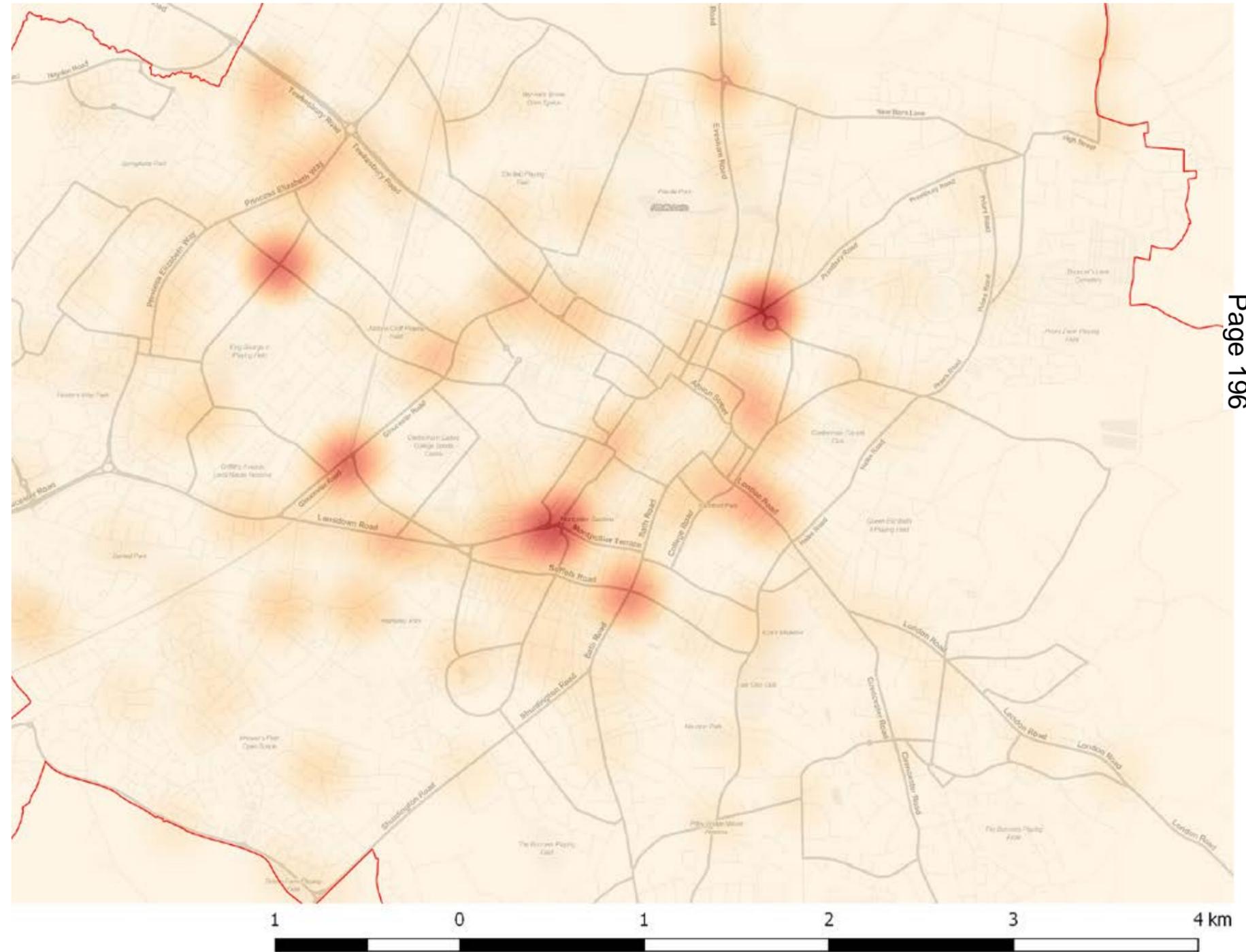
- Dual Puffin
- ⬠ Pelican
- ◆ puffin
- Puffin
- Toucan

COLLISIONS BETWEEN VEHICLES AND CYCLISTS

This heatmap illustrates collisions between cyclists and other vehicles in and around central Cheltenham.

Hotspots are distributed across a wide area, but there are particular clusters of collisions around a number of complex junctions within the town centre.

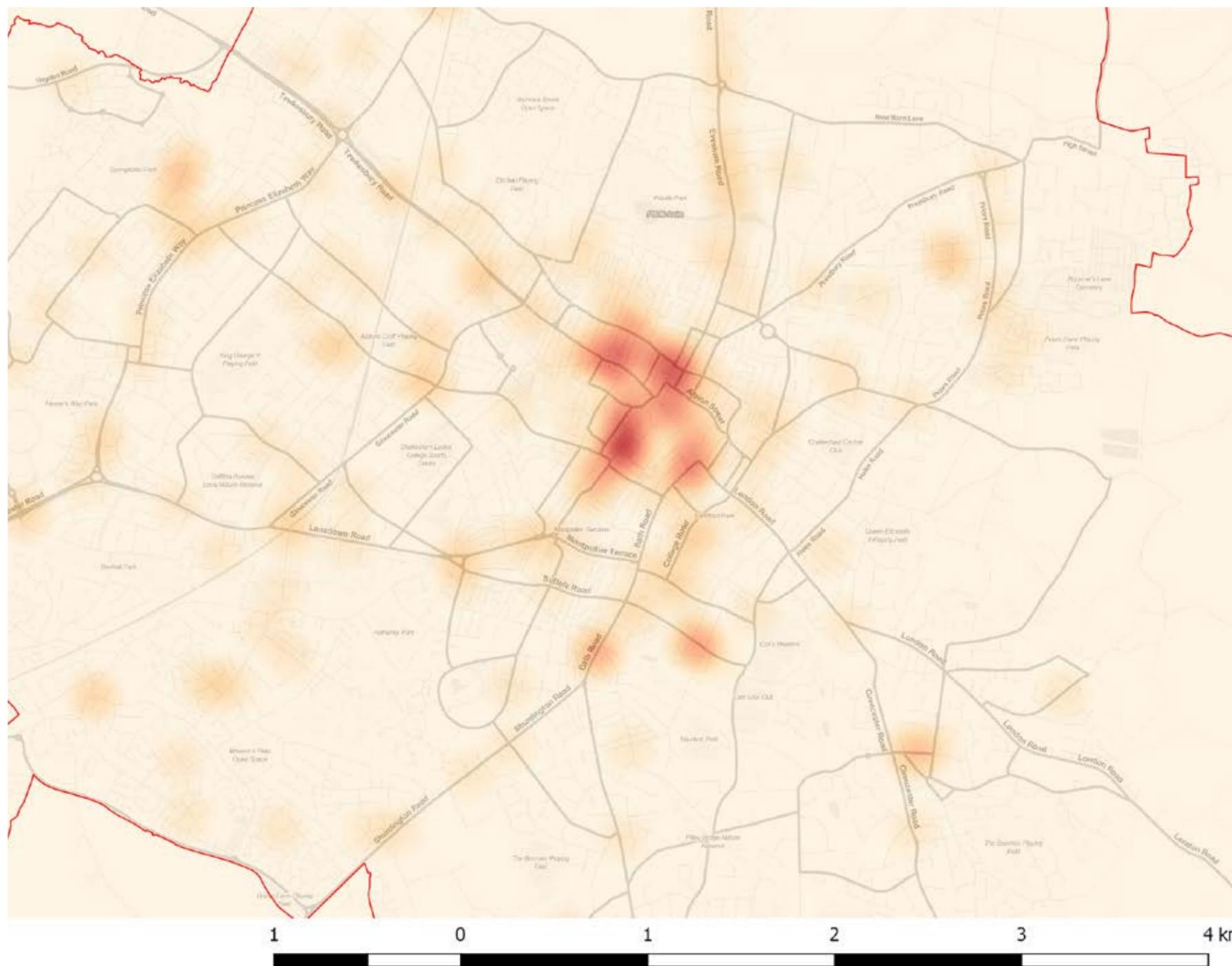
Collisions near the entrance to Cheltenham Spa station are noteworthy, and may in part reflect an issue with conditions that are unfamiliar to visitors to the town.



COLLISIONS BETWEEN VEHICLES AND PEDESTRIANS

This heatmap indicates the density of collisions between vehicles and pedestrians in and around central Cheltenham.

Although there is a broad distribution of collisions, hotspots are particularly concentrated in the very centre of the town, including on the Promenade, outside the Municipal Buildings, and in a cluster around the Brewery Quarter, on High Street, Swindon Street and Albion Street, and finally at the corner of Bath Road and High Street.



ROAD NETWORK

The following pages explore in a little more detail conditions and trends on the roads in and around the town.

For the highways network, Annualised Average Daily Flows and Traffic Master congestion data are indicative of the main vehicular corridors.

Congestion can be a cause of poor air quality. Roads with high volumes of traffic act as barriers to pedestrians and cyclists by reducing opportunities to cross roads, but also by contributing to environments that may not be pleasant to walk or cycle along. Congestion impacts on journey times for all affected road users including users of shared modes such as bus passengers, goods and drivers of commercial vehicles, and of course drivers of private vehicles and their passengers.

Congestion, therefore, has negative implications for physical health of those people who live, work, have businesses or travel along the corridors affected, as well as wider economic impacts.

ANNUAL AVERAGE DAILY FLOW - ALL VEHICLES

The highest Annualised Average Daily Flows (AADF) in the Cheltenham area are observed on the M5 motorway, with 50,000 vehicles/day in each direction. Flows are also high on the A40 Gloucester Road between the M5 and Benhall roundabout where the combined flows are up to 50,000 vehicles/day.

Within the town, the A40 east of Benhall roundabout, Princess Elizabeth Way (PE Way) and the Tewkesbury Road west of PE Way all experience combined AADFs of 24-28,000 veh/day.

It is notable that while combined flows within the town centre are typically within the range of 9-12,000, flows of up to 18,000 are observed on the A46 Albion Street, and A40 Lansdown Rd.

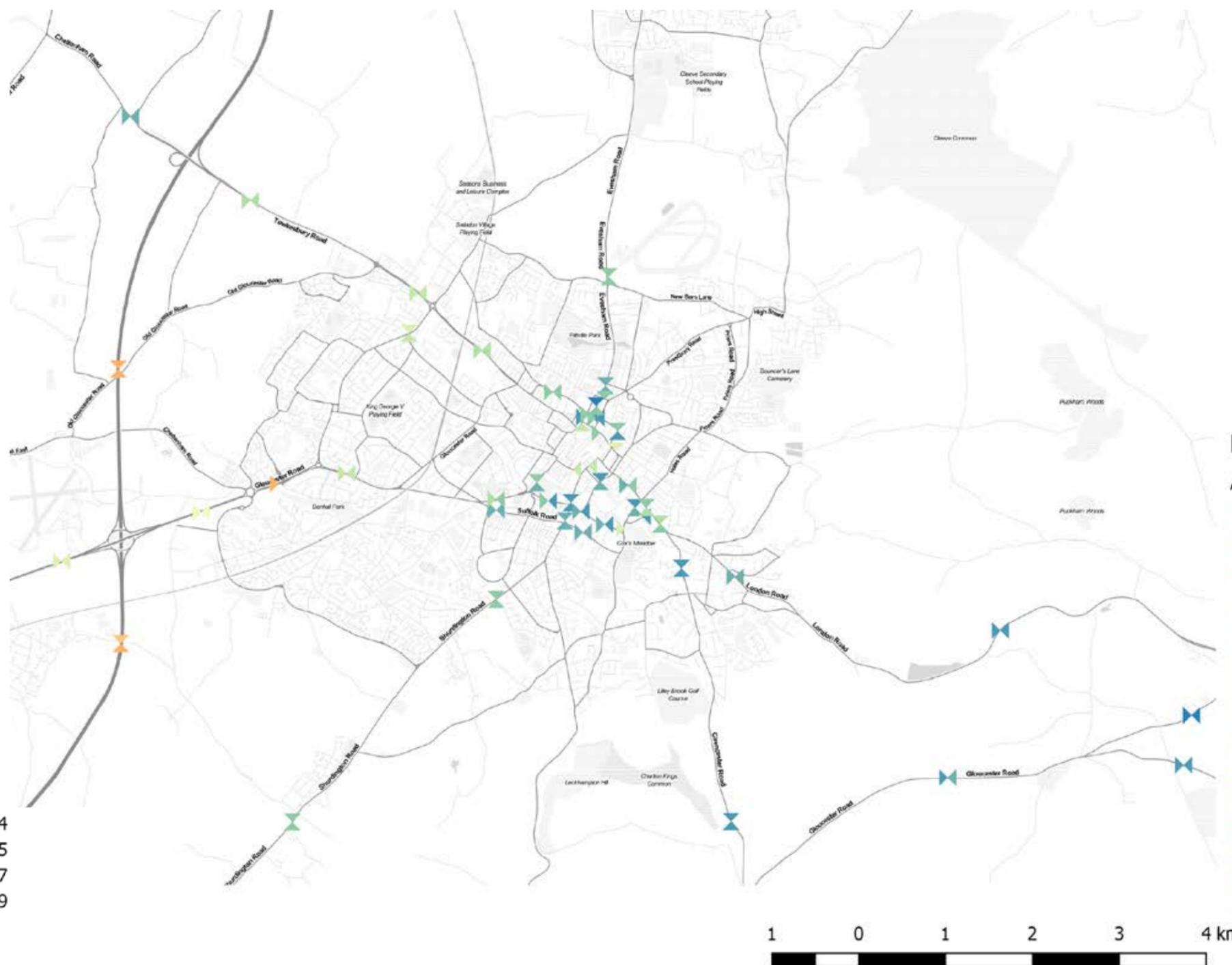
The A435 to the north, and the A46 to the south each see combined flows of around 18,000 veh/day.

However, traffic flows east and south east are lower, with levels on the A40 London Road at only 12,000 veh/day, and the A435 to the south having low flows of less than 10,000 veh/day.

In summary, the highest traffic flows are on the roads to the west of the centre, lower but still moderately high flows are observed to the north and south, and lower flows to the east.

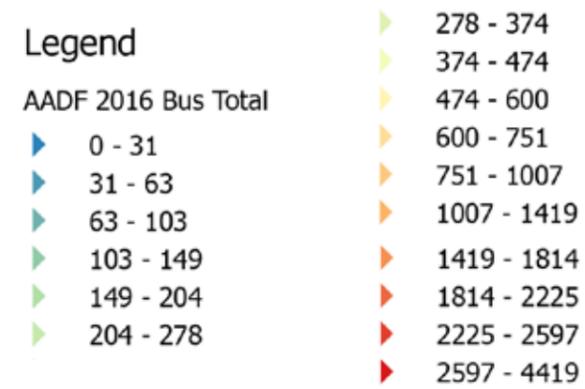
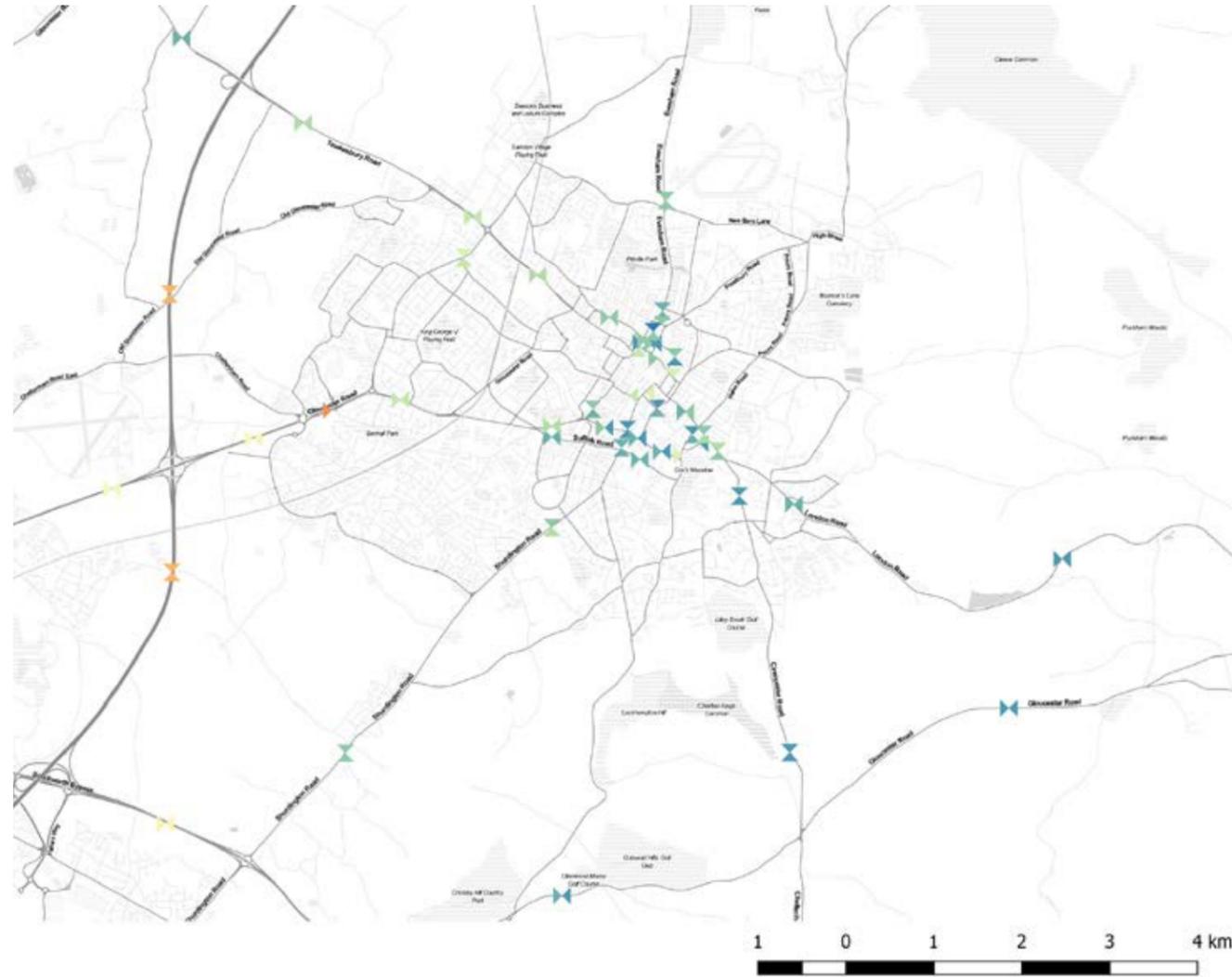
Separate plots of AADF are presented for individual vehicle classes on the following pages, and on all plots the arrows are indicative of the direction of traffic flow.

All Vehicles



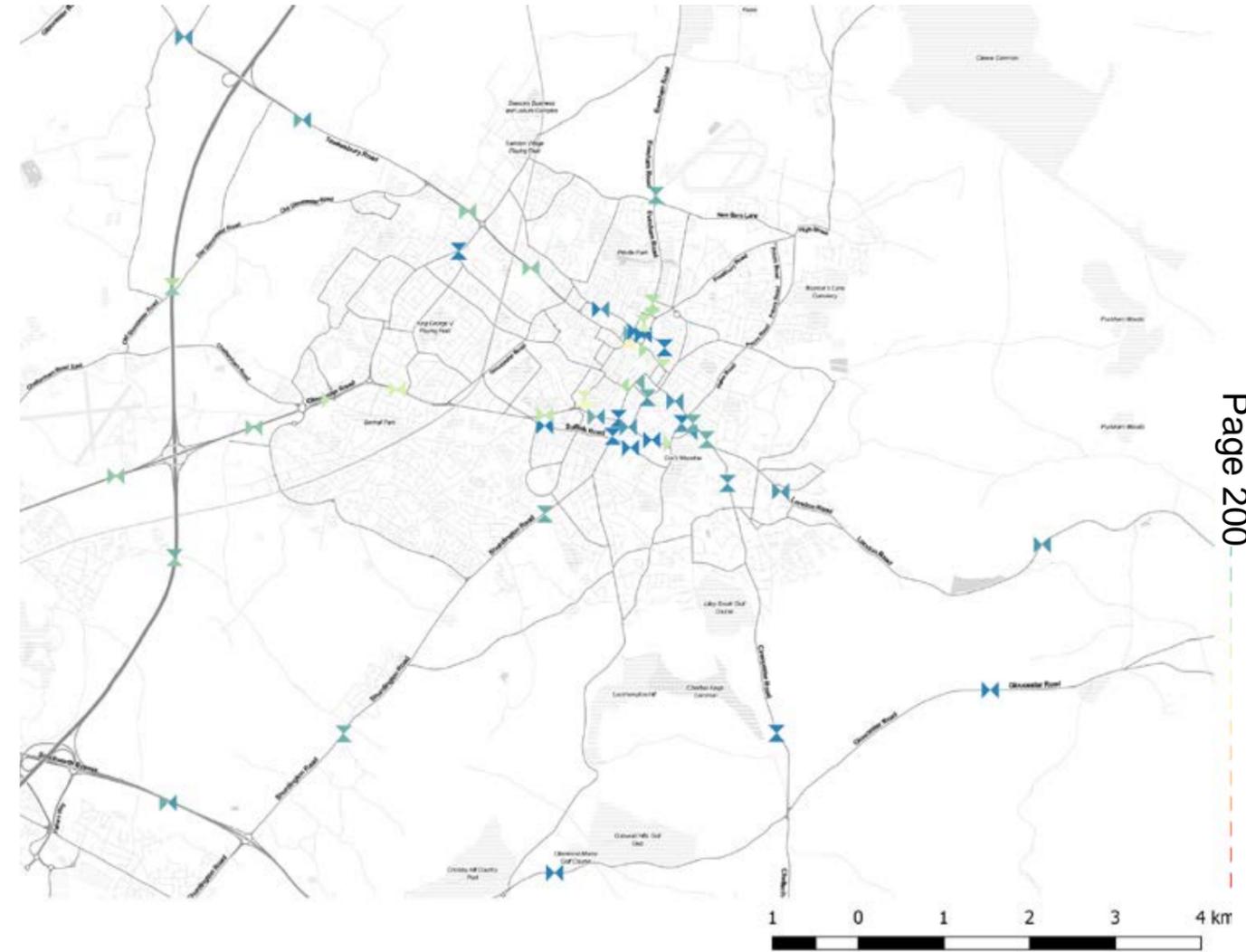
ANNUAL AVERAGE DAILY FLOW - CARS & TAXIS AND BUSES

Cars & Taxis



Car flows dominate the all-vehicles flows, and the patterns observed for all vehicles hold generally true for cars.

Buses

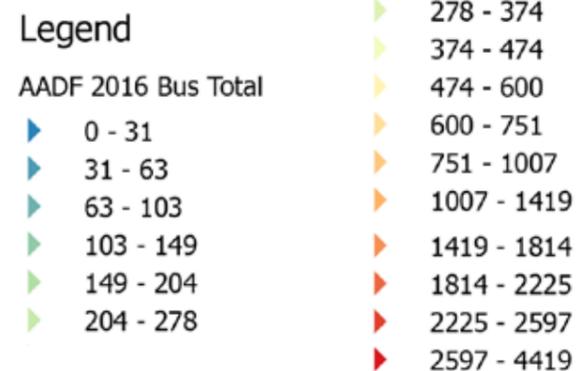
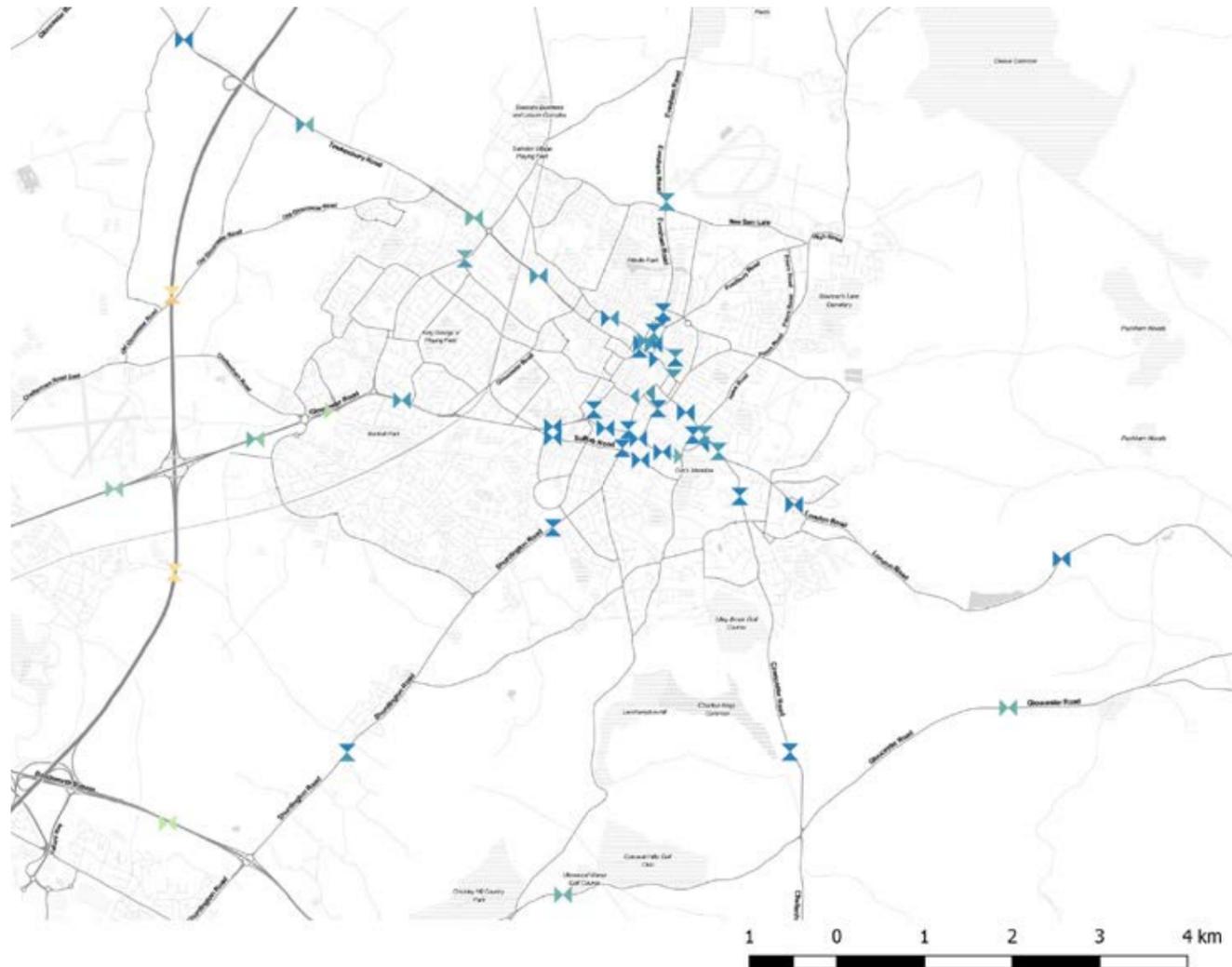


The main corridors for buses according to the AADF data are:

- A46, various town centre including Clarence, Albion and Portland Streets
- A40, Gloucester and Lansdown Roads
- A4019, Tewkesbury Road
- A435, Evesham Road

ANNUAL AVERAGE DAILY FLOW - HGV & LGV

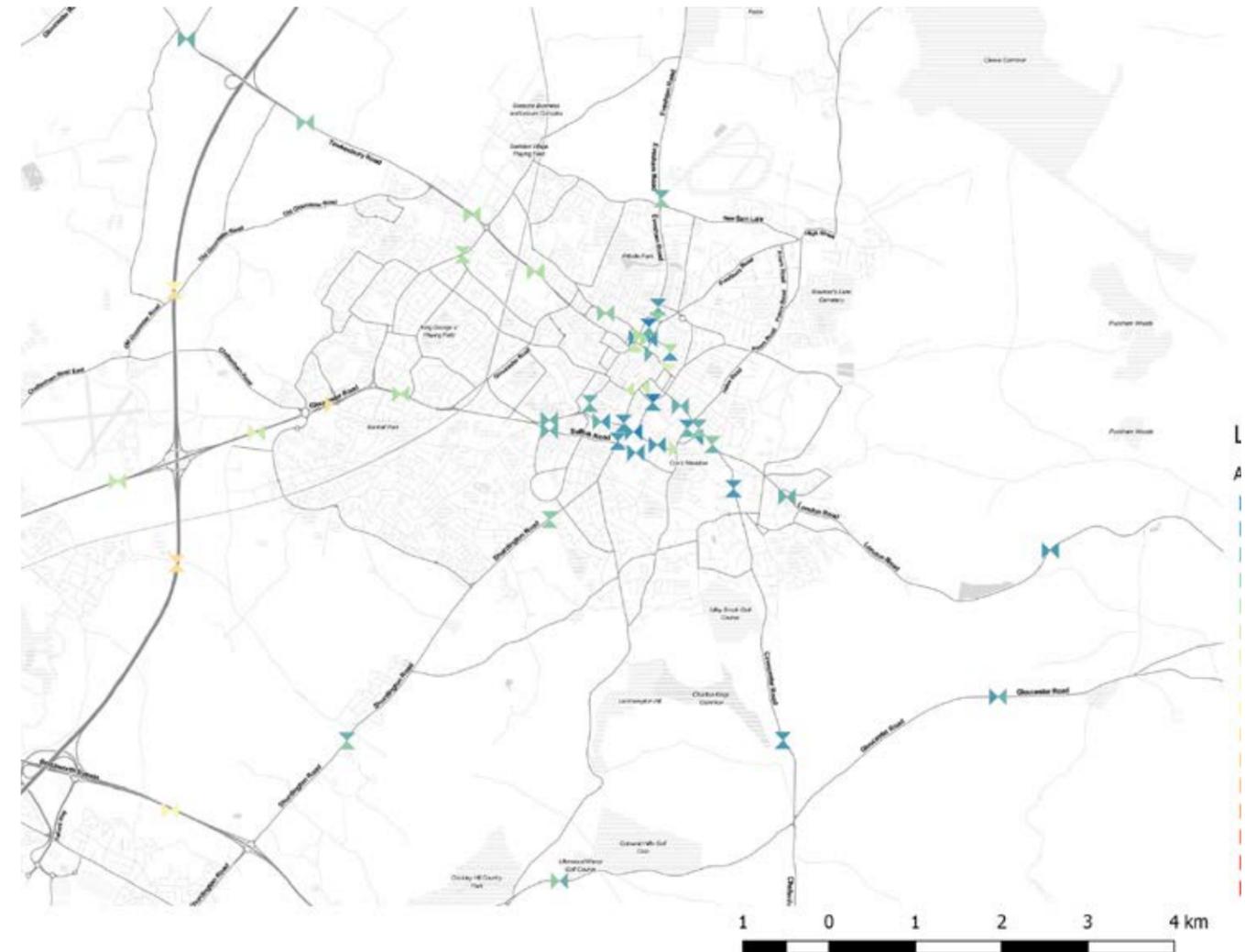
HGV



The largest flows of HGVs are observed to the west of the town, with 1,200 HGVs/day on A40 between M5 and Benhall roundabout, 700 HGVs/day on Tewkesbury Road to the west of Princess Elizabeth Way, and 600 HGVs/day on Princess Elizabeth Way itself.

HGV flows on Tewkesbury and Gloucester Roads drop nearer to the town centre, but are still higher (circa 400 HGVs/day) than any of the other radial routes in and out of the town, where

LGV

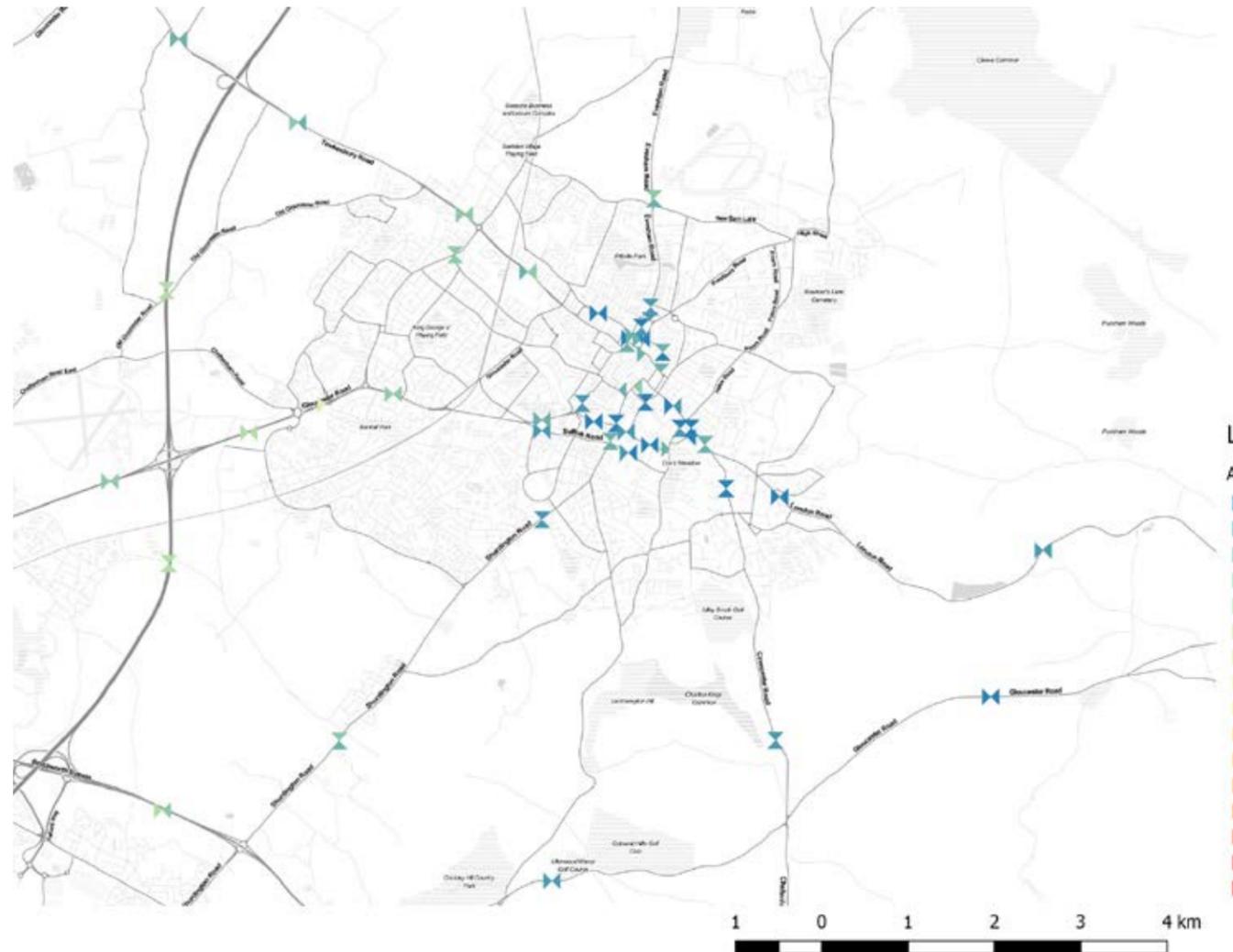


flows range between 150-300 HGVs/day.

Similar patterns are observed for LGVs, but it is notable that there a high numbers of LGVs at various locations in and around the town centre, with one-directional flows being higher here (up to 2,000 LGVs/day) than anywhere else other than the A40 west of Benhall roundabout.

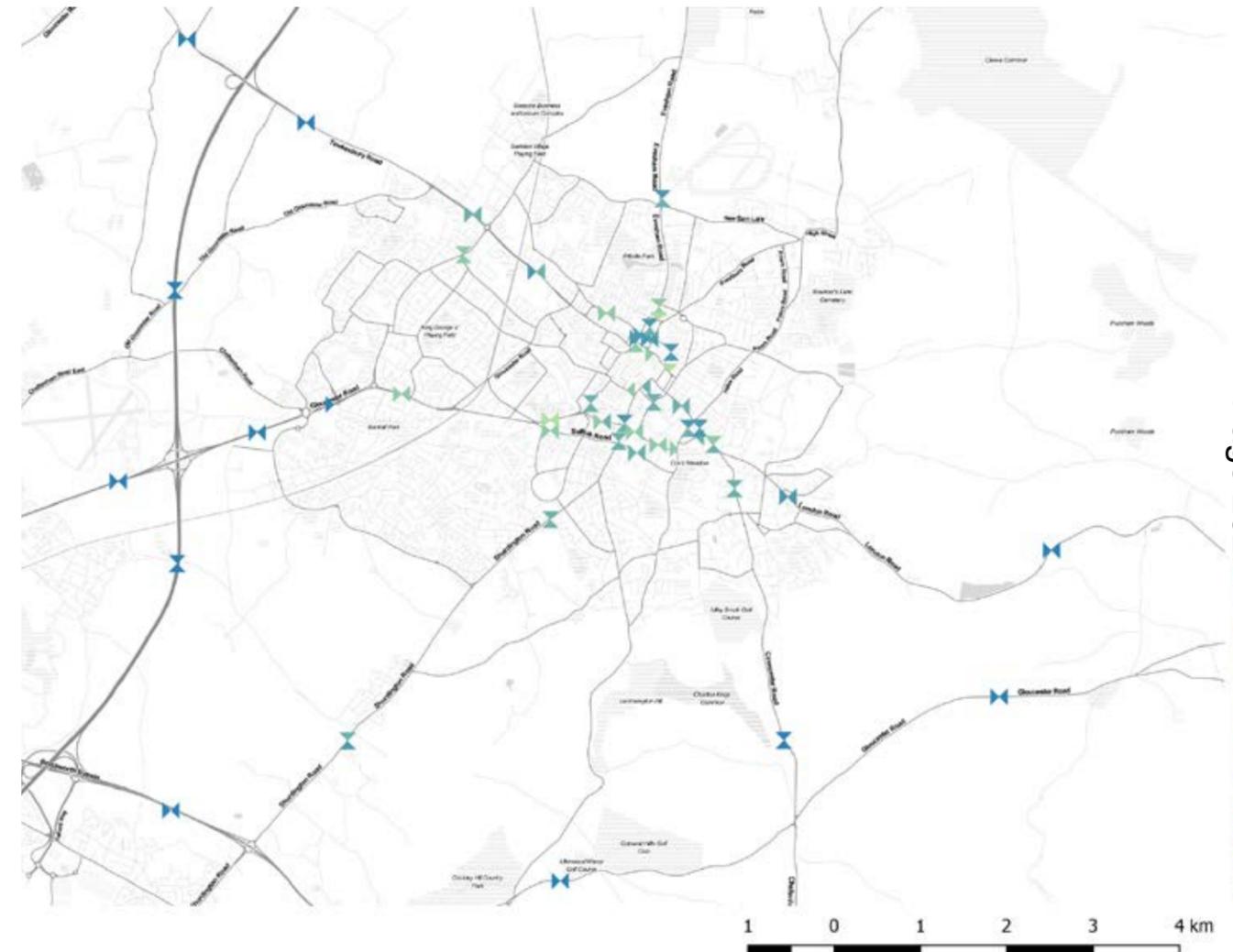
ANNUAL AVERAGE DAILY FLOW - BICYCLE

MOTORCYCLE



Legend	
▶ 0 - 31	▶ 278 - 374
▶ 31 - 63	▶ 374 - 474
▶ 63 - 103	▶ 474 - 600
▶ 103 - 149	▶ 600 - 751
▶ 149 - 204	▶ 751 - 1007
▶ 204 - 278	▶ 1007 - 1419
	▶ 1419 - 1814
	▶ 1814 - 2225
	▶ 2225 - 2597
	▶ 2597 - 4419

CYCLE



AADF only provides flow counts and estimates for trunk roads. As such it cannot provide insight into flows on off-road routes used by cyclists, such as the Honeybourne Line.

However, in terms of the trunk roads, the AADF data is suggestive of a corridor running along the A40 from Benhall roundabout, running on to Lansdown Road, Montpellier Terrace and Sandon Road. The flows are remarkably consistent along its length (circa 3-400 cycles/day).

Flows along Princess Elizabeth Way, Swindon Road (A4019), numerous parts of the town centre and Evesham Road are also at comparable levels, although the flow on Evesham Road drops considerably on the segment of road between the racecourse and Bishops Cleeve.

Tewkesbury Road, in contrast with the patterns observed for other vehicles, has much lower cycling flows of 100-150 cycles/day.

CONGESTION

TrafficMaster indicates levels of congestion on routes around Cheltenham. During the morning peak, very slow traffic is concentrated to the south of the town centre in particular. Both motorway junctions also experience congestion at this time. The most severe congestion is observed on the following roads:

A40

- East of M5 Junction 11
- Junction with B4633 (near Cheltenham Spa Station)
- Junction with A46 Bath Road, south of the town centre
- Junction with A435 and B4075, east of the town centre
- Junction with A435 Cirencester Rd, through Charlton Kings.

A46

- Junction cluster at A40, Montpellier Terrace, Sandford Rd
- Shurdington Road junction with Moorend Park Road (near the University of Gloucestershire Park Campus)

A435

- South of Bishop's Cleeve and at roundabout with Swindon Lane and B4075
- Through Charlton Kings

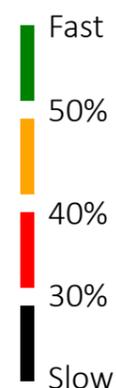
A4019 along the Swindon Road and

- Around the junction with B4633.

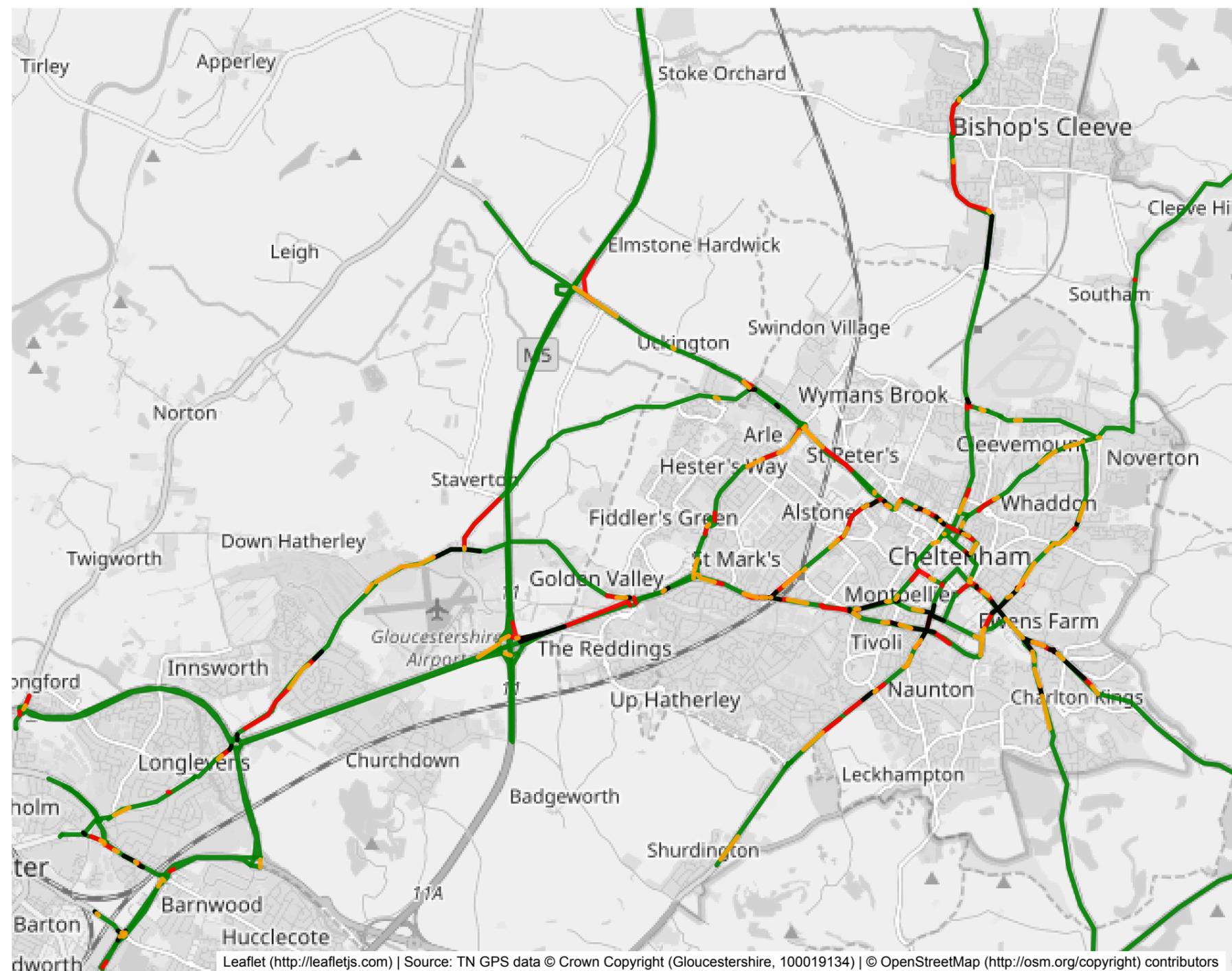
B4063

- Around junction with B463.

Princess Elizabeth Way.



2017 Weekdays AM Peak (07:00-09:00)



CONGESTION

The PM peak is similar to the AM peak in terms of the distribution of congestion, however traffic moves more slowly in general than in the morning, as can be seen in the stretches of road that are red in the PM map but yellow in the AM. Very slow moving traffic is again concentrated to the south of the town centre. However, traffic generally flows freely around the motorway junctions. The most severe congestion is observed along:

A40

- Between Arle Court and Benhall roundabouts.
- Junction with B4633 (near Cheltenham Spa Station)
- Junction with A46 Bath Road, south of the town centre
- Old Bath Road up to and including the junction with A435
- Junction with A435 Cirencester Rd, through Charlton Kings.

A46

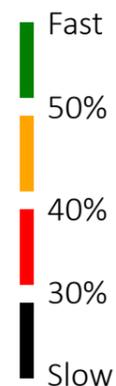
- The cluster of junctions with A40, Montpellier Terrace and Sandford Road
- Shurdington Road junction with Moorend Park Road (though overall less severe than AM)

A435

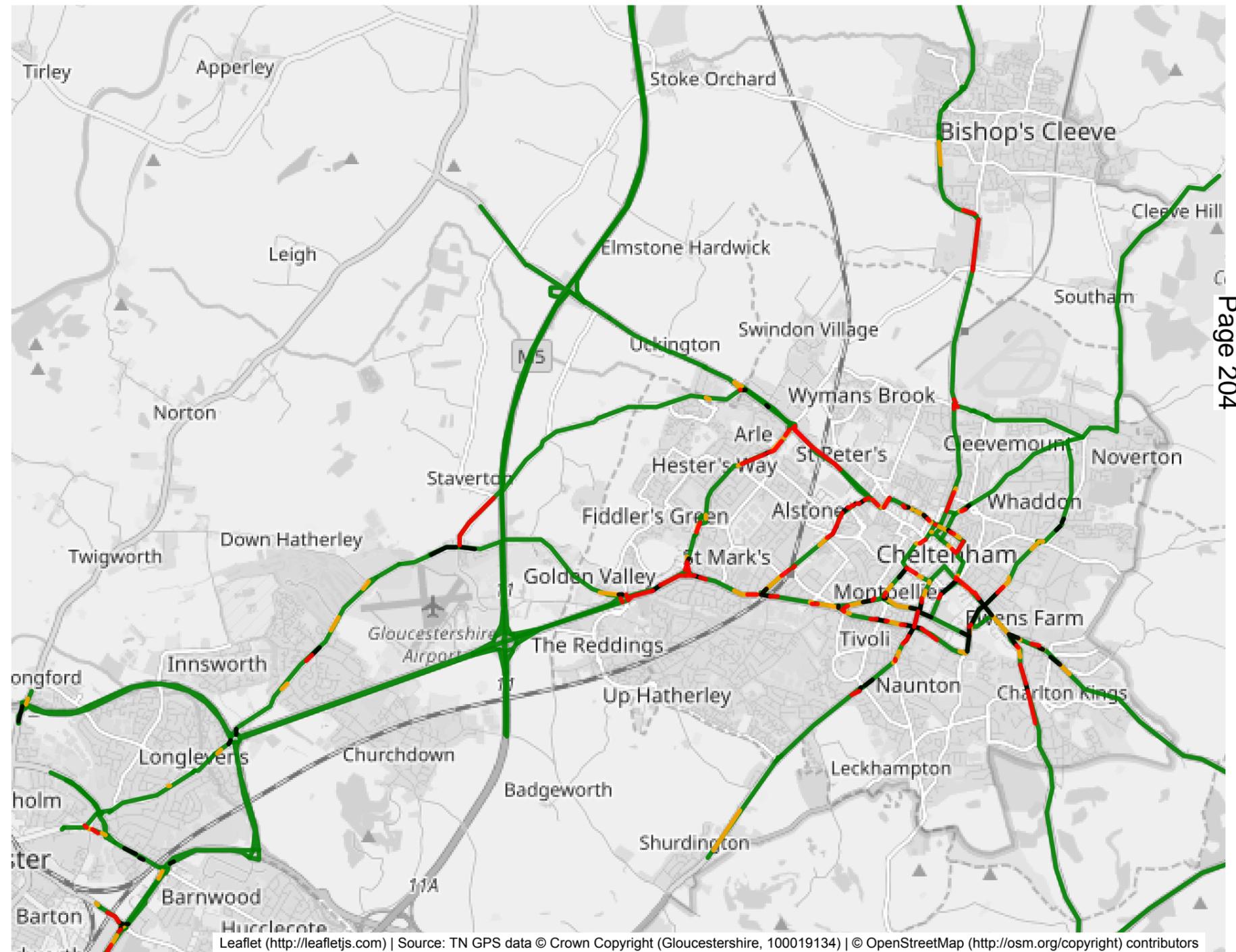
- South of Bishop's Cleeve and at roundabout with Swindon Lane and B4075 (although less severe than AM)
- Through Charlton Kings (more severe than AM)

A4019 along the Tewkesbury and Swindon Roads.

Princess Elizabeth Way.



2017 Weekdays PM Peak (07:00-09:00)



CONGESTION

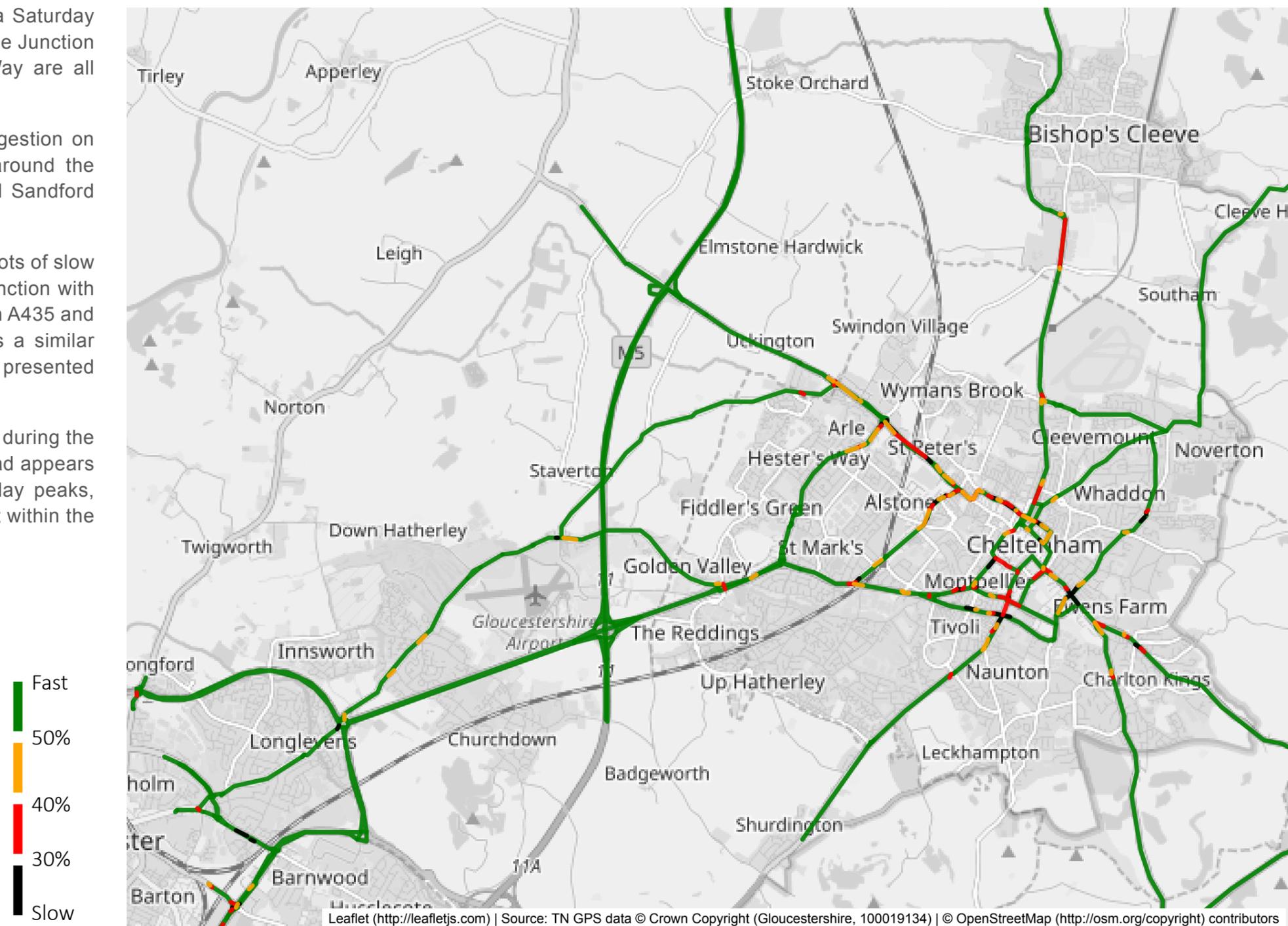
There is much less congestion within the town on a Saturday at 12:30 than during either of the weekday peaks. The Junction 10 and 11, A40, A435 and Princess Elizabeth Way are all significantly more free-flowing at this time.

The A46 experiences a very similar pattern of congestion on Saturdays to the PM peak, with the congestion around the cluster of junctions at A40, Montpellier Terrace and Sandford Road a consistent factor at all peaks.

The A40, while largely clear of congestion, shows spots of slow moving traffic (other than described above) at its junction with B4633 and to the east of the town at the junction with A435 and B4075. This latter junction is another which shows a similar pattern of congestion across all the time windows presented here.

While the A4019 Swindon Road is congested just as during the AM and PM peaks, it is notable that Tewkesbury Road appears more congested on a Saturday than during weekday peaks, with almost no sections of free-flowing traffic evident within the town's boundary.

2017 Saturdays (12:30)



BUS NETWORK

SUMMARY

An overview analysis of the bus network has been undertaken, gauging frequencies, coverage of current and proposed sites, and Park and Ride. Headline points which can be taken are that the:

- Bus network offers good coverage and a strong commercial offer.
- Frequencies are limited on some corridors and rise in some cases during the off-peak.
- Bus network is entirely radial in nature .
- Bus Journey times are uncompetitive and rise by an average of 18% in peak hours.
- Journeys / head of population low for the size of Cheltenham
- Effective P+R is limited to one major corridor.

PARK AND RIDE

- Arle Court Park and Ride currently operated by GCC – expansion planned, bus service up to every 10 minutes, £3.90 return fare. Hospital Park and Ride service every 30 minutes.
- Racecourse Park and Ride, bus service up to every 10 minutes, £3.90 return fare.
- Typical Town Centre parking charges for comparative purposes – 4 hours £5.00, all day £12-£13.

BUS NETWORK RUNNING TIMES

Route	Route Section		Peak	Off Peak	Change	Note
	from	to	Mins	Mins		
A	Benhall GCHQ Hubble Rd	Cheltenham Clarence Street	26	22	15%	
B	Copt Elm Road Lyefield Road	Cheltenham Pittville Street	35	30	14%	
C	Hester's Way Local Shops	Cheltenham High Street	30	25	17%	
D						"Frequent" Service
E						"Frequent" Service
F	Leckhampton Convenience Shop	Cheltenham Pittville Street	28	23	18%	
10	Shurdington Church Lane	Cheltenham Promenade	20	18	10%	
41	Priors Park Gupshill Manor	Cheltenham Clarence Street	30	25	17%	
42/43	Tewkesbury Road Sainsburys	Cheltenham Clarence Street	19	16	16%	
51/52	Charlton Kings Clock Tower	Cheltenham Promenade	20	14	30%	
66	Warden Hill Farmfield Road	Cheltenham Promenade	15	12	20%	
93	Arle Court Park & Ride	Cheltenham Promenade	13	12	8%	
94						"Frequent" Service
94u	GCHQ Benhall Gloucester Road	Cheltenham Clarence Parade	18	13	28%	Uni Term Only Service
97/98	Churchdown, o/s The Old Elm Inn	Cheltenham Promenade	28	22	21%	Sch Days Only
99	Arle Court Park & Ride	Cheltenham Clarence Parade	25	20	20%	
Average					18%	

ROUTES OF HIGH FREQUENCY BUS SERVICES

The following pages show the routes followed by the higher frequency bus services in Cheltenham.

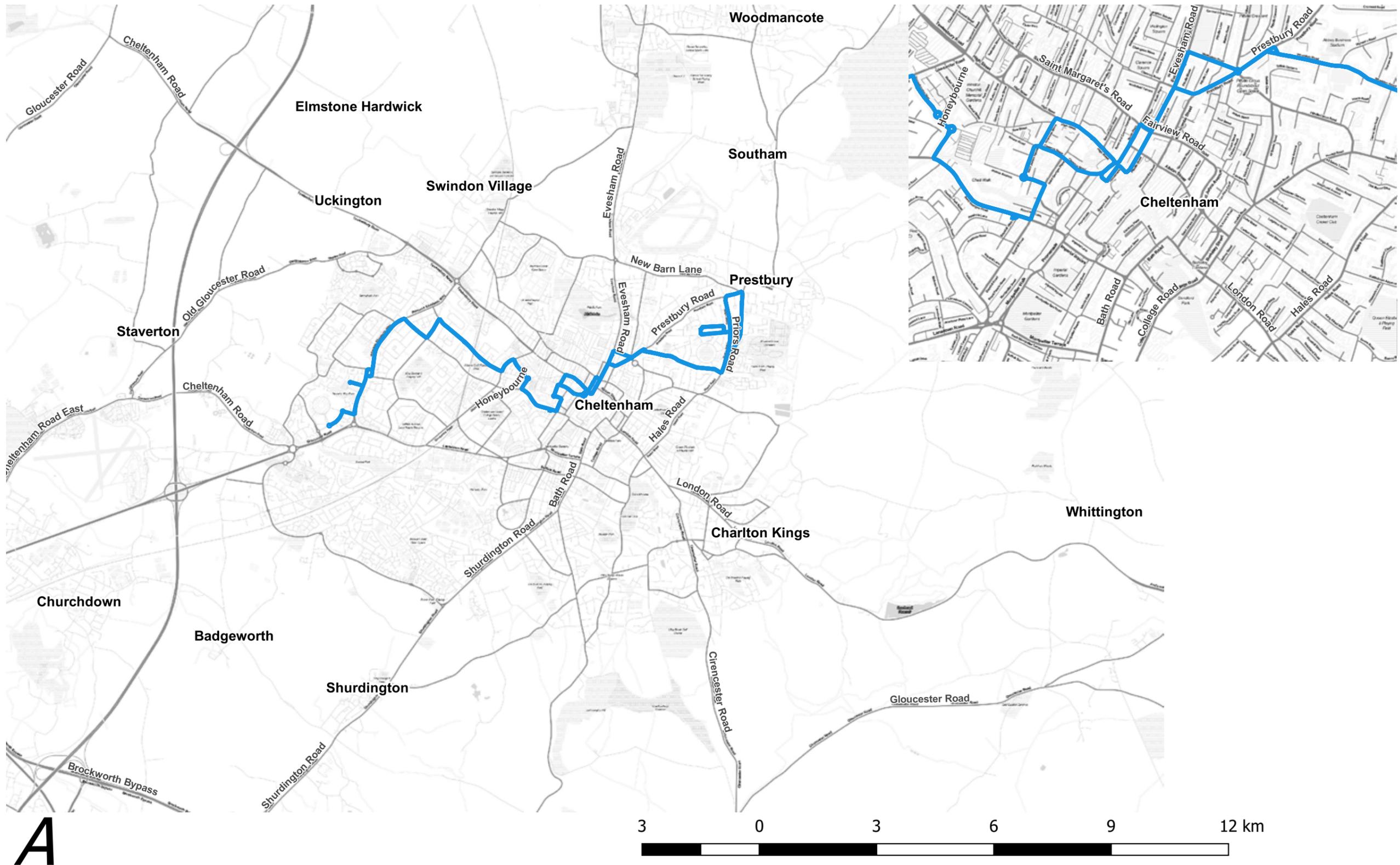
Each page shows the route at a town-wide context, along with an inset showing more detail in the town centre.

The highest frequency corridors are the A40 corridor between the town centre and the west, A435 Evesham Road corridor between Bishop's Cleeve and Up Hatherley via the town centre, A4019 Tewkesbury Road and A46 Shurdington Road.

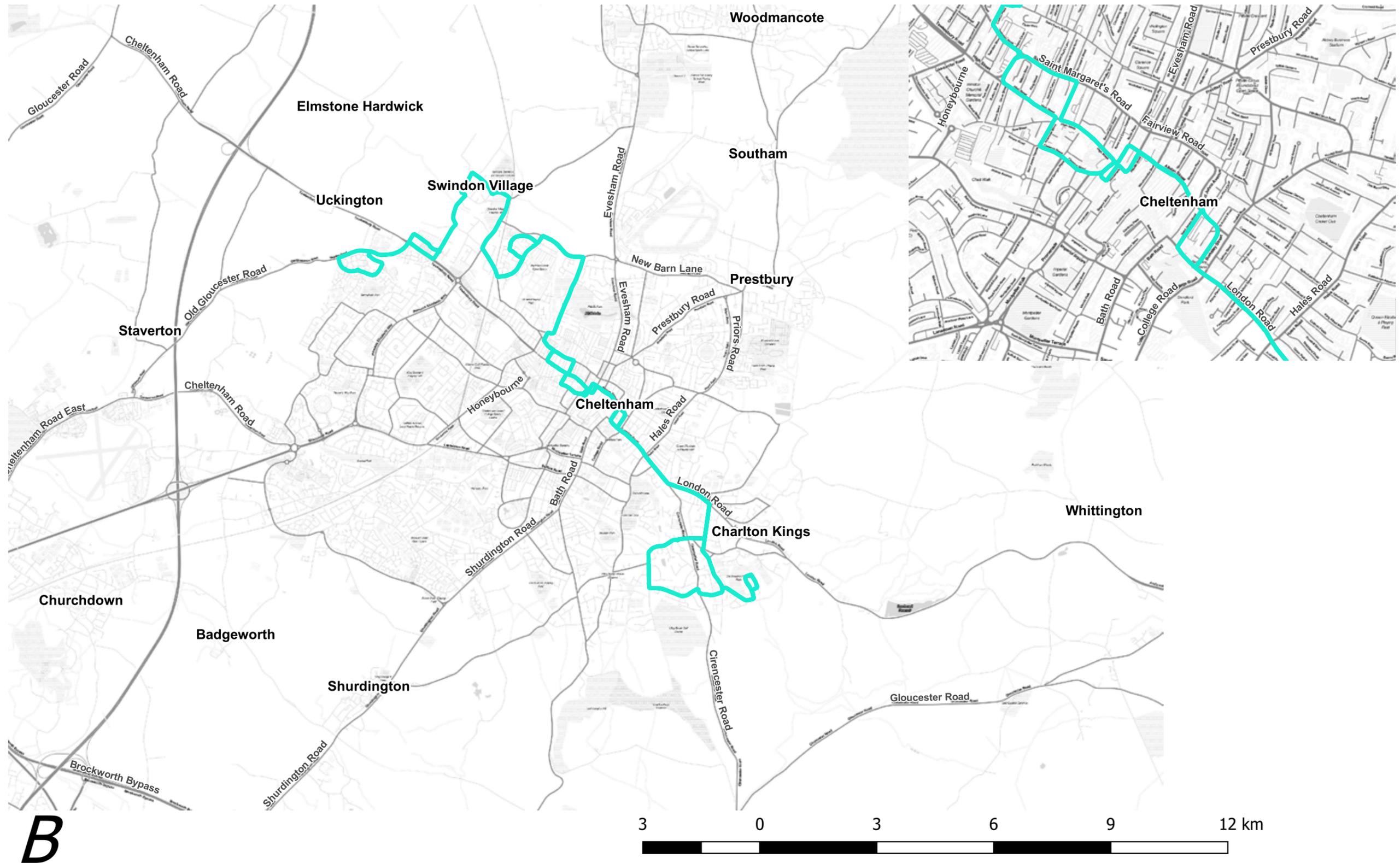
Town centre bus stops are spread widely across the town. The town centre can be viewed as effectively having four distinct interchanges at Clarence Street, Pittville Street, High Street and Promenade. The diffuse nature of town centre interchange acts as a barrier to passenger wishing to change between services that don't share the same interchange.

A further notable feature is that cross-town services suffer indirect with convoluted routing within the town centre itself, as exemplified by services A, B, D, E, F and 94U.

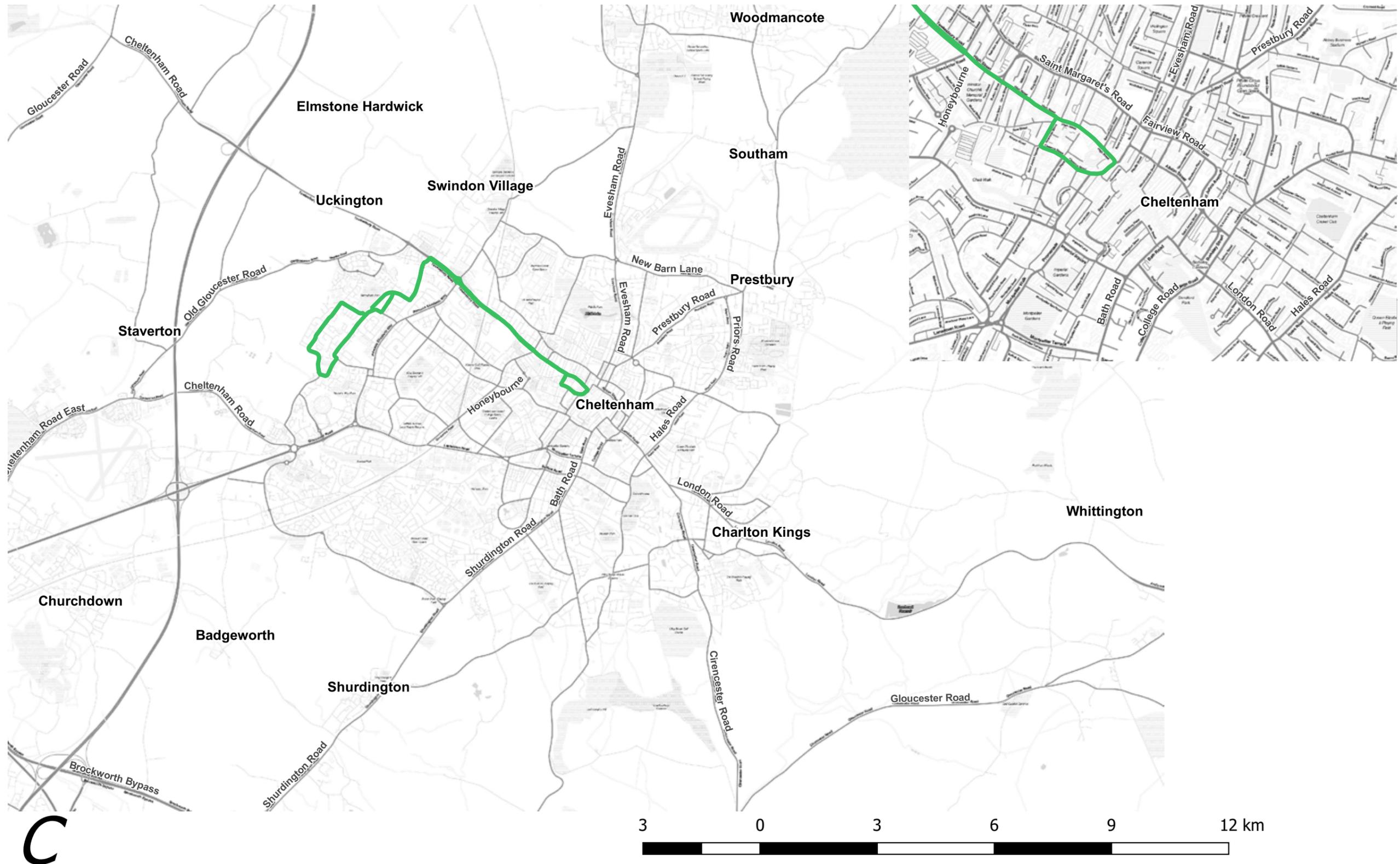
SERVICE A



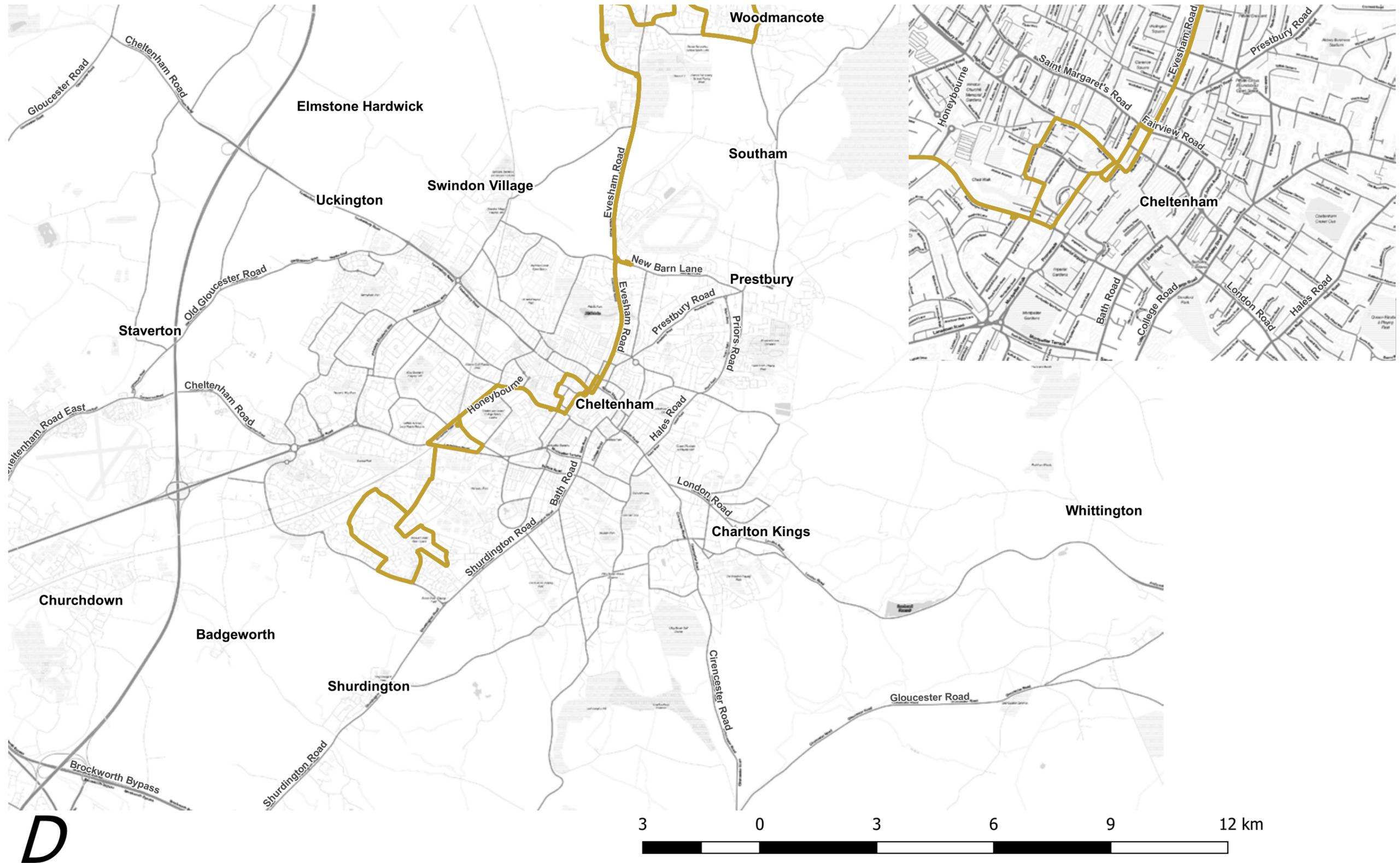
SERVICE B



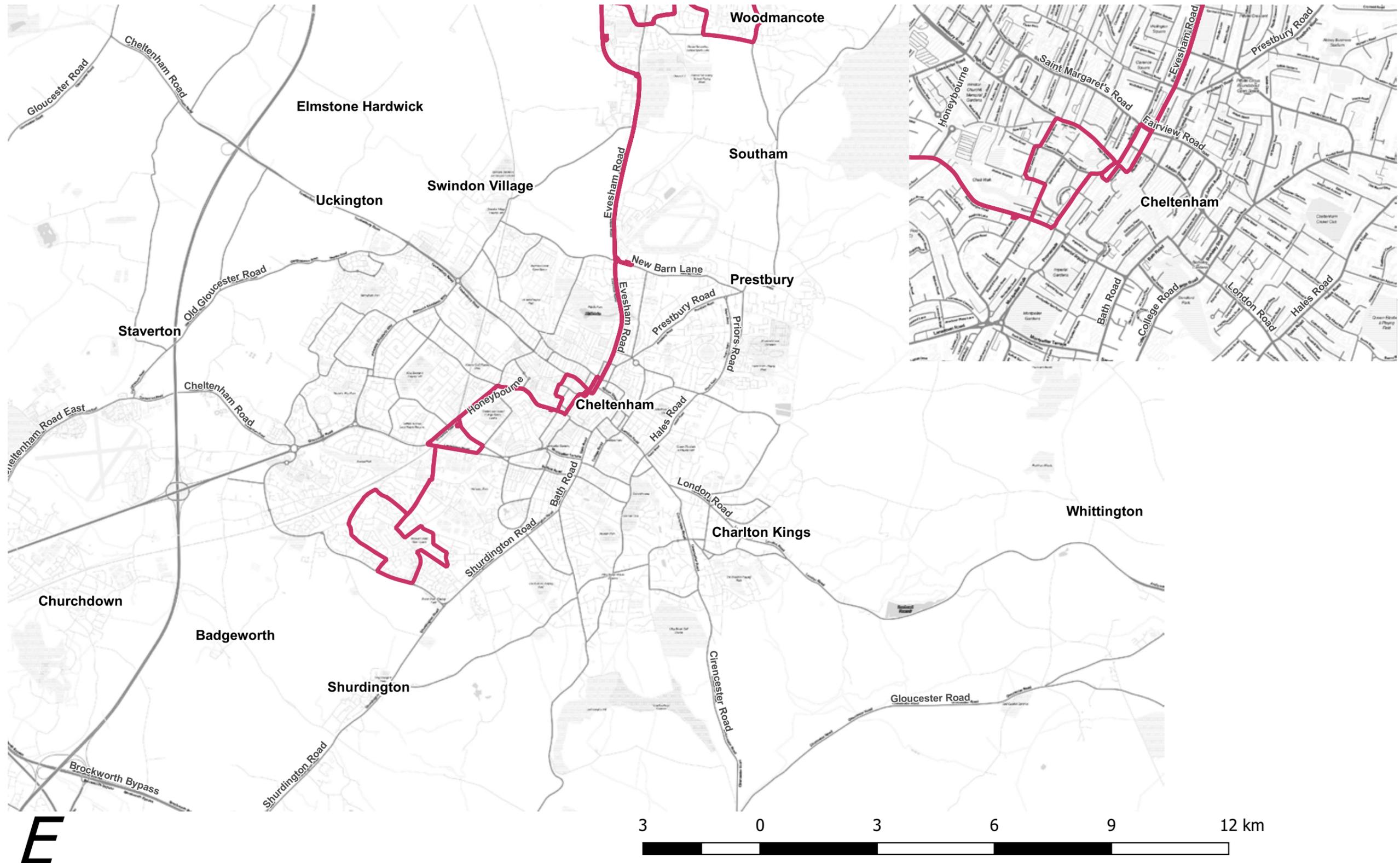
SERVICE C



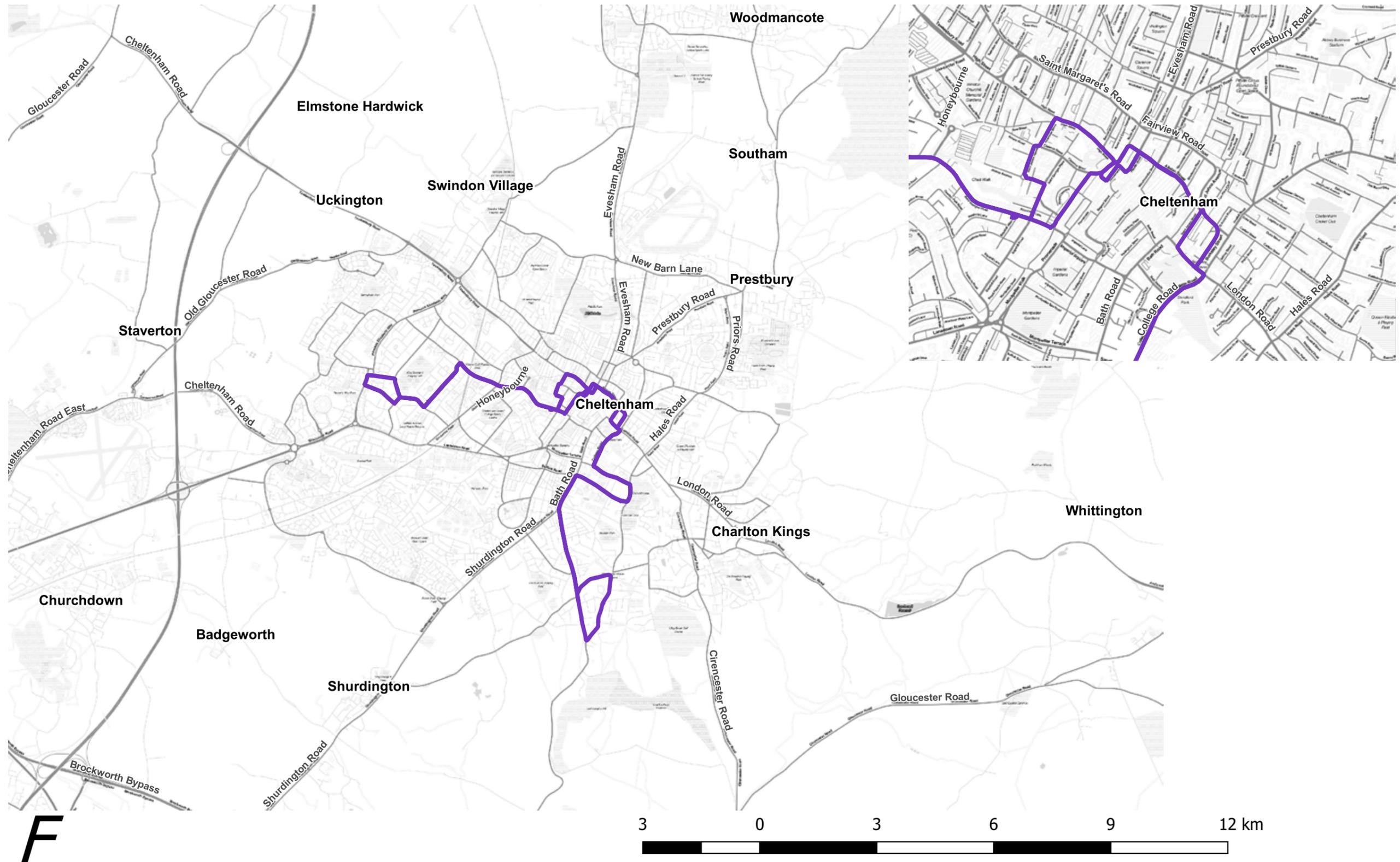
SERVICE D



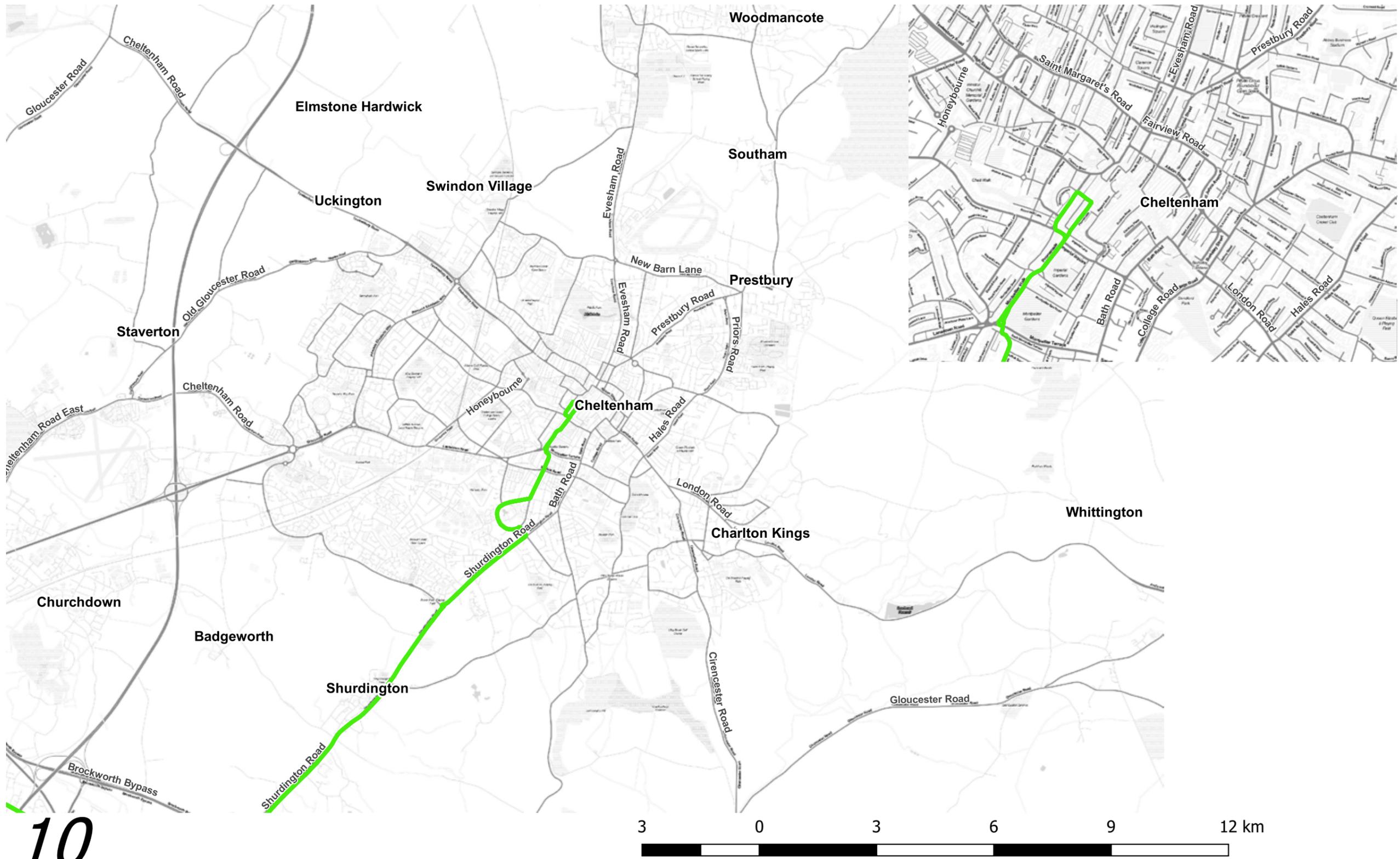
SERVICE E



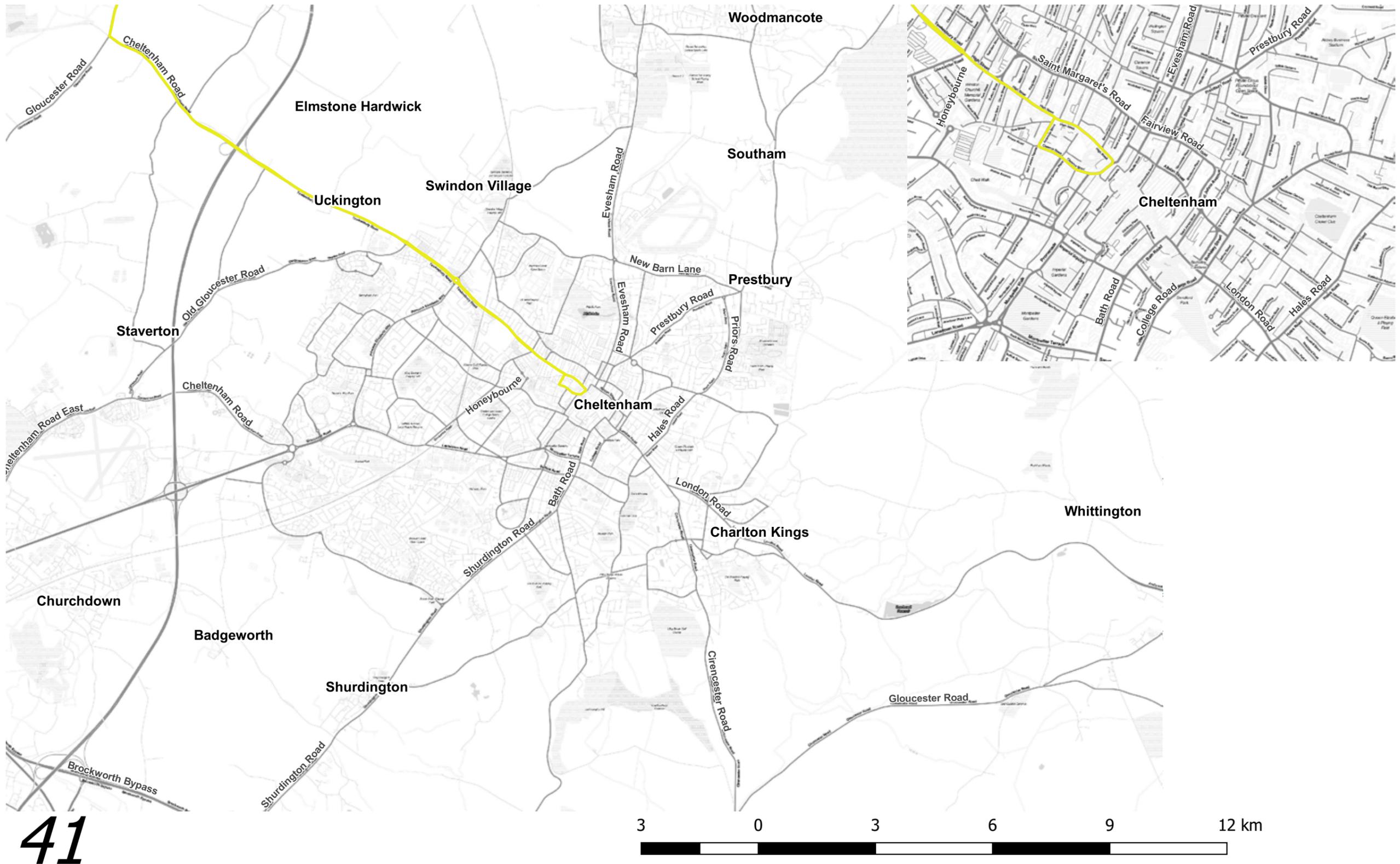
SERVICE F



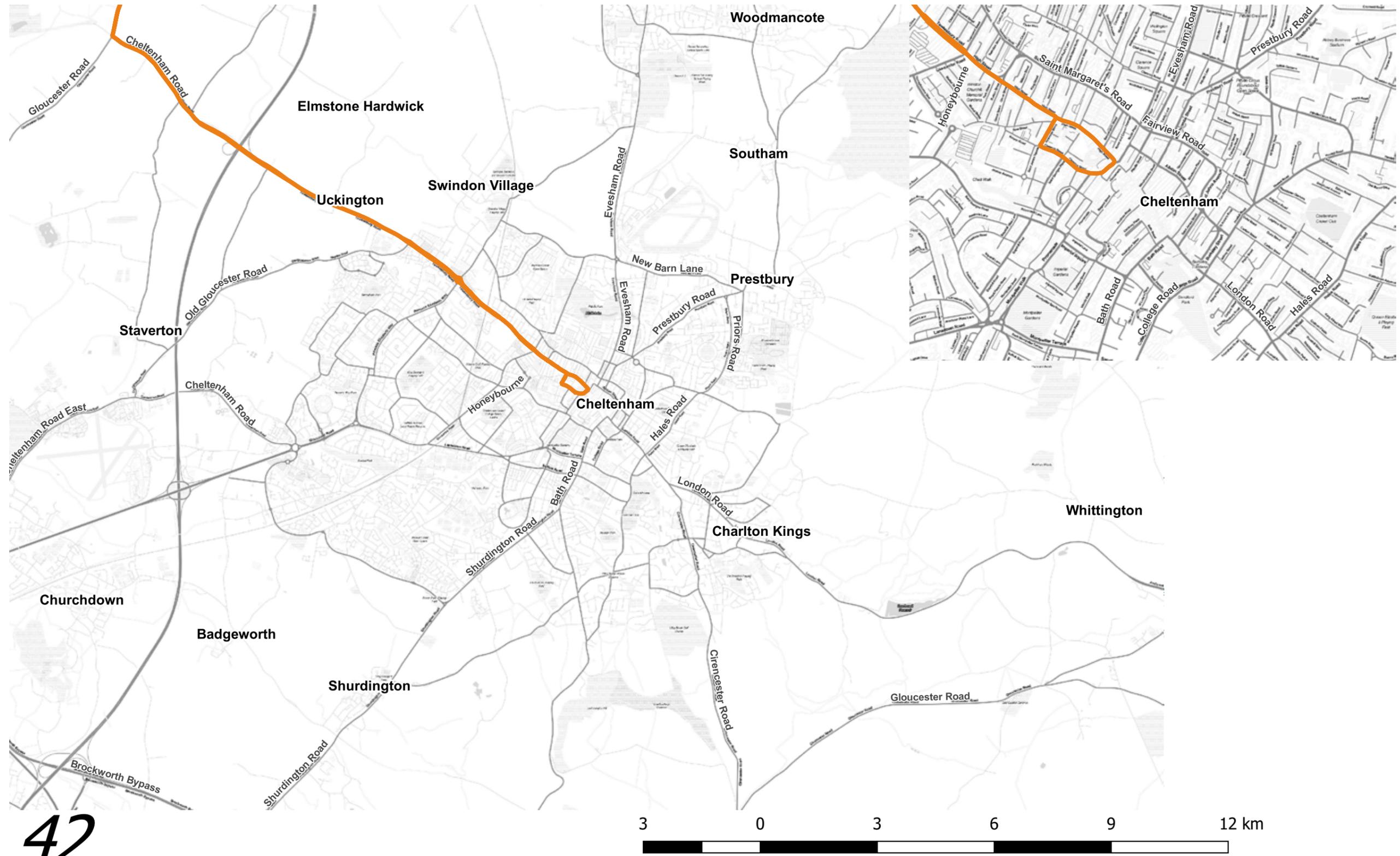
SERVICE NUMBER 10



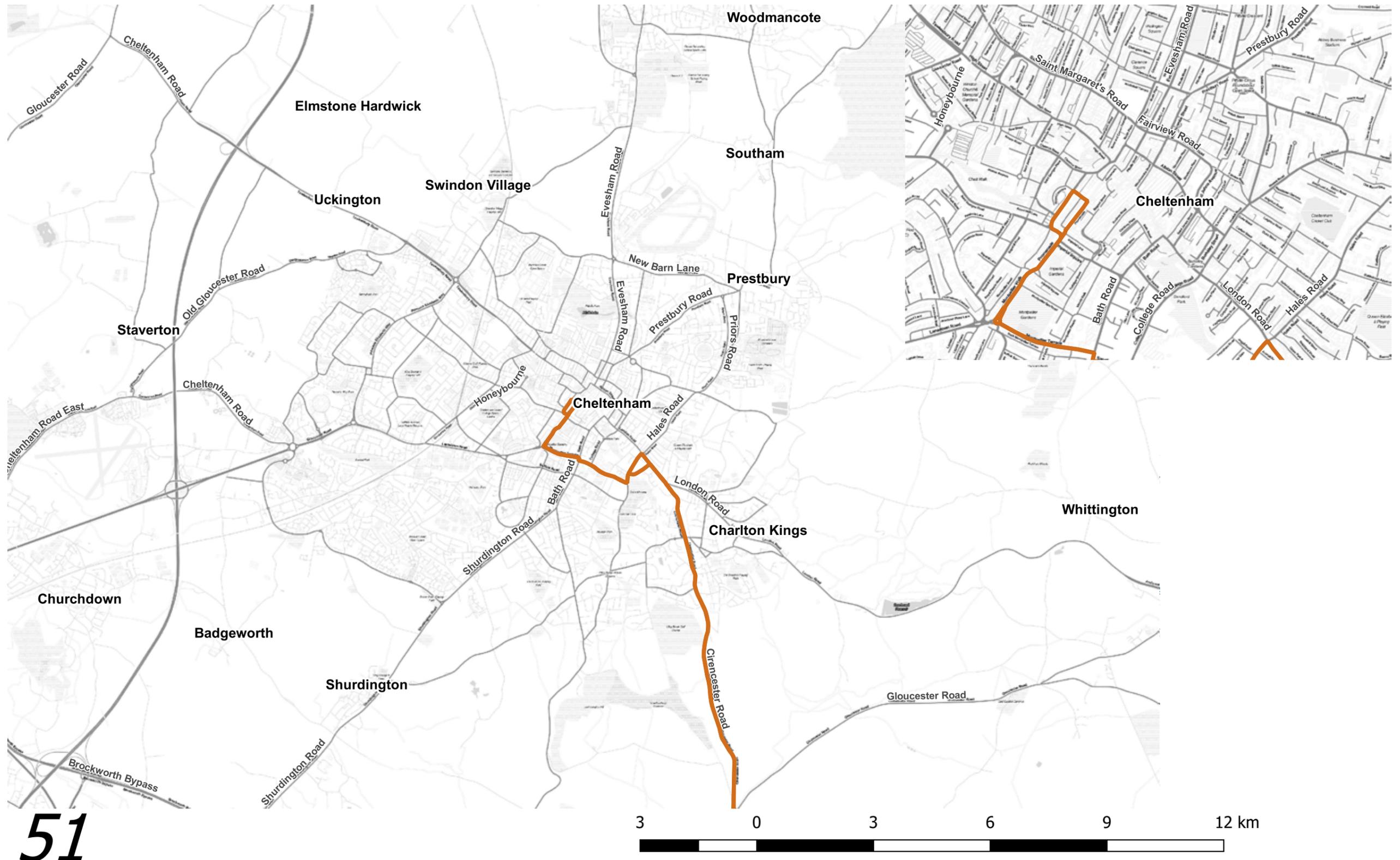
SERVICE NUMBER 41



SERVICE NUMBER 42/43

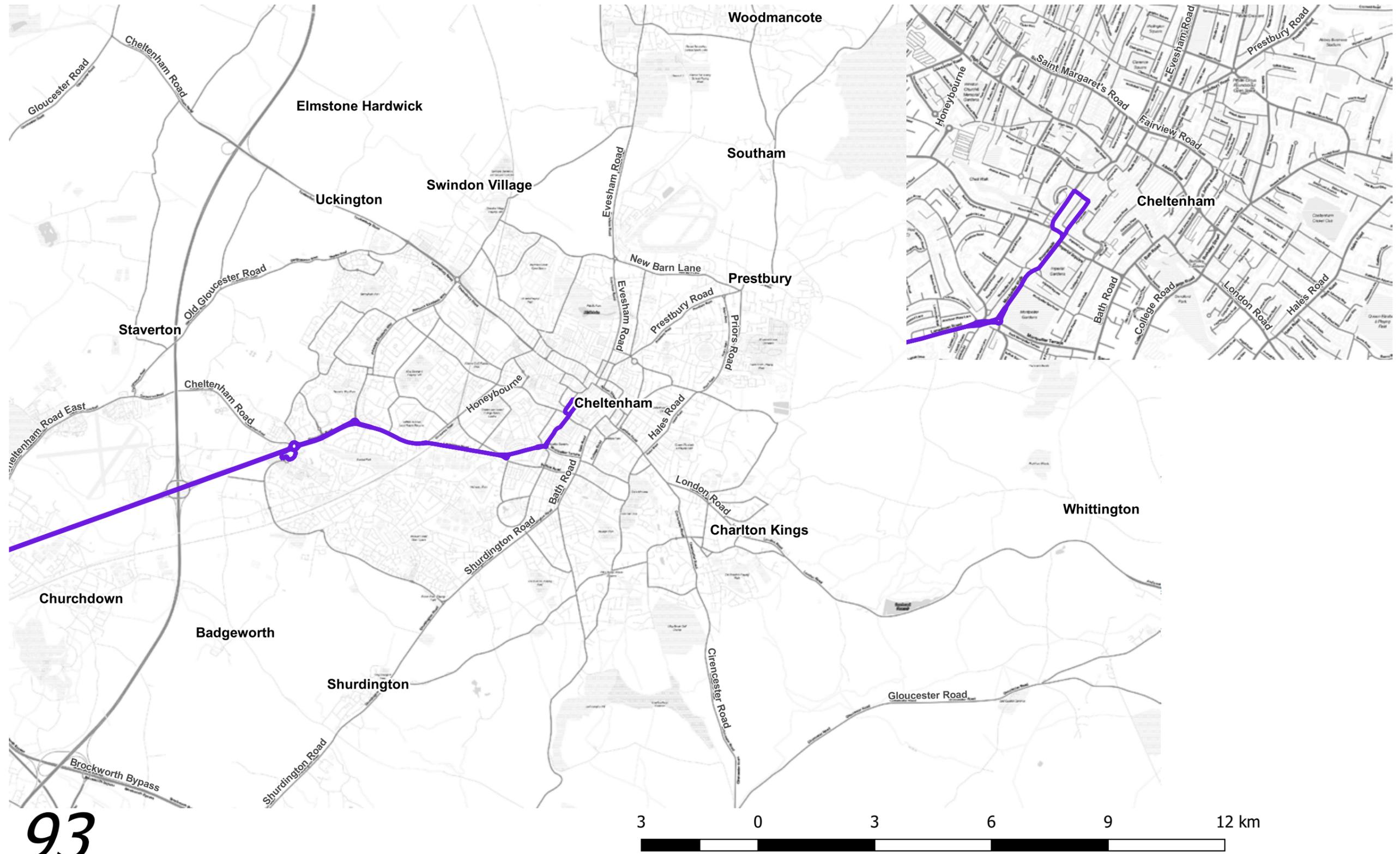


SERVICE NUMBER 51

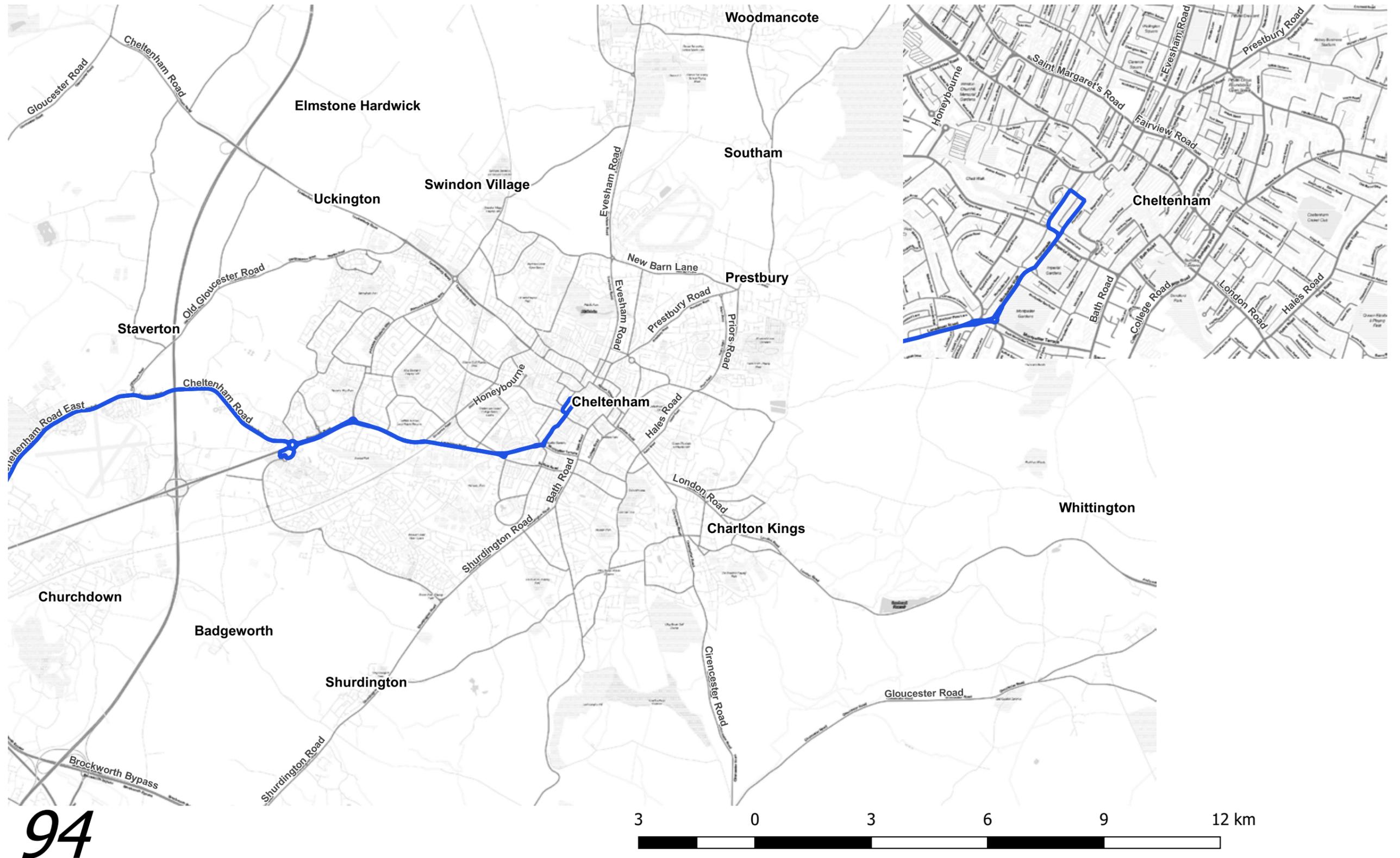


51

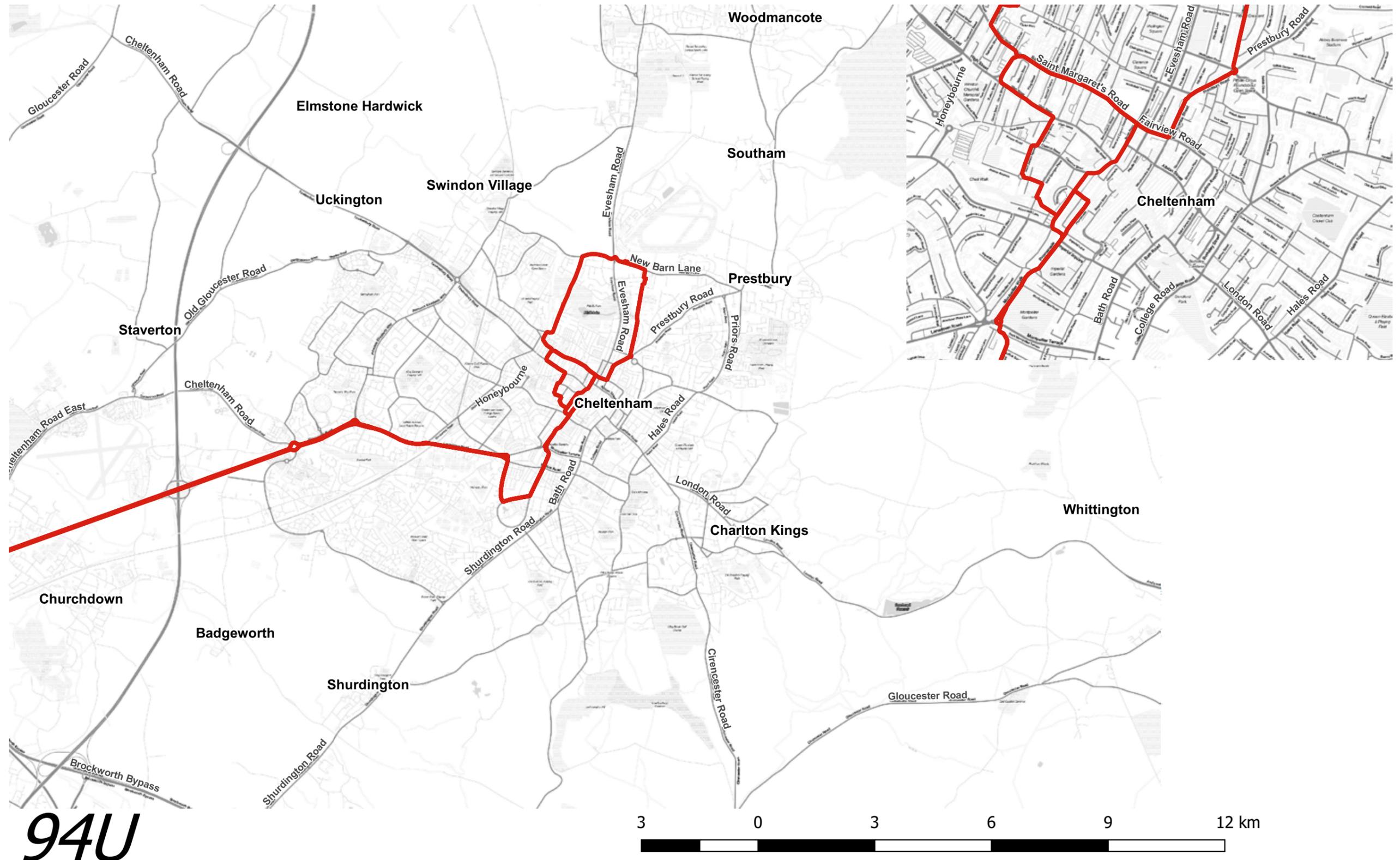
SERVICE NUMBER 93



SERVICE NUMBER 94

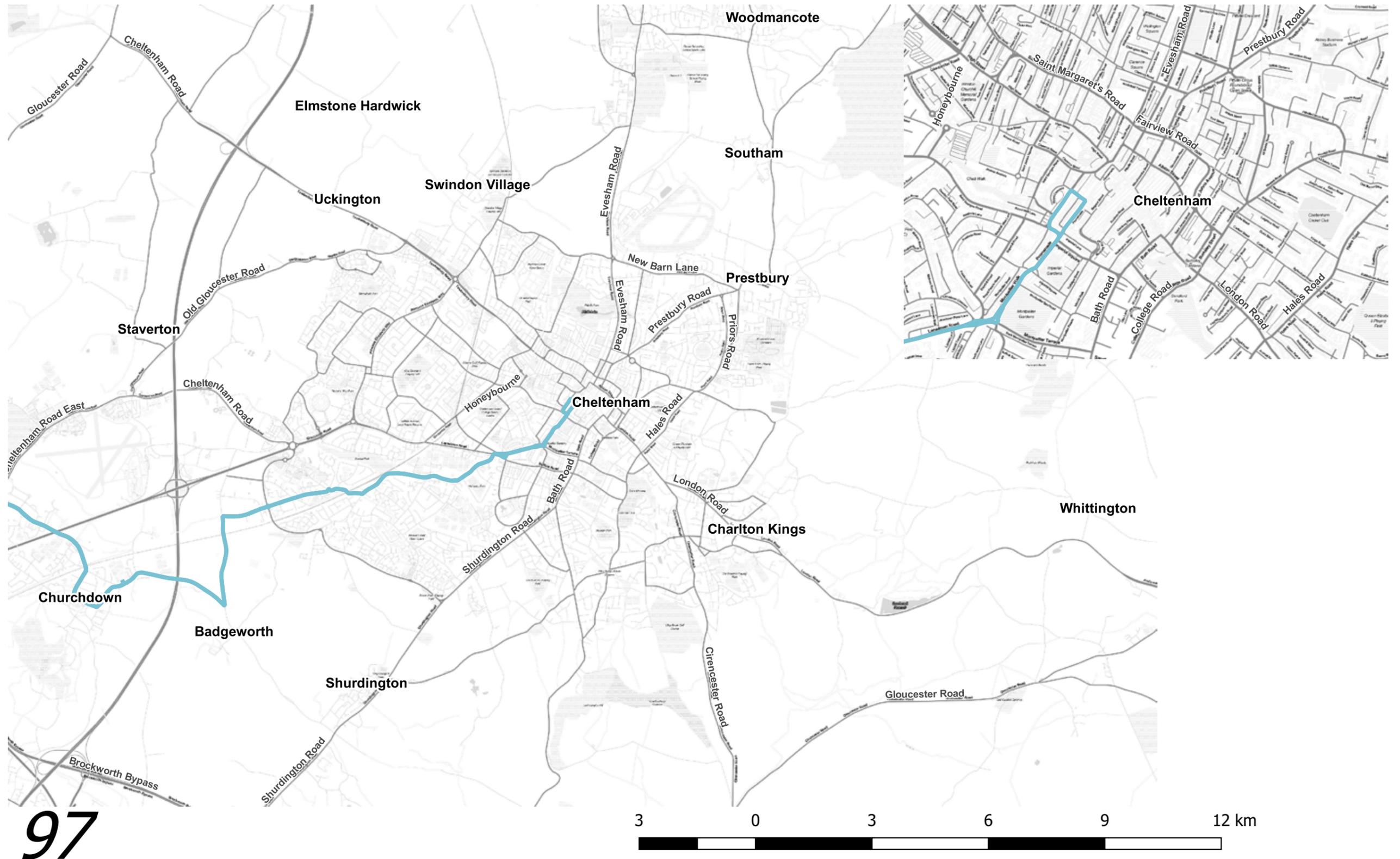


SERVICE NUMBER 94U



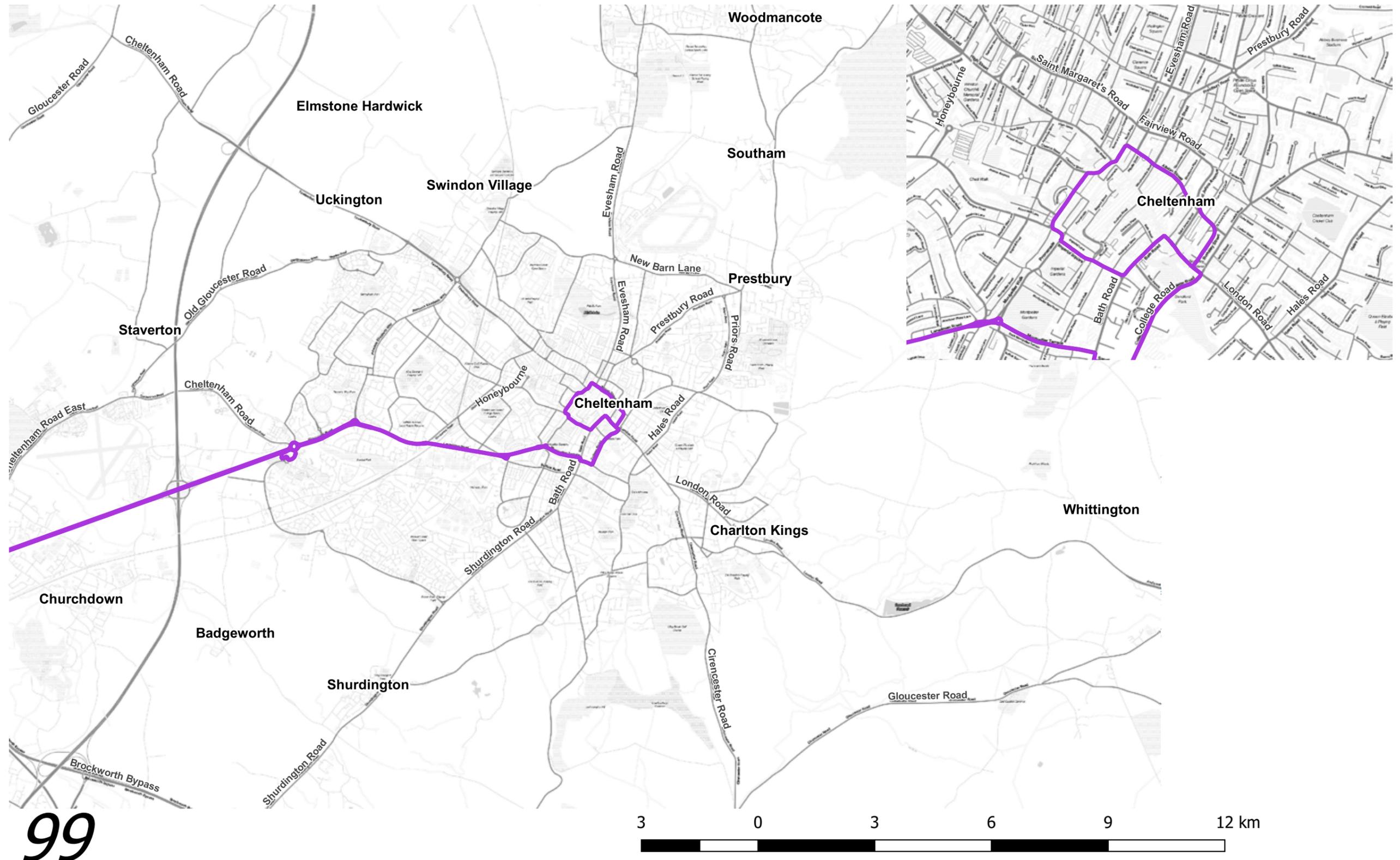
94U

SERVICE NUMBER 97



97

SERVICE NUMBER 99



5 | Disruptive Technologies

DISRUPTIVE TECHNOLOGIES

Transport is undergoing disruption. A variety of technological advances are combining to offer both new forms of transportation as well as radically changing the way services are delivered and accessed. These include apps providing dynamic journey planning and routing information so that travellers can plan their journeys 'on the go' in response to real time network conditions, and new on-demand services such as on-demand taxis (e.g. Uber). There is also a surge in shared transport with car-sharing, ride-sharing and bike-sharing schemes enjoying exponential growth, facilitated by technology improvements, but also seeming to tap into a zeitgeist around the sharing economy and declining interest in ownership. At the same time, we are moving towards electrification of the fleet, and the advent of autonomous vehicles.

Huge interest has developed around the concept of 'Mobility as a Service' (MaaS), which promises "the integration of various forms of transport services into a single mobility service accessible on demand." MaaS envisages users being able to plan end to end journeys, potentially involving multiple modes, using the MaaS provider's app information and payment platform. Here, the MaaS provider identifies the best option for your journey (based on your individual preferences and current network conditions), and books and pays for each leg of your journey. Users can choose a pay-as-you-go service or a 'mobility bundle', similar to the way in which people purchase broadband bundles. The ultimate vision of MaaS is to provide a multi-modal service that is better than use of the private car.

These innovations potentially bring major prizes in terms of improved accessibility, reliability, safety and convenience for users of these services, as well as improved network efficiency, better air quality, and better management of space for the city. The investment in transport by third parties and the more efficient use of the network could also reduce the capital and revenue costs to transport authorities by helping to fund the infrastructure and services.

However, these disruptive technologies and services also bring major risks, if not appropriately managed. They could

create more mobility and more car use at the expense of public transport, walking and cycling. In so doing, the commercial viability of public transport could be further eroded, exacerbating accessibility and inclusion for groups who can't afford (or don't want to) engage with these new services, and we could end up with more mobility, more congestion and more exclusion.

Any forward strategy for a town or city needs to be cognisant of these changes in order to harness them so that they work for, rather than against, the town's transport strategy and plans.

IMPLICATIONS FOR CHELTENHAM

As set out above, there are both potential prizes and risks from the new and emerging mobility technologies. At the same time, we can only predict what the future might look like

A transport strategy for Cheltenham needs to deal with what we know now and what we are confident will happen, and should avoid trapping itself in planning for a future that may never arrive. With this in mind, the strategy should put moving people, rather than vehicles, at its heart. Building on this, it can focus on some principles of movement - single, versus shared mobility, for example - rather than being overly prescriptive about specific technologies, or even ownership models.

Core to this, especially given the scale of the town, is prioritising walking and cycling above all other modes. We can anticipate that these should remain relevant in one form or other, regardless of technological advances.

New vehicles are emerging that may prove suitable for sharing space with pedestrians and cyclists. These could include e-bikes, e-scooters and autonomous 'pod' vehicles. The strategy can anticipate this by considering 'slow modes' as a group, and set out the conditions where mixing these (electrically) powered modes with pedestrians and cyclists is appropriate, and where it is not.

While it is recognised that public transport is the current basis for our mass transit system, there are risks that disruptive technologies could undercut it. Similarly, despite the promise

of far fewer vehicles on the road in some future visions, in the shorter term at least, the numbers of vehicles on the road may increase.

The strategy should, therefore, try to prioritise shared transit, and seek to make journeys by shared modes more convenient and more direct than single-or-limited occupancy alternatives, irrespective of the technology or mode. In this way the strategy can prioritise buses and other public transport now, while remaining adaptable to new shared modes such as DRT or eventually, perhaps, services such as autonomous taxi-buses in the future.

Limited-occupancy passenger services (such as taxi, or ride sharing) should be afforded little or no advantage over private vehicles in terms of ease or perhaps cost of access to the town centre.

Such an approach could be flexible enough to recognise the public advantage derived from technological advances made to single or limited occupancy vehicles, by treating such vehicles in the same way as shared transit modes. An example would be to recognise the air quality benefits of electrically-powered vehicles over diesel or petrol.

SWOT

Given the diverse range of technology, service changes and potential impacts, we have undertaken SWOTs for these elements: MaaS, electrification of the fleet, and autonomous vehicles. The SWOT on MaaS brings together the MaaS components: new journey planning apps, integrated payments and new shared transport services.



SWOT: MAAS - MOBILITY AS A SERVICE

STRENGTHS

- Focuses transport planners on thinking about the user and the end to end journey
- New service offers developed, such as ride-sharing, car-sharing and bike-share
- Multi-modal, end to end journeys become more attractive as information and payment managed through MaaS platform
- Non-traditional users of public transport, cycling, ride-sharing etc. start to use these modes
- Large-scale uptake of MaaS could significantly reduce private car ownership and, if delivered with competitive alternatives, overall car usage.

WEAKNESSES

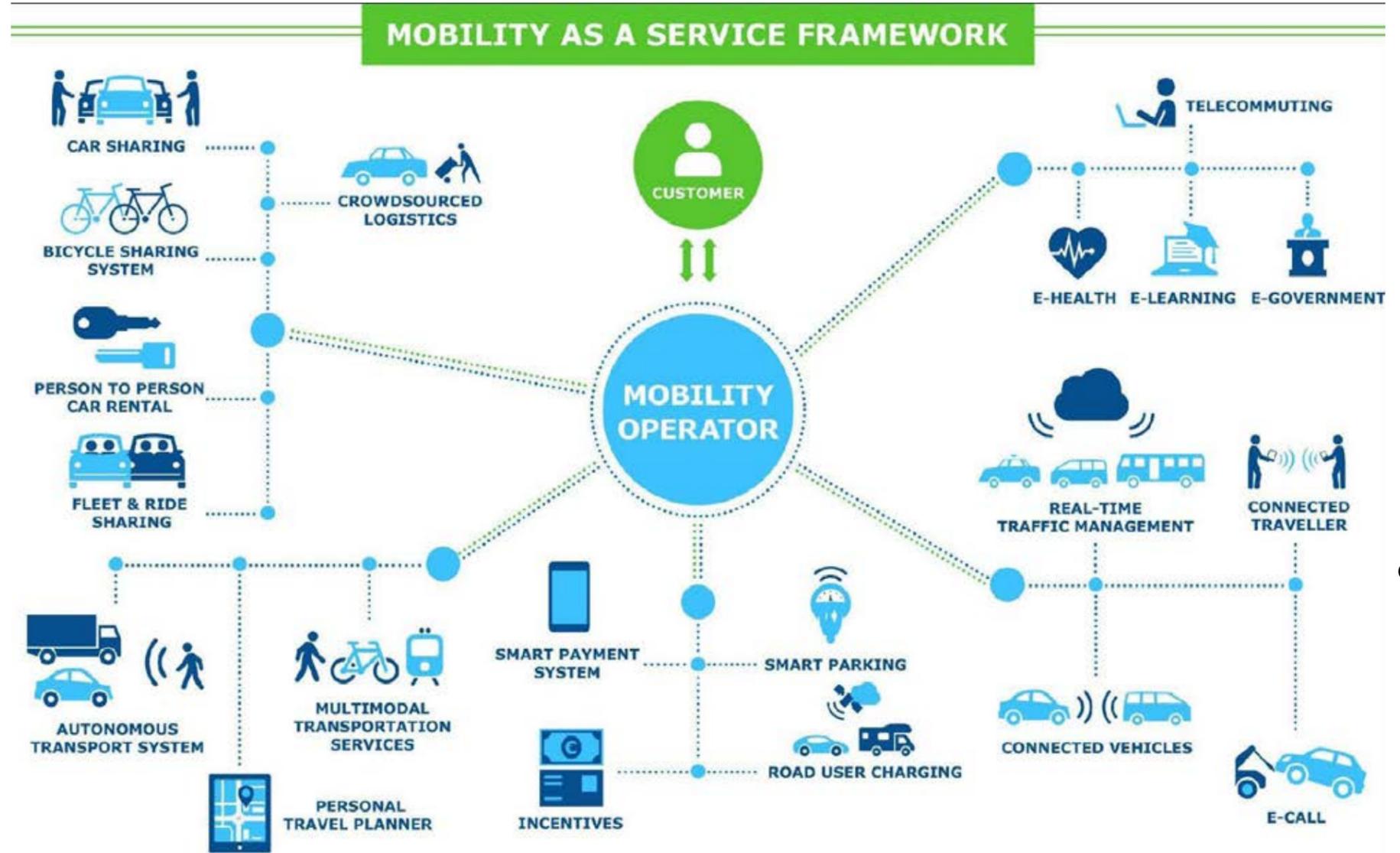
- For Mobility as a Service, we need services: door to door seamless journeys can't be realised unless new services such as car club, bike share, on demand bus etc. are in place.
- It might not happen: regulatory, governance, technical and commercial hurdles still to be overcome to realise MaaS in deregulated transport environment. These require national government intervention.
- It might remain a niche and fail to become mass market: at the moment, new journey planning apps, new payment techniques and new shared transport services such as car clubs and bike-sharing tend to be used by niche groups or in big city locations (such as London). It might be that MaaS never reaches beyond these major regional centres or beyond the distinct demographic groups and early adopters, so becomes a niche service.

OPPORTUNITIES

- Establish strong policy support for adoption of MaaS and for enabling MaaS operators
- Continue to work with transport providers on providing better and more open transport information
- Continue to work with transport providers on smart and integrated ticketing solutions
- Encourage providers of shared transport services to come into Cheltenham (e.g. car clubs, bike-share, ride-share, on-demand bus and taxi services)
- Undertake work to improve the interchange between different transport modes, as a pre-cursor to MaaS: e.g. bike share at rail stations and bus stations, car clubs accommodated at key public destinations, transport hubs and in residential communities

THREATS

- Public transport operators or car manufacturers might try to position themselves as MaaS providers in a way that seeks to maximise their market share, rather than benefit the customer
- Exclusive MaaS operators could undermine viability of existing public transport, damaging accessibility for people who are not members of the MaaS platform.
- As car remains part of the MaaS offer in various forms, if the suite of public transport and active transport options is not competitive, car could remain the dominant mode of transport. Current non-car owners may even be introduced to readily available access to car; while this may benefit social inclusion, this would not help other transport issues such as congestion.



SWOT: ELECTRIC VEHICLES

STRENGTHS

- Zero tailpipe emissions leading to cleaner air locally and reduced carbon emissions nationally
- Reduced local environmental impact from noise pollution
- Reduced travel costs for users

WEAKNESSES

- Replacement of conventional private vehicles with electrically powered private vehicles does nothing to address congestion
- Local grid power may be inadequate to enable mass adoption of EV's
- Adoption may be reduced by barriers including higher purchase costs, 'range anxiety', limiting the number of vehicles adopted and hence their beneficial impact on emissions etc.

OPPORTUNITIES

- National government ambitions for electric vehicles plus move of car manufacturers towards electric vehicles means that providing for EVs will 'future-proof' place and population
- Locations with poor air quality could introduce low emission zones to control entrance of polluting vehicles
- Taxi and bus fleet could be assisted with conversion to electric to assist with air quality objectives
- Council fleets could be converted to drive efficiency savings and lead by example
- Good provision of 'slow' overnight (off-peak) charging options could reduce the need for high power chargers and reduce the peak period burden on the power grid.

THREATS

- Failure to address EV agenda may cause difficulties for resident population as conventionally-powered private vehicles are phased out
- Lack of suitable charging infrastructure will slow take-up of electric vehicles locally
- If take up of electric vehicles outstrips provision of charging infrastructure, could create journey reliability problems
- If public sector pays for public charging infrastructure and electricity supply, could be additional capital and revenue expenses for authority



AUTONOMOUS VEHICLES

Whether AVs are adopted as private vehicles or deployed as shared transport fundamentally affects whether their introduction will be positive or negative.

STRENGTHS

- AVs should lead to reduced collisions and RTAs (human error implicated in over 90% of RTAs)
- The operation of CAVs could improve the efficiency with which vehicles are moved around the network, improving journey time reliability and enhancing capacity of network
- Shared AVs could reduce number of vehicles on road and requirement for parking spaces. Modelling in Lisbon showed full deployment of AVs in a shared model, linking to conventional mass transit on major radial routes into central areas could reduce vehicle kilometres by 55% and emissions by 63%
- The promoters of AVs, or national government may pay for infrastructure enhancements and operational back office, reducing capital and revenue expenditure for Local Transport Authority

WEAKNESSES

- If AVs are adopted as private vehicles, (as opposed to being deployed as a shared fleet), this will do little to address congestion or parking requirements.

OPPORTUNITIES

- Requirement for parking in residential areas and in busy central areas with limited space / high development values could be massively reduced through uptake as a shared fleet, enabling space to be used more productively

THREATS

- AVs could open up car travel to a large proportion of the population that currently do not travel by car (e.g. children, adults without drivers' licences, elderly people who no longer drive). This could significantly increase numbers of cars on road.
- Further, this could also lead to a reduction in the use of conventional public transport further eroding its commercial viability.
- It could also reduce people's use of active travel modes, with associated health impact of a more sedentary, less active population.
- People unable or unwilling to use AVs could face exclusion as conventional public transport is undermined or replaced.
- People with mobility impairments could be excluded subject to the way in which the services and vehicles are designed.
- Lack of management of how AV move on the network, both as shared vehicles and private vehicles, could lead to new forms of congestion causing behaviour, e.g. taxis or private AVs 'hovering' on the road network to 'be ready' to pick up passengers/owners and/or to avoid paying parking charges.



6 | Precedents

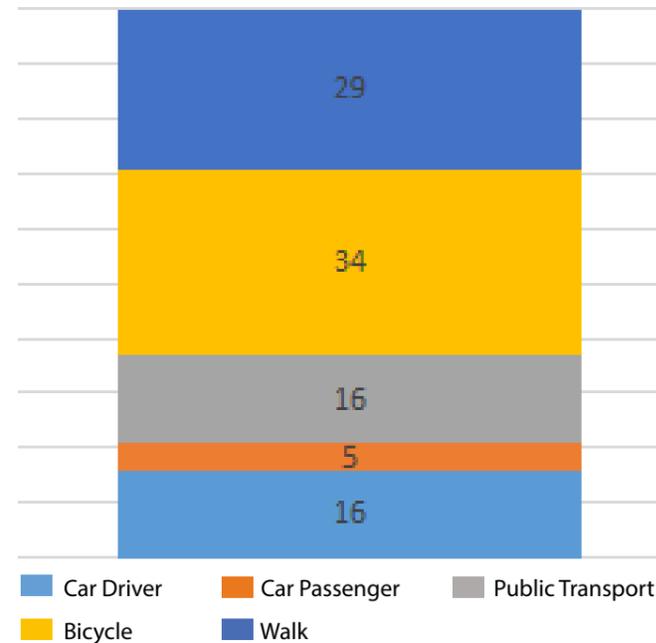
FREIBURG

FACTS:

- Population: 222,203
- It is considered an Eco-City
- University city with c30,000 students
- Vehicle-free city centre except for trams and cycles
- 70% of the population lives within 500 meters of a tram stop
- Trams run every 7.5 minutes at peak times
- The public transport “RegioCard” allows unlimited use of not only Freiburg’s urban transit but also public transport in the whole region—about 2,900 km of routes of 17 different transportation companies, plus the tracks of the German Rail. In its first year alone, the card is credited with increasing regional public transit trips by 26,400 while the number of car trips fell by 29,000.
- There is a policy that any ticket for a concert, sports event, fair, or big conference also serves as a ticket for public transport.



Mode Share in Freiburg

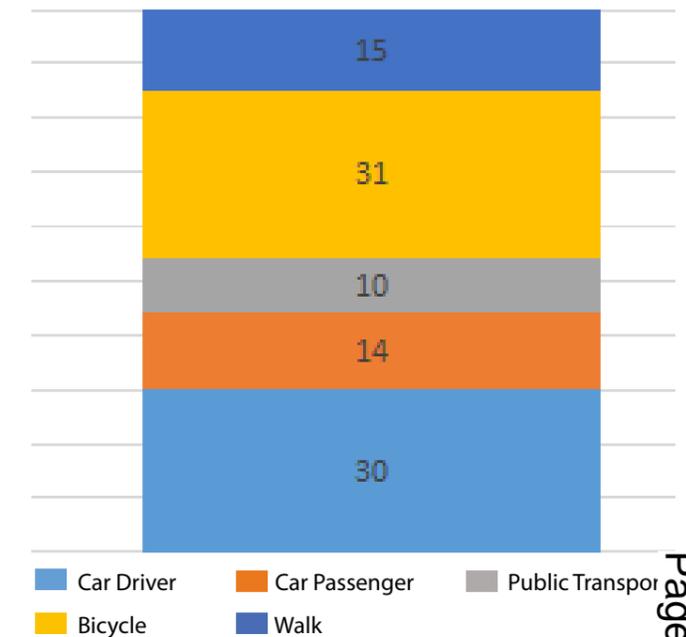


GRONINGEN

FACTS:

- Population: 202,567
- City of Talent - Groningen is the knowledge and innovation capital of the northern Netherlands
- University city with c55,000 students
- All urban and regional buses start or terminate at the central train station
- Very restricted vehicle access to the city centre
- Several park and ride facilities
- 61% of all trips made by bicycle

Mode Share in Groningen

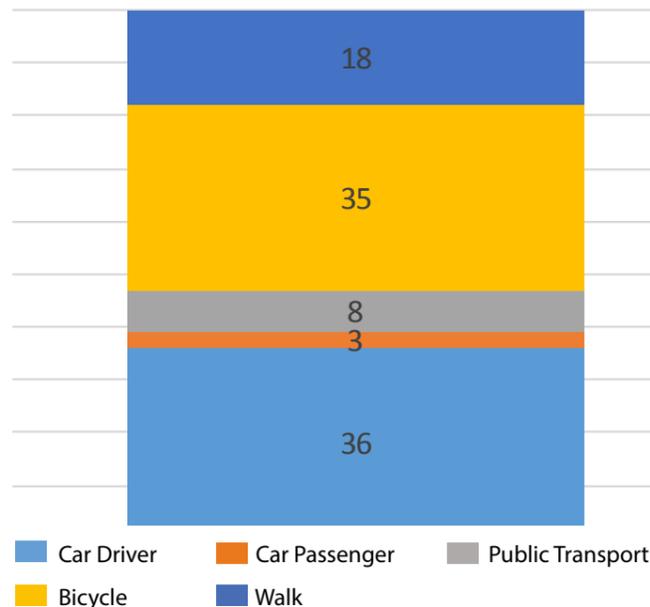


CAMBRIDGE

FACTS:

- Population: 128,500
- University city with c25,000 students
- More than 50% of people cycle at least once a week
- 58% of people cycle at least once a month

Mode share in Cambridge

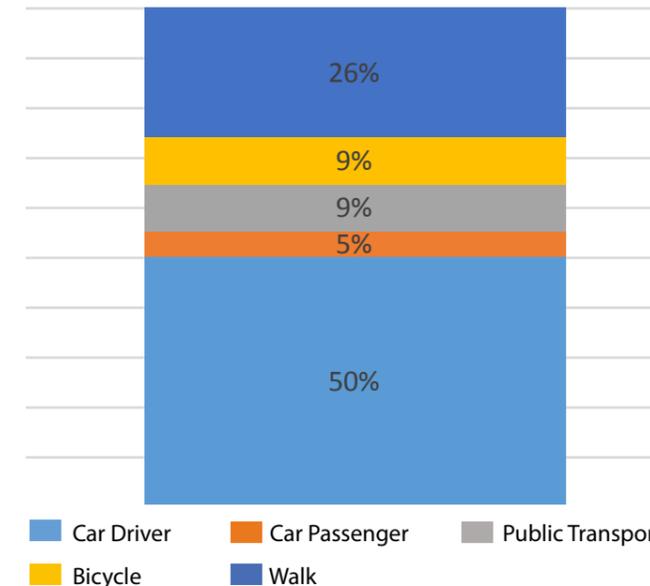


NORWICH

FACTS:

- Population: 137,500
- University city with c14,257 students
- Norwich has seven colour-coded cycle routes – totalling 58 miles – known as pedalways
- Five Pedalways spread outwards from the city centre and two more form an inner and outer circuit around the City, providing a comprehensive network of cycle routes
- 26% of people cycle at least once a month

Mode Share Norwich

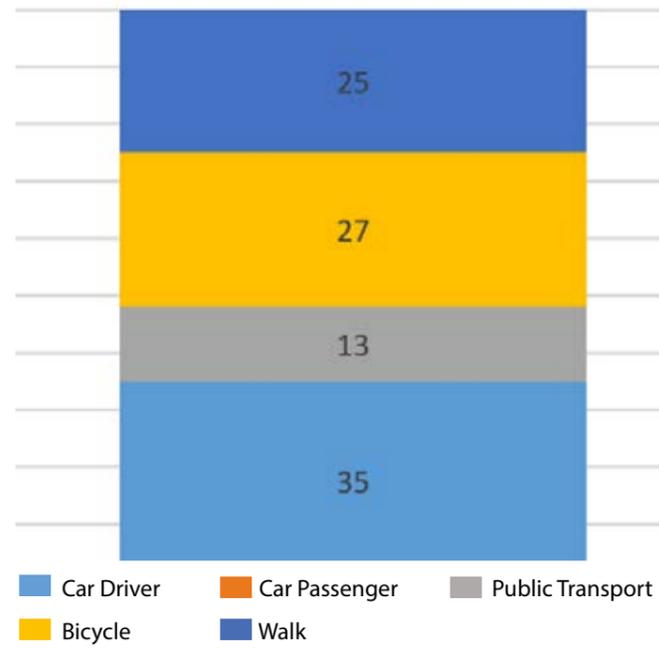


GOETTINGEN

FACTS:

- Population: 134,212
- Twinned with Cheltenham
- University city with c25,000 students
- 62% of all trips made by active modes, 35% on foot and 27% by bicycle

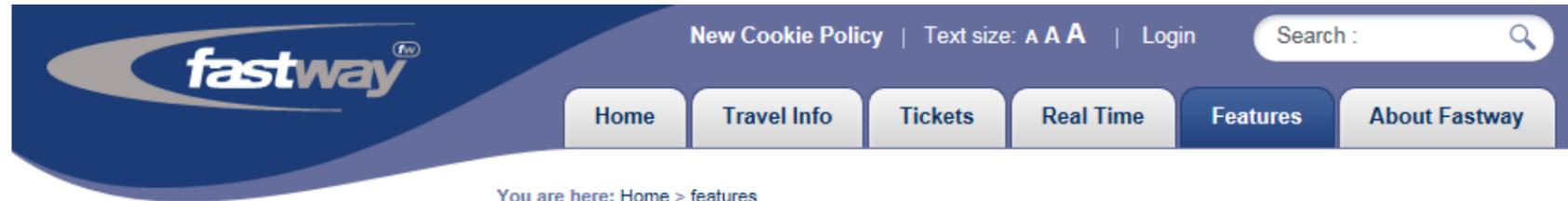
Mode Share in Goettingen



HARLEQUIN

- Designed to serve Heatherton and become established as the “Heatherton bus”
- Interactive bus service with travel app
- Limited stop
- Clear branding
- Perceived as a service that specifically serves that estate
- Integrated ticketing

The screenshot displays the Harlequin website interface. At the top, the 'harlequin' logo is on the left, and navigation links for 'TIMES & MAPS', 'TICKETS', 'NEWS', 'DESTINATIONS', and 'ABOUT US' are on the right. Below this is a secondary navigation bar with icons and text for 'home', 'trentbarton live', 'travel alerts', 'MANGO', 'signup', 'find my route', 'find my fare', and 'contact us'. The main content area features a route map titled 'Heatherton | Littleover | Derby every 20 minutes'. The map shows a pink line for 'harlequin' and orange lines for 'the villager V3 every hour' (evening & Sunday journeys only). Key locations marked include Heatherton, Littleover, and Derby. A legend indicates green dots for bus stops for buses from Derby and blue dots for bus stops for buses to Derby. A vertical sidebar on the left contains icons for 'home', 'timetables', 'maps', 'live departures', 'travel alerts', 'tickets', 'what's on', and 'the team'. To the right of the map, there is a MANGO login section with fields for 'username' and 'password', a 'sign in' button, and a link for 'new user? click here'. Below the login section is a banner for 'explore trentbarton land' with a 'view the map' button. At the bottom right, a smartphone icon promotes 'free superfast WiFi'.



You are here: [Home](#) > [features](#)

Features

Guideways

The Fastway service benefits from dedicated bus lanes and several sections of bus guideway. This provides an effective means for buses to bypass traffic queues without causing delay to other traffic.

A guideway (pictured top right) comprises a purpose built track formed by two concrete strips with raised kerbs on either side. A guidewheel (pictured right) mounted on the steering mechanism on the bus runs along the face of the kerb, guiding the bus on its journey.

A bus travelling along a guideway can be seen below right.

You can download an [Infrastructure Map](#) showing the sections of guideway on the Fastway network.



Real Time Passenger Information

Fastway buses are equipped with a modern real-time passenger information (RTPI) system. Using satellite-based Global Positioning System (GPS) and Automated Vehicle Location (AVL) technology, the Fastway control centre tracks the location of each vehicle in services and monitors its movements, using the information to react promptly to any disruptions and so maintain schedules.

Displays at major bus stops tell waiting passengers the current location and arrival time of their next bus, while onboard passengers can see when they will reach their next stop.

You can visit the [Real Time](#) page to view times for your stop for Fastway routes 10, 20 & 100 and many other Metrobus services.

Traffic Light Priority

The RTPI system links with and complements the Urban Traffic Control (UTC) system, which monitors and controls traffic signals throughout Crawley. It is designed to reduce congestion and journey times for both motorists and public transport users by improving traffic flows through key junctions. The system is therefore equipped to detect the approach of Fastway buses and give priority where needed, without undue delay to other road users.



FASTWAY

- Dedicated bus lanes and length of guideway to by-pass traffic queues
- Real Time Passenger Information
- Priorities at traffic lights - green wave

CONCLUSIONS

CHARACTERISTICS OF PLACES WITH HIGH SUSTAINABLE MODE SHARE

The precedents illustrate places which have high, or relatively high sustainable mode share. In these places walking, cycling and public transport form a very significant proportion of all trips. In Groningen, the proportion of trips taken as a passenger - a shared mode - is also high. A number of characteristics emerge as common to the places that enjoy high sustainable mode share. These are summarised here:

WALKING & CYCLING

- The walking and cycling environment is attractive from door to door
- Street design gives people walking and cycling freedom of movement and allows them to take direct routes
- The walking and cycling networks feel safe and are generally well-overlooked
- Cycling and walking networks are dense
- The walking and cycling environment is interesting and stimulating
- The speed limits are low, generally 20mph (residential areas) to 30mph (key vehicle corridors)
- Quicker and more convenient than driving
- The town centre is attractive, walkable and lively during the day and evening

PUBLIC TRANSPORT

- High frequency
- High quality
- Stops are within walking distance of most people
- Quicker/more convenient than driving
- New urban extensions are shaped around access to the public transport network
- Public transport network for new areas extends existing successful public transport
- One ticketing system
- Good surveillance and overlooking of stops
- Denser development closer to the public transport core

PRIVATE VEHICLES

- Parking at destinations is limited and/or expensive
- Private vehicles take less direct routes

LESSONS FOR CHELTENHAM

- Increasing cycling is a key opportunity for Cheltenham
- Increasing public transport patronage is also an opportunity
- Walking mode share should be maintained (against a national backdrop of decline)
- Sustainable modes (walking, cycling, shared transit) take the most direct routes, while private and single or low-occupancy vehicles take less direct routes
- Priority measure can help maintain reliability of public transport services
- Convenient ticketing can reduce the barrier to public transport journeys. Tickets could be multi-operator tickets and duration-based, rather than service-based tickets.
- Cheltenham is a town of festivals. Festivals and major sporting or cultural event tickets could serve as public transport tickets
- There is an opportunity to brand corridors or modes to raise their profile and attractiveness

7 | Stakeholder Workshop 1

STAKEHOLDER WORKSHOP 1

Attendance Sheets

The first Stakeholder Workshop was held on the afternoon of 12 December 2018 at the Municipal Offices in Cheltenham. The workshop provides local stakeholders with an opportunity to discuss and explore current actual and perceived transport conditions in Cheltenham.

Stakeholders were split into groups of mixed backgrounds to ensure a cross-section of interests and experience on each table. The groups noted down their opinions, drawing from their local experience, in regards to the following:

- Outcomes
- Opportunities
- Top 3 Priorities
- Barriers to Change

Please note that not all individuals / teams completed all worksheets.

This workshop provides part of the evidence base on which proposals and strategies are formed.

Connecting Cheltenham Workshop 1 Wednesday 12th December 2018 Attendance Sheet				
Name	Organisation	Group	Signature	Permission for Photography
	Swindon Parish	1		
Alan Bentley	GCC	1		
Alastair Cussons	Cheltenham Accessibility Group	7		
Andre Curtis	Cheltenham & Tewkesbury Cycle Campaign	1		
Andrew Lord	GCHQ	1		
Andy Hayes	Hesters Way Partnership	2		
Belinda Hunt	Cheltenham Business Improvement District	6		
Bernice Thomson	Cheltenham West End Partnership	6		
Chris Stack	PSA	1		
Cliff Naylor	CBC	2		
Clr Moor	GCC	4		
Clr Payne	CBC	6		
Derek Scarborough	Naunton Area Residents Association	3		
Elizabeth Richards	Stagecoach	2		
Emma Shibli	GCC	5		
Gareth Jones	CBC	7		
Gary Stacey	Fairview Community	2		
George Allcock	Cheltenham & Tewkesbury Cycle Campaign	2		
Jennifer Taylor	GCC	4		
Jeremy Williamson	Cheltenham Development Task Force	7		
Jo Atkins	GCC	3		
John Newbury	Living Streets	2		
Kathryn Pulham	Pulhams	7		
Keith Hallin	Living Streets	6		
Martin Mordecai	Naunton Area Residents Association	6		
Neil Hopwood	gfirstLEP	3		
Nicholas King	Formal Investments	4		
Oliver Lees	Starvehill Farm Residents Association	7		
Richard Gibson	CBC	5		
Richard Waters	GCC	6		
Rob Loveday	GE Aviation	3		
Rob Vale	GCC	7		
Robert Lawson	Starvehill Farm Residents Association	5		
Robert Roughan	TPA	5		
Roger Whyborn	Up Hatherley	6		
Ruth Miller	British Cycling	5		
Sarah Clark	CBC	1		
Simon Willis	The Reddings Residents Association	7		
Stephen Furtado	Midwinter Residents Association	3		
Tess Beck	St Paul's Residents Association	5		
Tim Reynolds	National Express	4		
William Griffiths	TPA	4		
Adrian Mears	Leckhampton Warden Hill	4		
Luke Farley	Great Western Railway (GWR)	3		
Jim Walker	Walk 21	5		
Alex Folliss	Node	1		
Emily Walsh	SYSTRA	2		
Ken Dale	CBC	3		
Lee White	Sterling	4		
Martin Parretti	SYSTRA	5		
Nigel Wakefield	Node	6		
Orlagh Stoner	GCC	7		
Philip Williams	GCC			
Stephan Cusker	Cheltenham & Tewkesbury Cycle Campaign			

TASK 1: OUTCOMES

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The first task sought the attendees ideas on desired outcomes, both short and long term, for Connecting Cheltenham strategy.

The task was completed within groups on a table by table basis.

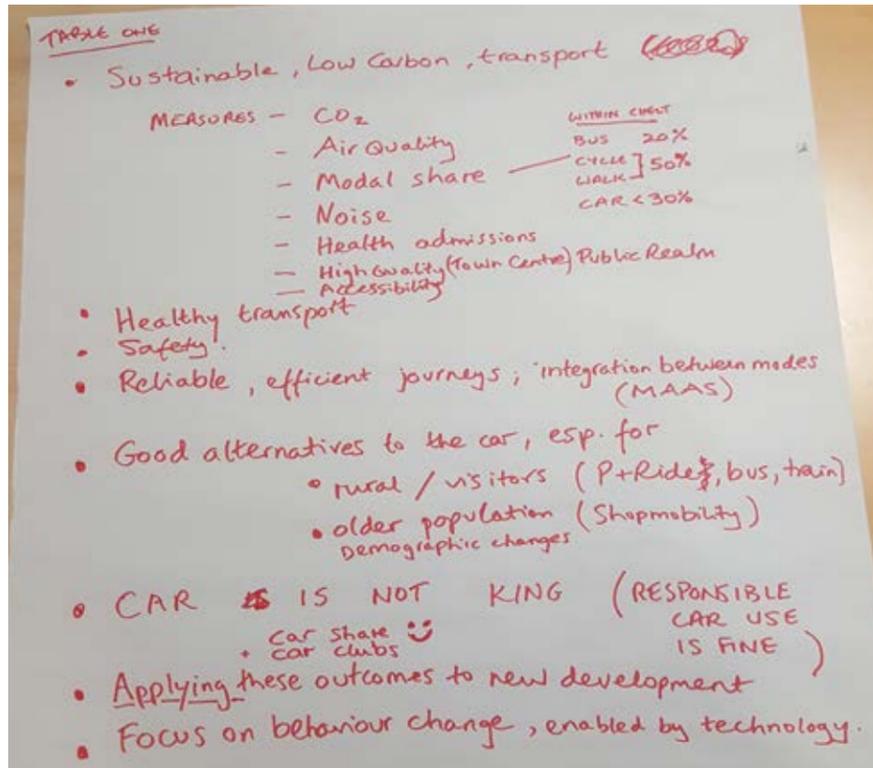


TABLE 1

- SUSTAINABLE, LOW-CARBON TRANSPORT
- MEASURES
 - CO₂
 - AIR QUALITY
 - MODAL SHARE
 - NOISE
 - HEALTH ADMISSIONS
 - HIGH QUALITY (TOWN CENTRE) PUBLIC REALM
 - ACCESSIBILITY
- HEALTHY TRANSPORT
- SAFETY
- RELIABLE, EFFICIENT JOURNEYS; INTEGRATION BETWEEN MODES
- GOOD ALTERNATIVES TO THE CAR, ESPECIALLY FOR RURAL PEOPLE/VISITORS AND THE OLDER POPULATION
- CAR IS NOT KING, THOUGH RESPONSIBLE CAR USE IS FINE
- FOCUS ON BEHAVIOUR CHANGE, ENABLED BY TECHNOLOGY

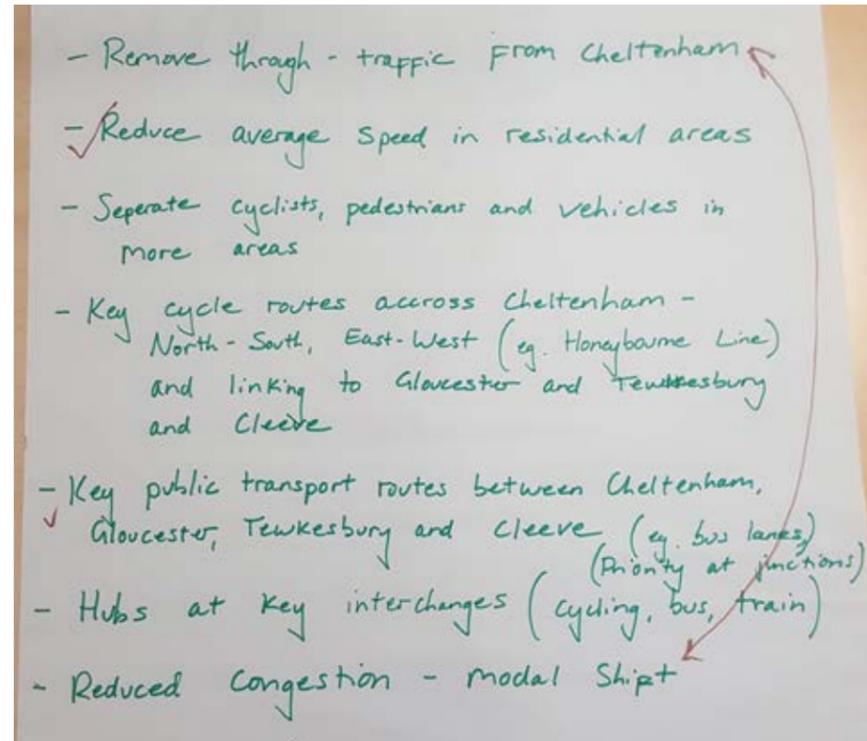


TABLE 2

- REMOVE THROUGH-TRAFFIC FROM CHELTENHAM; REDUCED CONGESTION, MODAL SHIFT
- REDUCE AVERAGE SPEED IN RESIDENTIAL AREAS
- SEPARATE CYCLISTS, PEDESTRIANS AND VEHICLES IN MORE AREAS
- KEY CYCLE ROUTES ACROSS CHELTENHAM - NORTH TO SOUTH, EAST TO WEST (E.G. HONEYBOURNE LANE) AND LINKING TO GLOUCESTER AND TEWKESBURY AND CLEEVE
- KEY PUBLIC TRANSPORT ROUTES BETWEEN CHELTENHAM, GLOUCESTER, TEWKESBURY AND CLEEVE (E.G. BUS LANES, PRIORITY AT JUNCTIONS)
- HUBS AT KEY INTERCHANGES (CYCLING, BUS, TRAIN)

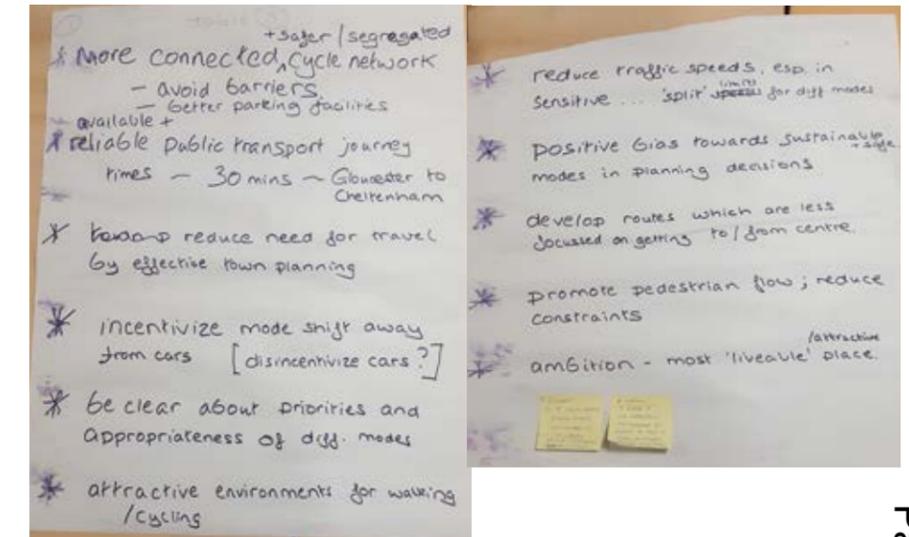


TABLE 3

- MORE CONNECTED AND SAFER CYCLE NETWORK- AVOID BARRIERS AND HAVE BETTER PARKING FACILITIES
- RELIABLE PUBLIC TRANSPORT JOURNEY TIMES I.E. APPROXIMATELY 30 MINUTES FROM GLOUCESTER TO CHELTENHAM
- REDUCE NEED FOR TRAVEL BY EFFECTIVE TOWN PLANNING
- INCENTIVIZE MODE SHIFT AWAY FROM CARS
- BE CLEAR ABOUT PRIORITIES AND APPROPRIATENESS OF DIFFERENT MODES
- ATTRACTIVE ENVIRONMENTS FOR WALKING AND CYCLING
- REDUCE TRAFFIC SPEEDS, 'SPLIT' LIMITS FOR DIFFERENT MODES
- POSITIVE BIAS TOWARDS SUSTAINABLE AND SAFE MODES IN PLANNING DECISIONS
- DEVELOP ROUTES WHICH ARE LESS FOCUSED ON GETTING TO AND FROM THE CENTRE
- PROMOTE PEDESTRIAN FLOW, REDUCE CONSTRAINTS
- AMBITION - MOST 'LIVEABLE' / ATTRACTIVE PLACE

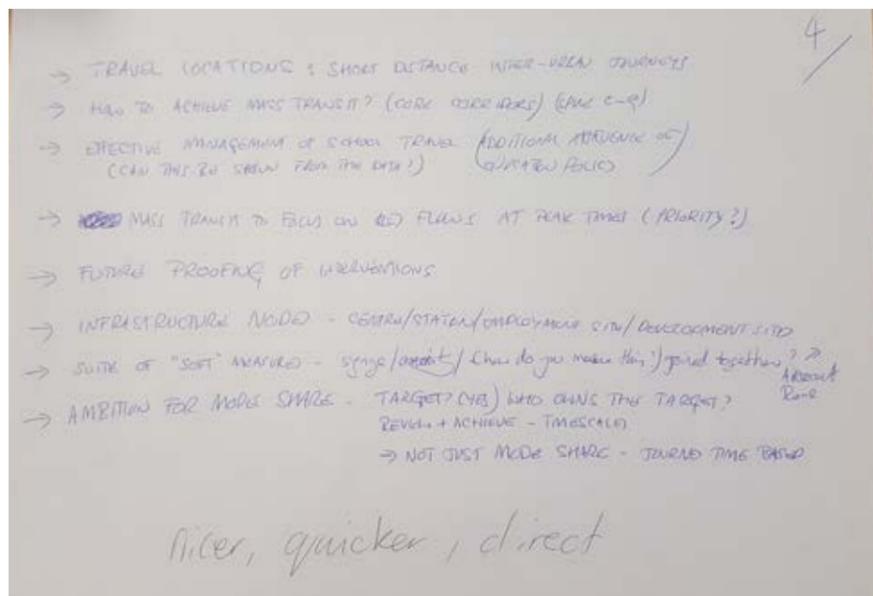


TABLE 4

- TRAVEL LOCATIONS: SHORT DISTANCE INTER-URBAN JOURNEYS
- HOW TO ACHIEVE MASS TRANSIT? (CORE CORRIDORS)
- EFFECTIVE MANAGEMENT OF SCHOOL TRAVEL (CAN THIS BE SHOWN FROM THE DATA?)
- MASS TRANSIT TO FOCUS OF FLOWS AT PEAK TIMES (PRIORITY?)
- FUTURE-PROOFING OF INTERVENTIONS
- INFRASTRUCTURE NODES - CENTRE/STATION/EMPLOYMENT SITE/DEVELOPMENT SITE
- SUITE OF "SOFT" MEASURES - SIGNAGE/AMENITIES
- AMBITION FOR MODE SHARE;
 - TARGET (WHO WOULD OWN THIS TARGET?)
 - NOT JUST MODE SHARE - JOURNEY TIME BASED

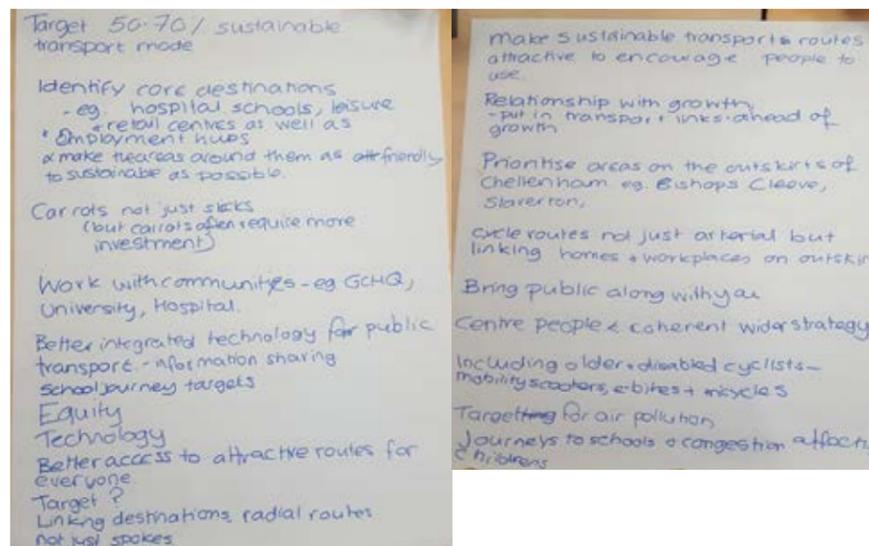
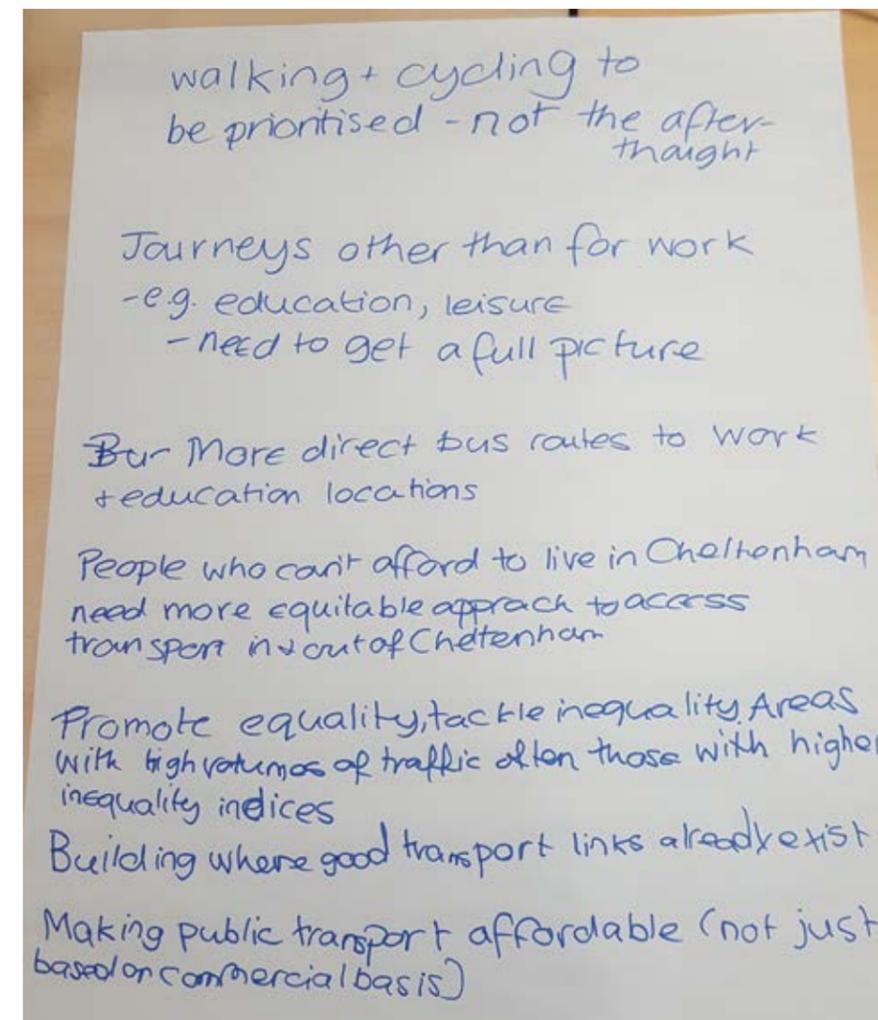


TABLE 5

- TARGET 50-70% SUSTAINABLE TRANSPORT MODE
- IDENTIFY CORE DESTINATIONS E.G. HOSPITALS, SCHOOLS, LEISURE AND RETAIL CENTRES, EMPLOYMENT HUBS. MAKE THE AREAS AROUND THEM AS FRIENDLY TO SUSTAINABLE AS POSSIBLE
- CARROTS, NOT JUST STICKS (CARROTS REQUIRE MORE INVESTMENT)
- WORK WITH COMMUNITIES E.G. GCHQ, UNIVERSITY, HOSPITAL
- BETTER INTEGRATED TECHNOLOGY FOR PUBLIC TRANSPORT- INFORMATION SHARING
- EQUITY
- TECHNOLOGY
- BETTER ACCESS TO ATTRACTIVE ROUTES FOR EVERYONE
- LINKING DESTINATIONS, RADICAL ROUTES; NOT JUST SPOKES
- MAKE SUSTAINABLE TRANSPORT ROUTES ATTRACTIVE TO ENCOURAGE PEOPLE TO USE.
- PUT IN TRANSPORT LINKS AHEAD OF GROWTH.
- PRIORITISE AREAS ON THE OUTSKIRTS OF CHELTENHAM E.G. BISHOPS



CLEEVE AND STAVERTON

- CYCLE ROUTES NOT JUST ARTERIAL BUT LINKING HOMES AND WORK-PLACES ON THE OUTSKIRTS
- BRING PUBLIC ALONG WITH YOU
- CENTRE PEOPLE - COHERENT WIDER STRATEGY
- INCLUDING OLDER AND DISABLED CYCLISTS- MOBILITY SCOOTERS, E-BIKES AND TRICYCLES
- TARGET FOR AIR POLLUTION
- JOURNEYS TO SCHOOLS AND CONGESTION AFFECTING CHILDREN
- WALKING AND CYCLING TO BE PRIORITISED
- JOURNEYS OTHER THAN FOR WORK NEED TO GET A FULL PICTURE
- MORE DIRECT BUS ROUTES TO WORK/EDUCATION LOCATIONS
- MORE EQUITABLE APPROACH TO TRANSPORT ACCESS IN/OUT OF CHELTENHAM FOR THOSE WHO CAN'T AFFORD TO LIVE IN CHELTENHAM
- TACKLE INEQUALITY- AREAS WITH HIGH VOLUMES OF TRAFFIC OFTEN HAVE HIGHER INEQUALITY INDICES
- BUILDING WHERE GOOD TRANSPORT LINKS ALREADY EXIST
- MAKING PUBLIC TRANSPORT AFFORDABLE

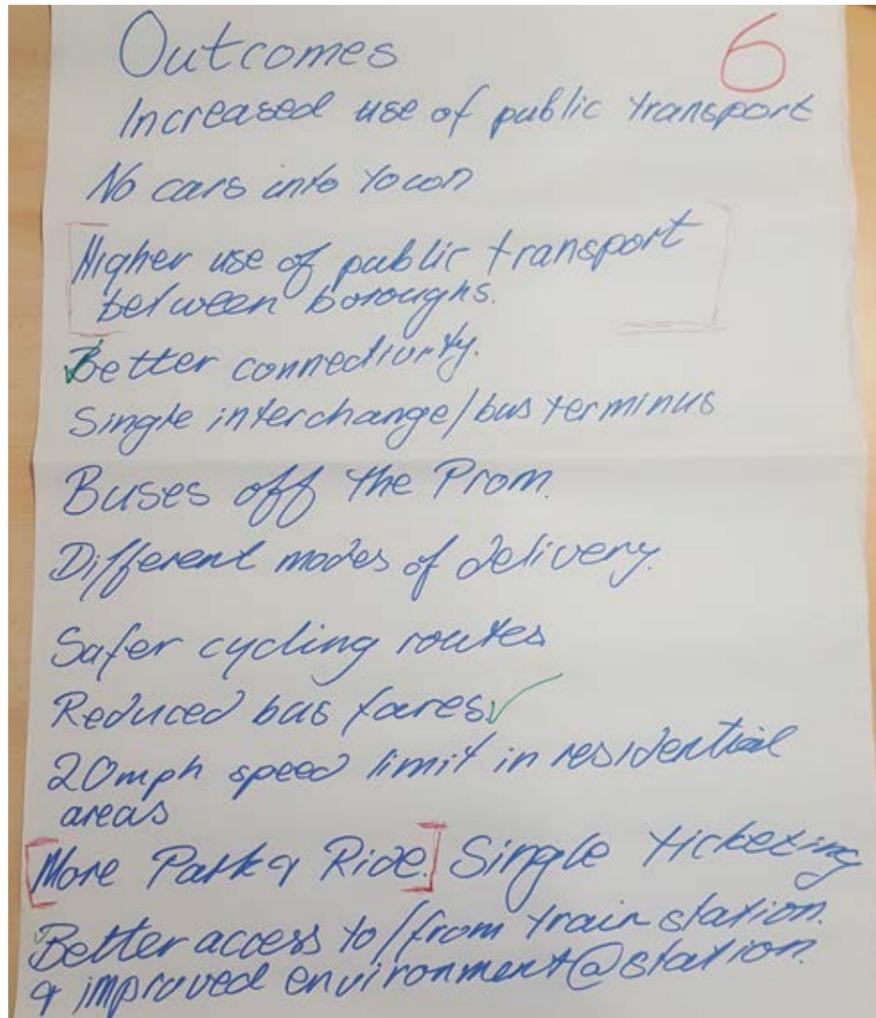


TABLE 6

- INCREASED USE OF PUBLIC TRANSPORT BETWEEN BOROUGHS
- NO CARS INTO TOWN AND BETTER CYCLE PATHS FROM KEY AREAS
- BETTER CONNECTIVITY
- SINGLE INTERCHANGE/BUS TERMINALS
- BUSES OFF THE PROMENADE
- DIFFERENT MODES OF DELIVERY
- SAFER CYCLING ROUTES
- REDUCED BUS FARES
- 20MPH SPEED LIMIT IN RESIDENTIAL AREAS
- MORE PARK & RIDE FACILITIES E.G. TEWKESBURY ROAD
- SINGLE TICKETING
- BETTER ACCESS TO AND FROM TRAIN STATION
- CENTRAL BUS STATION
- BUS LANES ON MAIN ARTERIAL ROADS

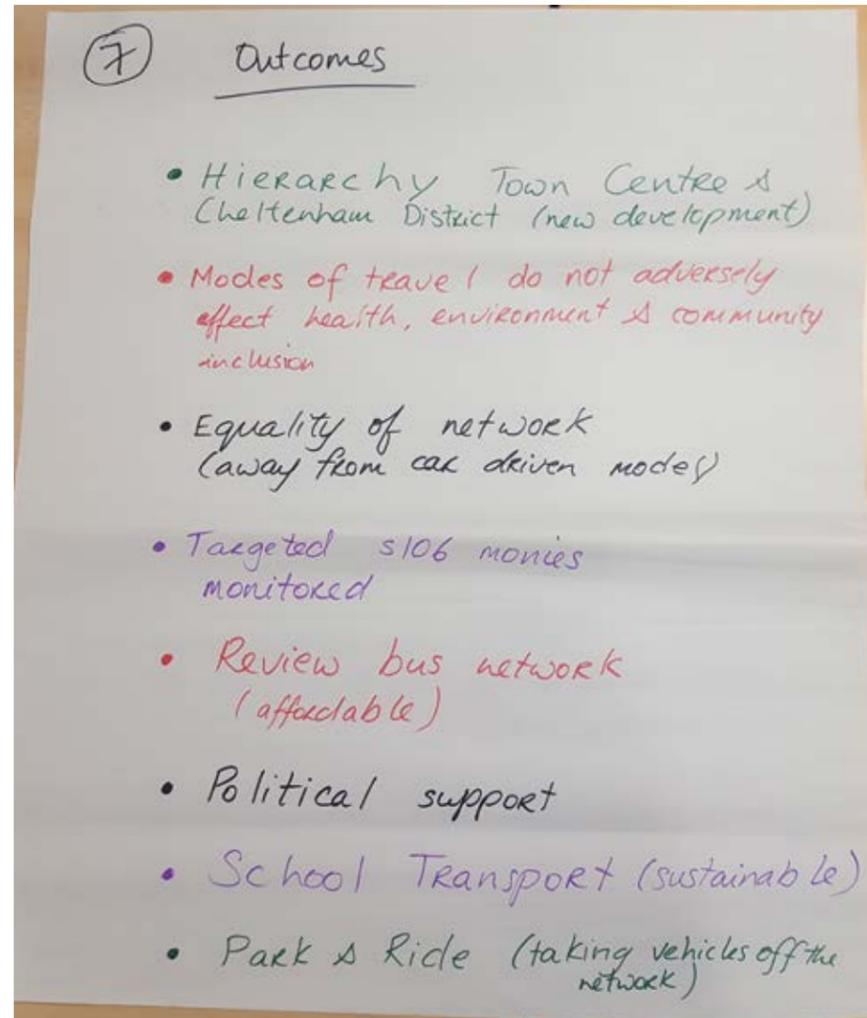


TABLE 7

- HIERARCHY TOWN CENTRE & CHELTENHAM DISTRICT (NEW DEVELOPMENT)
- MODES OF TRAVEL TO NOT ADVERSELY AFFECT HEALTH, ENVIRONMENT & COMMUNITY INCLUSION
- EQUALITY OF NETWORK AWAY FROM DRIVEN MODES
- TARGETED S106 MONIES MONITORED
- REVIEW BUS NETWORK (AFFORDABLE)
- POLITICAL SUPPORT
- SUSTAINABLE SCHOOL TRANSPORT
- PARK & RIDE FACILITIES TO TAKE VEHICLES OFF THE NETWORK

SUMMARY

Key outcomes which appear to be consistently raised throughout the groups include:

- Safer cycling routes
- Increase use of public transport
- 20mph speed limits in residential areas
- More Park and Ride facilities
- Real-time bus information
- Healthy Transport
- Hubs at key interchanges
- Behaviour change
- Future proofing
- Being environmentally friendly

TASK 2: OPPORTUNITIES

Attendees were next asked to identify opportunities. Suggested themes to consider were:

- Main highway corridors
- Station
- Town Centre Access and Interchange
- Local neighbourhoods
- Cycle Network
- Behaviour Change and Technology

The task was completed in groups.

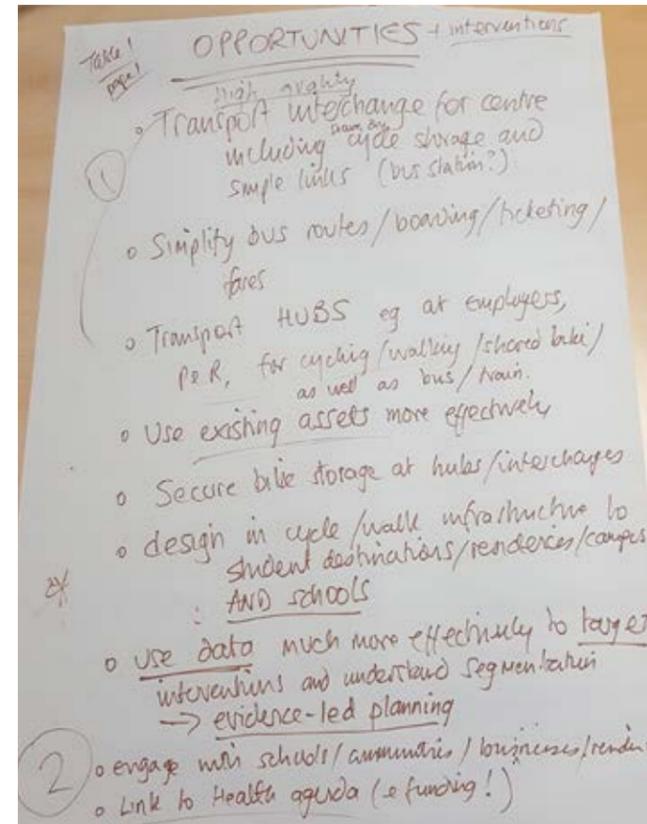
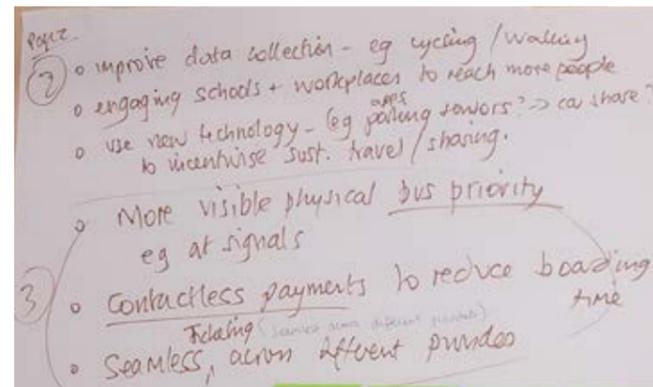


TABLE 1

- HIGH QUALITY TRANSPORT INTERCHANGE FOR CENTRE INCLUDING SECURE, DRY CYCLE STORAGE AND SIMPLE LINKS (BUS STATION?)
- SIMPLIFY BUS ROUTE/BOARDING/TICKETING/FARES
- TRANSPORT HUBS E.G. AT EMPLOYERS AND PARK AND RIDE FOR CYCLING/WALKING/SHARED BIKE AS WELL AS BUS/TRAIN
- USE EXISTING ASSETS MORE EFFECTIVELY
- SECURE BIKE STORAGE AT HUBS/INTERCHANGES
- DESIGN IN CYCLE/WALK INFRASTRUCTURE TO STUDENT DESTINATIONS/RESIDENCIES/CAMPUS AND SCHOOLS
- USE DATA MUCH MORE EFFECTIVELY TO TARGET INTERVENTIONS AND UNDERSTAND SEGMENTATION

- ENGAGE WITH SCHOOLS/COMMUNITIES/BUSINESSES/RESIDENTS
- LINK TO HEALTH AGENDA & FUNDING
- IMPROVE DATA COLLECTION E.G. CYCLING/WALKING
- ENGAGING SCHOOLS AND WORKPLACES TO REACH MORE PEOPLE
- USE NEW TECHNOLOGY (E.G. APPS, PARKING SENSORS > CAR SHARE?) TO INCENTIVIZE SUSTAINABLE TRAVEL/SHARING
- MORE VISIBLE PHYSICAL BUS PRIORITY E.G. AT SIGNALS
- CONTACTLESS PAYMENTS TO REDUCE BOARDING TIME
- SEAMLESS TICKETING ACROSS DIFFERENT PROVIDERS

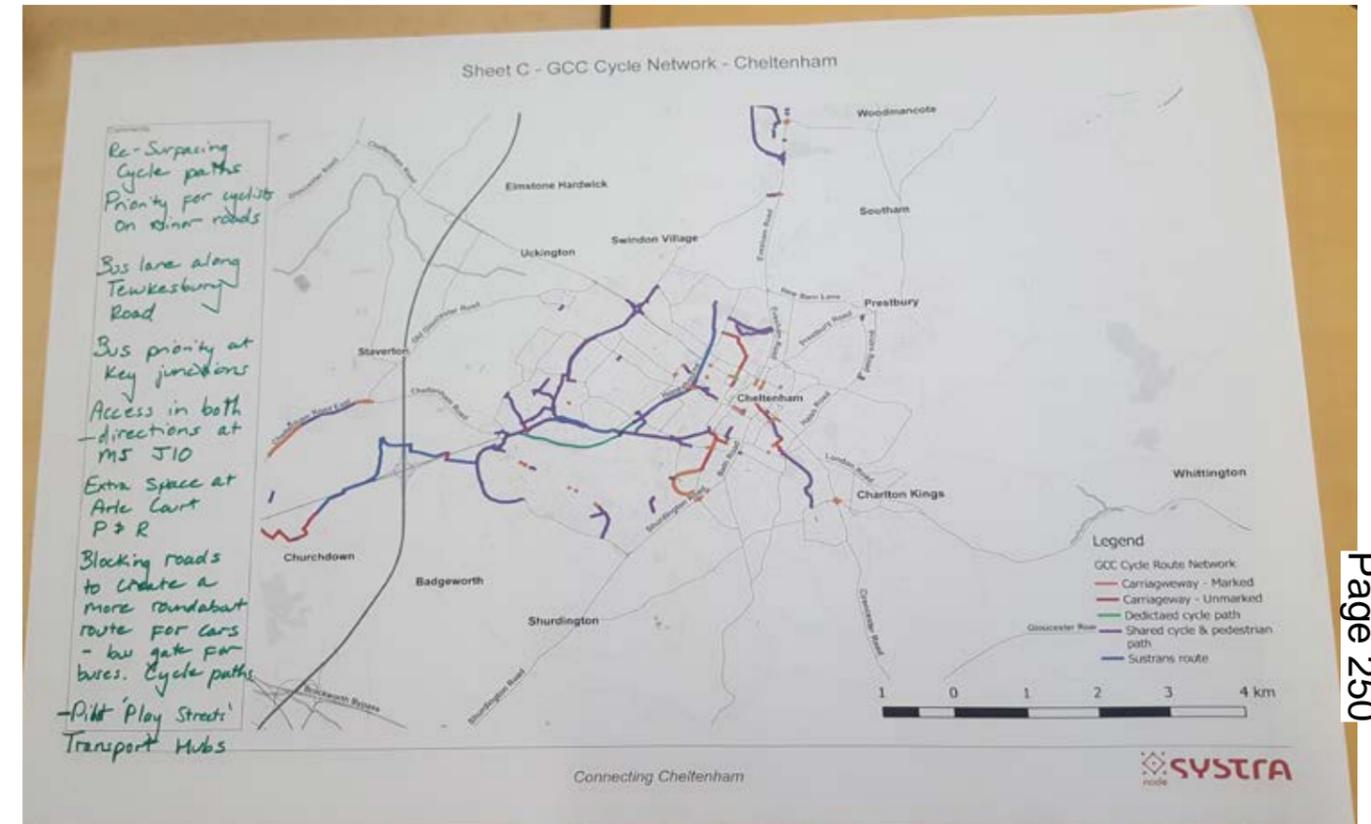


TABLE 2

- RE-SURFACING CYCLE PATHS
- PRIORITY FOR CYCLISTS ON MINOR ROADS
- BUS LANE ALONG TEWKESBURY ROAD
- BUS PRIORITY AT KEY JUNCTIONS
- ACCESS IN BOTH DIRECTIONS AT M5 J10
- EXTRA SPACE AT ARLE COURT PARK AND RIDE
- BLOCKING ROADS TO CREATE A MORE ROUNDABOUT ROUTE FOR CARS- BUS GATE FOR BUSES.
- CYCLE PATHS
- PILOT 'PLAY STREETS' TRANSPORT HUBS
- HONEYBOURNE LINE EXTENSION TO BISHOP'S CLEEVE

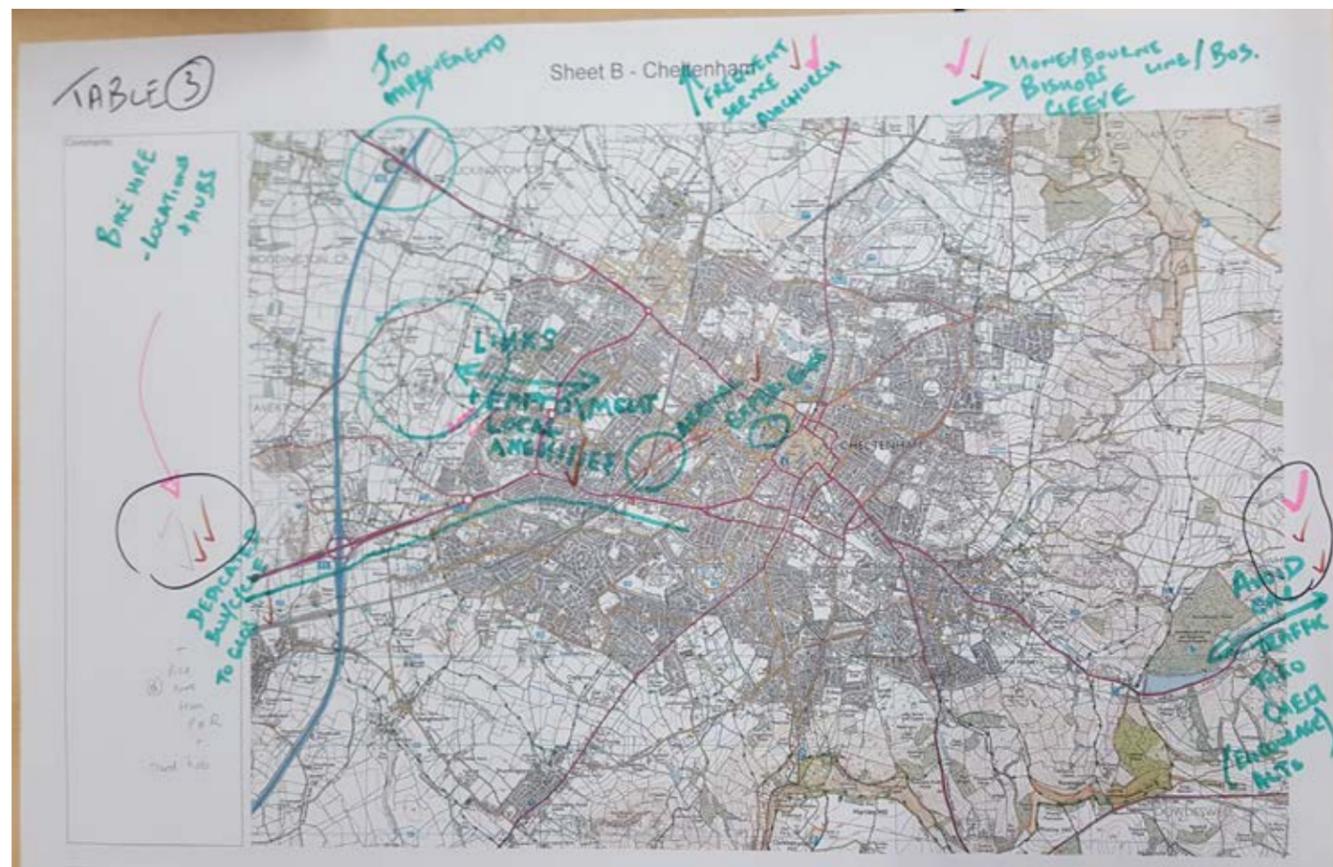


TABLE 3

- BIKE HIRE FROM PARK AND RIDE AND TRAVEL HUBS
- DEDICATED CYCLE ROUTE TO GLOUCESTER
- IMPLEMENT PRIORITIES FOR WALKING AND CYCLING AROUND SCHOOLS- WALKING ZONES, PARK AND STRIDE FOR SCHOOLS AND WORKPLACES
- JUNCTION 10 IMPROVEMENTS
- FREQUENT SERVICE TO ASHCURCH
- HONEYBOURNE TO BISHOP'S CLEEVE LINE/BUS
- AVOID CAR TRAFFIC THROUGH CHELTENHAM, ENCOURAGE ALTERNATIVES

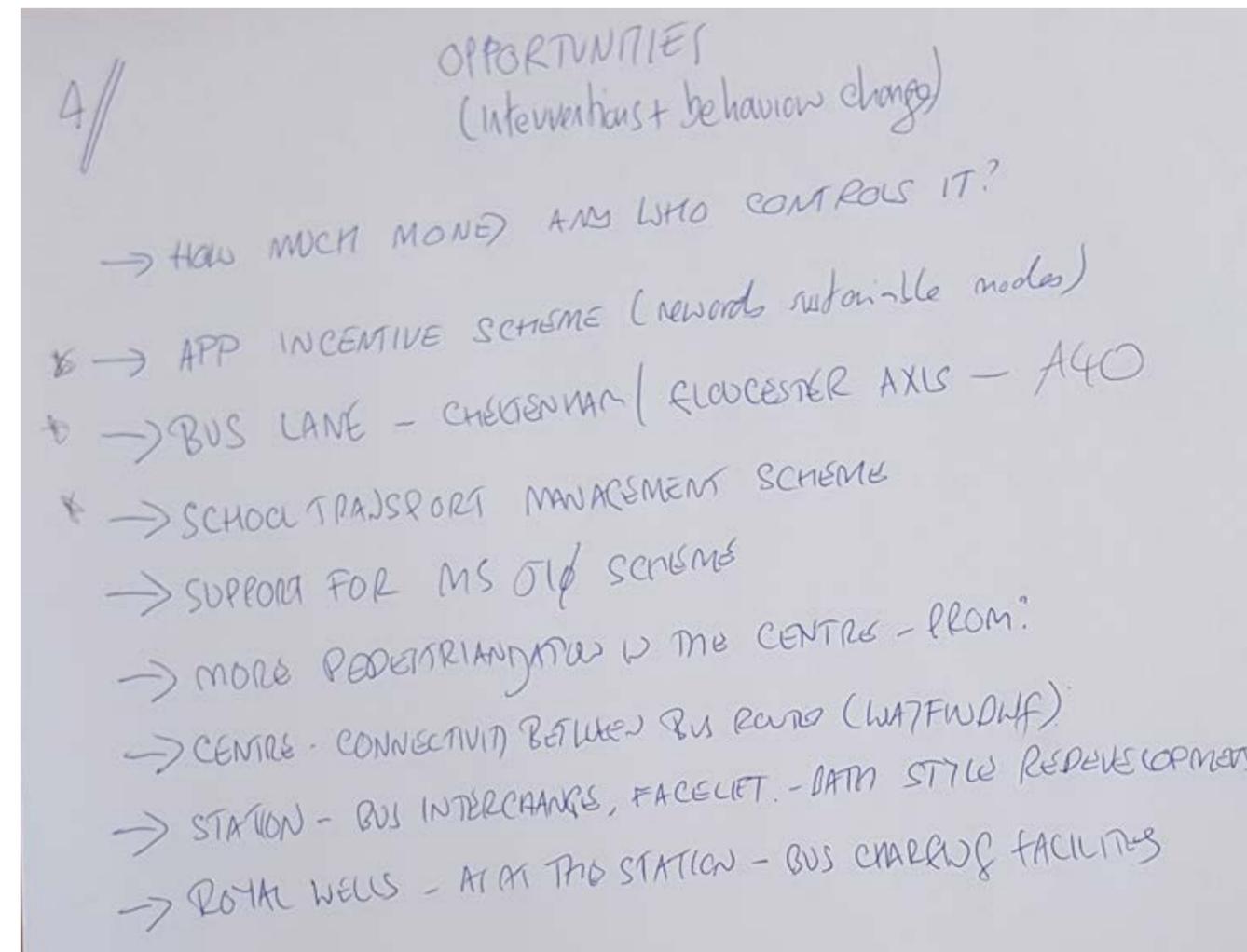


TABLE 4

- HOW MUCH MONEY AND WHO CONTROLS IT?
- APP INCENTIVE SCHEME (REWARDS SUSTAINABLE MODES)
- BUS LANE- CHELTENHAM / GLOUCESTER AXIS- A40
- SCHOOL TRANSPORT MANAGEMENT SCHEME
- SUPPORT FOR M5 SCHEME
- MORE PEDESTRIANISATION WITH THE CENTRE PROM.
- CENTRE- CONNECTIVITY BETWEEN BUS ROUTES (WA7FWDWF)
- STATION- BUS INTERCHANGE, FACELIFT- BATH STYLE REDEVELOPMENT, COMMUNITY HUB
- ROYAL WELLS- AS AT THE STATION- BUS CHARGING FACILITIES

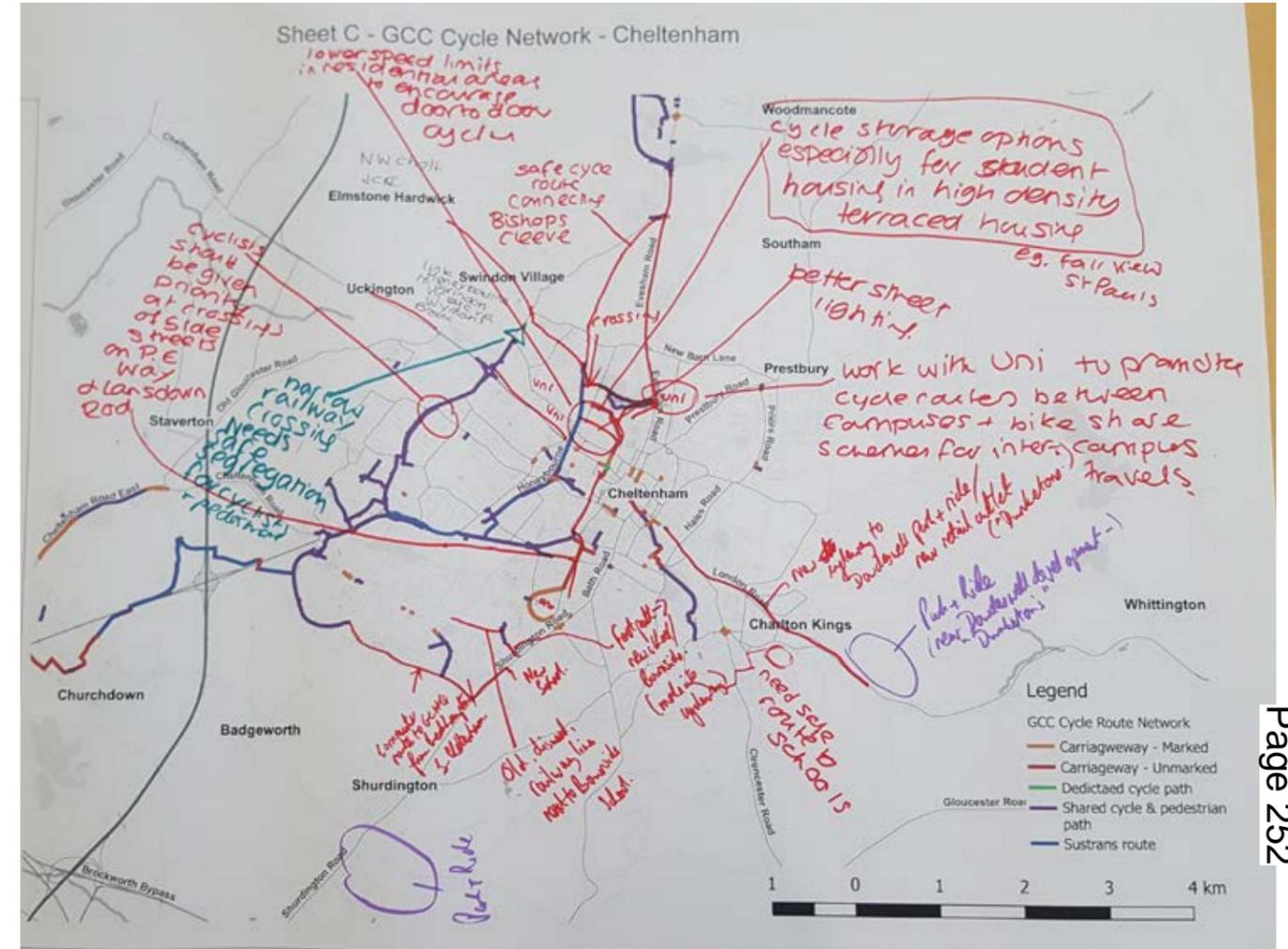
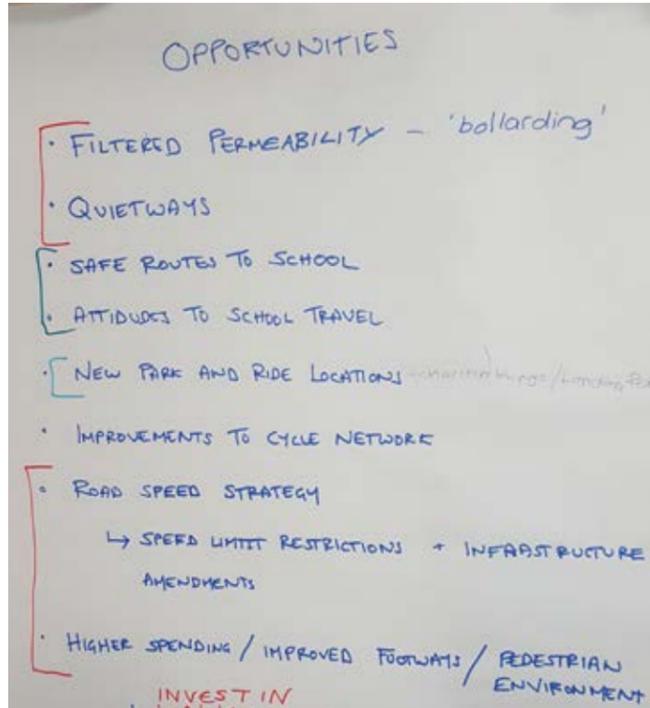


TABLE 5

- FILTERED PERMEABILITY- 'BOLLARDING'
- QUIETWAYS
- SAFE ROUTES TO SCHOOL
- ATTITUDES TO SCHOOL TRAVEL
- NEW PARK AND RIDE LOCATION
- IMPROVEMENTS TO CYCLE NETWORK
- ROAD SPEED STRATEGY
 - SPEED LIMIT RESTRICTIONS AND INFRASTRUCTURE AMENDMENTS
- HIGHER SPENDING/IMPROVED FOOTWAYS/PEDESTRIAN ENVIRONMENT

TABLE 5

- LOWER SPEED LIMITS IN RESIDENTIAL AREAS TO ENCOURAGE DOOR TO DOOR CYCLING
- SAFE CYCLE ROUTE CONNECTION BISHOPS CLEEVE
- CYCLE STORAGE OPTIONS ESPECIALLY FOR STUDENT HOUSING IN HIGH DENSITY TERRACED HOUSING E.G. FALL VIEW AND ST PAULS
- BETTER STREET LIGHTING
- WORK WITH UNIVERSITY TO PROMOTE CYCLE RACKS BETWEEN CAMPUSES AND BIKE SHARE SCHEMES FOR INTER-CAMPUS TRAVELS
- NEW CYCLING TO DOWDESWELL PARK AND RIDE/ NEW RETAIL OUTLET (DUNKERTONS)
- NEED SAFE ROUTE TO SCHOOLS (CHARLTON KINGS)
- FOOTPATH (NEW SCHOOL, BOURNSIDE)- MAKE IT INTO A CYCLING ROUTE
- OLD, DISUSED RAILWAY LINE NEXT TO BOURNSIDE SCHOOL
- COMMUTER ROUTE TO GCHQ FROM LECKHAMPTON/SOUTH CHELTENHAM
- NARROW RAILWAY CROSSING NEEDS SAFE SEGREGATION FOR CYCLISTS AND PEDESTRIANS
- CYCLISTS SHOULD BE GIVEN PRIORITY AT CROSSINGS OF SIDE STREETS ON PRINCESS ELIZABETH WAY AND LANSDOWN ROAD
- LINK HONEYBOURNE TO SWINDON VILLAGE VIA WYMANS BRIDGE

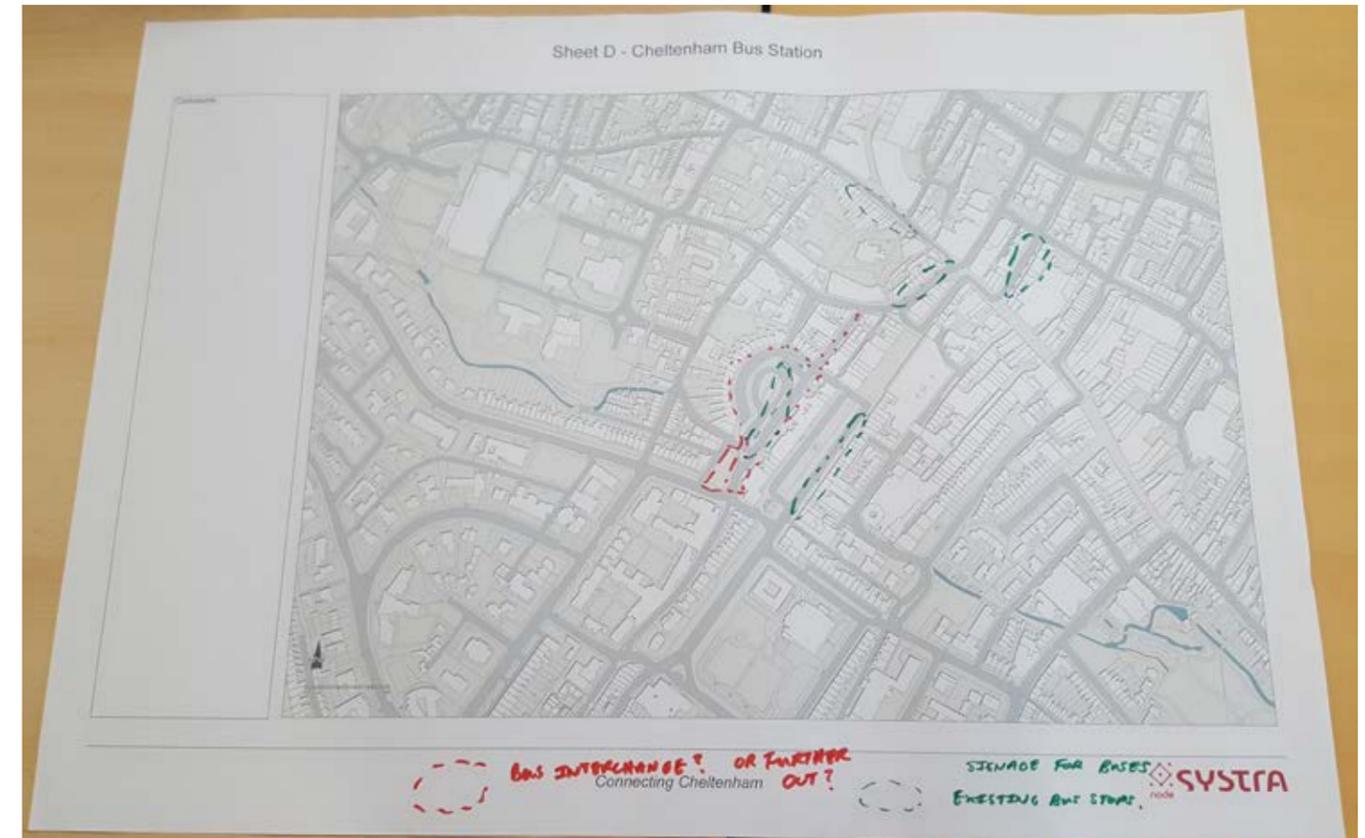
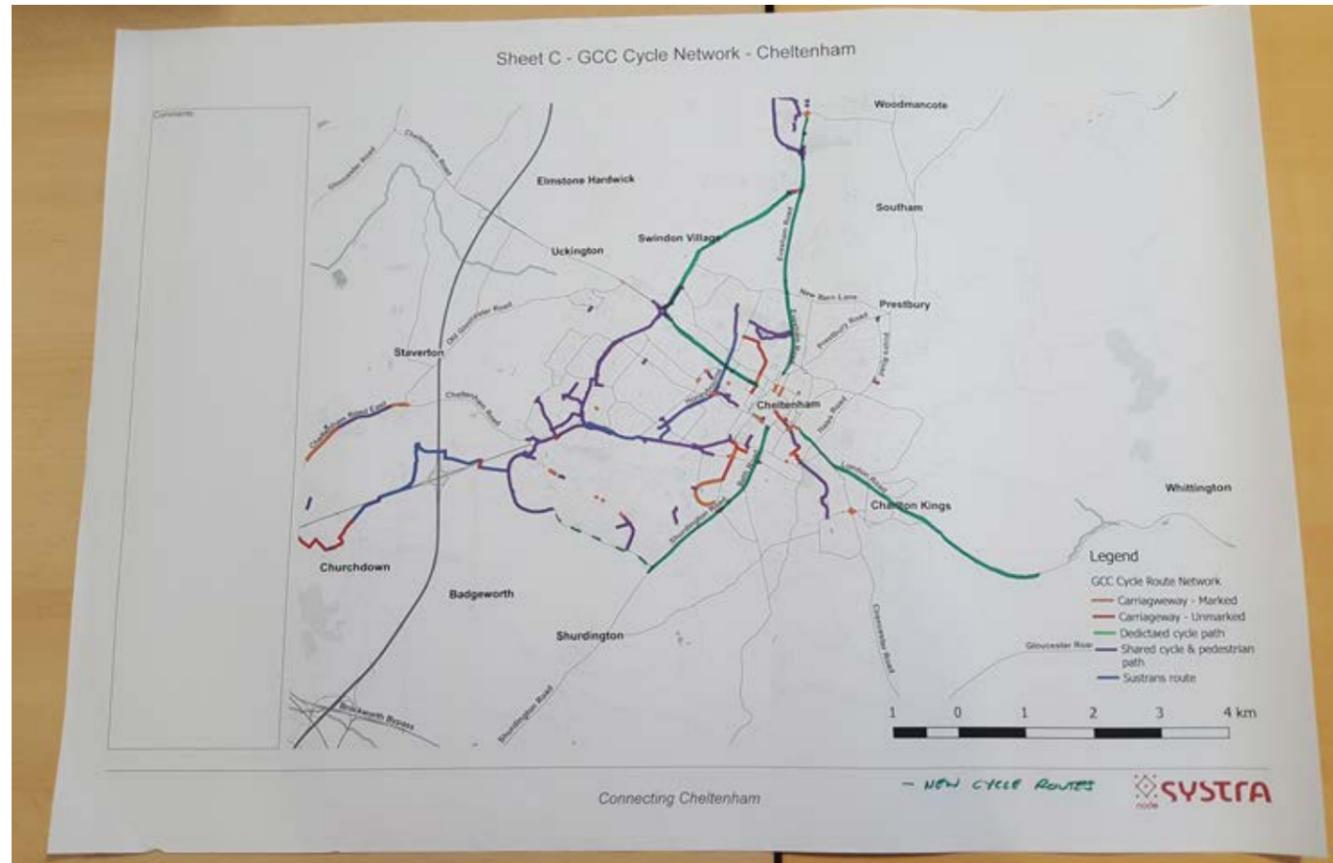


TABLE 6

- NEW CYCLE ROUTES
 - - LONDON ROAD
 - - SHURDINGTON ROAD
 - - BATH ROAD
 - - EVESHAM ROAD
 - - HIGH STREET
 - - TEWKESBURY ROAD
 - - WYMANS LANE
 - - HYDE LANE

- POTENTIAL BUS INTERCHANGE LOCATION
- SIGNAGE FOR BUSES
- EXISTING BUS STOPS

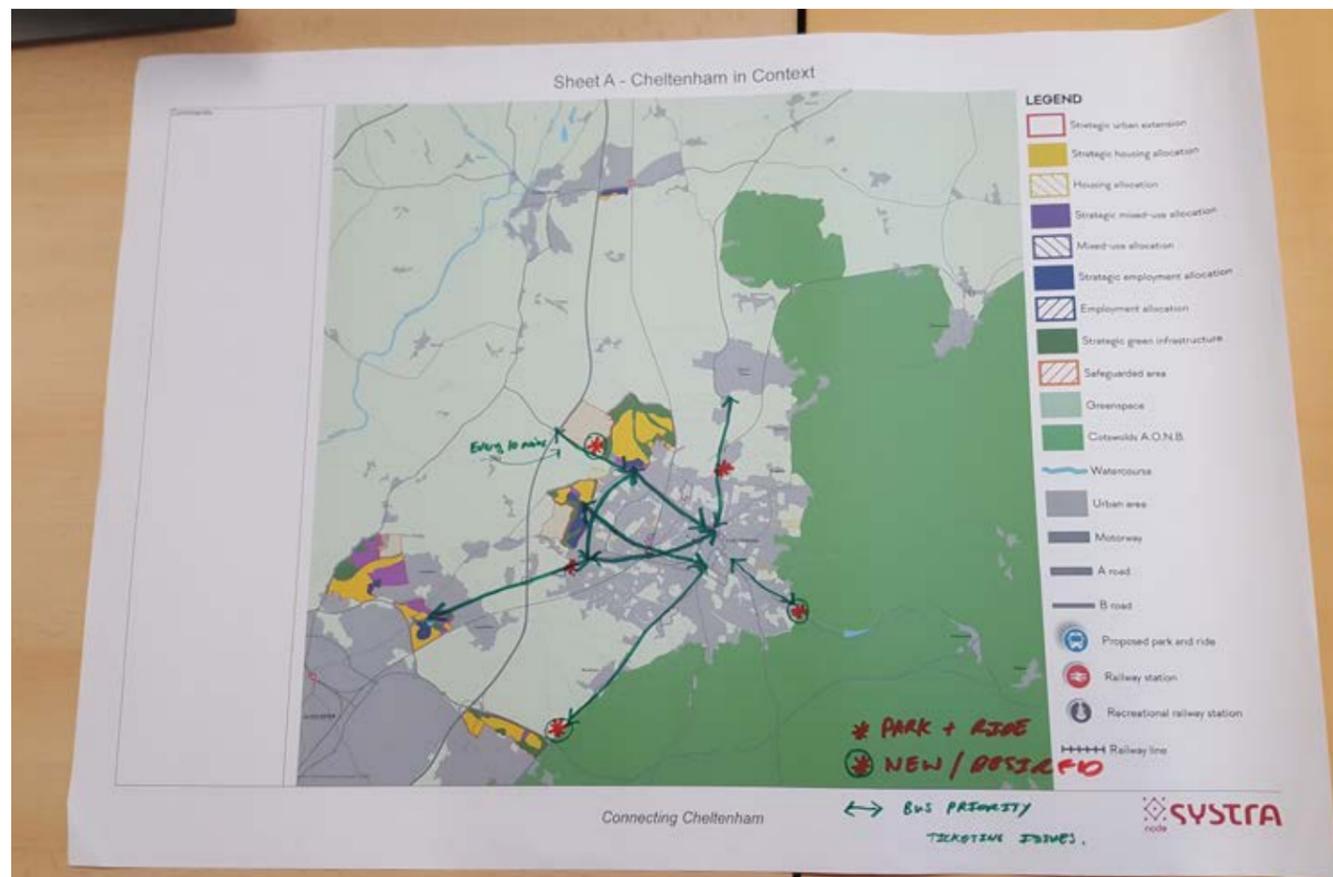


TABLE 6

- NEW AND DESIRED PARK AND RIDE LOCATIONS
- BUS PRIORITY TICKETING ISSUES

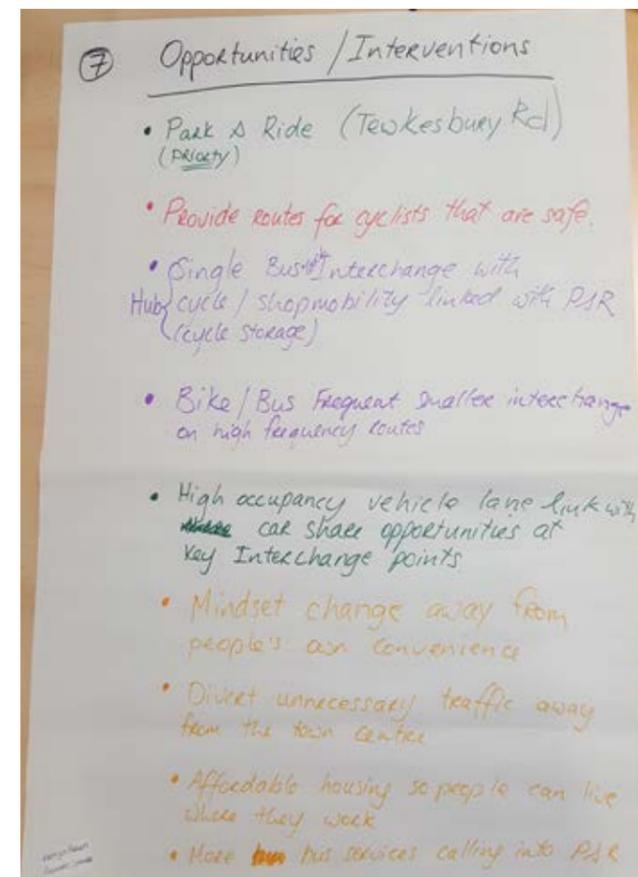


TABLE 7

- PARK AND RIDE TEWKESBURY ROAD IS A PRIORITY
- PROVIDE ROUTES FOR CYCLISTS THAT ARE SAFE
- HUB- SINGLE BUS AND COACH INTERCHANGE WITH CYCLE/SHOP MOBILITY LINKED WITH PARK AND RIDE THAT ALSO HAS CYCLE STORAGE
- BIKE/BUS FREQUENT SMALLER INTERCHANGE ON HIGH FREQUENCY ROUTES
- HIGH OCCUPANCY VEHICLE LANE LINK WITH CAR SHARE OPPORTUNITIES AT KEY INTERCHANGE POINTS
- MINDSET CHANGE AWAY FROM PEOPLE'S OWN CONVENIENCE
- DIVERT UNNECESSARY TRAFFIC AWAY FROM THE TOWN CENTRE

SUMMARY

Key opportunities which appear to be consistently raised across the groups include:

- High quality transport interchange(s)
- New and improved high quality cycle routes
- Safer travel
- Reduced road speeds
- Park and ride sites
- Junction improvements

TASK 3: TOP 3 PRIORITIES

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TOP 3 PRIORITIES

The tables were asked to set out their top three priorities.

The task was undertaken by groups on their respective tables. Most tables did not commit their priorities to paper.

Three clear top priorities identified in the Members' Workshop were:



TASK 4: BARRIERS TO CHANGE

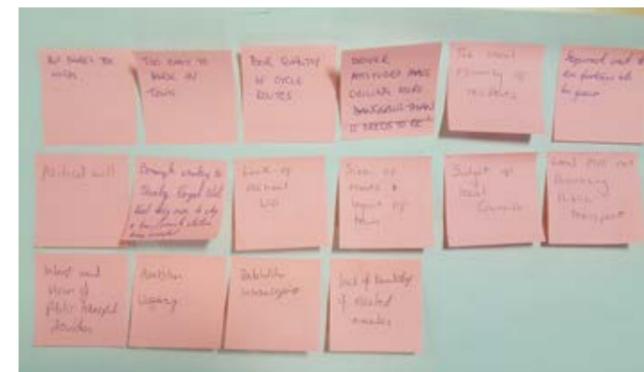
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TABLE 2

- BUS FARES ARE TOO HIGH
- TOO EASY TO PARK IN TOWN
- POOR QUALITY OF CYCLE ROUTES
- DRIVER ATTITUDES MAKE CYCLING MORE DANGEROUS THAN IT NEEDS TO BE
- THE VOCAL MINORITY OF RESIDENTS
- STAGECOACH WANT TO TURN FOOTWAYS INTO BUS QUEUES
- LOCAL MPs NOT PRIORITISING PUBLIC TRANSPORT
- BUDGET OF LOCAL COUNCILS
- SIZE OF ROADS AND LAYOUT OF TOWN
- LACK OF POLITICAL WILL
- BOROUGH WANTING TO DEVELOP ROYAL WELL THAT THEY STOP A BUS/COACH STATION BEING CREATED
- INTEREST AND VISION OF PUBLIC TRANSPORT PROVIDER
- AMBITION
- URGENCY
- STAKEHOLDER INTRANSIGENCE
- LACK OF KNOWLEDGE OF ELECTED MEMBERS/OFFICIALS
- DEFENSIVENESS AND LACK OF VISION OF MAJOR PUBLIC TRANSPORT PROVIDERS
- THEY DON'T SEEM TO UNDERSTAND ECONOMICS



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☆ Defensiveness of major public transport Bus/RAIL providers.
 ☆ lack of vision of public transport providers.
 ☆ THEY DON'T SEEM TO UNDERSTAND ECONOMICS

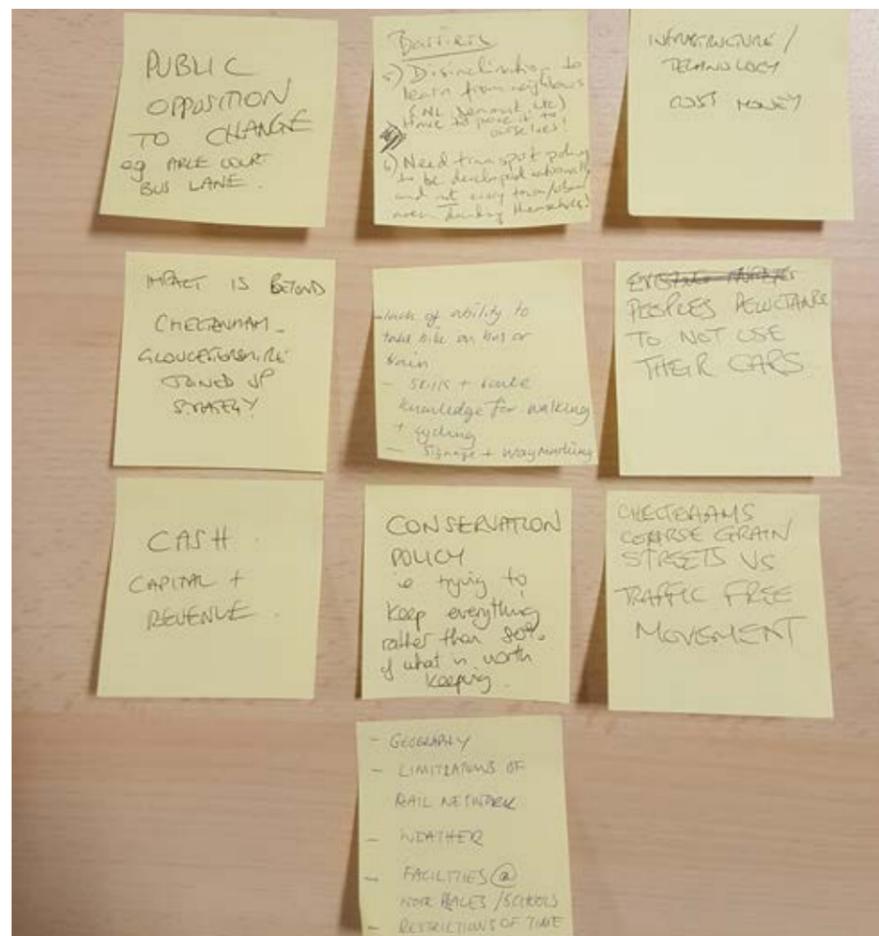
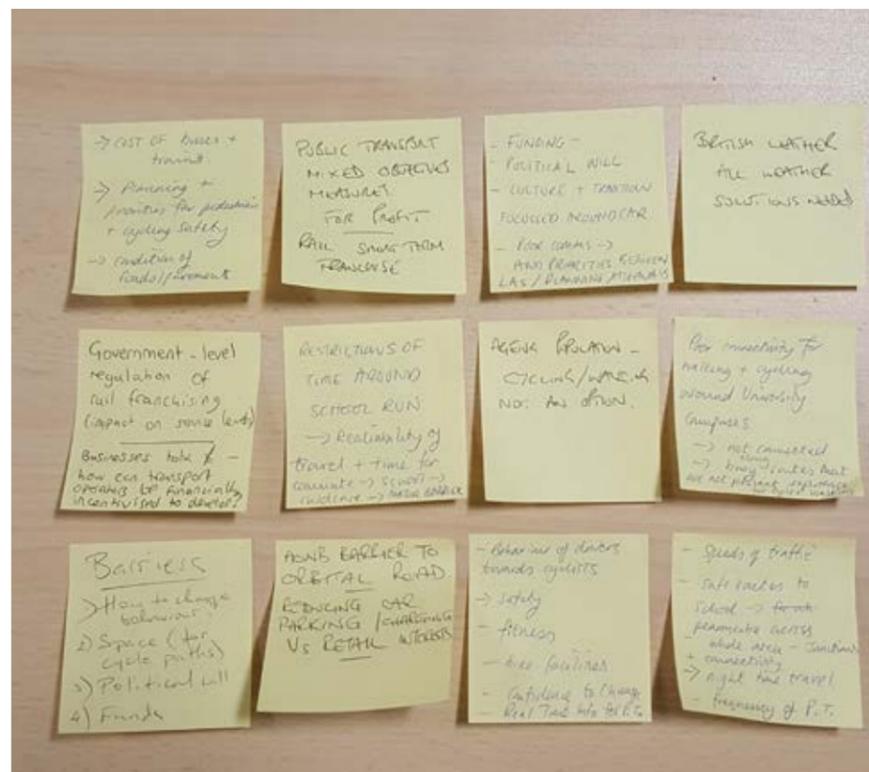


TABLE 3

- PUBLIC OPPOSITION TO BEHAVIOURAL CHANGE E.G. ARLE COURT.
- DISINCLINATION TO LEARN FROM EUROPEAN NEIGHBOURS E.G. THE NETHERLANDS AND DENMARK; WE HAVE TO PROVE IT TO OURSELVES
- NEED TRANSPORT POLICY TO BE DEVELOPED NATIONALLY AND NOT WITH EVERY TOWN/URBAN AREA DECIDING THEMSELVES
- INFRASTRUCTURE AND TECHNOLOGY COSTS MONEY
- IMPACT IS BEYOND CHELTENHAM- NEED JOINT STRATEGY WITH GLOUCESTER
- LACK OF ABILITY TO TAKE BIKE ON BUS OR TRAIN
- SKILLS AND ROUTE KNOWLEDGE FOR WALKING AND CYCLING
- SIGNAGE AND WAYMARKING
- PEOPLES' RELUCTANCE TO NOT USE THEIR CARS
- CASH- CAPITAL AND REVENUE
- CONSERVATION POLICY I.E. TRYING TO KEEP EVERYTHING RATHER THAN 80% OF WHAT IS WORTH KEEPING
- CONDITION OF ROADS/PAVEMENTS- COARSE GRAIN STREETS VS TRAFFIC FREE MOVEMENT
- GEOGRAPHY



- LIMITATIONS OF THE RAIL NETWORK
- WEATHER
- WORK PLACE / SCHOOL FACILITIES, AND POOR UNI CONNECTIVITY
- FUNDING AND COST OF BUSES AND TRAINS
- PLANNING AND PRIORITIES FOR PEDESTRIAN AND CYCLING SAFETY
- PUBLIC TRANSPORT MIXED OBJECTIVES MEASURES ARE FOR PROFIT
- FUNDING
- POLITICAL WILL
- GOVERNMENT-LEVEL REGULATION OF RAIL FRANCHISING MEANS LITTLE FINANCIAL INCENTIVE FOR TRANSPORT OPERATORS TO DEVELOP.
- CULTURE AND TRADITION FOCUSED AROUND CAR
- POOR COMMS AND PRIORITIES BETWEEN LOCAL AUTHORITIES AND PLANNING ATTORNEYS
- AGEING POPULATION- CYCLING AND WALKING NOT ALWAYS AN OPTION
- TIME RESTRICTIONS, TRAVEL RELIABILITY E.G. DURING SCHOOL RUN
- BEHAVIOUR OF DRIVERS TOWARDS CYCLISTS AND ROAD SAFETY
- FITNESS
- AONB BARRIER TO ORBITAL ROAD
- REDUCING CAR PARKING/CHARGING VS RETAIL NEEDS

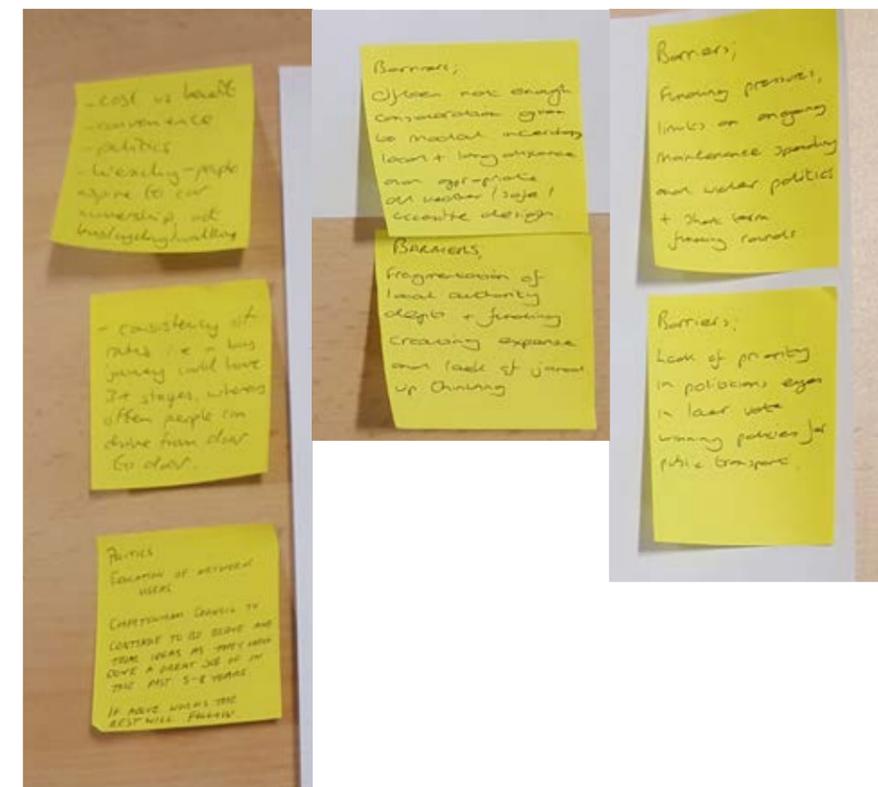


TABLE 4

- COST VS BENEFIT
- CONVENIENCE
- POLITICS AND LACK OF PRIORITY IN POLITICIANS- EYES ON LAST VOTE WINNING POLICIES FOR PUBLIC TRANSPORT
- FRAGMENTATION OF LOCAL AUTHORITY DEPARTMENTS- LACK OF JOINED-UP THINKING
- HIERARCHY- PEOPLE ASPIRE TO CAR OWNERSHIP OVER BUS/CYCLING/WALKING
- CONSISTENCY OF RATES- BUS JOURNEY MAY HAVE MULTIPLE STAGES BUT CAR CAN GO FROM DOOR TO DOOR
- EDUCATION OF NETWORK USERS
- FUNDING PRESSURES- LIMITS OF ONGOING MAINTENANCE SPENDING AND SHORT TERM FUNDING ROUNDS
- NOT ENOUGH CONSIDERATION FOR MODAL INTERCHANGE- APPROPRIATE, ALL-WEATHER, SAFE AND ACCESSIBLE DESIGN

TABLE 5

- LOW COUNCIL PRIORITY GIVEN TO MAINTAINING FOOTPATHS/CYCLEWAYS AS MORE IS GIVEN TO ROADS
- CHANGING SOCIAL NORMS I.E. CAR DRIVING IS PERCEIVED AS A SOCIAL NORM, CYCLING IS NOT
- NEED TO ADDRESS INEQUALITIES- PRIORITISE AREAS WITH WORST HEALTH OUTCOMES
- SPACE FOR NEW INFRASTRUCTURE
- POLITICIANS UNWILLING TO MAKE CONTROVERSIAL DECISIONS
- DIFFICULTY OF RETROFITTING AND GETTING INVESTMENT IN OLDER BUILT UP AREAS WITH NO S.106 FUNDING AVAILABLE
- NEEDS INVESTMENT AND FUNDING FROM CENTRAL GOVERNMENT AND POLITICAL WILL- LOCAL AUTHORITIES IN A CHALLENGING POSITION FINANCIALLY AND HAVE INCREASED RESPONSIBILITY, BUT LESS MONEY
- COMMUNICATION BETWEEN LOCAL AUTHORITIES
- LACK OF ROUTES ROUND/BYPASSING CHELTENHAM- TOO MANY JOURNEYS THROUGH TOWN
- NEED TO ENGAGE COMMUNITIES IN SOLUTIONS- DO WITH, NOT 'TO'
- NEEDS OF PEDESTRIANS NOT FULLY CATERED FOR- OFTEN LIP-SERVICE BUT LACK OF PHYSICAL PROVISION
- LEP NOT PUTTING ITS MONEY WHERE ITS MOUTH IS- IF THE LEP BELIEVES IN SUSTAINABLE TRANSPORT, IT SHOULD FUND IT PROPERLY E.G. PUT MONEY INTO CHELTENHAM- BISHOPS CLEEVE CYCLEWAY
- GOVERNMENT FUNDING FOR CYCLING GOES TO BIG CITIES RATHER THAN TOWNS LIKE CHELTENHAM- GLOUCESTER- TEWKESBURY
- GCC IS RUN BY THE CONSERVATIVES, CBC BY THE LIB DEMS. TORIES DON'T WANT TO SPEND MONEY ON OUR TOWN

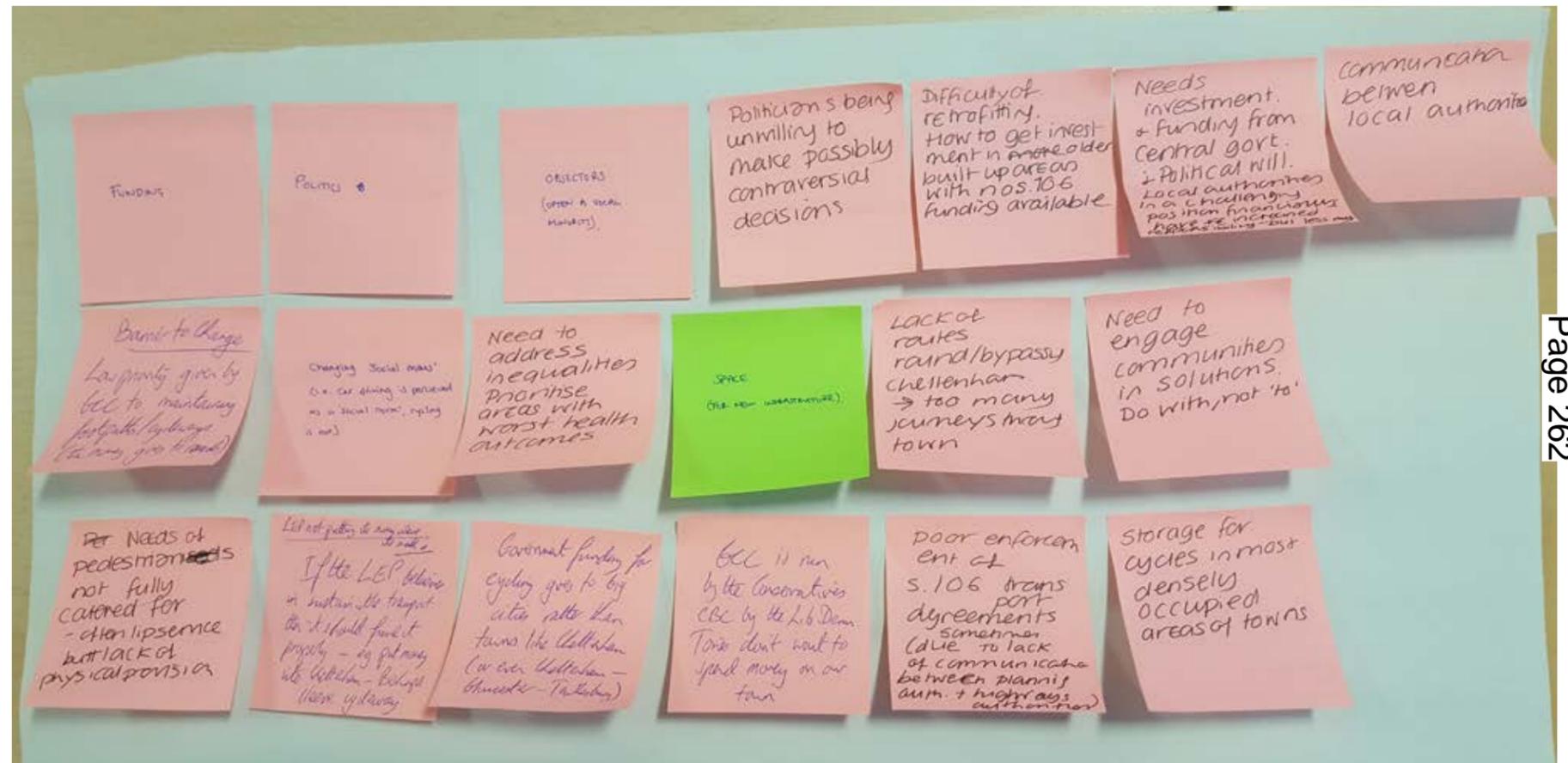
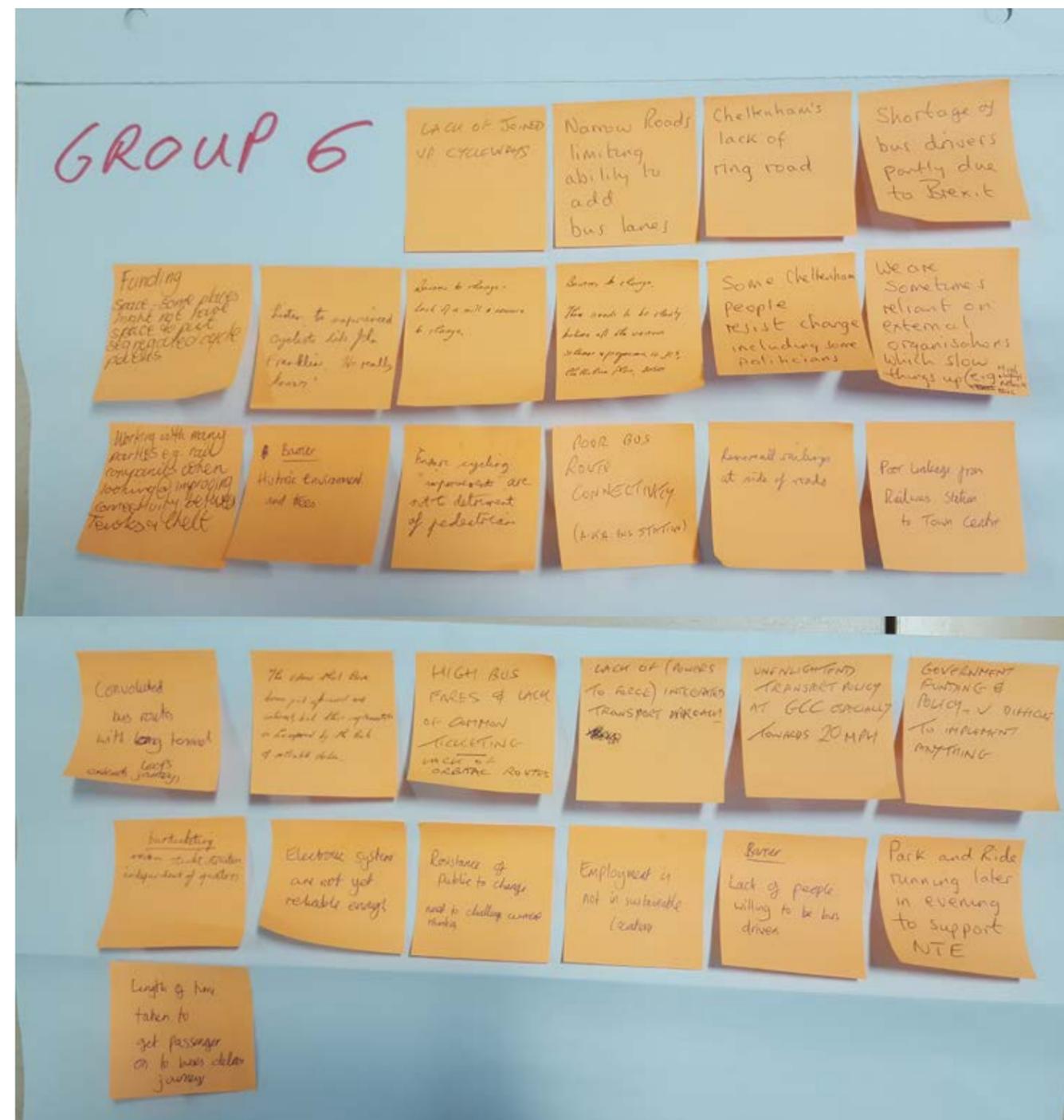


TABLE 6

- LACK OF JOINED UP CYCLEWAYS
- NARROW ROADS LIMITING ABILITY TO ADD BUS LANES
- CHELTENHAM'S LACK OF RING ROAD
- SHORTAGE OF BUS DRIVERS PARTLY DUE TO BREXIT
- FUNDING
- SOME PLACES MIGHT NOT HAVE SPACE TO PUT SEGREGATED CYCLE PATHS
- LISTEN TO EXPERIENCED CYCLISTS LIKE JOHN FRANKLIN- HE KNOWS!
- LACK OF A WILL AND RESOURCE TO CHANGE
- THERE NEEDS TO BE CLARITY BETWEEN ALL THE VARIOUS SCHEMES OF PROGRAMMES I.E. JCS CHELTENHAM PLAN 2050
- SOME CHELTENHAM PEOPLE RESIST CHANGE, INCLUDING SOME OF THE POLITICIANS
- WE ARE SOMETIMES RELIANT ON EXTERNAL ORGANISATIONS WHICH SLOWS THINGS UP
- WORKING WITH MANY PARTIES E.G. RAIL COMPANIES WHEN LOOKING AT IMPROVING CONNECTIVITY BETWEEN TEWKESBURY AND CHELTENHAM
- HISTORIC ENVIRONMENT AND TREES
- ENSURE CYCLING IMPROVEMENT ARE NOT TO DETRIMENT OF PEDESTRIANS
- POOR BUS ROUTE CONNECTIVITY (AKA BUS STATION)
- REMOVE ALL RAILINGS AT SIDE OF ROADS
- POOR LINKAGE FROM RAILWAY STATION TO TOWN CENTRE



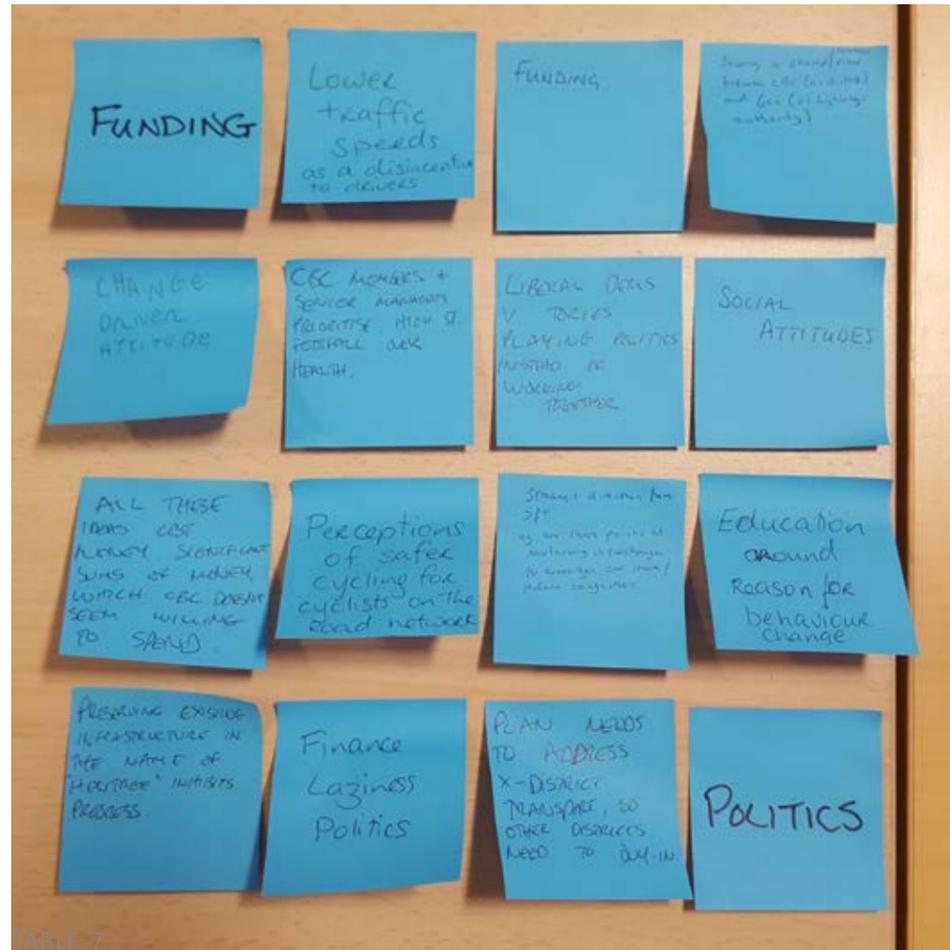


TABLE 7

- FUNDING AND FINANCE
- LAZINESS
- ALL THESE IDEAS COST MONEY. SIGNIFICANT SUMS OF MONEY WHICH CBC DOESN'T SEEM WILLING TO SPEND
- PRESERVING EXISTING INFRASTRUCTURE IN THE NAME OF "HERITAGE" INHIBITS PROGRESS
- CBC MEMBERS AND SENIOR MANAGERS PRIORITISE HIGH STREET FOOTFALL OVER HEALTH
- SECURING A SHARED/COMMON VIEW BETWEEN CBC (AS DISTRICT) AND GCC (AS HIGHWAYS AUTHORITY)
- LIBERAL DEMS VS TORIES PLAYING POLITICS INSTEAD OF WORKING TOGETHER
- STRATEGIC DIRECTION FROM DfT E.G. CAR SHARE POINTS AT MOTORWAY INTERCHANGES TO ENCOURAGE CAR SHARE/REDUCE CONGESTION
- PLAN NEEDS TO ADDRESS X- DISTRICT TRANSPORT, SO OTHER DISTRICTS NEED TO BUY-IN
- EDUCATION AROUND REASON FOR BEHAVIOUR CHANGE
- SOCIAL ATTITUDES
- CHANGE DRIVER ATTITUDE
- PERCEPTIONS OF SAFER CYCLING FOR CYCLISTS ON THE ROAD NETWORK
- LOWER TRAFFIC SPEEDS AS A DISINCENTIVE TO DRIVERS

SUMMARY

There was a very wide spread of barriers to change identified by the stakeholders. However, some common themes have emerged from amongst the tables:

- Funding issues
- Social attitudes/resistance to behaviour change
- Lack of leadership and a political divide between Borough and County Councils
- Issues around lack of shared governance priorities and ambition between Borough and County councils
- Lack of integration and vision amongst bus operators
- Cost of bus travel
- Historic environment/conservation
- Insufficient space for new infrastructure
- Quality of existing cycling infrastructure
- Prioritising roads over footways and cycleways in council spending
- Outdated buses and infrastructure

7 | Stakeholder Workshop 2

STAKEHOLDER WORKSHOP 2

The second Stakeholder Workshop was held on the afternoon of 6 February 2019 at the Municipal Offices in Cheltenham. The workshop set out the emerging strategy, including exploring the approach to each transport mode, and offered local stakeholders the opportunity to contribute to, and help shape the work.

Stakeholders were split into groups of mixed backgrounds to ensure a cross-section of interests and experience on each table. The groups were asked to note down their observations and thoughts, drawing from their local experience, regarding the following topics:

- Targets - are they ambitious enough?
- Healthy Streets approach
- Cycle Super Cheltways
- Bus Network and Town Centre Bus Interchange and Routing

Please note that not all individuals / teams completed all worksheets.

Attendance Sheet

Connecting Cheltenham Workshop 2 Wednesday 6th February 2019			
Attendance Sheet			
Name	Organisation	Group	Signature
Andrew Lord	GCHQ	1	[Signature]
Andy Hayes	Hesters Way Partnership	3	[Signature]
Bernice Thomson	Cheltenham West End Partnership	6	[Signature]
Bronwen Thornton	Walk 21	1	[Signature]
Caroline Walker	Cheltenham Borough Homes	2	[Signature]
Clr Max Wilkinson	CBC	3	[Signature]
Clr Stephen Cooke	CBC	1	[Signature]
Luke Farley	Great Western Railway (GWR)	5	[Signature]
Gareth Jones	CBC	6	[Signature]
William Griffiths	TPA	4	[Signature]
Jeremy Williamson	Cheltenham Development Task Force	5	[Signature]
John Newbury	Living Streets	1	[Signature]
Kate Fenwick	Cheltenham Accessibility Group	5	[Signature]
Kevan Blackadder	Cheltenham Business Improvement District	4	[Signature]
Michael Ratcliffe	Chamber of Commerce	6	[Signature]
Tim Reynolds	National Express	2	[Signature]
Nicola Inchbald	Cheltline	6	[Signature]
Chris Stack	PJA	3	[Signature]
Richard Gibson	CBC	2	[Signature]
Robert Roughan	TPA	5	[Signature]
Gary Stacey	Fairview Community	4	[Signature]
Tess Beck	St Paul's Residents Association	3	[Signature]
Tracey Crews	CBC	6	[Signature]
John Franklin	Cheltenham & Tewkesbury Cycle Campaign	2	[Signature]
John Mallows	Cheltenham & Tewkesbury Cycle Campaign	5	[Signature]
Ed Argent	Robert Hitchens	4	[Signature]
Rupert Cox	Stagecoach West	1	[Signature]
John Goddard	National Express	3	[Signature]
Simon Willis	The Reddings Residents' Association	4	[Signature]
Stephen Furtado	Midwinter Residents Association	2	[Signature]
Alex Folliss	Node	1 (F)	[Signature]
Emily Walsh	SYSTRA	2 (F)	[Signature]
Martin Parretti	SYSTRA	3 (F)	[Signature]
Nigel Wakefield	Node	4 (F)	[Signature]
Orlagh Stoner	GCC	5 (F)	[Signature]
Ken Dale	CBC	6 (F)	[Signature]
Richard Waters	GCC		[Signature]
Janet Clark	CBC AQ		[Signature]
Jim Carr	GCC		[Signature]
EMMA Shibli	GCC	4	[Signature]

TASK 1: TARGETS

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TARGETS

The first task sought the attendees' thoughts on the targets that were presented..

The task was completed within groups on a table by table basis.

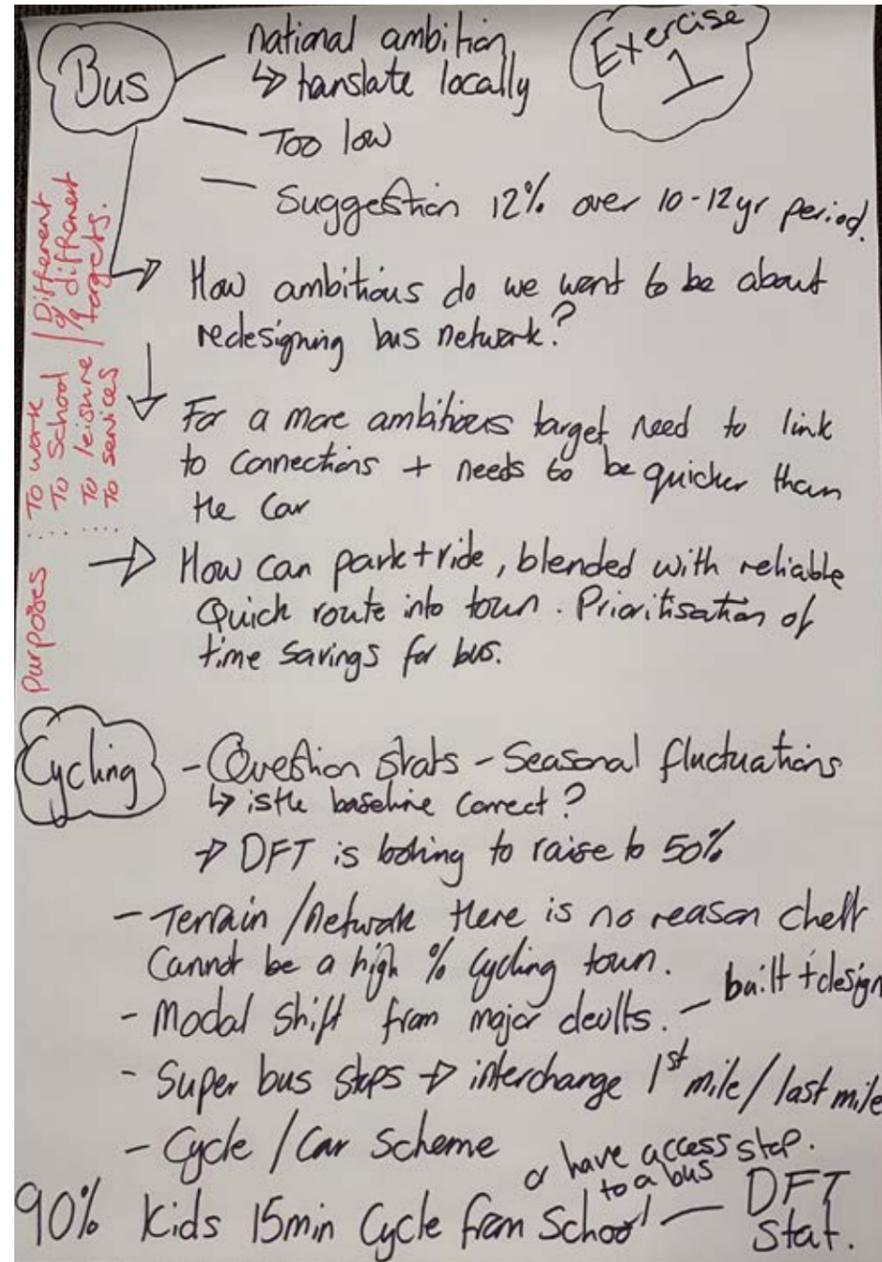


TABLE 1

BUS

- NATIONAL AMBITION -> TRANSLATE LOCALLY
- TOO LOW
- SUGGESTION 12% OVER 10-12 YEAR PERIOD
- HOW AMBITIOUS DO WE WANT TO BE ABOUT REDESIGNING THE BUS NETWORK?
- FOR A MORE AMBITIOUS TARGET NEED TO LINK TO CONNECTIONS AND (BUS) NEEDS TO BE QUICKER THAN THE CAR
- HOW CAN PARK AND RIDE (BE) BLENDED WITH RELIABLE, QUICK ROUTE INTO TOWN? PRIORITISATION OF TIME SAVINGS FOR BUS
- DIFFERENT % (FOR) DIFFERENT PURPOSES:
 - TO WORK
 - TO SCHOOL
 - TO LEISURE
 - TO SERVICES

CYCLING

- QUESTION STATS (IS THE BASELINE CORRECT?) - SEASONAL FLUCTUATIONS
- DFIT IS LOOKING TO RAISE TO 50%
- TERRAIN/NETWORK THERE IS NO REASON CHELTENHAM CANNOT BE A HIGH % CYCLING TOWN
- MODAL SHIFT FROM MAJOR DEVEL(OPMEN)TS- BUILT BY DESIGN
- SUPER BUS STOPS-> INTERCHANGE 1ST MILE/LAST MILE
- CYCLE/CAR SCHEME
- 90% KIDS 15 MINUTES FROM SCHOOL OR HAVE ACCESS TO A BUS (DFT STAT)

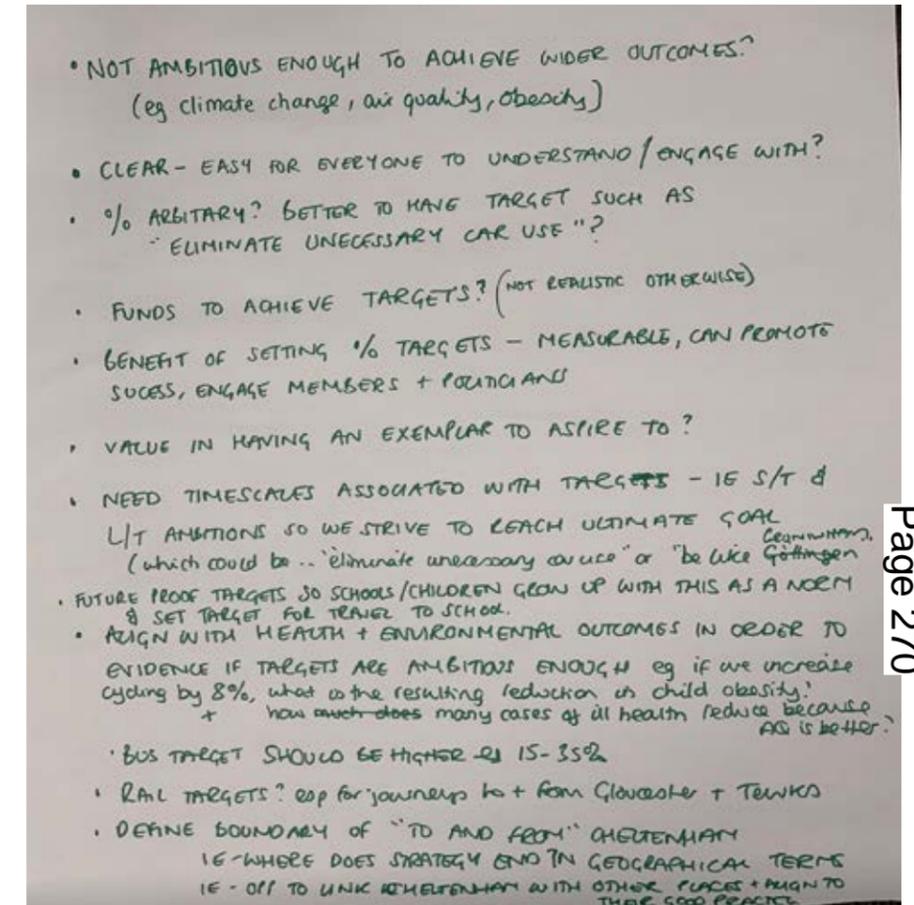


TABLE 2

- NOT AMBITIOUS ENOUGH TO ACHIEVE WIDER OUTCOMES (E.G. CLIMATE CHANGE, AIR QUALITY, OBESITY)
- CLEAR - EASY FOR EVERYONE TO UNDERSTAND / ENGAGE WITH?
- % (ARE) ARBITRARY? BETTER TO HAVE A TARGET SUCH AS "ELIMINATE UNNECESSARY CAR USE"?
- FUNDS TO ACHIEVE TARGETS? (NOT REALISTIC OTHERWISE)
- BENEFIT OF SETTING % TARGETS - MEASURABLE, CAN PROMOTE SUCCESS, ENGAGE MEMBERS + POLITICIANS
- VALUE IN HAVING AN EXEMPLAR TO ASPIRE TO?
- NEED TIMESCALES TO ASSOCIATE WITH TARGETS - I.E. SHORT TERM & LONG TERM AMBITIONS WE STRIVE TO REACH TO ULTIMATE GOAL (WHICH COULD BE "ELIMINATE UNNECESSARY CAR USE" OR "BE LIKE

- GROENINGEN")
- FUTURE-PROOF TARGETS SO SCHOOLS/CHILDREN GROW UP WITH THIS AS A NORM & SET TARGET FOR TRAVEL TO SCHOOL
- ALIGN WITH HEALTH AND ENVIRONMENTAL OUTCOMES IN ORDER TO EVIDENCE IF TARGETS ARE AMBITIOUS ENOUGH E.G. "IF WE INCREASE CYCLING BY 8% WHAT IS THE RESULTING REDUCTION IN CHILDHOOD OBESITY?" AND "HOW MANY CASES OF ILL-HEALTH REDUCE BECAUSE AIR QUALITY IS BETTER?"
- BUS TARGET SHOULD BE HIGHER E.G. 15-35%
- RAIL TARGETS? ESP. FOR JOURNEYS TO AND FROM CHELTENHAM AND TEWKESBURY
- DEFINE BOUNDARY OF "TO AND FROM CHELTENHAM".
 - I.E. WHERE DOES THE STRATEGY END IN GEOGRAPHICAL TERMS
 - I.E. OPP(ORTUNITY) TO LINK CHELTENHAM WITH OTHER PLACES AND ALIGN TO THEIR GOOD PRACTICE

TARGETS

Questioning current ^{cycling} figure of 11% (2011 census)
 C&TCC to share ^{cycling} data with Systra
 >16% ^{cycling} triggers cultural shift.
 Increase level of women cycling.
 Litmus test of improving cycling environment
 Need to change attitudes at highways (Political environment)
 All secondary school children should ~~be able to~~ travel to school independently.
 (exceptions for disabilities + special schools)
 Targeting price of car use/parking within centre to make bus more attractive relatively.
 Bus cost still a barrier

TABLE 3

- QUESTIONING CURRENT CYCLING FIGURE OF 11% (2011 CENSUS)
- C&TCC TO SHARE CYCLING DATA WITH SYSTRA
- >16% TRIGGERS CULTURAL SHIFT
- INCREASE LEVEL OF WOMEN CYCLING-> LITMUS TEST OF IMPROVING CYCLING ENVIRONMENT
- NEED TO CHANGE ATTITUDES OF HIGHWAYS (AUTHORITY) (POLITICAL ENVIRONMENT)
- ALL SECONDARY SCHOOL CHILDREN SHOULD ~~BE ABLE TO~~ TRAVEL TO SCHOOL INDEPENDENTLY (EXCEPTION FOR DISABILITIES AND SPECIAL SCHOOLS)
- TARGET PRICES OF CAR USE/PARKING WITHIN CENTRE TO MAKE BUS USE MORE ATTRACTIVE RELATIVELY
- BUS COST STILL A BARRIER

TABLE 4 MADE NO NOTES

MODE SHARE

- WHAT IS THE TIME PERIOD
 - ↳ STAGGERED TARGETS
 - ↳ LOCAL PLAN - 2031 - 2026 INTERIM TARGET
- 9% - ACHIEVABLE IN 10 YEAR PERIOD
 - NOT OVERLY AMBITIOUS
 - BUS - MORE AMBITION REQUIRED - PRIORITY
 - CAR SHARE - SHOULD BE USED TO ↓ CAR DRIVER
 - APPS - LIFTSHARE
 - 2+ LANES.

BUS PASSES.

TABLE 5

- WHAT IS THE TIME PERIOD
 - STAGGERED TARGETS
 - LOCAL PLAN - 2031- 2026 INTERIM TARGET
- 9%- ACHIEVABLE IN 10 YEAR PERIOD
- NOT OVERLY AMBITIOUS
- BUS
 - MORE AMBITION REQUIRED
 - PRIORITY
- CAR SHARE SHOULD BE USED TO (?) + CAR DRIVER
 - APPS- LIFTSHARE
 - 2+ LANES
- BUS PASSES

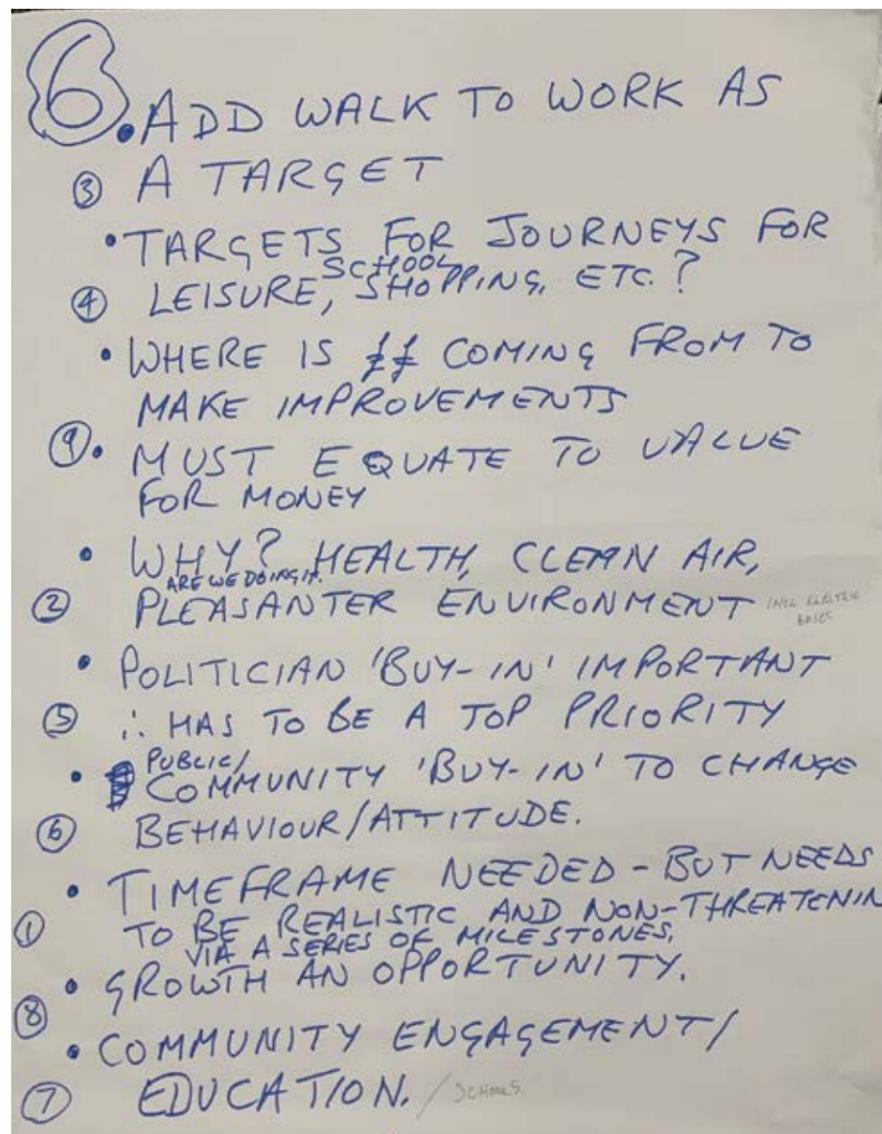


TABLE 6 (RE-ORDERED ACCORDING TO NUMBERING ON SHEET)

1. TIMEFRAME NEEDED- BUT NEEDS TO BE REALISTIC AND NON-THREATENING, VIA A SERIES OF MILESTONES
2. WHY (ARE WE DOING IT)? HEALTH, CLEAN AIR, PLEASANTER ENVIRONMENT
3. ADD WALK TO WORK AS A TARGET
4. TARGETS FOR JOURNEYS FOR
 - LEISURE
 - SCHOOL
 - SHOPPING, ETC.
5. POLITICIAN 'BUY-IN' IMPORTANT THEREFORE HAS TO BE A TOP PRIORITY
6. PUBLIC/COMMUNITY 'BUY-IN' TO CHANGE BEHAVIOUR/ATTITUDE
7. COMMUNITY ENGAGEMENT/EDUCATION

8. GROWTH AN OPPORTUNITY
9. WHERE IS MONEY COMING FROM TO MAKE IMPROVEMENTS? MUST EQUATE TO VALUE FOR MONEY

SUMMARY

Key outcomes which appear to be consistently raised throughout the groups include:

- More fine-grained mode targets, looking at trip purpose (including work, school, shopping, leisure)
- Targets could be more ambitious, particularly around bus target
- Should time-frames be set for the targets, and is there a role for interim targets/short term and long term targets?
- Some tables stressed the importance that targets are clear and easy to understand.
- Political buy-in, and funding were raised as important elements to make the targets achievable.

TASK 2: HEALTHY STREETS

TARGETS

The second task asked attendees to consider the healthy streets approach, including speed limits, where healthy streets approaches could be piloted, and specifically to consider the balance between link and place functions of the Prom.

TABLE 1

WHAT SHOULD SPEED LIMITS BE?

- (20 MPH) ZONES NOT ROADS:
 - MOST, THOUGH NOT ALL RESIDENTIAL AREAS ARE HIGHLIGHTED AS POTENTIAL 20MPH ZONE
- MAIN RADIAL ROUTES ARE INDICATED AS 30MPH WITHIN THE TOWN BOUNDARIES, AND 40MPH BEYOND THIS
- 20MPH NEAR SCHOOLS- IMPLEMENT WALKING SCHOOL ZONES AT PEAK TIMES

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

- SCHOOLS
- KEY SERVICES
- HIGH-DENSITY HOUSING

SPECIFICALLY:

1. BENHALL
2. PRINCESS ELIZABETH WAY- HESTER'S WAY NEW HOMES
3. BAFFORD APPROACH/GREEN HILL CHARLTON KINGS/LECKHAMPTON (NEW HOMES, SCHOOL PLANNED)
4. TOWN CENTRE

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

OTHER NOTES

THE TABLE NOTED:

POOR BUS LINKS IN A NUMBER OF AREAS INCLUDING KINGSDITCH AND CHARLTON KINGS, AS WELL AS A PUBLIC TRANSPORT GAP AT UP HATHERLY.

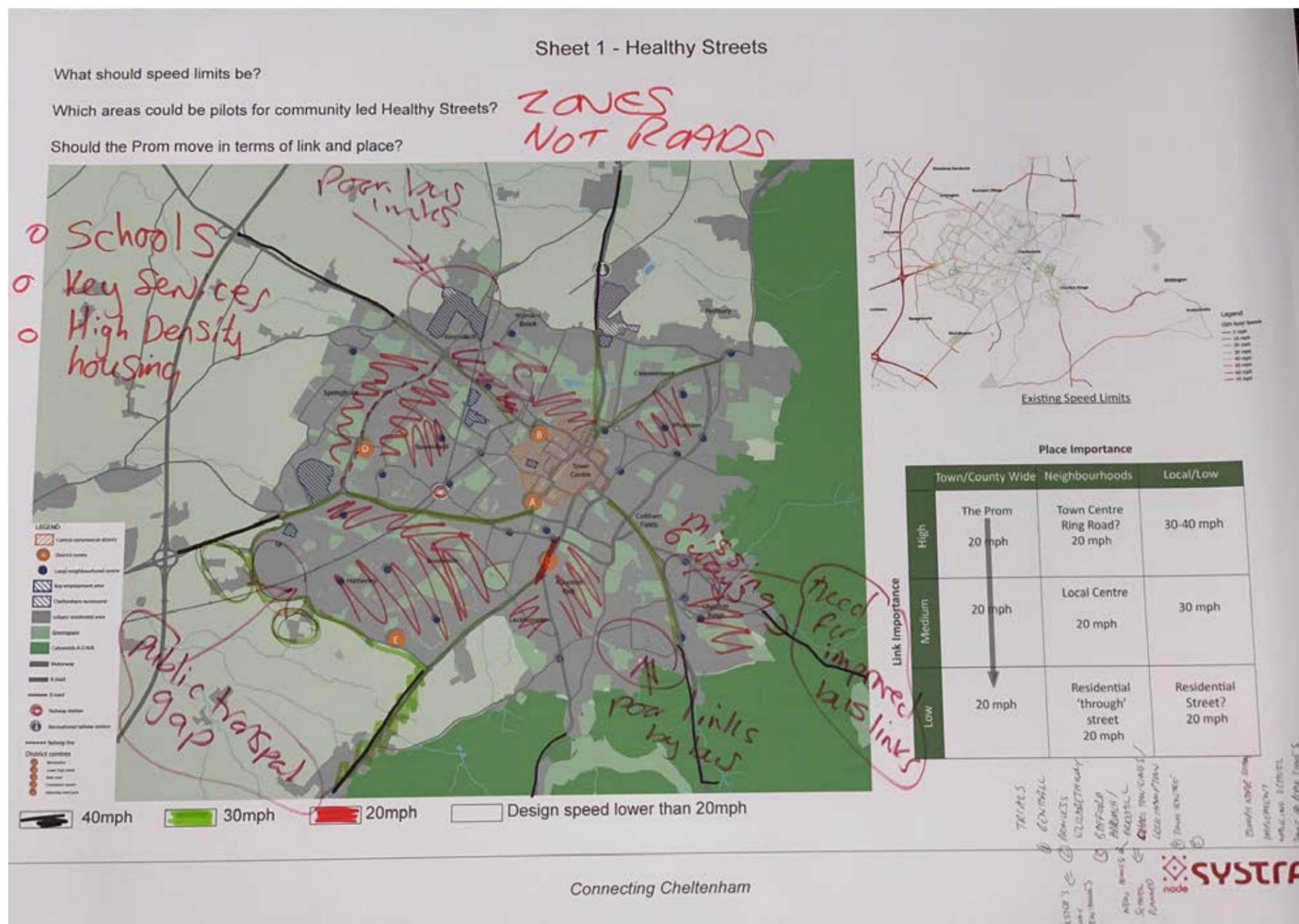


TABLE 2

WHAT SHOULD SPEED LIMITS BE?

- 20 MPH ALL CHELTENHAM- CHANGE PERCEPTIONS
- 15MPH TOWN CENTRE, BATH ROAD LOCAL CENTRE, CHURCH ROAD AROUND LECKHAMPTON CHURCH HALL

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

- LECKHAMPTON
- ZONE BETWEEN RAIL STATION AND WYMAN'S BROOK, BOUNDED BETWEEN GLOUCESTER ROAD AND THE RAILWAY LINE

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

- MOVING BUSES AND TAXIS FROM THE PROM WOULD HELP THE PERCEPTION OF CHELTENHAM AS (A) TRAFFIC-FREE TOWN CENTRE

OTHER NOTES

CONGESTION IS BAD OVERALL, SO WE DON'T THIN 20MPH WILL HELP. POOR BUS LINKS IN A NUMBER OF AREAS INCLUDING KINGSDITCH AND CHARLTON KINGS, AS WELL AS A PUBLIC TRANSPORT GAP AT UP HATHERLY.

WHOLE BUS NETWORK NEEDS REVIEWING.

SINGLE INTERCHANGE LOCATING ALL BUS, COACH, CYCLE AND TAXI PROVIDERS- EXCITING DESTINATION.

DOESN'T IT (INTERCHANGE) NEED TO BE THE EXISTING BUS STATION?

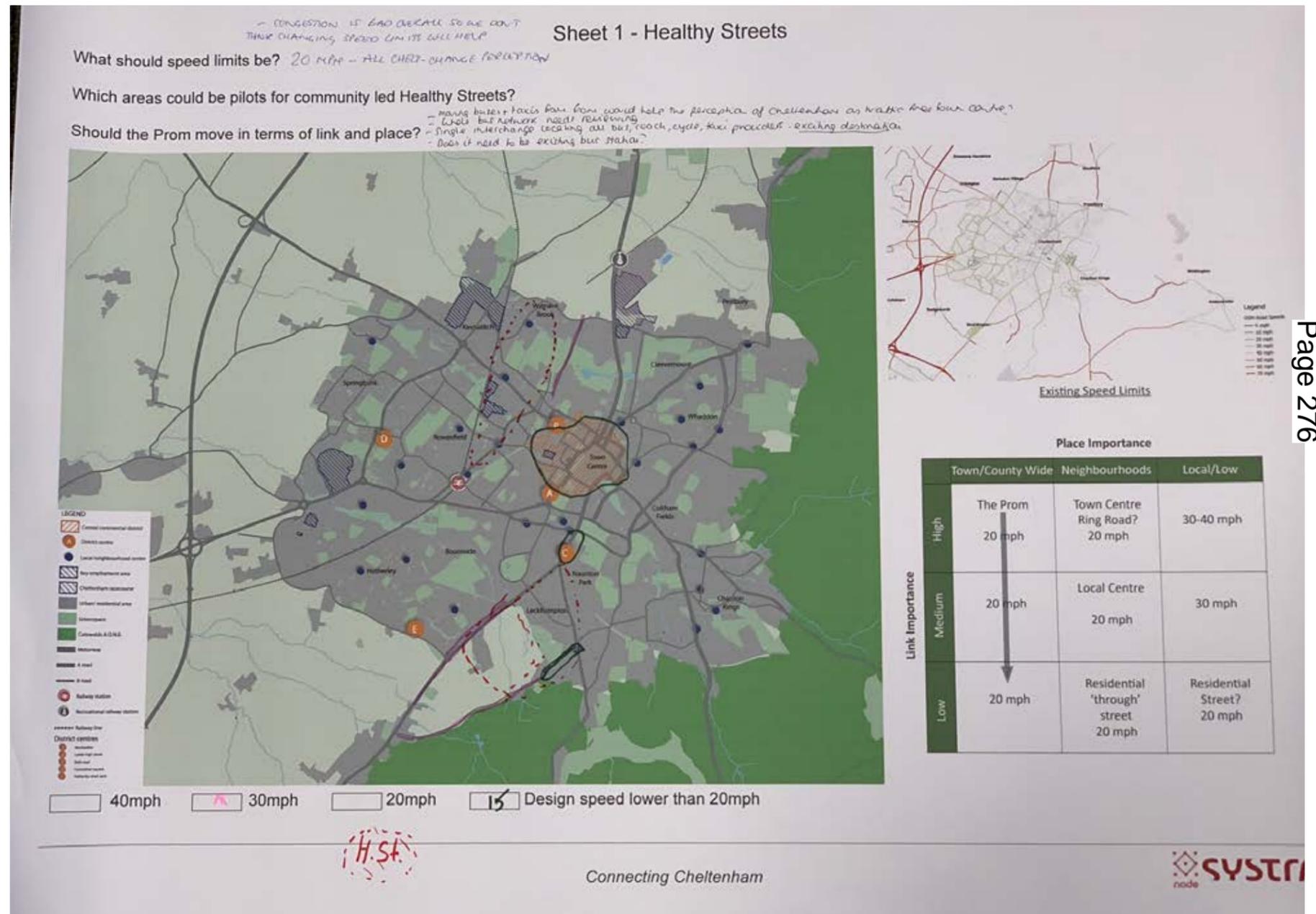


TABLE 3

WHAT SHOULD SPEED LIMITS BE?

- 20MPH IS THE DEFAULT FOR ALL STREETS EXCEPT:
 - MAIN RADIAL ROUTES WHICH ARE INDICATED AS 30MPH WITHIN THE TOWN BOUNDARY
- 5MPH:
 - THE PROM OUTSIDE THE MUNICIPAL OFFICES
 - HIGH STREET BETWEEN WINCHCOMBES AND RODNEY ROAD

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

- ST PAUL'S RESIDENTIAL AREA
- 2 UNIVERSITY CAMPUSES
- FAIRVIEW
- LIBERTUS ROAD
- BATH ROAD RESIDENTIAL AREAS

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

AS WELL AS A ROAD SPEED OF 5MPH, THE TABLE ALSO NOTED THAT THE PROM OUTSIDE THE MUNICIPAL OFFICES SHOULD BE PREDOMINANTLY PEDESTRIAN SPACES.

OTHER NOTES

THE TABLE NOTED:

- HIGH STREET BY BREWERY THE BUS STOPS AND ROAD DESIGN HAVE PREVENTED CYCLISTS USING THAT PART OF THE HIGH STREET

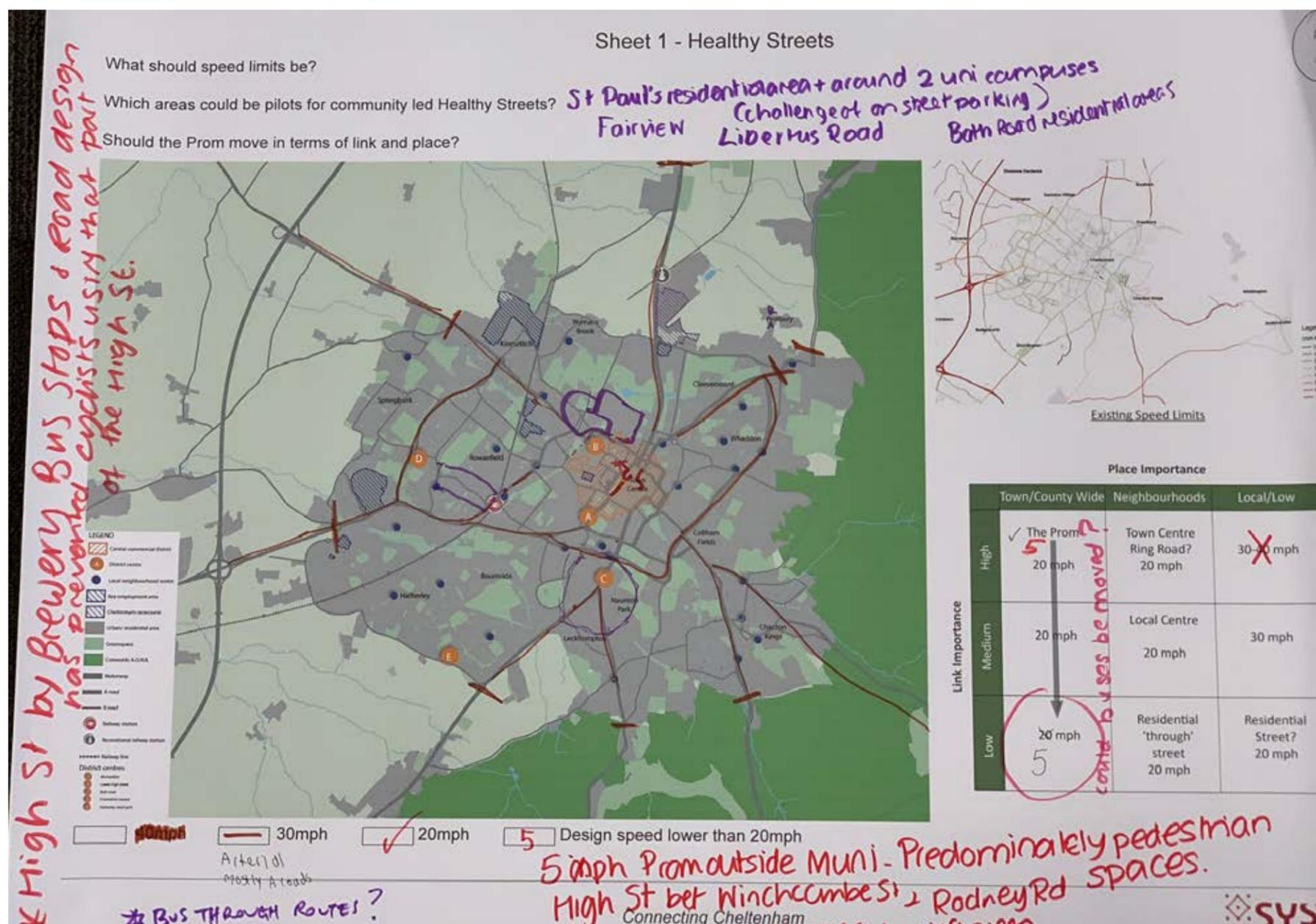


TABLE 4

WHAT SHOULD SPEED LIMITS BE?

- NO BLANKET APPROACH- PARISH/SUB-COMMUNITY LEVEL DECISION.
- VARIABLE SPEEDS ON THROUGH ROUTES, WITH FASTER BUS ROUTES

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

- NEW BUILT COMMUNITIES/WHOEVER INTERESTED
- CHARLTON KINGS?

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

- BUSES, TAXIS AND DELIVERY

THE 20MPH SPEED LISTED FOR THE PROM IN THE LINK AND PLACE TABLE HAS BEEN HAD THE 20 CROSSED OUT, BUT IT IS UNCLEAR IF THIS IS MEANT TO SUGGEST A ZERO MPH SPEED LIMIT (EXCEPT FOR BUSES, TAXIS AND DELIVERY), OR IF AGREEMENT ON A FINAL SPEED WAS REACHED.

OTHER NOTES

THIS TABLE MADE SUGGESTIONS FOR THREE ADDITIONAL PARK AND RIDE FACILITIES AT:

- A40 NEAR COX'S MEADOW
- A40 LONDON ROAD
- PRESTBURY ROAD

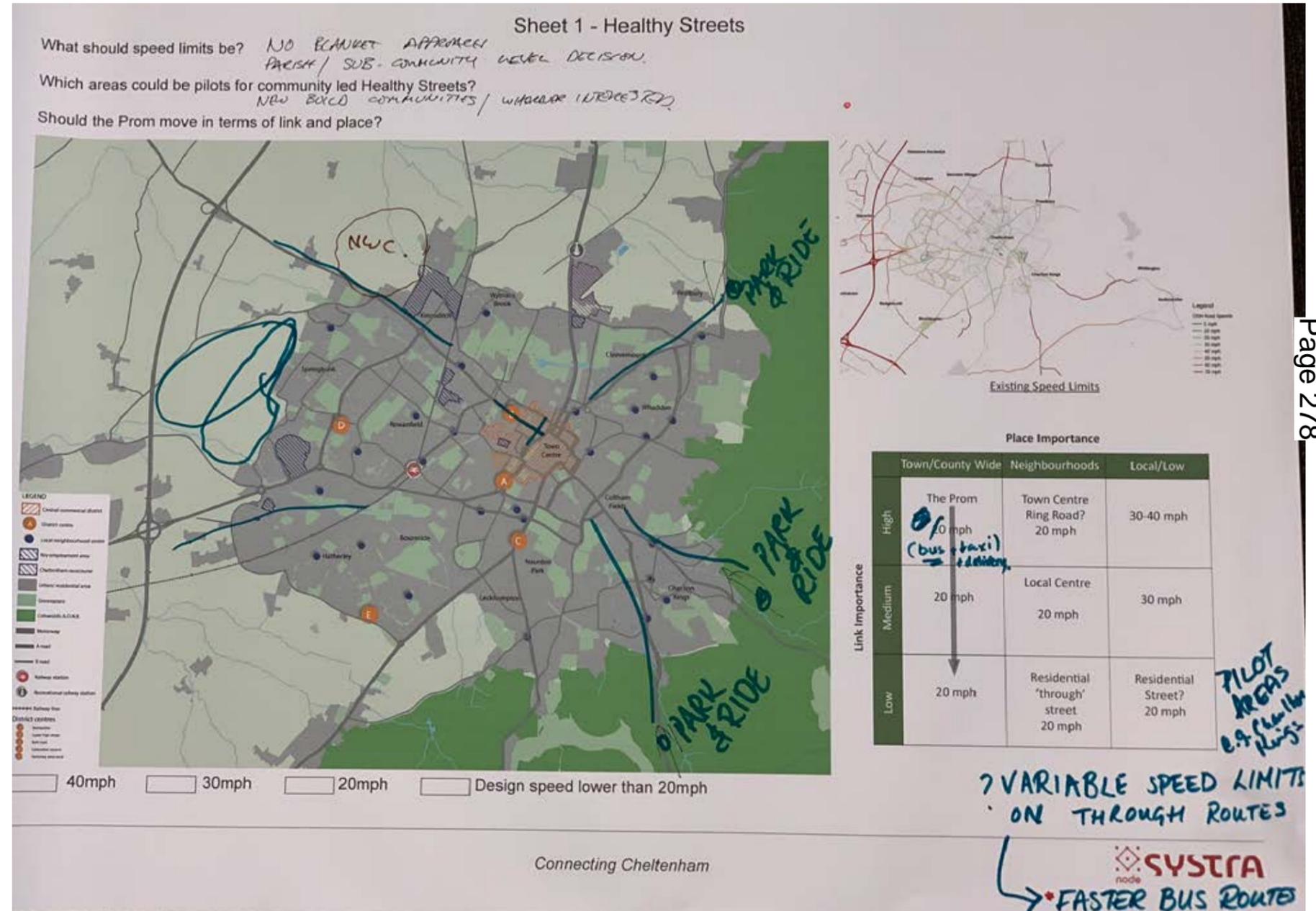


TABLE 5

WHAT SHOULD SPEED LIMITS BE?

- 30MPH MAX IN BUILT-UP AREAS- 40MPH NOT NECESSARY IN THE URBAN AREA
- IF 20MPH NEED PHYSICAL CHANGES, NOT JUST SIGNAGE- E.G. CARRIAGEWAY NARROWING. 20MPH COULD APPLY:
 - LOCAL CENTRES
 - DISTRICT CENTRES
 - RESIDENTIAL STREETS
 - ON RADIAL ROUTE OR STREET WITH HIGH PLACE FUNCTION AND ACCIDENT HOTSPOTS OR STREETS WITH WALK/CYCLE FLOWS- I.E. REDUCE CAR FLOWS.
- (DECISIONS SHOULD BE) COMMUNITY LED
- OR TOWN-WIDE 20MPH TO AVOID CONFUSION- BUT NEEDS CONSENSUS

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

- ST PAUL'S- ALREADY BEING DISCUSSED

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

OTHER NOTES

THERE WERE NO OTHER NOTES.

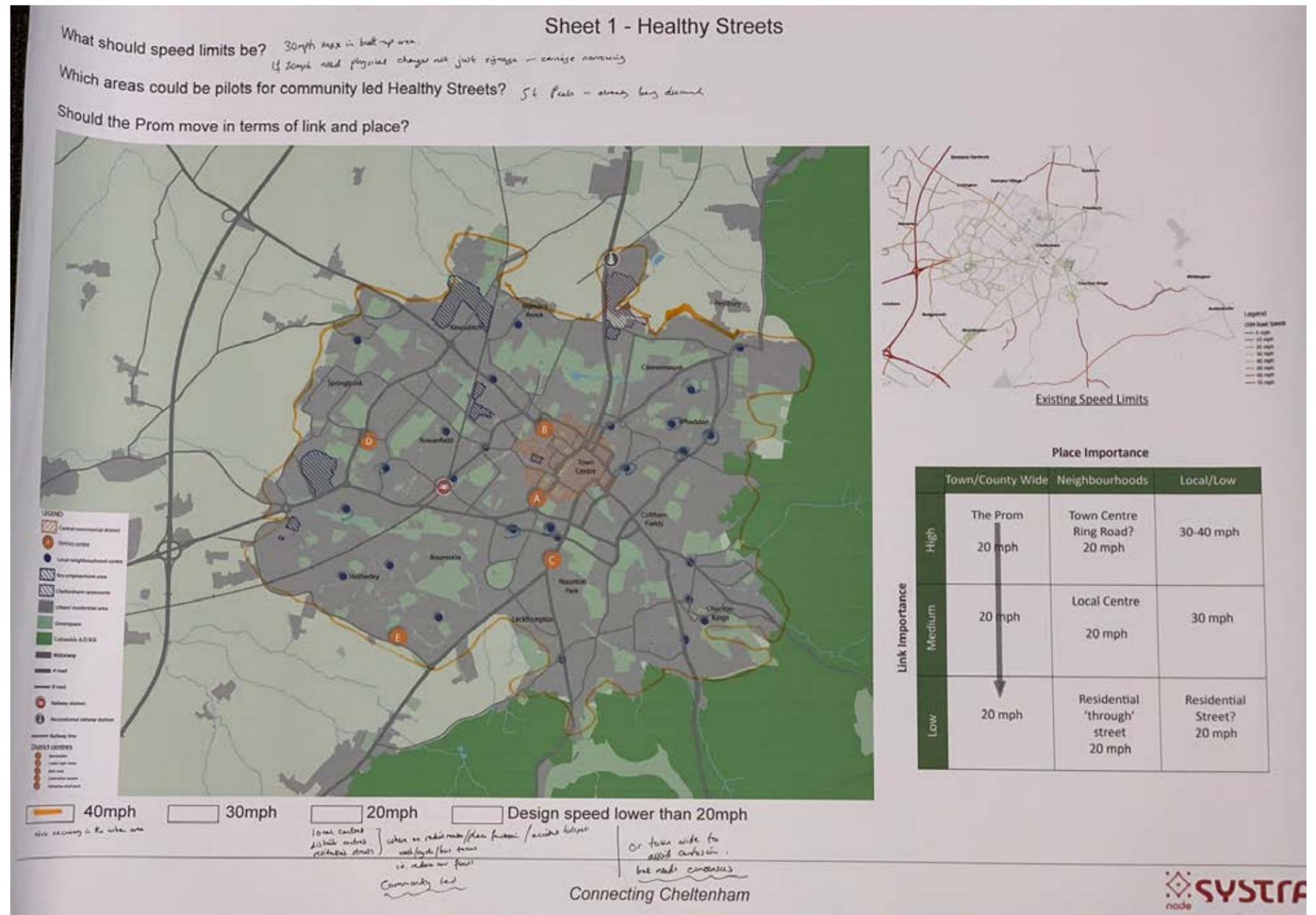


TABLE 6

WHAT SHOULD SPEED LIMITS BE?

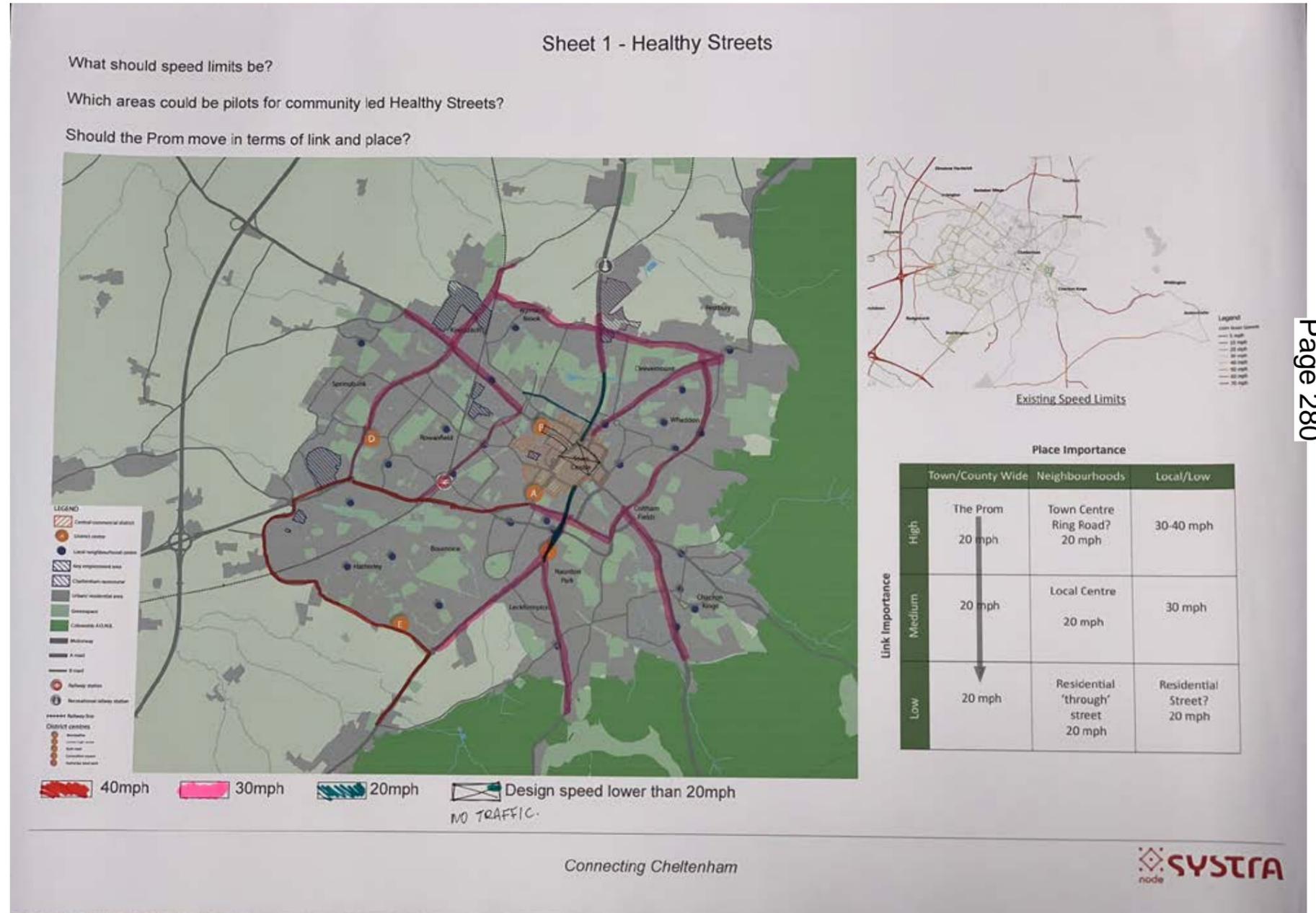
- 40MPH ON LIMITED ROAD IN THE URBAN AREA:
 - A40 GLOUCESTER ROAD, LANDSDOWN ROAD
 - GROVEFIELD WAY/COLD POOL LANE, UP HATHERLEY WAY
- 30MPH THE REMAINING RADIAL ROUTES AND:
 - B4633 GLOUCESTER ROAD
 - SWINDON LANE
 - WYMAN'S LANE
 - B4075 PRIORS ROAD/HALES ROAD
 - B4632 PRESTBURY ROAD
- 20MPH
 - EVESHAM ROAD FROM PITTVILLE PARK SOUTH
 - BATH ROAD
 - ST PAUL'S ROAD
- EXTENSION OF EXISTING TOWN CENTRE PEDESTRIANISED AREA TO COVER HIGH STREET

WHICH AREAS COULD BE PILOTS FOR COMMUNITY-LED HEALTHY STREETS?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

SHOULD THE PROM MOVE IN TERMS OF LINK AND PLACE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.



SUMMARY

There was broad consensus on appropriate road speeds for the urban area, though there were differences in how these should be implemented. For example:

- The groups largely suggested that 40mph had no place in the urban area. However, one group identified a small number of roads in the town where they felt 40mph was appropriate.
- All groups accepted that 20mph had an (important) role in the urban area:
 - Two groups thought 20mph should be the default, with other speeds being the exception.
 - A third group thought 20mph should apply to zones and not individual streets. The zones they illustrated covered most of the town centre.
- Most groups thought that 30mph should apply to the main radial/arterial routes, though some thought that 20mph should apply even here where they pass through local centres or past schools.
- Broadly the tables commented that involving the community in decisions on road speeds was important.
- In terms of places to pilot Healthy Streets approaches, St Paul's was the most common place identified, however it was also suggested that local centres, and areas around schools would be good candidates.
- In terms of the Prom's position in the Link and Place matrix, overall tables that commented felt that its place function should be prioritised. This was expressed in terms of road speeds of between 5 and 15mph for the Prom, and varied suggestions that buses and taxis, or general traffic but not buses and taxis should be excluded from the Prom.

TASK 3: CYCLE SUPER CHELTWAYS

CYCLE SUPER CHELTWAYS

The third task sought the attendees thoughts on proposals for the cycle network.

TABLE 1

ARE THESE THE BEST ROUTES?

- UNIVERSITY/CONNECTIONS TO KEY PLACES
- CREATE AN ORBITAL ROUTE- LOOK AT YORK'S OFF-ROAD ORBITAL ROUTE
- MISSING LINK TO SHURDINGTON ALONG LECKHAMPTON LANE/CHARLTON LANE/GREENHILLS ROAD/MOOREND ROAD TO A435 CIRENCES-TER ROAD
- SHURDINGTON ROAD EXTEND ROUTE TO GLOUCESTER EMPLOYMENT AREAS. ISSUE IS SPACE AVAILABLE ON THE EXISTING CARRIAGEWAY.

WHAT WOULD YOU CHANGE?

- THE EXISTING PARK AND RIDE AT THE RACECOURSE IS TOO CLOSE TO THE URBAN AREA- NEEDS TO BE FURTHER OUT
- RENAME CHELT CYCLEWAYS
- LINKS TO GLOUCESTER
- PARK AND RIDE SERVICING CHELTENHAM AND GLOUCESTER ON A46 SHURDINGTON ROAD

NOTES

THE TABLE NOTED THE NEED FOR:

- QUIETWAYS CONNECTIONS BETWEEN LOCAL NEIGHBOURHOODS AND UNIVERSITY CAMPUSES. SOME WERE MARKED ON THE MAP:
 - IN THE FIDDLER'S GREEN, BENHALL AND UP HATHERLEY AREAS
 - ALONG TEWKESBURY RD BETWEEN HIGH ST AND PRINCESS ELIZABETH WAY
 - LONDON AND CIRENCES-TER ROADS
 - ST STEPHEN'S ROAD TO CONNECT THE UNIVERSITY PARK CAMPUS
 - B4075 PRIORS AND HALES ROADS
- PERMEABILITY ACROSS ALL ROUTES
- NEED FOR DIRECTNESS
- CAUTION: SQUEEZING CYCLEWAYS INTO EXISTING CARRIAGEWAYS WHERE THERE ISN'T SUFFICIENT SPACE.
- MAJOR CHALLENGE: PARKED CARS. LIMITING/REMOVING THIS COULD IMPROVE FLOWS

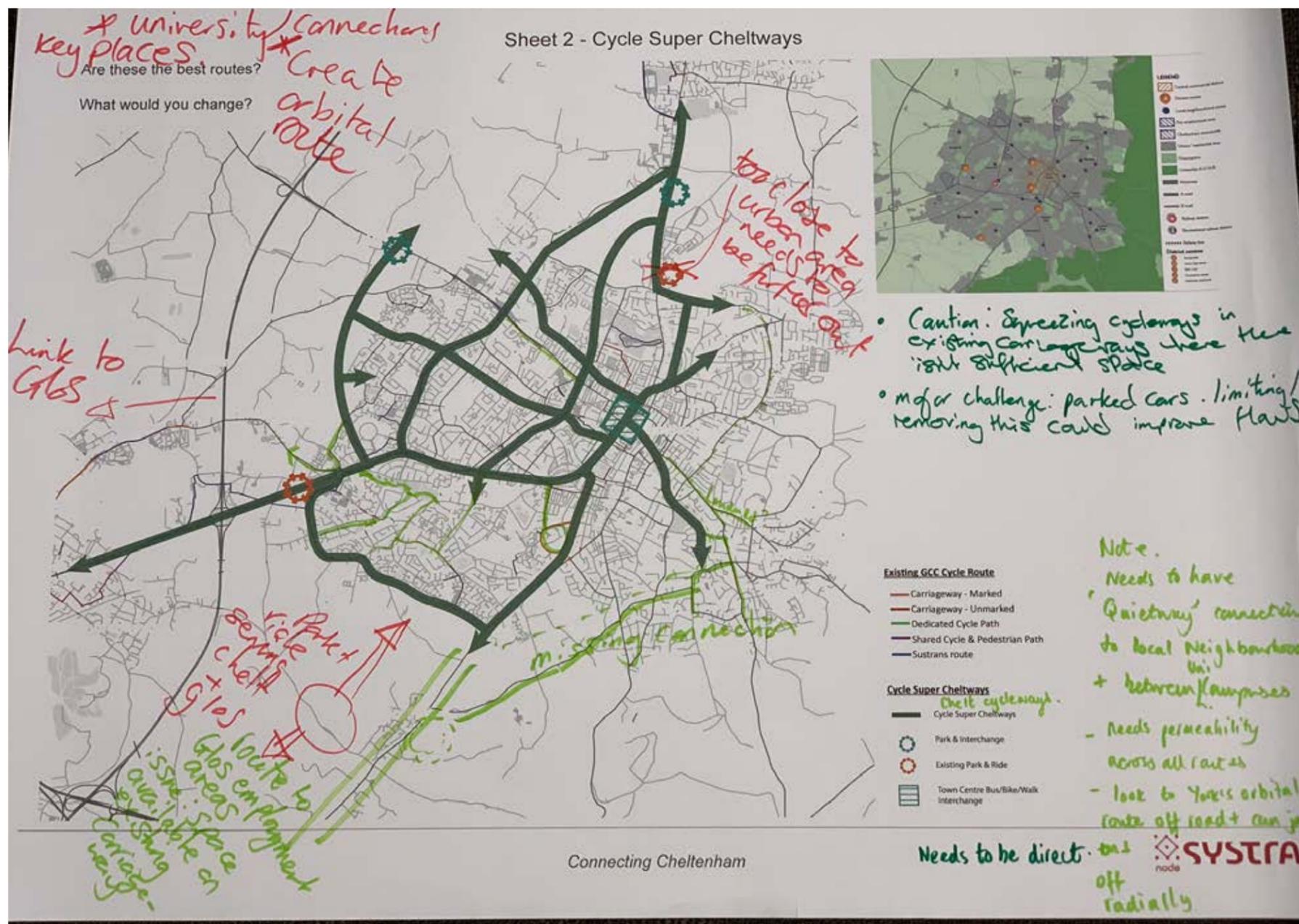


TABLE 2

ARE THESE THE BEST ROUTES?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

WHAT WOULD YOU CHANGE?

- NEW LINK BETWEEN UP HATHERLEY WAY AND CHARLTON LANE THROUGH LECKHAMPTON
- EXTEND SUPER CHELTWAYS TO:
 - OLD BATH ROAD FROM GREENHILLS ROAD NORTH
 - FROM HONEYBOURNE EXTENSION TO A40 DOWN ALONG SHERBOURNE, ALMA AND CAERNARVON ROADS
 - ALONG SUFFOLK/THIRLSTAIN ROADS AND MONTPELLIER TERRACE AND SANFORD ROAD
 - A40 LONDON ROAD

OTHER NOTES

THERE WERE NO OTHER NOTES.

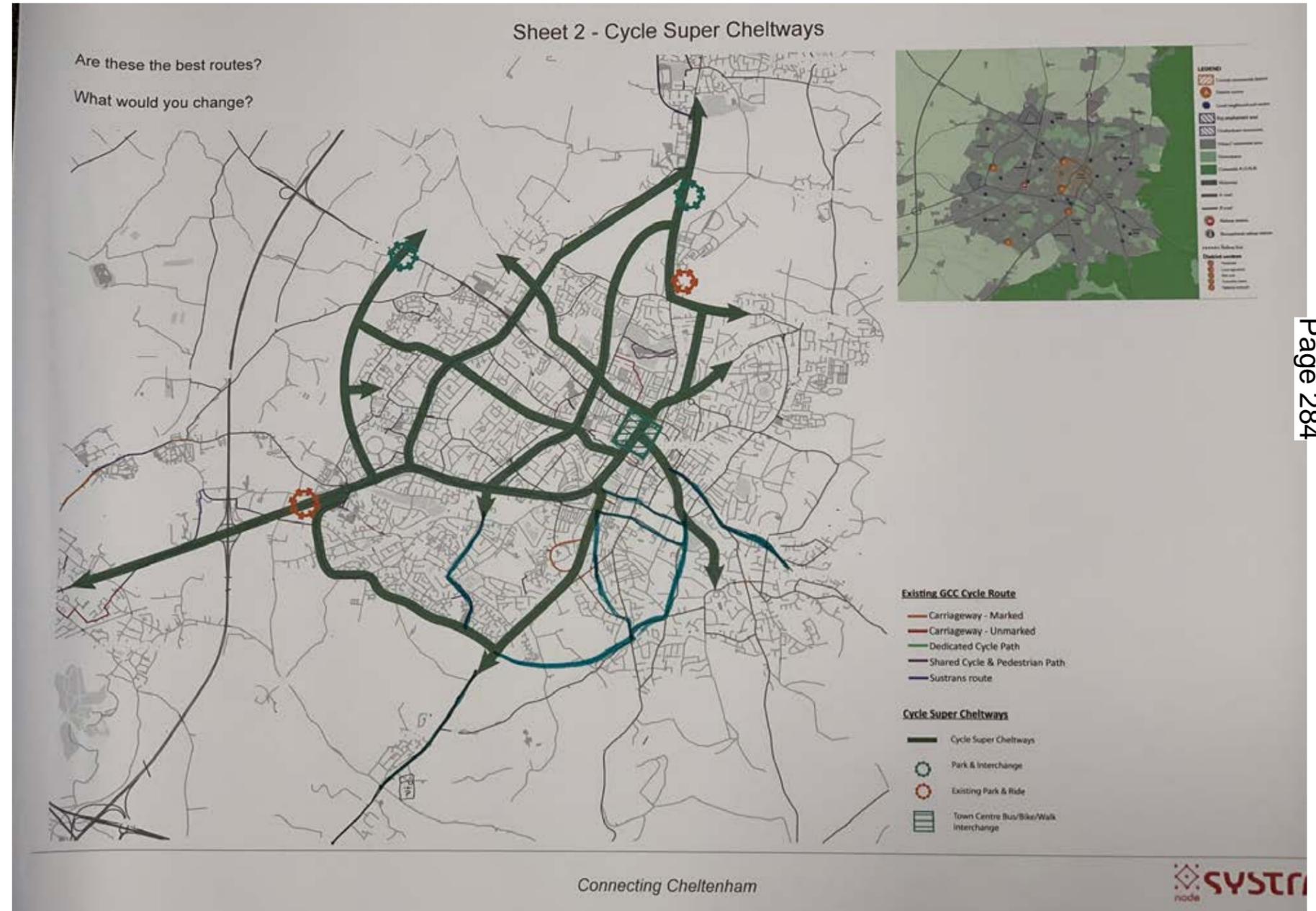


TABLE 3

ARE THESE THE BEST ROUTES?

- ADD B4063 ROUTE TO GLOUCESTER
- MISSING LINK ON TEWKESBURY ROAD CONNECTING NW CHELTENHAM DEVELOPMENT? OR DOES EXISTING HOSTILE ENVIRONMENT MITIGATE AGAINST THIS?
- LINK CHURCHDOWN TO CHELTENHAM, AND EMPLOYMENT AREA AT STAVERTON

WHAT WOULD YOU CHANGE?

- DROP 'SUPER' FROM THE NAME

OTHER NOTES

- DANGER OF "NETWORK IDEA" BUT MAJOR ROUTES NEED (DEDICATED) FACILITIES NOT SHARED (USE)
- NETWORK RE-BALANCES PRIORITY CURRENTLY GIVEN TO MOTORISED VEHICLES
- NEEDS TO BE ADEQUATELY PROTECTED IN PLANNING FROM DEVELOPMENTS
- SWINDON ROAD RAILWAY BRIDGE- ADDITIONAL BRIDGE REQUIRED?

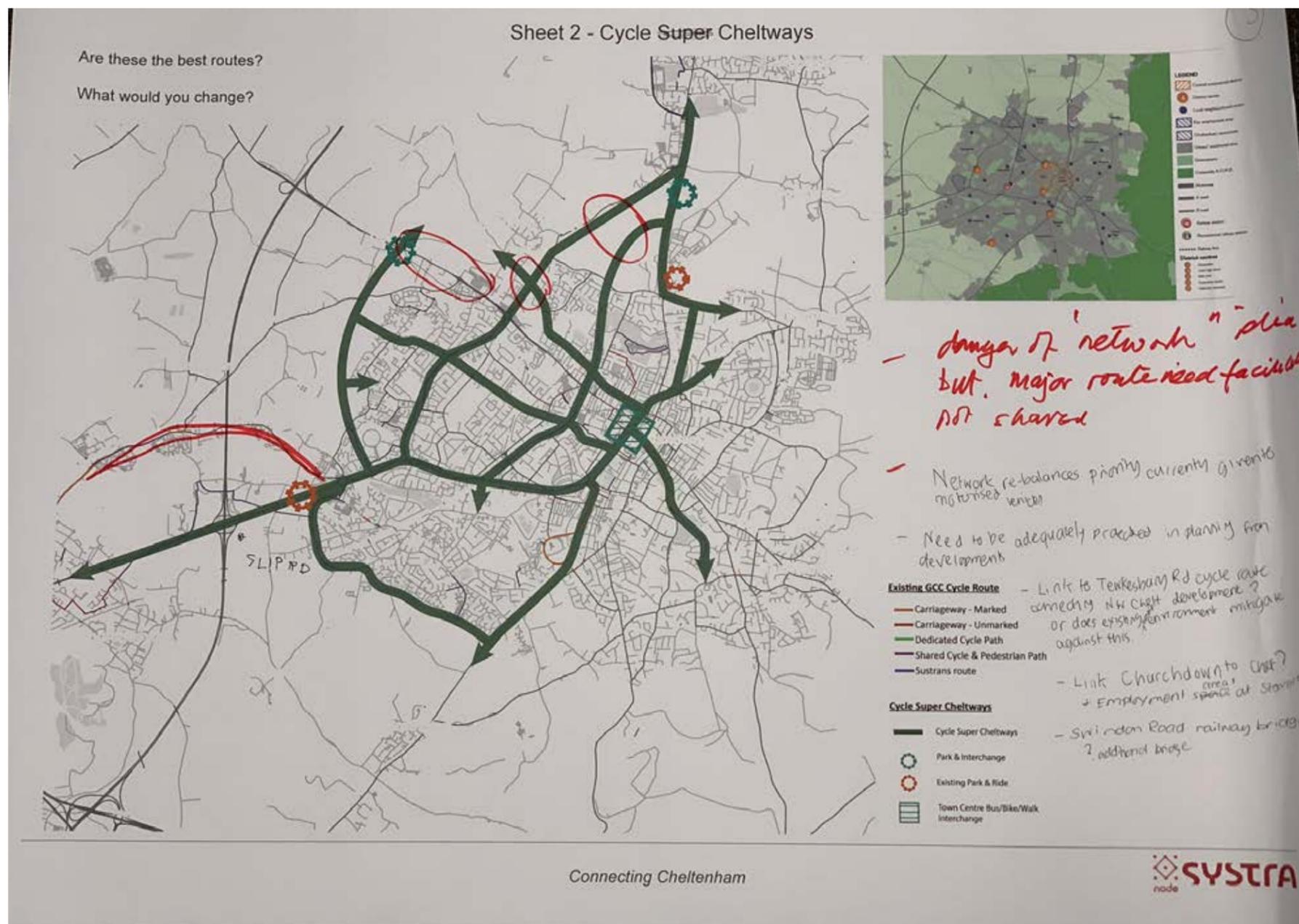


TABLE 4

ARE THESE THE BEST ROUTES?

- NEW LINKS:
 - LIBERTUS ROAD/TENNYSON ROAD/SHAKESPEARE ROAD TO CONNECT RAILWAY STATION TO GLOUCESTERSHIRE COLLEGE, GCHQ AND WEST CHELTENHAM DEVELOPMENT
 - EXTENSION OF LINK FROM LANDSDOWN ROAD/PARK PLACE TO MOOREND ROAD
 - LINK FROM THE TOWN CENTRE EASTWARDS TOWARDS GREENWAY LANE
 - EASTERN ORBITAL LINK TO CONNECT UP HATHERLEY WAY ROUTE TOWARDS THE UNIVERSITY/RACECOURSE

WHAT WOULD YOU CHANGE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

OTHER NOTES

THE TABLE MARKED ON THE LOCATION OF HOSPITALS, SCHOOLS AND THE RAILWAY STATION AND COMMENTED: LINK ROUTES TO THE PARKS NOT JUST FOLLOWING MAIN ROUTES.

GOOD BIKE PARKS

THE TABLE SUGGESTED LOCATIONS FOR HIREABLE ELECTRIC BIKES AT HUBS WHICH ALSO PROVIDED BIKE PARKING. THESE WERE:

- EXISTING PARK AND RIDE LOCATIONS
- NW CHELTENHAM DEVELOPMENT
- WEST CHELTENHAM DEVELOPMENT
- RAILWAY STATION
- BENHALL ROUNDABOUT
- NUMEROUS LOCATION IN THE TOWN CENTRE
- JUNCTION LANDSDOWN ROAD AND SUFFOLK ROAD

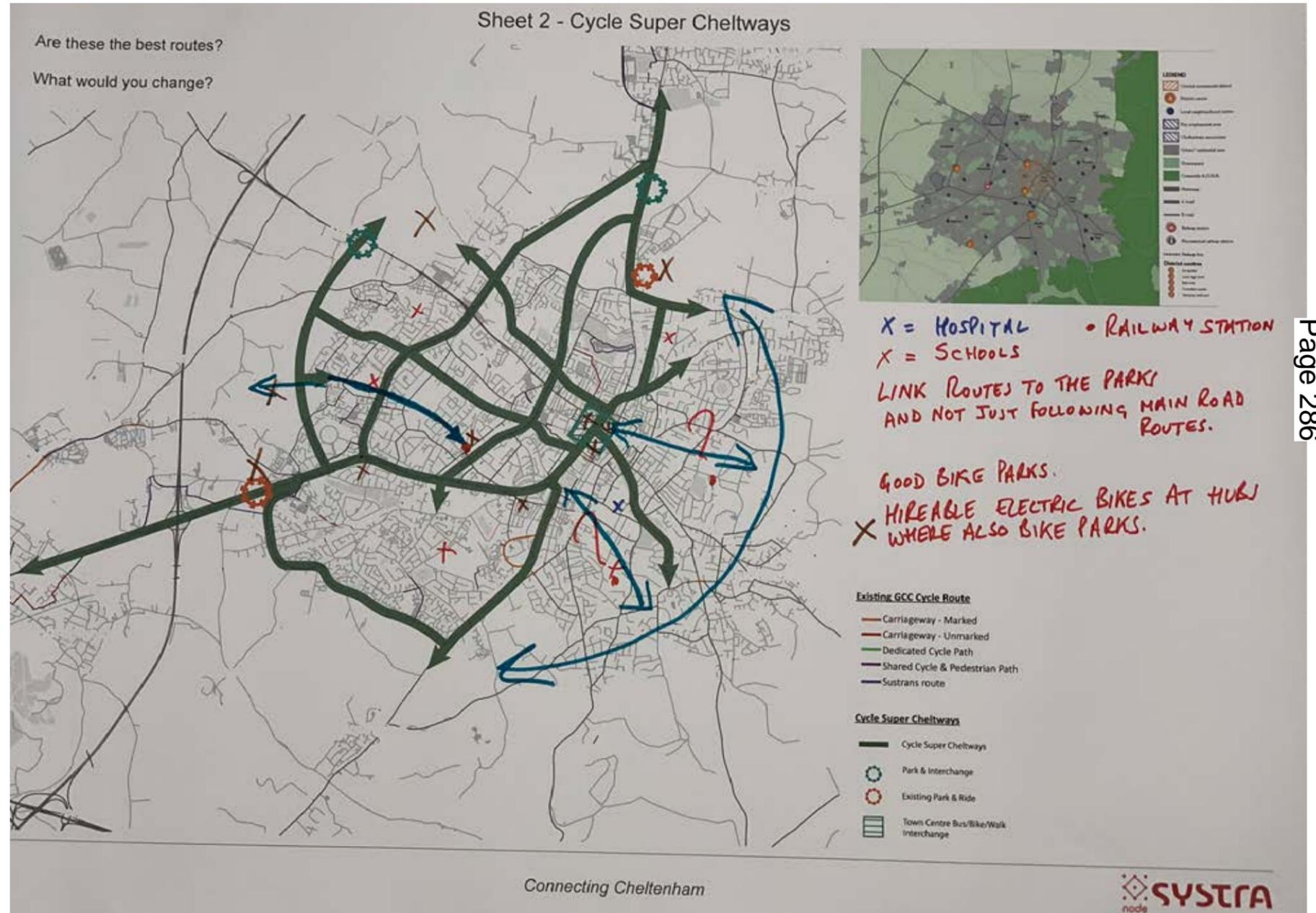


TABLE 5

ARE THESE THE BEST ROUTES?

- NEW LINKS:
 - CONNECTING WEST CHELTENHAM TO B4063
 - FROM HONEYBOURNE EXTENSION TO A40 DOWN ALONG SHERBOURNE, HATHERLEY ROAD, HATHERLEY LANE AND REDDINGS ROAD ACROSS UP HATHERLEY WAY TO BADGEWORTH ROAD

WHAT WOULD YOU CHANGE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

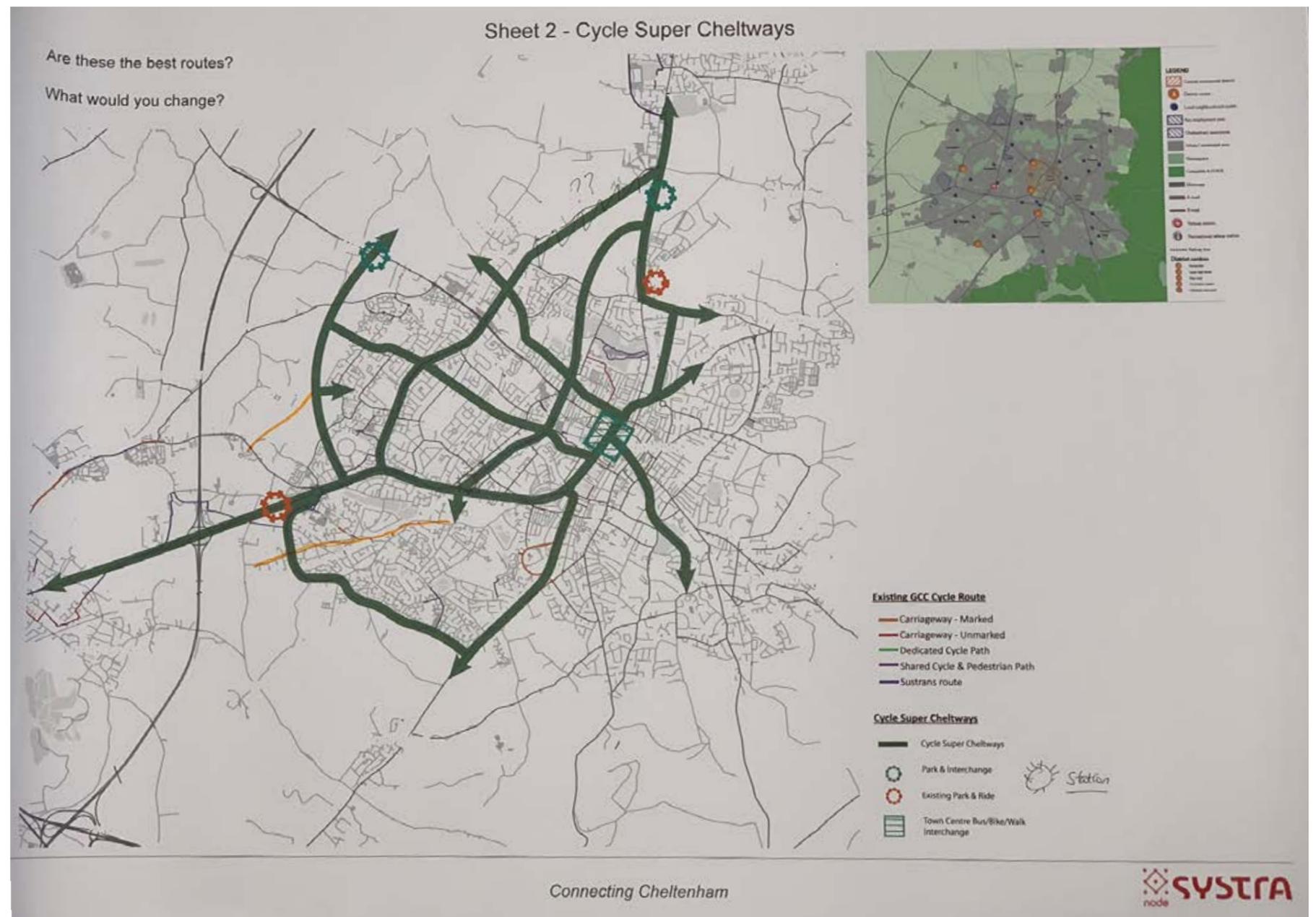


TABLE 6

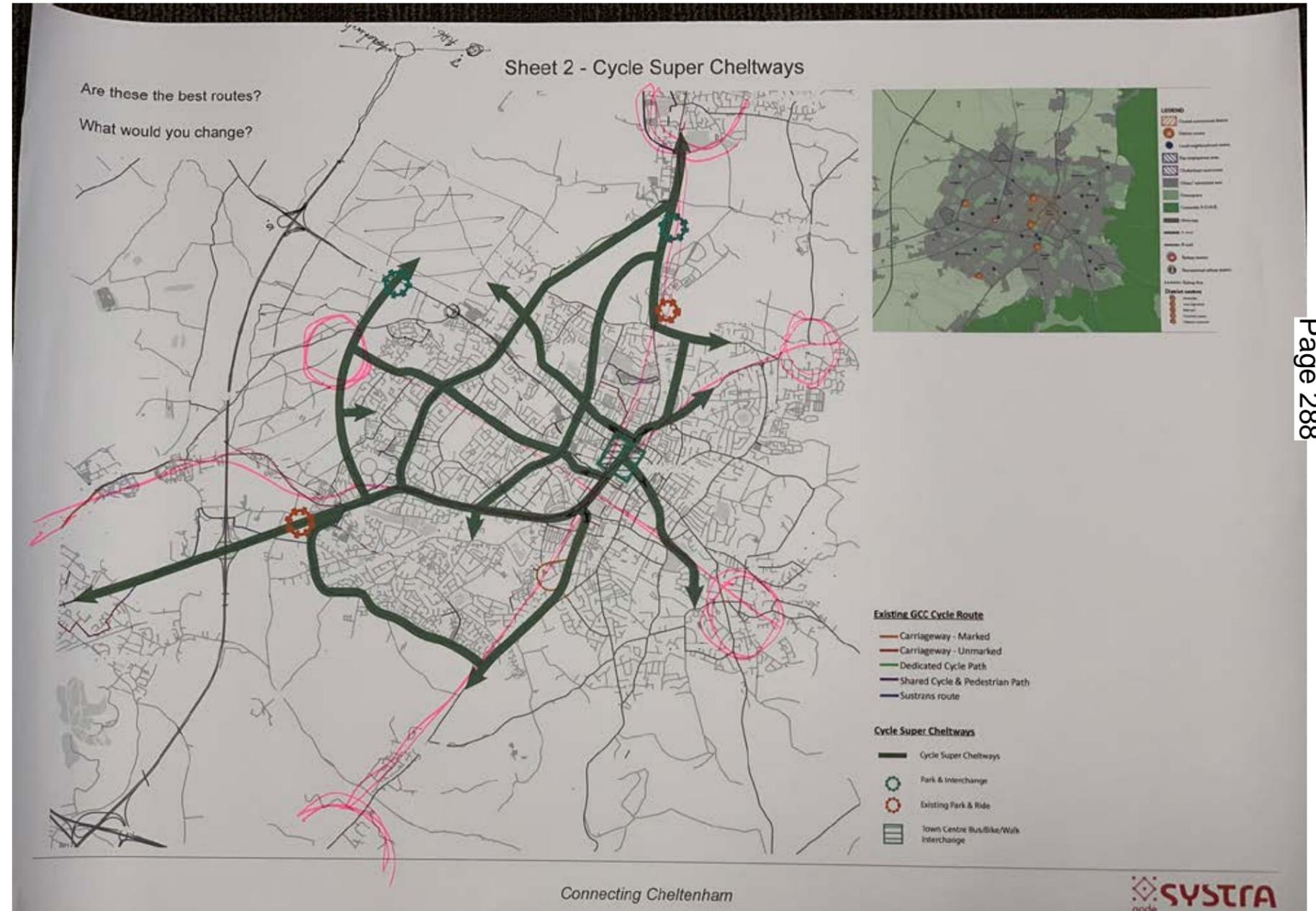
ARE THESE THE BEST ROUTES?

THIS TABLE PLOTTED KEY DESTINATION ON THE PLAN. THESE FALL ON THE CYCLE SUPER CHELTWAY NETWORK PRESENTED. ADDITIONALLY, THE GROUP INDICATED NEW LINKS:

- ALONG B4063 TO GLOUCESTER
- ALONG SHURDINGTON ROAD (EXTEND ROUTE TO GLOUCESTER EMPLOYMENT AREAS)

WHAT WOULD YOU CHANGE?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.



SUMMARY

Overall there was consensus that the proposed that the Cycle Super Cheltway primary cycle network was about right, with some groups plotting on key locations to test this.

A number of additions/extensions to this primary network were proposed, including:

- Multiple tables proposed extension or completion of an orbital cycle way, the beginnings of which can be found in the proposed primary routes on Up Hatherley Way and running through West Cheltenham and North West Cheltenham.
- There was also consensus around creating a new primary link between the Rail Station and West Cheltenham via Libertus Road and Gloucestershire College.
- Similarly a number of table highlighted the B4063 link to Gloucester as a potential component of the primary network.
- Two groups suggested how the Honeybourne Line could be extended into Up Hatherley - one to run east from Sherbourne Road and the other run south.
- Location of high quality cycle parking, and combined e-bike hire and cycle parking was proposed by one table.
- It was noted that caution needs to be exercised, and care not to squeeze facilities onto carriageways where there is insufficient space.

TASK 3: BUS NETWORK & TOWN CENTRE BUS INTERCHANGE & ROUTING

TOWN CENTRE BUS INTERCHANGE & ROUTING

The fourth and final task sought the attendees' thoughts on proposals for the bus network and Town Centre Interchange and routing.

Tables 1 and 5 wrote no comments on the sheets.

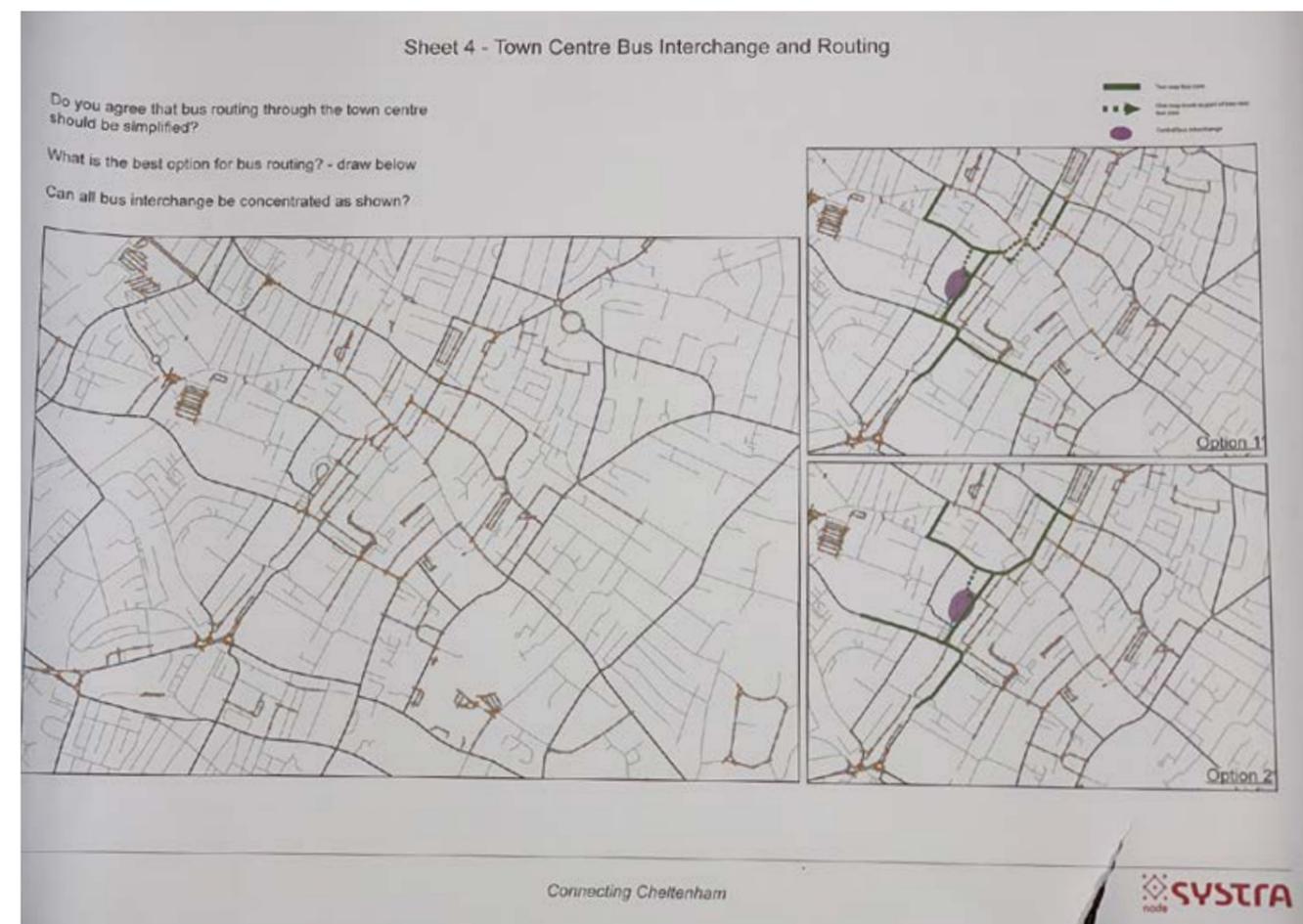
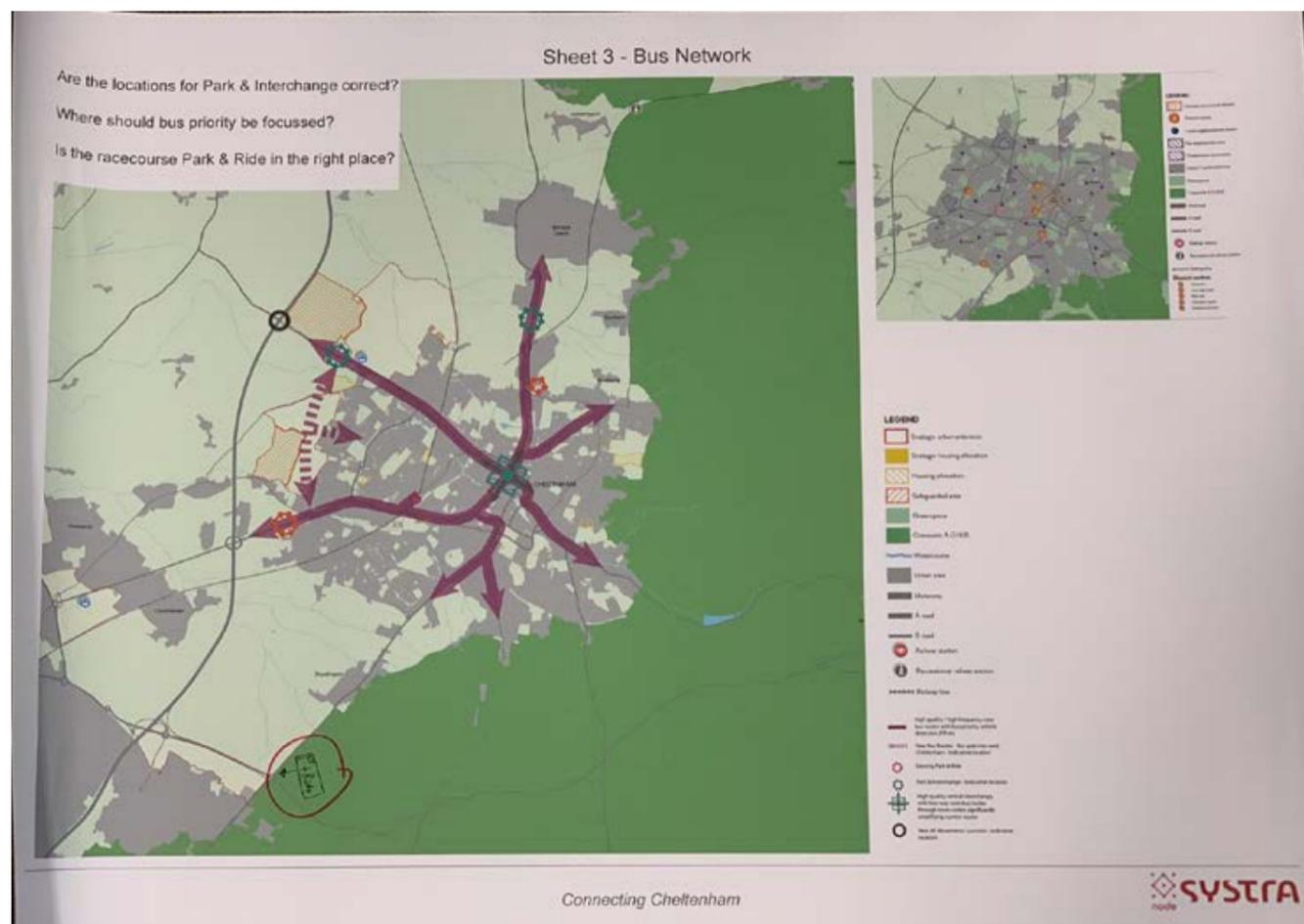


TABLE 2

ARE THE LOCATIONS FOR PARK & INTERCHANGE CORRECT?

- SUGGESTED ADDITIONAL PARK & RIDE NR J11A OF M5 AT JUNCTIONS OF A46 SHURDINGTON ROAD AND A417

WHERE SHOULD BUS PRIORITY BE FOCUSED?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

DO YOU AGREE THAT BUS ROUTING THROUGH THE TOWN CENTRE SHOULD BE SIMPLIFIED?

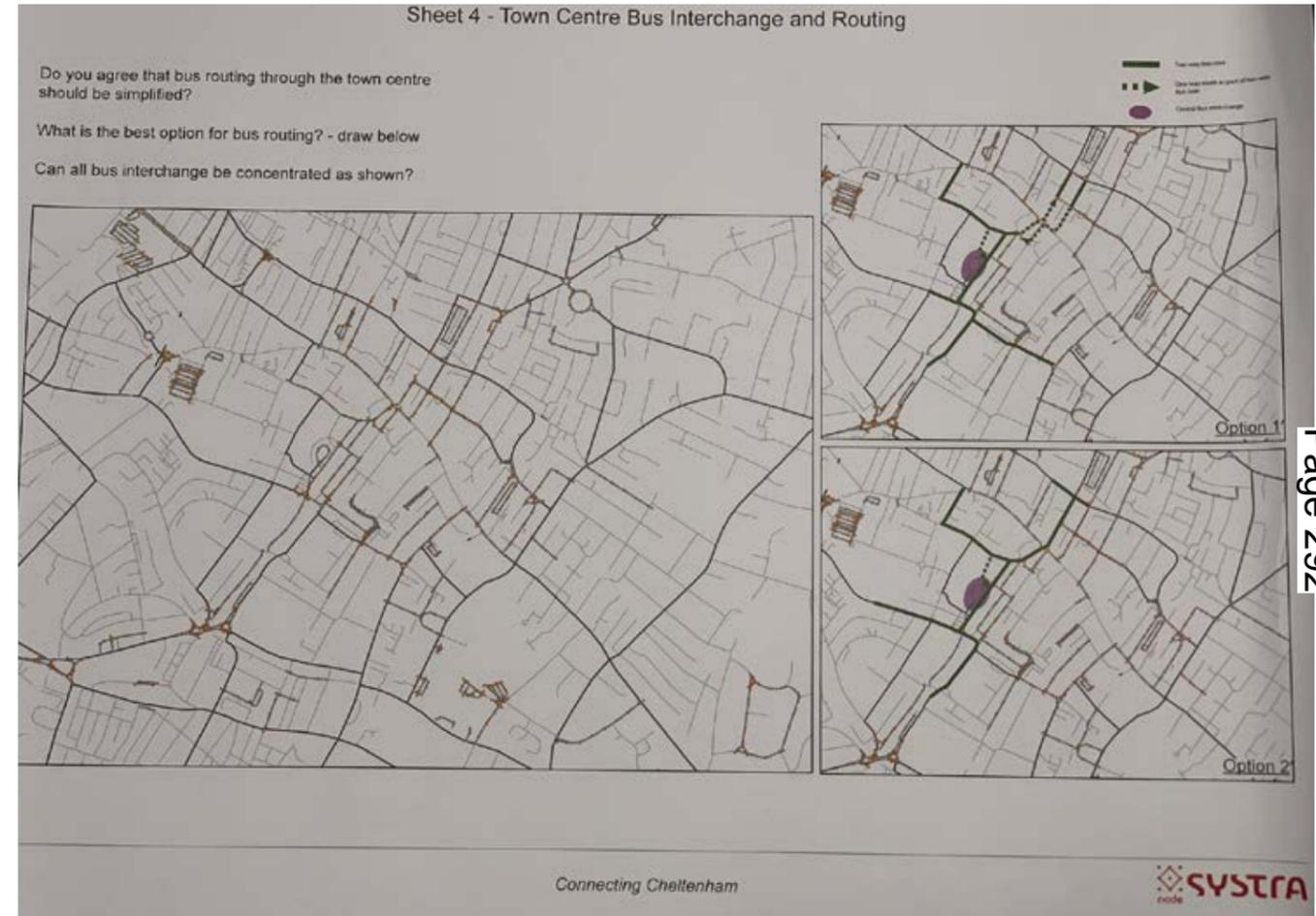
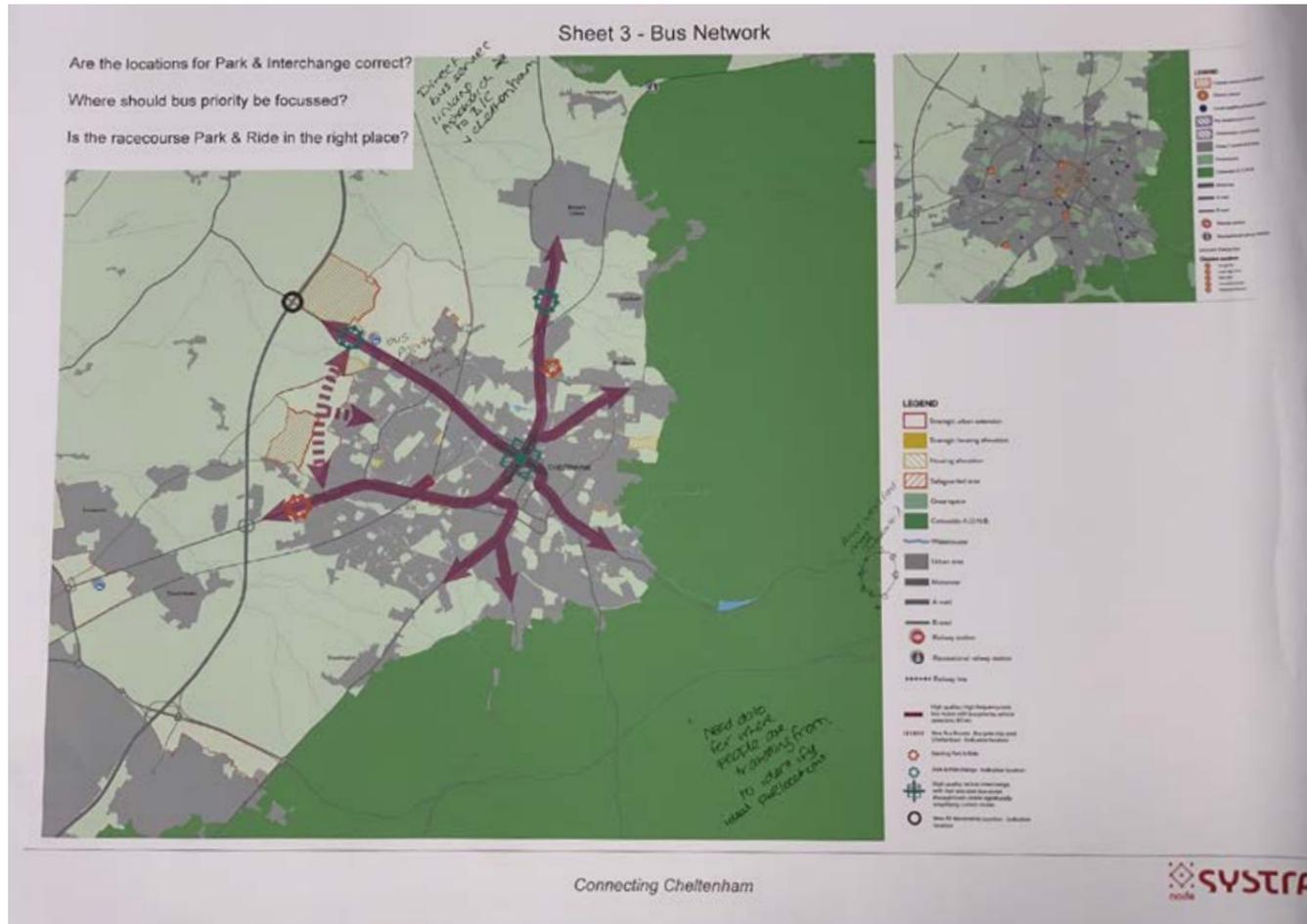
THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

WHAT IS THE BEST OPTION FOR BUS ROUTING?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

CAN ALL BUS INTERCHANGE BE CONCENTRATED AS SHOWN?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.



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TABLE 3

ARE THE LOCATIONS FOR PARK & INTERCHANGE CORRECT?

THE TABLE ADDED A NOTE THAT DATA ON WHERE PEOPLE ARE TRAVELLING FROM SHOULD BE USED TO INFORM LOCATIONS OF PARK & RIDE.

- AN ADDITIONAL PARK & RIDE WAS SUGGESTED AT ANDOVERSFORD

WHERE SHOULD BUS PRIORITY BE FOCUSED?

- TEWKESBURY ROAD

DO YOU AGREE THAT BUS ROUTING THROUGH THE TOWN CENTRE SHOULD BE SIMPLIFIED?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

WHAT IS THE BEST OPTION FOR BUS ROUTING?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

CAN ALL BUS INTERCHANGE BE CONCENTRATED AS SHOWN?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

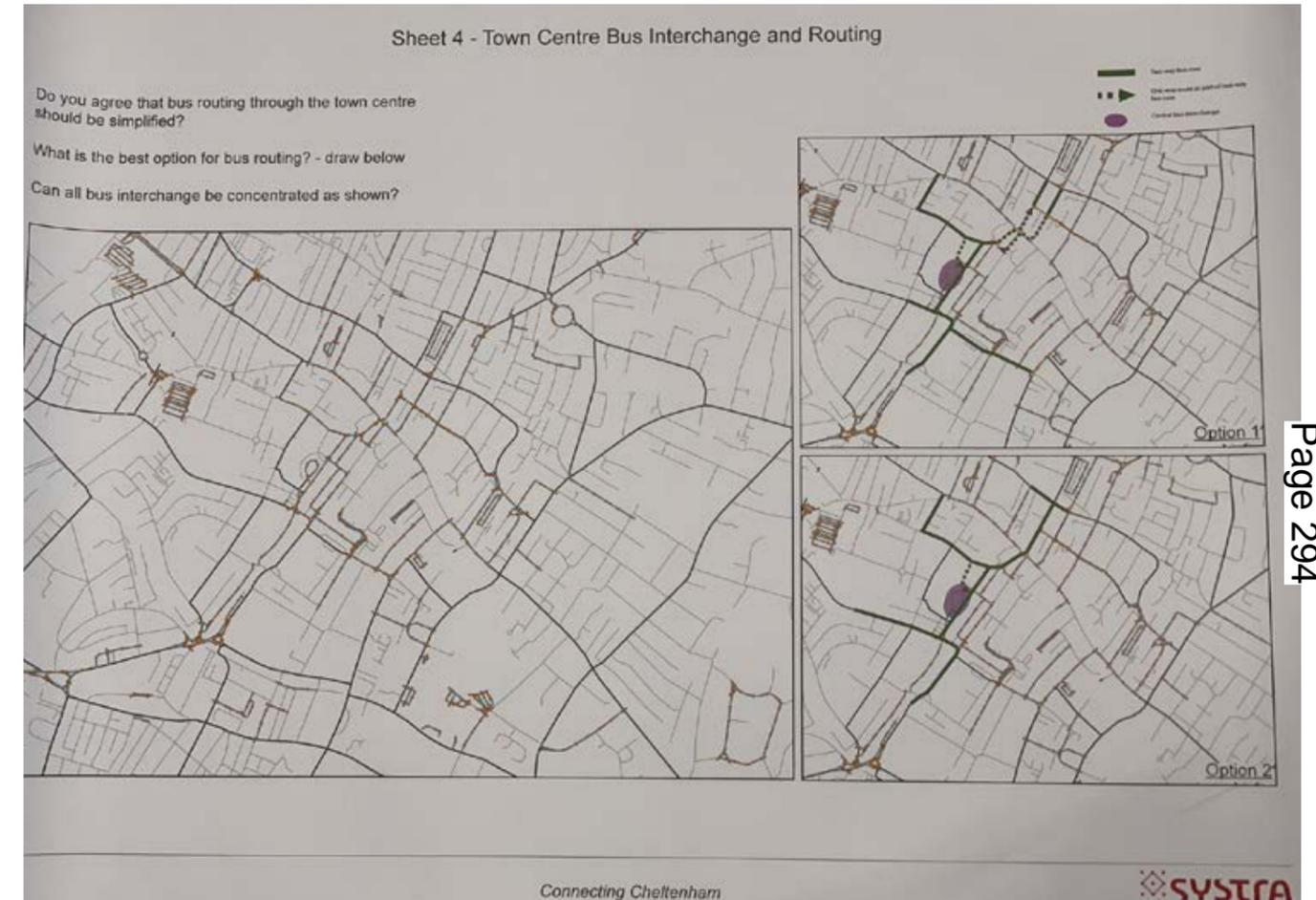


TABLE 6

ARE THE LOCATIONS FOR PARK & INTERCHANGE CORRECT?

- ADDITIONAL PARK & RIDE FACILITIES WERE SUGGESTED ON THE OUTSKIRTS OF THE TOWN FOR:
 - SHURDINGTON ROAD
 - A40 LONDON ROAD

WHERE SHOULD BUS PRIORITY BE FOCUSED?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

DO YOU AGREE THAT BUS ROUTING THROUGH THE TOWN CENTRE SHOULD BE SIMPLIFIED?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

WHAT IS THE BEST OPTION FOR BUS ROUTING?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

CAN ALL BUS INTERCHANGE BE CONCENTRATED AS SHOWN?

THE TABLE DID NOT NOTE DOWN ANY THOUGHTS ON THIS QUESTION.

SUMMARY

- There were fewer responses captured in this task than the others, however there was consistency in terms of the desire to see Park and Ride facilities located to the south, on the Shurdington Road, and to the east on London Road.
- The only comment regarding bus priority was to see more priority on Tewkesbury Road.
- There was a suggestion for a town-wide circular bus route.

8 | Summary: Drivers For Change

DRIVERS FOR CHANGE

The first part of this document contains a review of Cheltenham as it is now. The review covers land use, heritage and demography as well as indicators of health and deprivation. The review also analyses current journey patterns and looks at the transport networks.

There are a number of key 'Drivers for Change' which arise out of this review and which result in the requirement for a significant change to current travel behaviour.

The following drivers for change in Cheltenham have been identified:

ACCOMMODATE THE INCREASE IN TRAVEL DEMAND AS A RESULT OF GROWTH

Cheltenham is planning for significant growth, particularly to the west of the town. This growth will come with an increased travel demand. This demand needs to be accommodated efficiently, so as not to put additional strain on the existing transport networks.

This travel demand needs to be delivered whilst contributing to wider objectives including place making and sustainability. Consequently sustainable modes will need to account for a greater proportion of trips undertaken in the town,

ENCOURAGE AND FACILITATE INVESTMENT AND GROWTH

An efficient and reliable transport network is important for productive businesses, providing reliability and predictability in how employees get to work, and how their products reach their customers.

A reliable and sustainable transport system is also an important attractor of talent, particularly for businesses operating in the knowledge economy. High quality urban spaces, and good levels of walkability and cycle-friendly streets are an increasingly important selling point for recruiters in high-tech businesses across the world.

EQUITABLE ACCESS TO TRANSPORT, EMPLOYMENT, EDUCATION AND SERVICES

Cheltenham's transport system must cater for all its residents and workers. High quality sustainable corridors must be accessible to all. It is particularly important to ensure that areas with lower levels of access to private transport have access to high quality and reliable modes.

PROTECT AND ENHANCE THE QUALITY AND DISTINCTIVENESS OF CHELTENHAM AND ITS NEIGHBOURHOODS

Cheltenham has a strong built heritage, and sits on the edge of an Area of Outstanding Natural Beauty. These strong natural and heritage assets should not be damaged or compromised by transport. Reducing car domination, and reducing air and noise pollution can help to preserve and respect these assets.

INTEGRATE NEW AREAS AND COMMUNITIES EFFECTIVELY INTO THE TOWN

It will be important that new communities integrate into Cheltenham, and have easy access to, and use, the key destinations in the town. The walking, cycling and public transport

networks have a critical part to play in this. The strategy needs to provide a core of high quality walking, cycling and public transport corridors which connect communities to each other, to key leisure assets and to workplaces and schools. These corridors can play an important role in making new communities feel part of Cheltenham, rather than on its edge.

FUTURE TRANSPORT RESILIENCE AND OPPORTUNITY

Understanding and planning for the impacts of disruptive technologies and the consequential changes to the share of transport market in particular will be important to ensure long term resilience in its provision.

These considerations result in the need to try and ensure that public transport is both financially sustainable but also able to respond to changing market conditions and demands.

Ensuring the maximum possible catchments, providing comprehensive bus priority, working with bus operators and improving quality, will be key to establishing a resilient high quality public transport offer. It will also be important to ensure that any new infrastructure that is built can 'flex' to accommodate a variety of vehicles and interchange requirements.

9 | Conclusion- Key Issues & Opportunities

KEY ISSUES

CAR DOMINANCE

Cheltenham has an internal car mode share for journeys to work of 50%. This level is fairly low compared to many English and Welsh comparators, but is significantly higher than comparable continental European cities, or even the best English exemplars. Cambridge has a car mode share for travel to work of only 36%.

However, although 50% is quite low, Cheltenham is physically a small and compact town, and there are very high levels of very short travel to work trips undertaken by car. It seems likely that many of these could easily be undertaken by other modes.

The whole town is covered by an Air Quality Management Area, reflecting poor air quality, for which transport and in particular private vehicular traffic is a major contributor.

Speed limits in the town are high - up to 50mph - on many routes, and there are substantial congestion issues on many key corridors at peak times. High traffic speeds and volumes act as barriers to walking and cycling, and deter, in particular, older as well as less able pedestrians from walking.

DIFFUSE TRAVEL DEMAND SPREAD AROUND TOWN

BUS TRAVEL

Bus routes are radial, and consequently the town centre is a key component of all bus routes.

There are effectively four bus interchanges in the town centre. This creates a complicated environment for passengers wishing or needing to undertake multi-leg bus trips, due to

the likelihood of passengers having to interchange between disparate stops.

Stakeholders have raised issues around the cost of bus travel, which some felt made bus travel uncompetitive with driving. Stakeholders also highlighted a lack of ticket interoperability on services run by different operators as another barrier to bus usage.

Bus routing within the town centre is complicated, with many routes being indirect. Bus frequencies are limited on some corridors and rise in some cases during the off-peak. Journey times are uncompetitive, worsening significantly in peak hours.

These issues are reflected by the levels of bus usage for travel to work, which are average within England and Wales, and in the measure of journeys per head of population being low for a town the size of Cheltenham.

FRACTURED AND LIMITED CYCLING NETWORK

Cheltenham's cycle route infrastructure is patchwork, and predominantly shared with pedestrians.

The routes do not really constitute a network, so cycling on the roads is necessary for many journeys. Given the evidence for which kinds of cycling infrastructure encourage (and indeed discourage) cycling amongst different demographic sections of the population, Cheltenham's cycling infrastructure cannot be considered as inclusive, although the Honeybourne Line is a notable exception.

STATION SENSE OF ARRIVAL

Cheltenham Spa station presents a poor sense of arrival and an environment which is illegible in terms of transport options and in particular sustainable access to the town centre and major local employment centres (e.g. GCHQ). This is in spite of having a high quality and largely off-road connection to the town centre (The Honeybourne Line).

GROWTH

Substantial residential and employment growth is planned on the west and north-western fringes of Cheltenham. These developments will bring new travel demand, which could contribute to existing issues around car dominance (including congestion, poor air quality) and bus journey times and journey time reliability.

IMPACT OF TRANSPORT ON BUILT ENVIRONMENT

Car parking and the complex town centre bus routing detract from parts of the town's beautiful built environment. The Promenade fronting the Municipal Buildings is a prime example, of a space surrounded by beautiful buildings, but where much of the space is used for car parking, as a taxi rank and for bus stops and layover.

MAJOR EMPLOYMENT CENTRES

The main employment centres are Town Centre, Kingsditch and GCHQ. The latter two are on the fringes of the town and have a far higher car based mode share than the town centre.

KEY OPPORTUNITIES

Opportunity to further increase levels of cycling and bus use

Against a national backdrop of declining bus patronage a number of areas have demonstrated growth in bus usage. An increase in journey time reliability, and a reduction in journey times, ticketing and fares all provide opportunities to increase the attractiveness of the bus

An opportunity to improve mode share for cycling and bus for trips to and from Gloucester and Tewkesbury

Opportunity to intercept incoming trips (and outgoing)

For trips to and from Gloucester and Tewkesbury an opportunity to improve mode share for cycling and bus

APPENDICES

APPENDIX A : POLICY REVIEW

GCC LTP - CPS1

ISSUES:

- Congestion at strategic pinch points
 - A417 Missing Link
 - A40 from west of Gloucester to Cheltenham
- Enable M5 Growth corridor – All way improvements to M5 Junction 10
- Facilitating new areas of growth including M5 Growth Zone
- Regular occurrence of congestion on many urban corridors
- Problems of parking within Cheltenham
- Lack of on-site employee parking at local businesses.
- Buses suffer on key congested routes
- Lack of coordination between traffic signals
- Limited information regarding 'live' journey times
- Rail and Bus Stations should be gateways to county
- Lack of coordination between bus routes/companies and ticketing scheme/discount cards that can be used across providers
- Lack of cycle routes between Cheltenham and Gloucester
- Lack of cycle route

SHORT TERM PRIORITIES:**Capital priorities (physical)****Highways**

- Elmbridge Transport Scheme, Gloucester
- A430 Llanthony Rd and St. Ann Way (southwest bypass) improvement, Gloucester
- A40 Over Roundabout improvement (phase 2), Gloucester
- Staverton crossroads junction (B4063 / B4634), Staverton
- St. Barnabas Roundabout enhancement, Gloucester
- Local improvement for Southgate Street to St Ann's Way, Gloucester

- Cheltenham Transport Plan
- Capital maintenance programme
- Highway safety improvement programme
- 20 mph zones

Rail

- Cheltenham Spa railway station enhancement
- Gloucester railway station enhancement

Bus

- Gloucester Transport Hub, new Bus Station, Gloucester
- Bus advantage improvements for Metz Way corridor, Gloucester, including off carriageway cycle lane improvements Gloucester - Cheltenham via Churchdown bus corridor improvements
- A40 Corridor Bus Priority, Cheltenham
- Elmbridge strategic scheme, Gloucester
- Local Park and Ride facilities

Cycle

- Access improvements for London Rd and Cirencester Rd, Cheltenham
- Access improvements linking Honeybourne Line to A40, Cheltenham
- Access improvements for outer ring road corridor, Gloucester
- Cycle infrastructure improvements

Revenue priorities (revenue)**Highways**

- Working with Highways England to progress A417 Missing Link Scheme
- Link Scheme
- Maintenance programme
- Highway safety programme
- Freight Gateway management system
- On street parking management schemes
- Highway Safety promotions
- Civil Parking and bus lane enforcement
- Deployment of non-enforceable average speed cameras

(subject to operation by Road Safety Partnership)

Rail

- Working with the West of England partnership to develop a business case for the Metrowest rail extension (Phase2)
- Railway Station Travel Plans and investment strategies

Bus

- Ongoing bus stop improvement programme
- Continued roll out of multi operator bus Smartcard ticket

Thinktravel

- Ongoing support for Thinktravel branding
- Bikeability training in schools
- Ongoing installation of electric cars and bikes charging points
- Personalised Travel Plans for new developments
- Personalised Travel Plans for key corridors
- Workplace Travel Plans

MEDIUM TERM PRIORITIES:**Capital priorities (physical)****Highways**

- A417 Missing Link
- M5 Junction 10 (phase 1) improving existing access
- A46 (Shurdington Road) corridor improvements, Cheltenham
- Highway improvement for Westgate Gyratory, Gloucester
- Capital maintenance programme
- Highway safety improvement programme
- 20 mph zones

Rail

- Junction and Capacity improvements (dynamic loops) to rail lines to enable more trains to operate and more stopping services, including possible new stations

Bus

- Bus advantage improvements for Lansdown Rd corridor, Cheltenham

- Bus improvement for A435 Tewkesbury-Cheltenham corridor
- Bus advantage provided by reallocation of highway for buses and taxis at Lower High Street, Cheltenham
- Bus lane on Bruton Way, Gloucester
- Bus detection at signals to provide bus advantage at Innsworth Lane and Oxstalls Lane, Gloucester
- Improvements for Gloucester to Lydney / Coleford / Cinderford corridors
- Bus stop and bus advantage improvements for Stroud - Gloucester corridor
- Local Park and Ride facilities

Cycle

- Access improvements for Cheltenham to Bishop's Cleeve corridor
- Access improvements for A40 corridor between Cheltenham and Gloucester
- Access improvement to Gloucester & Sharpness Canal tow-path, Gloucester
- Cycle infrastructure improvements

Revenue priorities (revenue)

Highways

- Maintenance programme
- Highway safety programme
- On street parking management schemes
- Highway Safety promotions
- Civil Parking and bus lane enforcement
- Deployment of non enforceable average speed cameras (subject to operation by Road Safety Partnership)

Rail

- Providing an improved service linking Gloucester, Cam & Dursley with Bristol (Metrowest)

Bus

- Ongoing bus stop improvement programme

Thinktravel

- Ongoing support for Thinktravel branding
- Bikeability training in schools
- Ongoing installation of electric cars and bikes charging points
- Personalised Travel Plans for new developments
- Personalised Travel Plans

LONG TERM PRIORITIES:

Capital priorities (physical)

Highways

- M5 Junction 10 (phase 2) - providing 'all movements' access
- A40 Longford roundabout junction improvement, Gloucester
- A40 Over Roundabout (Phase 3) enhancement for outbound city traffic with alternative river crossing
- A417 Zoons Court roundabout improvement, Gloucester
- A417 - Brockworth Bypass / A46 Shurdington Rd junction improvement, Brockworth
- Junction widening for Priory Rd providing bus advantage, Gloucester
- A38 outer ring road corridor improvements, Gloucester
- A417 replacement of existing highway with elevated section, Maisemore
- A4019 corridor improvements including bus advantage, Cheltenham
- A4019 Honeybourne Railway Bridge increased height clearance, Cheltenham
- A435 corridor improvements, Bishops Cleeve
- A417 C&G roundabout new left turn Lane from Barnwood Link to Corinium Avenue, Gloucester
- B4063 corridor improvements, Churchdown
- Down Hatherley Lane corridor improvements, Innsworth
- Capital maintenance programme
- Highway safety improvement programme
- 20 mph zone

Rail

- A new railway station south of Gloucester

Bus

- Strategic Park and Ride expansion at Cheltenham Racecourse
- Strategic Park and Ride expansion at Waterwells, Gloucester
- Strategic Park and Ride scheme at Uckington, Cheltenham
- Strategic Park and Ride scheme for A46 Brockworth / Shurdington

Cycle

- Cycle infrastructure improvements

Revenue priorities (revenue)

Highways

- Maintenance programme
- Highway safety programme
- Freight Gateway management system

- On street parking management schemes
- Highway Safety promotions
- Civil Parking and bus lane enforcement
- Deployment of non-enforceable average speed cameras (subject to operation by Road Safety Partnership)

Rail

- Provide service enhancements for Lydney with better linkages for Birmingham-Gloucester-Cardiff services

Bus

- Ongoing bus stop improvement programme

Thinktravel

- Ongoing support for Thinktravel branding
- Bikeability training in schools
- Ongoing installation of Electric cars and bikes charging points
- Personalised Travel Plans for new developments
- Personalised Travel Plans for key corridors
- Workplace Travel Plans

THE OUTCOMES:

The priorities outlined in this strategy will assist in delivering the LTP objectives by:

Support sustainable economic growth

- Highly accessible economic vibrant urban centres which benefit from the strong transport linkages to London, Birmingham, Bristol, Cardiff, Oxford and Swindon
- Managed congestion to provide greater certainty of journey times

Enable community connectivity

- An intelligent transport system which increases awareness of travel options by delivering place making initiatives to improve the quality of life of local residents
- An increased role of technology to inform, prepare and make people aware of travel conditions so they can consider their travel options

Conserve the environment

- More people using public transport by aiding ease of use and awareness through the use of technology and highway improvements to reduce delays

Improve community health and well being

- More people cycling and walking across all age groups for shorter distances.

GCC LTP

PD1 BUS

BUS

GCC will work with partners and communities to provide realistic opportunities for travel choice by bus for residents, employers, and visitors and promote them as an alternative to the car to encourage increased levels of use. GCC will do this by implementing the following policy proposals:

- To work with transport providers to provide an appropriate level of service throughout the day, evening and at weekends to links communities with employment, education, health services, retail centres and enable connectivity between bus and rail services
- To work with neighbouring authorities and bus operators to provide cross boundary services to key local destinations outside the county
- Where services cannot operate on a commercial basis GCC may choose to subsidise those which are socially necessary, subject to the funding available
- To support linkages between urban centres on key bus corridors. For locations not served by these corridors, access should be to the nearest key settlement. This will be provided through the delivery of a Total Transport concept using patient care transport, travel training and travel buddies, reducing dependency on bespoke transport solutions
- To support Gloucestershire's most vulnerable by providing the means for them to access the services they need by using appropriate public transport, by reviewing how public
- To encourage transport operators to invest in and maintain the quality of their vehicles fleets
- To maintain the phased introduction of traffic signal

based bus priorities measures linked with MOVA signal improvements at highway network pinch points

- To deliver bus lanes and other 'hard' infrastructure where a business case can demonstrate the proposal has overall benefits to road users, in terms of journey time and reliability

PARK AND RIDE

GCC will work with our partners to provide realistic opportunities for travel choice for residents, employers, and visitors through the delivery of local Park and Ride and commercially viable strategic Park and Ride facilities. GCC will do this by implementing the following policy proposals:

- To work with communities and developers to identify local Park and Ride facilities located on existing commercial high frequency bus corridors, which encourage mode transfer onto a bus for part of the journey. Local Park and Ride facilities will include an upgraded passenger waiting facility including Real Time Passenger Information, safe and secure parking for cycles and accessible car parking facilities. The latter may be on residential roads or dedicated cycle or car parks where sufficient demand and commercial viability exists
- GCC will continue to promote existing commercially operated strategic Park and Ride facilities at Arle Court, Cheltenham Race Course and Waterwells, Gloucester
- New strategic Park and Ride facilities will only be delivered if the financing of the site construction and maintenance can be agreed through third-party funding and the bus service operated on a commercial basis.

GLOUCESTER TRANSPORT HUB

LTP PD 1.5 – Gloucester Transport Hub

GCC will encourage innovative and attractive development of the Gloucester Central Transport Hub to promote the use of bus travel and aid connectivity between Gloucester Railway Station and the city centre. GCC will do this by implementing the following policy proposals:

- To encourage the use of innovative design to enhance the aesthetic appeal and desirability of using public transport facilities. In addition to operation and safety issues GCC welcomes designs which complement and where possible enhance the natural, built and historic environment
- To ensure that any new infrastructure contributes towards the LTP vision through the application of design principles which will lead to a transport network that people feel safe and enjoy using
- To encourage developers to consider the likely mix of street users and activities
- To work with developers and transport scheme promoters to consider, when designing new schemes, factors which influence the success of routes and facilities in terms of their use and function, such as gradient, lighting, natural surveillance, integration and signing.

PD2 CYCLE

The cycling hierarchy of provision:

- Traffic volume reduction
- Traffic speed reduction
- Junction treatment, hazard site treatment, traffic management
- Reallocation of carriageway space
- Cycle tracks away from roads
- Conversion of footways / footpaths to shared space for pedestrians or cyclists

Through consultation, there seems to be a preference and argument for the implementation of cycle segregation. However GCC have preference for a less 'engineered' solution and prefer 'invisible infrastructure' where, through careful street space design and management, there is no requirement for heavily engineered cycle specific infrastructure.

GCC will deliver a functioning cycle network by improving cycle linkages and safeguard quiet highway connections by working with delivery partners, other agencies, and community stakeholders to identify and remove barriers (physical or psychological) to cycling. GCC will do this by implementing the following policy proposals:

- To improve cycle linkages between and within settlements throughout
- Gloucestershire by working with delivery partners, other agencies, the community and stakeholders to remove barriers to cycling and consolidate the network
- To focus investment in cycling in more developed areas and especially where new development is planned
- To recognise the role and function of the existing quiet lane network and seek to expand this where possible to provide safe cycle linkages
- To ensure developers assess the needs of all pedestrians and cyclists within their development design and any improvements associated with the development. All cycle infrastructure provided within the county will be in accordance with Manual for Gloucestershire Streets (MfGS) and Cycle Facility Guidelines
- To ensure all schemes on the local highway network will be subject to appropriate context reports and audits (including Road Safety, Non- Motorised Users, Walking, Cycling and Quality Audits) before design approval
- To support the development and promotion of the leisure cycle network, and Public Rights of Way Network to encourage greater use linking centre of population
- To work in partnership with communities in identifying local transport needs and solutions (through e.g. Parish and Neighbourhood Plans)
- To work with district / borough councils to ensure that new development is well connected to the existing transport network

LTP PD 2.3 Integration with new developments

GCC will liaise with Local Planning Authorities and developers to ensure connectivity between new developments and existing infrastructure and to ensure that realistic opportunities for travel choice are taken up within and between new developments. GCC will do this by implementing the following policy proposals:

- To require that developers ensure that transport infrastructure is provided to mitigate the impact of proposed development on the highway and transport networks and that opportunities for sustainable travel have been taken up by any development that generates significant vehicle movements
- That all schemes on the local highway network are subject to appropriate Context Reports and Audits (including Road Safety, Non-Motorised Users, Walking, Cycling and Quality Audits) before design approval
- That developments identify, protect and exploit opportunities for sustainable transport mode use and are based on design principles which encourage travel by walking, cycling and public transport
- That developers consider the likely mix of street users and activities with reference to the Manual for Gloucestershire Streets
- To use Personalised Travel Planning (PTP) as part of the toolkit of measures for delivering smarter travel choices, where appropriate, in new and existing residential developments
- To identify and safeguard existing and potential quiet highway routes and connections, within and between settlements, where walking and cycling are to be promoted, hence supporting community connectivity and permeability.

GCC will work with partners to encourage levels of physical activity by encouraging greater numbers of people to walk and cycle short distance trips and to enable children to enjoy more independent, physically active lifestyles. GCC will do this by implementing the following policy proposals:

- To reduce both actual and perceived risk to personal safety. The choice to walk and cycle is strongly influenced by perception and experience of available infrastructure, aesthetics and safety

- To ensure walking and cycling routes are safe and form a continuous accessible network accessing town centres, residential areas, employment areas, and routes to schools
- To recommend the use of designated cycle routes which provide safe and attractive alternatives to some roads carrying high motorised flows and/or speeds
- To encourage developers to include both informal and formal playable space in new development and engage children in the design process. Streets should be where children feel safe to play, walk and cycle
- To identify partnerships where transport and health outcomes and resources can be aligned to attain cross-sector health benefits and cost savings

PD3 FREIGHT

GCC will work in partnership with Highways England, neighbouring highway authorities and the Police to increase the role of technology to assist in the dissemination of journey information. GCC will do this by implementing the following policy proposals:

- To work with national freight mapping companies to inform freight operating route planning systems and ensure the primary route corridors map is reviewed periodically
- To work in partnership with Highways England and neighbouring highway authorities to manage cross boundary advisory freight routes including the management of abnormal loads. This partnership will be on the basis of an informal working relationship rather than a formal Quality Partnership arrangement
- To increase the use of technology and social media to increase awareness of any delays on the highway network to ensure highway users are informed in advance or during their journey
- To disseminate travel information during times of extreme weather so people are informed and aware about the travel choices they have
- To increase the use of Variable Message Signing (VMS) that can be used to inform freight and other traffic about network delays and where necessary provide advisory guidance
- To develop a network of smart information posts that provide 'real time' journey information and advisory route

options

- To encourage parish and town councils to identify and monitor any perceived freight issues through Lorry Watch

GCC will provide driver facilities to enable drivers to rest. These will be provided at suitable locations on or near the primary route corridors for HGVs. GCC will do this by implementing the following policy proposals:

- To work with district / borough councils, Highway England and Parish / Town councils to encourage the designation of off road parking facilities
- To ensure lay-bys are maintained to provide suitable facilities for drivers including the removal of low hanging vegetation, street lighting, and fit for purpose highways surfacing
- To maintain the availability of travel information provided at appropriate laybys

PD4 HIGHWAYS

Figure F – Gloucestershire's Link and Place Spectrum – Defining Characteristics

Link Type	Highway Characteristics	Journey time reliability	Road environment	Typical Highway speed	Bus network	Streetage	Audience and Place	Example
National Link	Strategic Road Network Managed by Highways England High vehicle flows Designated freight route	Critical for national economy	Motorway Dual Carriageway Small section bisects local communities	70-90	Limited bus services	Mainly no community interaction Where this exists results in linear community separation	Function is for traffic only	M5, M50, A417, A41, A41
Primary Link	Strategic route within the county High vehicle flows Designated freight route	Critical for local economy	A roads Dual carriageway Single carriageway	70-80	Strategic bus service High frequency services linking key destinations (places)	Rural routes with minimal community interaction Urban through routes	Function is for all highway users vehicles dominate	A38, A40, A4136, A33, A636, A23, A40
District Link	Distributor link Rural road Some freight traffic	Critical for local access - reliability good	A or B road Single carriageway	60-80	Strategic and non-strategic services	Rural routes where communities are bisected this results in linear separation	Function is for all highway users vehicles dominate	A48, A421, A4033, A4077, A4036, A4251, A4254
Suburban Link	Residential or commercial areas High level of use Very busy in peak times	Moderate delays to be expected	Dual carriageway Single carriageway	40-60	Dedicated for many services	Higher end of built form - significant interactions between highway users and place usually junctions and points	Base with increased pedestrian and cyclist interactions	Town or village centres
Local Link	Residential Rural link	Access only	Single carriageway Cul-de-sacs	30-50	Limited to non-strategic local services	Highly built up or rural No separation caused by highway	Low vehicle numbers Agricultural vehicles Horse riders High pedestrian or cyclist use	Walking routes or quiet rural routes

LINK AND PLACES SPECTRUM

GCC will maintain a functioning highway network that supports Gloucestershire transport network by ensuring the safe and expeditious movement of highway users. GCC will do this by implementing the following policy proposals:

- To work in partnership with the Highways England to maintain the safe and expeditious movement of traffic when using the Strategic Road Network by seeking value for money

improvements to network pinch points to enhance network efficiency

- To liaise closely with the Welsh Assembly and Monmouthshire Council to support proposals for the development of the Chepstow Outer Bypass
- To lobby the Department of Transport to reduce the toll fees on the Severn Crossings in line with other river crossings, and to introduce two way traffic tolls using modern technology
- To maintain and, where possible, improve the highway network for all non-motorised highway users supporting the integration of transport modes
- To reduce the risk of conflict for all highway users by complying with national Government guidance and legislation including the use of mobility scooters on the footpath
- To increase the use of technology and social media (Intelligent Transport Systems) to increase awareness of any delays on the highway network to ensure highway users are informed in advance or during their journey
- To apply the Link and Place highway spectrum when prioritising investment decisions and during discussions with local communities when producing their Neighbourhood Plans.

ASSETS

GCC will manage the local highway asset in line with the Transport Asset Management Plan (TAMP), the Highways Maintenance Handbook and other guidance or policies such as the updated Gloucestershire Highways Biodiversity Guidance (2015). GCC will do this by implementing the following policy proposals:

- To deliver fit for purpose roads
- To work with GCC's Highways Maintenance supplier to deliver the works and services outlined in the Transport Asset Management Plan
- To inspect and repair the highway network as per the county's Highway Safety Inspection Policy in order to ensure it is in a safe condition
- To ensure that street works undertaken on the local network by third parties are completed to a high standard minimising congestion and that the quality of such works is monitored, with the third parties being required to take corrective action as necessary

- To manage the street lighting network to minimise environmental impact without compromising on road safety and personal security
- To manage the traffic signal network to minimise congestion
- To ensure road signage is maintained so it is clearly visible to all road users
- To review the provision of street furniture and signing as part of the design process for all maintenance and improvement schemes to ensure that street clutter is minimised
- To minimise the impact of highway work on the surrounding landscape and ensure where new highway structures are required they need to be sympathetic to their surroundings including bridges, fencing and walling.
- To ensure promoters of new transport schemes comply with the Enhanced Materials Policy (MFGS) whereby appropriate materials are specified and the full costs of implementation and future maintenance are factored into the scheme budget
- To comply with the Gloucestershire Highways Biodiversity Guidance (January 2015) or subsequent guidance
- To enhance and restore the wildlife function of highway verges by continuing to work in partnership with Gloucestershire Wildlife Trust (GWT) through GCC's Conservation Road Verges Site Register to ensure that all road verges receive appropriate conservation management as part of highways maintenance and related schemes

PEDESTRIANS

GCC will work with all transport providers to provide a safe, reliable and efficient highway network that encourages pedestrian movements and provides vital walking connections between communities, employment and services. GCC will do this by implementing the following policy proposals:

- To maintain and, where possible, improve the pedestrian network taking into account all types of user by supporting the integration of the pedestrian network with all other modes of travel
- That all schemes on the local highway network are subject to appropriate Context Reports and Audits (including Road Safety, Non-Motorised Users, Walking, Cycling and Quality

Audits) before design approval

- To support the delivery of the Rights of Way Improvement Plan and the upgrade and improvement of Rights of Way where they connect to local footway networks or could offer convenient routes for local trips
- To support the improvement of the pedestrian environment by providing pleasant and convivial streets with a sense of place which encourage walking (as well as cycling)
- To encourage developers to consider the inclusion of playable space and informal play opportunities in new development and encourage the engagement of children in the design process. Streets should be created where children feel safe to play and walking and cycling amongst children is encouraged and supported through street design and development layout

BUS LANES

To manage the use of County Council managed bus lanes to facilitate the movement of buses along congestion routes ensuring the safe and efficient movement of all highway users GCC will do this by implementing the following policy proposal:

- To restrict the use of bus lanes to the following highway users:
 - Buses and coaches
 - Hackney Cabs
 - Private Hire Vehicles may be permitted to use bus lanes on county council maintained highways where local circumstances allow and the impact on other users is minimal.
 - Pedal cycles
 - Emergency Service vehicles
 - Motorcycles where it is possible to provide a consistent route approach and following a robust risk assessment
- To produce a set of guidelines outlining where motorcycles could or could not be considered for exemption to using bus lanes
- To adhere to the standard bus lane width of 4m for the implementation of new bus lanes where feasible, to minimise the risk of incidents with other road users. The minimum bus lane width should be 3m where buses should follow a cyclist until there is space in the adjacent lane to overtake

- The use of bus lanes will be managed by Traffic Regulation Orders and enforced by the Police or by the use of Automatic Number Plate Recognition (ANPR) cameras operated by GCC. Where Traffic Regulation Orders have been broken by road users GCC will use a civil enforcement process to administer fines

HEALTH AND WELL-BEING

GCC will support the Rights of Way and Countryside Access Improvement Plan in identifying and seeking to support measures to improve safety, accessibility and the quality of the experience for walkers, horse riders, carriage drivers and cyclists where there is an identified need.

- GCC will do this by implementing the following policy proposals:
- To integrate pedestrian, cycle and horse riding routes with the road network to promote a cohesive path network and, where a route has to cross a busy road, provide a safe crossing point
- To maintain verges for horse riders and walkers, especially where this provides links between sections of the public rights of way network
- To consider the traffic implications on any existing pedestrian, cycle or horse riding paths or road crossing points where new development is planned
- To encourage people away from busy routes, where traffic flows or speeds cannot reasonably be reduced, by agreeing measures to safeguard quieter routes and improve accessibility to and within green space and rural settlements
- To encourage the use of the rights-of-way network for utility journeys, particularly in the urban fringe and between some villages.
- To support the exploration and development of the wider network of route opportunities which may successfully dovetail with the rights of way network to provide a coherent safe network

PD5 RAIL

Rail station improvements and proposals

Station	Findings	Short-Term proposals (up to 2019)
Cheltenham Spa	<ul style="list-style-type: none"> • Key gateway to one of two main urban centres • Distant from town • Poor passenger facilities • Lack of parking 	<ul style="list-style-type: none"> • Investment in facilities • Increase car parking (including short-term use of area for potential bay platforms) • Improve concourse • Improve bus interchange • Improve cycle access & facilities
Gloucester	<ul style="list-style-type: none"> • Key gateway to one of two main urban centres • Central location provides focus for development of Gloucester City • Poor environment around station • Poor access to town centre • Very poor access to north side, including hospital • Limited car parking 	<ul style="list-style-type: none"> • Develop car park on north side • New pedestrian entrance to north side (car park and hospital) • Improve highway access to north-side car park • Improve north-south access (improve subway) • Integrate station with town centre, via Kings Quarter and new bus station • Improve forecourt and station buildings • Develop land to north of station – good connectivity
Stroud	<ul style="list-style-type: none"> • Market town station • Central location and attractive environment • Limited car parking • Good cycle access but limited cycle parking • Poor access across tracks (old footbridge not Equality Act compliant) 	<ul style="list-style-type: none"> • Improve station facilities and access (e.g. footbridge) • Increase and improve cycle parking
Stonehouse	<ul style="list-style-type: none"> • Basic station facilities • Very constrained location, making access and parking difficult • Cycling to station from surrounding area quite feasible • Poor cycle storage (unsuitable location, poor security) 	<ul style="list-style-type: none"> • Improve station facilities, including cycle storage • Promote walk and cycle access

Station	Findings	Short-Term proposals (up to 2019)
Kemble	<ul style="list-style-type: none"> • Station serves Cirencester and surrounding rural area • Station lies 6km from Cirencester • Car park full – awaiting planning permission for larger new one • Car parking always likely to be constraint • Poor highway access (queuing at A433/A429 junction) • Poor cycle access from Cirencester • Irregular and complex bus links, not timed to trains 	<ul style="list-style-type: none"> • Deliver new car park and plan further provision to meet growth • Improve highway, bus and cycle links (developer contributions)
Moreton-in-Marsh	<ul style="list-style-type: none"> • Station serves village and surrounding rural area • Low growth in patronage (2001-2014) • Relatively low housing growth planned 	<ul style="list-style-type: none"> • Resolve town centre pedestrian access issue
Cam and Dursley	<ul style="list-style-type: none"> • Car park full – Car parking always likely to be constraint 	<ul style="list-style-type: none"> • Deliver new car park and plan further provision to meet growth • Improve highway, bus and cycle links (developer contributions)
Lydney	<ul style="list-style-type: none"> • Station serves Lydney and wider Forest of Dean • Distant from town, with poor access • Limited parking available • Significant planned housing growth in area, with more possible at harbour. 	<ul style="list-style-type: none"> • Implement Lydney Transport Strategy to improve access • Enlarge car park and develop plans for more parking
Ashchurch for Tewkesbury	<ul style="list-style-type: none"> • Significant housing growth planned • Poor connections to Tewkesbury • Very basic station facilities 	<ul style="list-style-type: none"> • Seek funding to improve station facilities, including parking

GCC will engage with delivery partners to maximise the desirability, demand and customer experience of using Railway Stations within Gloucestershire. Station Facilities need to meet existing and forecasted demand by providing the safe and secure facilities for pedestrians, cyclists, bus users and car users. GCC will do this by implementing the following policy proposals:

- To work in partnership with district / borough councils, the Local Enterprise Partnership, Highways England and Department for Transport to seek investment in the county’s transport network as funding opportunities arise.
- To ensure each railway station has a clear plan for its development in the short, medium and long term, linked to development proposals in the area and the wider rail-side opportunities
- To work with Train Operating Companies to encourage ongoing investment in station facilities to improve the experience of travelling within the county. Improvements include improved passenger waiting facilities, increasing

NETWORK RAIL AND GREAT WESTERN RAIL

AMBITIONS FOR CHELTENHAM SPA

- cycle racks, car parking, access improvements and providing real time passenger information for onward journeys
- Where bus services access railway stations ensure the timings of those services complement each other to encourage interchange between modes.
- To encourage early consultation with Highway Development Management officers to agree design principles at pre-application stage to avoid prolonged or unsatisfactory discussion later in the planning process. This consultation should consider innovative layouts but should a developer propose the use of enhanced materials, they will need to demonstrate that such use will be financially sustainable in the long term.
- To encourage the use of innovative design to enhance the aesthetic appeal and desirability of using public transport facilities. In addition to operation and safety issues GCC welcomes designs which complement and where possible enhance the natural, built and historic environment.

- Improve the Lansdown Road pedestrian and cycle link.
- Safer walking route between the building and Queen’s Road entrance.
- Extra bike parking.
- Multi-modal forecourt enhancements to include bus stops, taxi ranks and more extensive pedestrianisation.
- Quality paving materials and enhanced lighting.
- Platform extension for longer trains.
- More frequent trains between London and Cheltenham beginning December 2018.

LOCAL TRANSPORT FUND

Some projects concentrated on sustainable transport improvements that made their town centres more attractive to shoppers. Redhill, Cheltenham and Gloucester. Also made transport changes that improved the public realm in their town centres.

GLOUCESTERSHIRE RAIL STUDY

Summary of Proposals – Demand/Economics, Strategic and Deliverability Factors

Cheltenham Spa Station		
Findings	Short-Term Recommendations (to 2019)	Medium to Long-Term Recommendations (2019-2029+)
<ul style="list-style-type: none"> • Key gateway to one of two main urban centres • Excellent connectivity across UK, including London • Rail Interchange point • Distant from town • Poor passenger facilities • Lack of parking • Long-term train capacity issues 	<ul style="list-style-type: none"> • Investment in facilities • Increase car parking (including short-term use of area for potential bay platforms • Improve concourse • Improve bus interchange • Improve cycle access & facilities 	<ul style="list-style-type: none"> • Review train capacity requirements and potential need for bay platforms (terminating trains) • Review overall service patterns as part of wider planning

The First Great Western Rail Franchise, is pivotal for Gloucestershire, along with the Cross Country and Arriva Trains Wales franchises. The company's priority in relation to Gloucestershire is focussed on improving services from the main centres, including Cheltenham and Gloucester and especially to London and the wider South-East. These improved links should

be complemented by enhanced connectivity to growth centres, including Bristol, Birmingham, Cardiff, Oxford, Swindon and Reading.

Cheltenham Borough Council

Cheltenham Spa is the busiest station in the county with nearly 2 million passengers a year. It is categorised as C1 by Network Rail, in the same category as Manchester Oxford Road. The threshold for a Category B station (eg Bristol Parkway) is 2 million passengers/year. The station, though distant from the town centre, is a major asset and is key to the development of the town and its economy.

Cheltenham Borough Council/Cheltenham Development Task Group are progressing plans to significantly improve the station. These include increasing car parking, improving bus access on the forecourt and enhancing the station facilities. A package of different funding sources is being worked on including the Gloucestershire Local Transport Board, commitments made through the FGW franchise, Access for All and National Station Improvement Plan funding. A Station Commercial Project Fund bid is currently being submitted, led by FGW with the support of Cheltenham Borough Council and Gloucestershire County Council. Funding has recently been secured to create a cycle/pedestrian link from the station to the A40 which is being led by Sustrans. Phase two of the station improvements could include additional bay platforms to accommodate terminating trains which currently have to cross the main line into the sidings north of the station. Concerns have been raised about the state and appearance of the station which hadn't had any significant improvements in recent decades.

Cheltenham Spa Station

Strategic

This is the gateway to one of Gloucestershire's two main urban centres and essential to the economic growth of the county. This rail station provides connectivity to the wider regional and UK economy, as well as local links. Cheltenham Spa station is peripheral from the town and has physical constraints on its development. There is a strategic imperative to address the issues and capitalise on the opportunities which this stations provides.

A significant strength stems from the excellent connectivity to Bristol, Birmingham, Cardiff and London. This will be complemented by the forthcoming hourly London service through the Great Western franchise, with new trains due from 2017.

There is a high level of stakeholder support across the board for investment in this station, including the three main rail operators, the local and county councils.

In both cases, an overarching plan to address issues and capitalise on opportunities would provide the framework for a phased improvement programme and associated funding.

Economic

Significant economic benefits can be derived from the development of this station in the context of its wider environment and connection to the surrounding areas. Alongside the 'transport' benefits calculated through the transport appraisal process, the wider economic benefits of investment would be a key element in developing and presenting a case. Linking Cheltenham and Gloucestershire as a whole to the economies of the West Midlands, Cardiff, Bristol, Reading, London and the wider South-East, effectively makes Cheltenham a part of these growing

economies.

Investment in the station will help capitalise on this connectivity, enabling sustained economic growth for the urban centre and its surroundings - and Gloucestershire as a whole.

A virtuous economic circle is achievable, whereby the innate connectivity and attractiveness will generate additional patronage which will engender increased services to key destinations. Examples include the potential for a half-hourly Bristol-Gloucester service and the higher-frequency London and Cardiff services mooted in the Western Route Study.

No attempt has been made in this study to quantify the transport economic benefits or wider economic benefits from the development of either station. This would be undertaken, as appropriate, in supporting future business cases or funding bids.

In relation to the modelling undertaken based on frequency increases on key routes, a doubling of frequency provides a total discounted benefit (PVB) of £19.5m. Patronage growth is predicted as 5% (2015) and 32% (2030).

Deliverability

In the short term, there are a number of improvements taking place for which funding is committed through the Great Western franchise. This includes the hourly London service. Other short-term improvements are possible through the National Station Improvement Programme, Access for All and other sources. Short-term improvements are being actively planned for Cheltenham Station, including car parking, station forecourt and bus access. These can all be achieved, given adequate funding, in the relatively short term.

Longer-term aspects include enhanced rail services to

Birmingham, Bristol, Cardiff and London. The potential requirements for infrastructure/capacity interventions (including proposals for bay platforms for terminating services) to enable these will involve phased planning with timescales to 2043 and beyond.

Conclusion

As a gateway to one of two main urban centres, Cheltenham Spa is a priority for sustained investment. The increase in the London service, a key element of the economic benefit projections, is already committed. To complement this, investment in the station facilities and in the connectivity with the town should be improved. In the longer term, by working with the rail industry it will be possible to agree and implement plans for service enhancements

SCRUTINY TASK GROUP

WHY?

A review of cycling and walking in Cheltenham was initiated by Overview and Scrutiny in September 2014 in response to a request by Councillor Max Wilkinson. Cheltenham is well placed to foster a cycling and walking culture. There is also an acute need to reduce congestion and improve air quality within the borough. A shift from driving to cycling or walking will benefit the health and fitness of residents and help to tackle health inequalities.

The review supports Cheltenham Borough Council's Corporate Strategy outcomes that:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced; and
- People live in strong, safe and healthy communities.
- And the Cheltenham Partnerships' action plan1 priority:
- We will work to promote healthy lifestyles across all communities in Cheltenham.

Nationally, there is a commitment to investment in promoting cycling, with the Department for Transport (DfT) publishing a Cycling Delivery Draft plan for consultation in October 2014² (despite the name, it did also include mention of walking). The government has pledged to double the number of journeys taken by bicycle and pledged £200million to making cycling safer³. The Infrastructure Act 2015⁴ has committed the government to producing a cycling and walking investment strategy (CWIS).

This report sets out the findings and recommendations arising from the scrutiny review by the scrutiny task group.

The review supports Cheltenham Borough Council's Corporate Strategy outcomes that:

- Cheltenham's environmental quality and heritage is protected, maintained and enhanced; and
- People live in strong, safe and healthy communities.
- And the Cheltenham Partnerships' action plan1 priority:
- We will work to promote healthy lifestyles across all communities in Cheltenham.

It may be helpful to clarify the roles and responsibilities of those mentioned in the report in the context of this review

- Gloucestershire County Council has responsibility for Highways design and maintenance in Cheltenham.
- Local Sustainable Transport Fund (LSTF) is funded from the Department for Transport. This is delivered locally through Gloucestershire County Council in partnership with other local authorities and organisations. Projects funded include the Thinktravel initiative promoting smarter travel choices and the Cheltenham Transport Plan.
- The Cheltenham Trust was created in October 2014. It is a charitable trust contracted to promote physical recreation and healthy lifestyles on behalf of Cheltenham Borough Council. The Trust's Healthy Lifestyles team works across the borough encouraging people of all ages to be more active.
- Cheltenham Borough Council has responsibility for planning decisions within the borough, townscape design in the town centre, and Development Plan Documents such as the Joint Core Strategy (JCS) and the Cheltenham Plan. As a commissioning council it sets objectives for the Cheltenham Trust to deliver. It works with Gloucestershire Highways to commission improvements to roads and pavements in Cheltenham.

- Cheltenham & Tewkesbury Cycling Campaign (C&TCC) is a local group campaigning for improved cycling provision within and around Cheltenham. It works closely with the local authorities identifying barriers and opportunities for improvement. The Campaign is a member of UK's Cyclenation, of which John Mallows is a director.
- Walk21 is an international organisation promoting walking around the world, chiefly through a series of international conferences and policy projects. We are fortunate that one of its directors, Bronwen Thornton, lives in Cheltenham and has given us her time and expertise.
- Living Streets is a national charity campaigning to make streets better for pedestrians, and leads on national campaigns such as 'Walk to School Week'

Barriers to cycling:

- Principal barriers in Cheltenham include roundabouts, particularly those at Kingsditch (A4019), Princess Elizabeth Way (A40), Westall Green, Old Bath Road (x2), Hatherley Way (A46) and the Racecourse (A435). Also various one way streets which mean cyclists cannot go by the most direct route.
- Policy barriers to cycling included the priority given to motor vehicle movements. The increasing volume and speed of motor vehicles make cycling less attractive and less safe. The location of housing in relation to services creates distances and routes that are beyond most people's cycling range. There is insufficient integration with public transport.

Barriers to walking:

- Many pavements are in poor condition, with uneven surfaces, often too narrow and without drop kerbs. This is a particular barrier to older people and those with reduced mobility, as well

as parents with small children. These are the groups who more often rely on walking to maintain independent mobility.

- Cycling and walking are often jointly promoted, both being banded together as active travel. They do both share the advantages of a low environmental impact and reducing congestion, as well as increasing physical activity levels. But thinking of them together leads to similar physical provision, often causing provision for cycling to impede on pedestrian space. The committee were agreed that walking and cycling are not the same and need to be treated differently. Local transport plans and strategies should have specific and separate sections and policies for walking and cycling.

Shared Space responses:

The task group met with representatives of Insight Gloucestershire and Guide Dogs. Walking is an essential method of transport for blind and visually impaired people and the walking environment is fundamental to independent mobility. The needs of this group include clearly demarcated footpaths and controlled crossings. There is understandable concern by this group about sharing space with cyclists. The group agrees that with limited exceptions, cycles should be on the carriageway, not on the footway.

Hierarchy of Transport Modes – this was generally supported:

1. Pedestrians and people with mobility issues
2. Cyclists
3. Public transport and social/community services
4. Access by commercial vehicles
5. Ultra-low emission vehicles
6. Other motorised vehicles

Task Group's Recommendations:

- Identify opportunities for cycling permeability and cycle parking in areas outside the town centre.
- GCC should investigate and engage with Cheltenham residents in order to promote a borough wide 20mph default speed limit to make the environment safer and more attractive for walkers and cyclists.
- Assessment for the removal of guard rails to promote permeability. Also, consideration for rest points should be noted.
- The needs for walkers and cyclists should be considered before other road users.
- CBC should endorse GCC's cycling strategy.

GLOUCESTER, CHELTENHAM, TEWKESBURY

JOINT CORE STRATEGY

The plan seeks to deliver against the following ambitions:

- (1) 'a thriving local economy' – developing the areas economic and commercial potential with a particular focus on high-tech and knowledge-based industries as well as capitalizing on the area's distinct tourist draw.
- (2) 'A sustainable natural, built, and historic environment' – delivering excellent design and adapting to climate change.
- (3) 'Healthy, safe, and inclusive community' – this includes a focus on promoting sustainable transport.

Within these broad themes, the plan states that the most sustainable form of accommodating growth is through urban extensions, particularly around the economic and social hubs of Cheltenham and Gloucester. This has necessitated release of land from the Green belt, with relevant allocations at

- (1) West Cheltenham and
- (2) Northwest Cheltenham.

More broadly, the plan places an emphasis on protecting the character and identity of communities and places within the area, particularly in relation to this growth. Cheltenham, central to growth, is characterised by a high quality historic environment, set within a formal garden landscape and wider open landscaped setting with the Cotswolds AONB and green belt. Based on its particular legacy as a historic Georgian/Regency town, the character of Cheltenham is defined by its perception as a 'town within a park' incorporating not only associated high-quality architecture but an urban form defined by geometries of tree-lined avenues, promenades, and attractive green spaces and squares.

CHELTENHAM PLAN PRE- SUBMISSION

The plan outlines key 'vision' themes for the area, including Cheltenham as a place; where people live in strong, safe, healthy, well-served, and well connected communities, with a prosperous and enterprising economy, and where the quality and sustainability of cultural, natural, and built assets are valued with an emphasis on architectural, townscape, and landscaped heritage.

The broader plan establishes policies within key areas. The section on transport establishes a very clear presumption in favour of sustainable transport. Key to this is strongly discouraging accommodating additional demand for long-stay parking within the city centre, pushing commuters towards more sustainable modes of transport given the relatively well contained nature of the city (policy TN2). This is part of broader efforts to develop a strategy of connectivity, re-utilising assets such as the former Honeybourne railway line to provide networks of cycle and footways (policy TN1).

PLACE STRATEGY

The strategy identifies the following vision: Cheltenham is a place;

- (1) Where all our people and the communities they live in thrive'.
- (2) 'Where culture and creativity thrives, and is celebrated and enjoyed throughout the year.
- (3) 'Where businesses and their workforces thrive'.
- (4) 'Where everyone thrives'.

The plan focuses on three key areas, with associated 'ambitions', 'aspirations' and 'actions'. The first focuses on business;

- (1) 'where businesses and their workforce thrive' with an ambition to enable business growth by providing better education, digital infrastructure, and access to sustainable transport, aspirations to develop links between primary, secondary, and further/higher education, provide improved cycling, walking, and public transport infrastructure, and provide flexible business space, and with specific action points to engage local education providers, deliver a transport plan, and facilitate delivery of a Cyber Park. The second area focuses on culture.
- (2) 'where culture and creativity thrives' with an ambition to ensure Cheltenham celebrates its cultural, heritage, and sporting experience, and aspirations to develop a sustainable future for cultural organisations and buildings, invest in marketing, and invest in public spaces/heritage.

To do this they will take the following actions: develop a master plan for Cheltenham town hall, create opportunities for leisure at Cheltenham for a sporting hub, create an independent delivery model to bring organisations together, and development a vision for the town centre to deliver public spaces/links.

GLOUCESTERSHIRE 2050

The final area focuses on ‘Community’: ‘where people and communities thrive’ with the ambition to champion physical and mental wellbeing, and aspirations to foster a sense of safety, increase access to affordable, secure, housing, and build strong healthy and inclusive communities.

To do this they will take the following actions: work collaboratively to reduce crime/anti-social behaviour, review options for step-change in delivery of housing, and commit to creating socially sustainable communities. In order to manage the delivery of these themes, the vision establishes ‘values’ critical to the city including being environmentally friendly, being pioneering, being nurturing, and connecting/ reconnecting.

In defining this vision, the plan highlights the following key challenges underpinning the area:

- (1) a skills gap created from a loss of 400 young people per year, as well as a generally ageing population,
- (2) housing shortages,
- (3) health issues, particularly in relation to the generally ageing population,
- (4) climate change,
- (5) significant areas of deprivation despite being a generally affluent county.

Based on these underlying issues, the plan establishes six ‘big ideas’.

- (1) ‘Super city’: this focuses on the development of a ‘third centre’ to provide a ‘vibrant heart’ connecting the distinct urban centres of Gloucester and Cheltenham to create a ‘super city’. This is potentially to be accommodated on Green belt land along the A40, with green links accounting for the loss of rural areas.
- (2) ‘Cyber Park’: the area has a particular niche expertise in cyber security and tech, not in the least given the centrality of GCHQ to the area’s employment. The plan proposes to create and expansion of a cyber park with the necessary infrastructure for research partnerships, skills development, and business links with associated housing and multi-modal transport hubs.
- (3) ‘Regional Parks’: the county has high-quality landscaped assets including the Cotswolds AONB, Severn Vale and Forest of Dean. Complementing the super city, are proposed a series of regional parks providing areas for recreation, wildlife, and

biodiversity supporting environmental, economic, and social development.

(4) ‘Lydney-Sharpness’: this proposes the (re) development of a multi-mode crossing between Lydney and Sharpness – where a rail bridge once existed – coupled with associated leisure, tourist and business development in the surrounding area.

(5) ‘Cotswold Airport’: the airport is earmarked for expansion to accommodate long-range aircraft, galvanising the local economic and tourist capacity.

(6) ‘Cotswold Waterpark: the Cotswold water park will be enhanced as a recognised tourist destination, including through the amalgamation of a range of separated lakes into a concentrated larger lake with associated hotel and tourist infrastructure.

SOCIAL SUSTAINABILITY MODEL

The framework highlights the following key recommendations:

- (1) Designating a 'community builder' to welcome and connect individuals.
- (2) Building a 'community chest' to provide grants to local people for the general betterment and maintenance of the area.
- (3) Creating 'community and meanwhile spaces' to foster social interaction.
- (4) Developing 'mechanisms to bring partners together', specifically to create and foster a sense of stewardship, including a 'resident-led stewardship and governance scheme'.

THE CHELTENHAM ECONOMIC STRATEGY

DEVELOPING CHELTENHAM AS A BUSINESS LOCATION

Adopted in 2015, the Cheltenham economic strategy highlights the following key challenges facing the area.

(1) Weaknesses: low rental values for commercial premises, a lack of available premises, a built form characterised by regency buildings that are often perceived as difficult or costly to convert, a need to intensify the level of joint working between key organisations, and lack of skills provision.

(2) Threats: a perception that Cheltenham does not support business, and is 'full', limited large office space, and a lack of certainty on key infrastructure projects such as improvements to J10.

However, there are key strengths and opportunities in the area that can be capitalised on within the economic strategy.

(1) Strengths: vibrant cultural offer with good quality architectural heritage and a generally high quality of life. A clear reputation in certain areas, with high-skilled industries such as defence, with successful major employers such as Super group and GCHQ.

(2) Opportunities: focusing on growth in defence and public administration, capitalising on the supply chain to GCHQ, and potential for urban extensions to deliver.

Following on from these core issues, the strategy establishes four key economic priority areas.

(1) 'Cheltenham means business': this focuses on building business confidence in the area, and developing mechanisms to communicate news and progress and foster engagement from local businesses.

(2) 'Cyber-security cluster': this proposes to develop a cyber-security business initiative, including an emphasis on GCHQ

and its supply chain, providing necessary physical infrastructure such as premises for new or expanding suppliers and other amenities to develop the industry cluster.

(3) 'Strategic management of assets to deliver prosperity and quality of life': this includes delivering a choice of business premises to reflect different stages of the business life-cycle, and review the value of local authority assets, with appropriate release of land.

(4) 'Design and implement vehicles for delivering land, housing and infrastructure': this includes collaboration with Tewkesbury and establishing a project pipeline for key land and infrastructure projects.

FIRST LEP'S STRATEGIC ECONOMIC PLAN

Adopted in 2018, the Strategic Economic Plan for Gloucestershire 2.0 updates the 2014 plan for the economic development of the county. It begins by highlighting some of the major infrastructure successes that have been achieved since the publication of the first draft including, opening of the 'Growth hub' network, infrastructure development to Gloucestershire airport, including South Camp (an access road to the airfield to support hanger development), opening of Farm 491 (an innovative agri-tech centre), opening of the GREEN centre (the county's renewable energy, engineering and nuclear skills centre) opened by the Royal Agricultural University, opening of the Berkeley Cyber security centre with a focus on skills, research, and testing, opening of the Cinderford campus to Gloucestershire College, and opening of the Gloucester transport hub.

The plan then draws forward and builds on the strategic priorities as laid out in 2014.

(1) 'Business environment (was 'promotion')': retaining successful businesses in high value sectors. Of particular importance in this area is the growth hub network, airport development, and focus on innovation in areas such as Farm 491, and Hartbury college.

(2) 'Skills': developing the next generation of talent. This focuses, for example, on the Berkeley cyber security centre, college, development of STEM centres, and centres for GREEN skills.

(3) 'Connection': delivering digital and integrated transport connectivity to support growth. This focuses on several key themes including housing, regeneration, transport, and digital connectivity. Priorities include delivering the UK cyber business park in Cheltenham, Gloucestershire airport, Anson Park, Hartpury University, A40 Innsworth gateway, and Cheltenham

Spa rail station enhancement. The plan then designates a 'growth area'.

The growth area focuses on capitalising on available and suitable land along the M5 corridor. Major projects/sites include - Junction 9: within the boundaries of Tewkesbury the council have approved a masterplan for the junction delivering 8000 homes and 120ha of employment land.

Junction 10: within this area is planned 4,115 homes.

Junction 11: this is the identified location for the Cheltenham cyber business park, close to GCHQ and at the time of the plan's publication £22m had been secured for the enabled works.

Junction 13: this is a proposed location for a new 'all-seater' football stadium, eco business park and crossing to the forest of dean.

Critical to the development of the growth area, as well as the broader economic development of the area, are the following enablers of growth

(1) housing: this includes a major site at the A40 Innsworth Gateway, north of Gloucester,

(2) regeneration: this includes A40 regeneration areas, regeneration of Blackfriars/Quayside in Gloucester, and railway station enhancements,

(3) transport projects: key projects include unlocking access to the GREEN skills centre, improving connectivity along the A40 including a roundabout improvement scheme, a roundabout scheme at Elmbridge, improvements to Cheltenham Spa and

Gloucester railway stations with broader focus on improvements

to infrastructure, services, and access, enhancement of M5 Junction 9, upgrading M5 junction 10 to an all-ways junction into the Cheltenham cyber park, and provision of the 'missing link – A417'.

ELMS PARK - MASTERPLAN (PLANNING APPLICATION)

Elms Park is the designated name for the Northwest Cheltenham strategic allocation. It is considered as critical to the delivery of numerous economic, social, and environmental objectives. Situated 3.5km to the north-west of the town centre, it will deliver a 'new business destination for Cheltenham' including a business and enterprise centre over 10 ha, creating upwards of 5,000 jobs, a new sustainable neighbourhood of up to 4,115 dwellings, a new district and local centre, retail and healthcare facilities, a new sports hub and a network of parks as well as a transport hub of 250 spaces to alleviate pressure on the town centre.

It will have close connections to the neighbouring Gallagher Retail Park and Kingsditch industrial estate. The masterplan also has a particular focus on Tewkesbury Rd, seeking to develop it as a 'distinctive gateway to Cheltenham' including facilitating bus, cycle, and pedestrian connections straddled by high-quality buildings, and defined by an 'elegant' public realm.

Specific transport proposals emphasise a main site access on Tewkesbury Rd, new cycle routes linking the site to the town centre, Bishop's Cleeve, and Tewkesbury, a transport hub to ease parking pressure on the town centre, bus connections to the town centre, GCHQ, Gloucestershire college, the rail station, and Cheltenham General hospital, as well as targeted highway improvements and bus priority measures on Tewkesbury Rd.

INFRASTRUCTURE DELIVERY PLAN

The delivery plan covers a wide variety of issues from healthcare to education, highlighting the projected cost of infrastructure delivery up to 2031.

There is a specific section dedicated to transport and the public realm, and it is estimated that transport infrastructure could cost in the region of £512m in the plan period. A lot of this cost, however, was focused on the development of the A417. Key transport and movement projects identified within the delivery plan include:

Rail: Cheltenham Spa station remodelling consisting of

- (1) provision of additional track and platform capacity, and
- (2) customer facilities including a bus interchange, car parking, bicycle storage, and station amenities.

A further project includes Hunt's Grove where a new railway station is proposed to serve south Gloucester.

Bus: the major scheme in this area is the 'Elmbridge transport scheme' which includes provision of a new park and ride alongside associated bus priority and improvements schemes along the A40 at key points in Cheltenham including Arle Court, Telstar Rd/Whittington Rd, Benhall roundabout, Princess Elizabeth Way, and Westal Green Gyratory to provide enhanced connections between Cheltenham and Gloucester.

Walking and cycling: the infrastructure plan refers to several key schemes for active movement. This includes the development of a strategic cycle route along the A40, as well as more specific schemes including a route from Bishop's Cleeve to northwest Cheltenham, Tewkesbury to North-west Cheltenham, Cheltenham to Kingsditch (inc. North-west Cheltenham SUE), and Cheltenham to Gloucester via Shurdington and Brockworh.

Town-centre specific: both Gloucester and Cheltenham have town-centre specific schemes to enhance the transport infrastructure. In Cheltenham a major scheme is focused on Boots Corner, with the re-establishment of a civic space through alterations to traffic. This is coupled with broader junction alterations at Albion St/Pittville St, St John's Avenue/Albion St, Oriel Rd/Rodney Rd, Bath Rd/Oriel Rd.

WEST CHELTENHAM VISION

The West Cheltenham strategic allocation is located on the western extent to the urban area of Cheltenham, formed from 132.4 ha of land. It is situated in close proximity, with good connections, to the A40 and M5 and close to GCHQ. The joint core strategy allocates the site as an employment-led mixed-use allocation, incorporating housing (37 ha for up to 1,200 new homes), a cyber business park (46 ha) to take advantage of the close links with the GCHQ, and open space (49 ha).

TRANSFORMING CITIES BID

The transforming cities bid covers a large area of the Central Severn vale, including Cheltenham, Gloucester, Tewkesbury, and Stroud.

It was submitted in the context of an ambitious target, developed through the joint core strategy, to deliver 33,500 homes and 39,500 jobs over the plan period, focused on key growth hubs along the M5. It states, however, that the highway network has little to no capacity to accommodate growth and there is a particularly significant issue with bus transport, with congestion and significant delays.

It states that a shift of 15% towards more sustainable modes of transport is needed to accommodate the significant growth planned with interventions targeted along key transport corridors, and on developments such as park and ride extensions, targeted highway improvements, bus and rail integration, and development of high efficiency bus rapid transit 'super routes'.

CIVIC PRIDE

The Urban design strategy is split into the following key areas.

Urban structure: suggestions include

(1) creating a more integrated and permeable town structure which is centred on the intersection of two key pedestrian shopping axis – the medieval High St and Regency Promenade extended up to North Place and Pittville Park,

(2) enhancing gateways to the town centre including Tewkesbury Rd, London Rd, and Gloucester Rd with attractive environment and landmarks, and

(3) celebrating the River Chelt.

Green structure: recommendations include

(1) building on the Regency theme of Promenades, creating a green corridor between Montpellier and Pittville parks and

(2) integrating planting into town squares and approaches/gateways.

Public spaces: it recommends creating new squares at Boots Corner, North Place, Royal Well/Crescent Place, Montpellier Walk, Imperial Square, Winchcombe St/Regent Arcade and Brewery/St, prioritising Boots Corner, North Place, and Royal Well. Streetscape: recommendations focus on

(1) creating more shared space,

(2) reducing superfluous street clutter and furniture,

(3) discouraging buses from laying over for a long time.

The transport strategy is split into the following areas.

Vehicular: Changes to the transport network focused on modifying the network to allow public real improvements. This includes proposals for two phases

(1) removing vehicle traffic from Boots Corner, Royal Well Rd, and North St (open only to public transport), and

(2) building on the first option, this also removes remaining sections of the inner ring road, with dispersal of traffic elsewhere. The latter does not currently have Highway authority backing and is on hold. Testing identified that phase 2 reduced traffic at a more general level, but caused an increase at peak times so the first phase was considered most appropriate in the short term.

Public transport: key proposal is creation of a two-way public transport spine running north south.

Cycling: the proposals focus on creation of a 'mesh' of cycle networks with interchanges at approx. 300m centres. Parking: generally focuses on surface level car parks, which may eventually reduce capacity.

Mitigation: particularly in relation to loss of parking capacity the framework looks at

(1) park and ride facilities (e.g. expansion of Arle Court, and continuation of park and ride at the racecourse),

(2) improved public transport,

(3) retaining and enhancing existing car parks, and

(4) provision of seasonal spaces (utilising spaces from large commercial firms at weekends) such as at Christmas and during festivals.

The Public realm strategy focuses on the following areas.

Materials: outlines a hierarchy of paving materials and laying techniques for different quarters, including natural stone in the core cultural streets and use of yorkstone slabs in the regency areas.

Direction and location signage: emphasis is on avoiding pastiche replication of signs from specific eras or following a specific period style, Use of 3D maps to display easily recognisable landmarks, colour coded by quarter with a contemporary, bespoke, design.

Street furniture: much like signage, emphasis here is on avoiding imitating specific heritage styles, and ensuring use of durable, vandal-proof, materials with simple, stylish, elegant, and versatile designs.

Lighting: emphasis is on using low card LED technology, and lighting significant buildings to improve legibility – particularly during festivals.

Public art: public art is emphasised as important to providing a coherent pattern to understanding the town building on quarters, gateways, links, and movement routes, with key locations at town gateways, as well as recommending use of paving materials for public art and lettering.

The framework establishes **design briefs** for the following key sites.

North Place and Portland St: this is identified as an opportunity to form a northern gateway centred on a Civic Square and green links between surrounding parks, in the setting of significant historic buildings and taking account of the existing geometries of the area. This should be mixed use town centre uses and

could incorporate a bus interchange and requires substantial parking.

Royal Well: this site should utilise existing landmark buildings (including the Royal Crescent), spaces, and landscaping including significant London Plan trees and access to the river, providing increased permeability and integration between 'hidden' spaces to create a new gateway for people accessing the town by foot or cycling via the Honeybourne railway line. It is appropriate for mixed-use development with leisure, retail, and residential uses, and whilst pedestrian priority should remain accessible by public transport as a key part of the north-south bus spine.

SYSTRA



Response to Member Questions

Appendix 4

The notes below cover questions asked and comments made:

- at the member seminar (including feedback forms) on 7th August 2019
- at the O&S meeting on 19th August 2019

together with responses and consequent changes to the 'Connecting Cheltenham' report.

Question / Comment	Response	Report change
Climate Emergency		
Need to give more emphasis to climate emergency, Cheltenham's aspirations have moved on significantly around climate change (several members made this point).	Agreed need for additional emphasis.	Emphasised CBC's agreement of a climate emergency (including referencing the Cabinet decision on 9 th July), especially in the executive summary, also reference in 'targets'.
Funding the delivery of the strategy		
How can our vision be funded? Need to vigorously pursue sources of funding: <ul style="list-style-type: none"> - £150m GCC Roads Budget - Cheltenham's on-street parking revenue 	Our strategy will support pursuit of funding.	Referenced the role of a coherent and integrated strategy in influencing partners and bidding for funds. Added to 'Roles and Responsibilities' in the Executive Summary.
In order to tackle climate change the cost to deliver infrastructure needs to be accepted.	Indicative costs of proposals set out in study	
The infrastructure will not be delivered without funding.	A clear integrated Cheltenham strategy will support funding bids, including the use of S106 and CIL funding. CBC doesn't have control of all relevant budgets	See above
S106 monies do not cross boundaries	For internal CBC discussion	
Scope (general)		
Not specific to Cheltenham, lack of understanding		Expanded the introduction to the

<u>Question / Comment</u>	<u>Response</u>	<u>Report change</u>
of the issues in Cheltenham, needs more Cheltenham examples.		<p>executive summary to say more about Systra’s approach.</p> <p>Some additional photos of Cheltenham added.</p> <p>The baseline report is focussed on and specific to Cheltenham as is the resultant strategy. Furthermore the approach taken to stakeholder engagement has ensured that we understand and the strategy reflects the local context and views.</p>
Lack of detail in terms of how the proposed interchange and micro-exchanges would work, has Systra visited areas to see how these things would work in reality.		See above – especially detail in baseline report.
Doesn’t consider lifestyle issues facing working parents	See comments elsewhere about affordability of cycling and public transport, also school travel planning.	
Need a stronger emphasis on safety from abuse / assault / mugging	Agreed need for additional emphasis.	Added comments to p34 – highway safety, so as not to just focus on ‘accidents’; ditto p39 – health and wellbeing outcome; added comments to the ‘liveable streets’ section (from p 61)
Cheltenham needs to think about growth based upon the principles of sustainable development	Agreed	
No mention of powered two wheelers		Text added on p54
Need to embed principles with all partners	Agreed. Need for strong partnership working referenced.	

Question / Comment	Response	Report change
including GCC		
Don't find the terminology used meaningful – 'Cycle Cheltways', 'liveable streets'	Useful to have a brand. Accept that some people may need to be engaged in different ways.	
Gloucestershire County Council / LTP		
Have GCC been engaged throughout preparation of this strategy? What was their reaction to it?	GCC directly involved at Cabinet Member level and through involvement of officers in taking part in and reviewing the conclusions of the study. Targets have been designed to maximise consistency with GCC's. The concept of liveable streets is new to GCC, they will want to review speed limit proposals.	Text added to acknowledge the support of all stakeholders, including GCC, in the development of the strategy.
What are the timelines for the LTP?	CBC input has so far constructively challenged the approach to the LTP review, particularly its focus on cars and its limited time horizon. This has resulted in its extension to 2041. We understand the draft consultation document will be reviewed by GCC scrutiny and Cabinet before the end of the year.	
Data		
What is the average car journey distance in Cheltenham? There is a big opportunity to focus on reducing 'in-Cheltenham' car use.	Data not available – proportion of short travel to work car journeys is illustrated.	
What does 'travel to work' include? What % is travel to work of all journeys?	Travel to work data is based on individual's responses to census questions so reflects their interpretation of the phrase. National Travel Survey gives an indication of the proportion of TTW of all journeys. New technology is bringing new opportunities for sourcing data	TTW is defined in the introduction to Journeys to work on page 38 of the baseline. More text about the importance of TTW data added on page 38.
Hot spots (short journey car share) map – situation is likely to deteriorate given West Cheltenham development. Are hot spots linked to park &	Development is noted as a driver for change; we need a strategy to respond. Hot spots are linked to employment centres as the source	

Question / Comment	Response	Report change
ride/GCHQ/Kingsditch	data is Census travel to work data. Unlikely to be dominated by park and ride given short length of journeys.	
Walking and Slow Modes		
Biggest barrier to walking is safety in hours of darkness		See comments above on safety
Do slow modes include wheelchairs? Challenge is lack of dropped kerbs		Text added to 'liveable streets' (p67)
Does 'transport' include walking? Pavements are a particular problem for walking/wheelchair use.	Yes, all 'slow modes' included. Picked up within liveable streets principles. One of drivers for change is inclusivity – which means streets that work for those in wheelchairs, but also pushing prams, shopping trolleys etc. This means street design that enables inclusivity. Also includes thinking about blue badge holders and those who have to use public transport.	See above
Cycling		
Do not like 'Cycle Cheltways' label	See above comments on branding.	
Need to link into GCC cycling strategy - is there duplication. Need CBC/GCC to be aligned (several members made this point)	Agreed	
Cycle lanes and tracks need to be suitable, e.g. appropriately segregated. Concern about lack of ambition.	Guidance is available on good design of cycle lanes and tracks See p68 re ambition.	TfL cycle design guidance referenced in the strategy
Affordability and security of bikes - can we facilitate an affordable cycle hire network?	There may not be an economic case for cycle hire. We should target localities which need particular support	Cycle hire referenced on page 70
Cycling infrastructure isn't designed for speed	Opportunities to allow faster connections through good design. Anecdotally, segregated facilities in London don't seem to	

Question / Comment	Response	Report change
	hamper cycle speeds.	
There is more than 1 type of cyclist. Serious cyclists want to stay on the highway – though may depend on design, e.g. it’s possible to give cycle lanes priority. Issue is on infrastructure where side streets / tree roots etc interfere.	Good quality of design is key.	TfL cycle design guidance referenced in the strategy
Drivers ignore bike lanes at junctions (e.g. PE Way junction with side roads)	Design and detailing are key – for example tightening up radii at side roads naturally slows turning traffic.	
Promote cycling to school	Via travel planning as covered within ‘behaviour change’	
Missing cycle link between Charlton Kings and Leckhampton (raised at earlier events)	Systra don’t see this as part of the Cycle Cheltways network. It would form part of the next tier down of cycle infrastructure which is not shown in detail in the strategy but covered within ‘Liveable Streets’. The delivery of the strategy will require the Cycle Cheltways network to be identified in detail; and then developed. It will also require a long list of smaller more local cycle infrastructure projects to be developed. It is at this stage that this scheme may need to be identified as a named scheme.	
Cars		
Travel to work – thinking needs to incorporate parents taking children to school and then going on to work	School travel planning referenced within ‘behaviour change’.	
A parking strategy needs to be part of this work and is part of the approach to sustainable transport. Need to disrupt commuter parking. Need to deal with people from outside Cheltenham coming into town.	Parking Strategy referenced	
PE Way – impacted by car traffic rather than HGVs	May require further research.	
Fix traffic light sequencing - currently doesn’t	There is GCC funding for relevant projects in 20/21	

Question / Comment	Response	Report change
reinforce efficient movement on key routes.		
Unclear as to the need to reduce the speed limits along Shurdington Road and Up Hatherley Way as there were no obvious points at which it would be necessary to cross either of these lanes, except where crossing already existed.	The detail of exactly how speed limits are changed will go through further review and consultation but for these roads the issue is more about firstly the environment for walking and cycling along these routes and secondly because there needs to be consistency in how speed limits are set so that its easier for drivers to understand. In this case being clear that as soon as you enter the urban areas speed limits are lowered.	
Targets		
What is the logic behind the choice of targets?	Explained on p38	
Shouldn't we be targeting increased % share of walking?	A target of maintaining walking % needs to understood against a national context of declining walking %. Trying to keep targets simple.	Referenced national context on page 38
Vision zero targets are nonsense. (Split views of members on this issue – some felt a long term aspiration of zero is beneficial) Like measurable targets - are there targets that could also be applied for air quality and safety?	Look at wording – maybe distinguish targets from aspirations. Many cities around the world are committing to such targets.	Responded to this 'challenge', referencing the aspirational aspects
Strategic Connections		
Needs to reference Gloucester / Cheltenham mass transit (in addition to cycle links)		Strategic Connections (p60 and p87) amended to explain what Central Severn Vale means.
Have you looked at RTP1 work and how it relates to 2nd and 3rd tier cities? This could have a significant impact on Cheltenham as people move away from major cities. Would be helpful to be looked at in terms of rail enhancements.	Not sure which publication is being referred to but we haven't referred to any specific publications other than TfL's London Cycle design guidance. This sounds like a macroeconomic report which looks at issues far wider than Cheltenham about population movements in the longer	

Question / Comment	Response	Report change
	term and the likely pressure for growth this means for places like Cheltenham. We have addressed the current growth context and set out transport principles that will allow Cheltenham to grow further. Within the scope of the current project no further document reviews are proposed.	
Timings of local trains do not work e.g. Ashchurch/Worcester. Service frequency and availability of stations within wider geography needs to improve.	Economic study being undertaken led by SLC rail	
Liveable Streets		
How have the characteristics of liveable streets been derived? Don't seem to mesh with practical concerns.	Characteristics derived from workshops. State of pavements / availability of dropped kerbs addressed in general comments about quality of public realm.	Seating and dropped kerbs referenced on p66
School streets need to be referenced - Cheltenham likely to be getting the first one in Gloucestershire	Can be included	We have already referred to community led projects as part of the liveable streets programmes. Added reference to school streets
Are 'home zones' included in liveable streets?		Reference to the home zone approach is made re quiet residential streets on page 63
New estates need footpaths, should be able to reject applications which don't provide them.	The need depends on the circumstances, there are examples where footpaths are not necessarily required. Design needs to be intelligent.	
Interchange and Public Transport		
Does interchange mean park and ride?	Not just P&R, it's an expansion of the concept to include all type of transfers between modes.	
Interchange in Charlton Kings has been removed from plans	We believe that based on the levels of traffic coming into Cheltenham from this route and the extent and frequency of	

Question / Comment	Response	Report change
	bus services it would be difficult to make a case for a Park and Interchange. The West of Cheltenham has significantly higher levels of traffic, growth and a greater density of high frequency services that already pass Park and Interchange Locations.	
Need to change buses in town centre and make radial journeys is a problem.	See p49	
Affordability is a big issue for families – given structure of public transport charges compared with private car.	See p49	Text added on page 49 to specifically reference family costs
Need to be thinking innovatively about the costs to users of public transport, Gottingen bus pricing used as an example		As above
Is the extension of Gloucestershire / Warwickshire railway included?	As a steam leisure railway it’s unlikely to be hugely beneficial.	
Needs to be more connectivity at station (especially bus, cycling from different directions)	Agreed. See p51	
Behaviour Change		
Often we come up with a strategy, but on implementation not always the buy in, practicalities lead to protest.	Agree simple clear messages and repeat. Need to make sure buy-in in the first place - education needed Transport is controversial so will not be easy.	
There needs to be a change in public attitude if things are going to change	Proposals made on behaviour change. Infrastructural and behavioural change need to happen together.	
Seats have been removed from Up Hatherley pocket parks because residents don’t want them outside their own homes.	See comments above re buy-in	
Hold events throughout Cheltenham	See ‘Behaviour Change’ suggestions	

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Cheltenham Borough Council

Cabinet – 8 October 2019

Award of rent support grant to Cheltenham Spa Bowling Club

Accountable member	Cllr. Rowena Hay, Cabinet Member Finance				
Accountable officer	Paul Jones, Executive Director Finance and Assets				
Ward(s) affected	All				
Key/Significant Decision	No				
Executive summary	<p>As part of Cheltenham Borough Council’s wider ambitions to support a thriving voluntary and community sector (VCS), the council enables VCS groups to rent its properties through offering a rent support grant scheme.</p> <p>The current policy was adopted in December 2016 which permits VCS groups to apply for a rent support grant either at the start of a lease or at the time of a rent review. Applications are scored against four criteria with the amount of subsidy awarded being proportionate to the degree to which the applicant meets the criteria.</p> <p>An application for a rent support grant has been received from Cheltenham Spa Bowling Club. This report sets out the proposed level of rent support grant to be awarded.</p>				
Recommendations	<p>Cabinet agrees to the following rent support grant:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin: 10px 0;"> <thead> <tr> <th style="width: 60%;">Applicant</th> <th>Recommended rent support grant</th> </tr> </thead> <tbody> <tr> <td>Cheltenham Spa Bowling Club</td> <td>A rent support grant of 36% of current market rent totalling £1314 per annum.</td> </tr> </tbody> </table> <p>Cabinet authorises the Participation and Engagement Team Leader to enter into rent support grant agreements with the applicants.</p>	Applicant	Recommended rent support grant	Cheltenham Spa Bowling Club	A rent support grant of 36% of current market rent totalling £1314 per annum.
Applicant	Recommended rent support grant				
Cheltenham Spa Bowling Club	A rent support grant of 36% of current market rent totalling £1314 per annum.				

Financial implications	<p>Cheltenham Spa Bowling Club has previously paid rent of £1700 per annum. The organisation will pay a new rent of £2,336 per annum, a net increase of £636 per annum to the general fund.</p> <p>Contact officer: Jon Whitlock Email: Jon.Whitlock@publicagroup.uk, Tel: 01242 26 4354</p>
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Legal implications	<p>Under S123 Local Government Act 1972, leases for a term greater than 7 years must be for the best consideration reasonably obtainable. The only exception to this is where the letting at less than best consideration contributes to the 'social, economic or environmental well-being' of the council's area or residents. Whilst leases for a term of less than 7 years do not have to be for the best consideration reasonably obtainable, the council must still have regard to its general fiduciary duty.</p> <p>Granting a lease at market rent, whilst implementing a policy of grant support, means that if the tenant at any time fails to meet the grant criteria, there is no complicated legal mechanism for ensuring that the rent is uplifted to market value: the grant is simply suspended. Accordingly, the Policy for Property Lettings and Disposals to the Third Sector, Voluntary and Community Groups was adopted by Cabinet on 13 December 2016.</p> <p>Legal advice was sought on whether this policy would fall foul of rules against State Aid. State Aid occurs when financial assistance is given by a public body which favours certain organisations and distorts or threatens to distort competition between Member States of the EU. The advice is that the letting at an undervalue to community organisations will not be State Aid if:</p> <ul style="list-style-type: none"> • The proposed tenant is a not for profit organisation; • The use of the building will be for a community purpose; and • The activities carried out by the organisation(s) are of local interest only. <p>Contact officer: Rose Gemmell Email: rose.gemmell@tewkesbury.gov.uk Tel: 01684 272014</p>
HR implications (including learning and organisational development)	<p>There are no direct HR implications identified within this report.</p> <p>Contact officer: Carmel Togher, HR Business Partner Email: carmel.togher@publicagroup.uk Tel: 01242 264391</p>
Key risks	<p>If the Council is overly generous in subsidising tenancies with grants, this will result in reduced income from assets and cumulative impacts on the Council's medium term financial strategy.</p> <p>If appropriate and transparent grant agreements are not put in place, tenants may be more difficult to remove if they fail to meet the terms of any subsidised letting arrangement, with the potential for associated adverse publicity for the Council;</p> <p>If prospective tenants cannot demonstrate a robust business plan when taking on property commitments from the Council, there is an increased risk of failure and associated financial and reputation impacts for the authority.</p>
Corporate and community plan Implications	<p>The revised assessment scheme is based on the council's corporate strategy outcomes.</p>

Environmental and climate change implications	None identified
Property/Asset Implications	<p>The rental implications of the subsidy are set out in the report.</p> <p>The Council will be charging a market rent for the property of £3,650 per annum.</p> <p>A rent support grant will be given of 36%. The rent grant will be £1,314 per annum.</p> <p>The Council will be receiving a rent after grant of £2,336 per annum. This will be an increase in rent of £636 per annum from the rent currently being received in the current lease.</p> <p>Contact officer: Rebecca Conway</p> <p>Email: Rebecca.conway@cheltenham.gov.uk</p> <p>Tel: 01242 264109</p>

1. Background to the rent support grant process

- 1.1** As part of Cheltenham Borough Council's wider ambitions to support a thriving voluntary and community sector, the council enables VCS groups to rent its properties through offering a rent support grant scheme.
- 1.2** We know that appropriate rent support to community-based organisations and services can support the viability of such organisations and the services they provide to the benefit of the social and economic well-being of the town. However, the Council will continue to encourage voluntary and community sector organisations to become more self-sufficient and less reliant upon financial support from the Council.
- 1.3** A revised rent support grant process was adopted by the council in December 2016. This is based on assessing an application against the following four outcomes:
- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
 - Sustain and grow Cheltenham's economic and cultural vitality
 - People live in strong and safe communities
 - We will work to strengthen the emotional and physical wellbeing of all Cheltenham residents
- 1.4** The maximum rent support grant that any organisation will be able to apply for will be 80% of their current market rent and that the assessment process will determine the level of grant to be offered up to this maximum and will be staggered incrementally, as follows:
- Meeting one outcome –up to 20% grant
 - Meeting two outcomes –up to 40% grant
 - Meeting three outcomes –up to 60% grant
 - Meeting four outcomes –up to 80% grant
- 1.5** Each outcome is subject to a stepped discount between 0 and 20% depending upon the impact of the defined sub-elements of each outcome.
- 1.6** Cabinet retains the discretion to award a further grant of 10%, bringing the maximum rent support grant that any organisation could receive to 90%. This will only be in exceptional cases and any such decision will only be taken after detailed consideration of the organisation's financial and business case for the rent support.

- 1.7** In addition, the council will scrutinise the applicant’s financial standing and make an assessment of the following:
- That the reason for applying for the rent support grant is backed up by the organisation’s financial health in that the grant award will support the financial viability of the operation of the building
 - That the organisation has reasonable longer-term plans in place to be able to sustain activities being delivered from the building beyond the term of the grant.
- 1.8** The offer of a grant will be for a maximum of three years that will be reviewed at the end of each 12 month period to ensure that the applicant continues to deliver the activities set out in the original application. The council will reserve the right to either review the grant amount awarded or withdraw it completely if there are changes to the activities being delivered. In addition, if the organisation is in debt arrears to the council; the grant will be withdrawn.
- 1.9** The council will put in place an annual monitoring process whereby recipients of a rent support grant will submit a monitoring form to explain the activities that have been delivered from the premises. The monitoring information will be reviewed by the Asset Management Working Group that will be able to make recommendations to the Cabinet Member Finance about whether the grant should continue into the next year, or whether the level of rent support grant should be reviewed or withdrawn.
- 1.10** The quality and timeliness of previous monitoring information will taken into account, if the applicant wishes to re-apply for a rent support grant at the end of the three year period.

2. The application and recommendation

Applicant	Current rent paid	Recommended rent support grant	Assessment
Cheltenham Spa Bowling Club	Market rent is £3,650 for the new lease offered. Current rent paid is £1700 per annum.	A rent support grant of 36% of current market rent totalling £1,314 per annum. The organisation will pay a new rent of £2,336 pa, an increase of £636 pa.	See appendix 2

3. Monitoring and Review

- 3.1** The council will put in place an annual monitoring process whereby the recipient of the rent support grant will submit a monitoring form to explain the activities that have been delivered from the premises. The monitoring information will be reviewed by the Asset Management Working Group that will be able to make recommendations to the Cabinet Member Finance about whether the grant should continue into the next year, or whether the level of rent support grant should be reviewed or withdrawn.
- 3.2** The quality and timeliness of previous monitoring information will taken into account, if the applicant wishes to re-apply for a rent support grant at the end of the three year period.

<p>Report author</p>	<p>Contact officer: Helen Down Participation and Engagement Team Leader Helen.down@cheltenham.gov.uk 01242 264272</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Risk Assessment 2. Cheltenham Spa Bowling Club Assessment
<p>Background information</p>	<p>Report to Cabinet 13 December 2016 “Award of rent support grants to Cheltenham’s Voluntary and Community Sector Organisations”</p>

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If appropriate and transparent grant agreements are not put in place, tenants may not understand the consequences if they fail to meet the terms of any subsidised letting arrangement.	Richard Gibson	18.6.18	2	2	4	Accept	Devise rent support grant agreements in conjunction with One Legal	June 2018	Richard Gibson	
	If prospective tenants cannot demonstrate a robust business plan when taking on property commitments from the Council, there is an increased risk of failure and associated financial and reputation impacts for the authority.	Mark Sheldon	18.11.16	2	3	6	Accept	Introduce new policy	Dec 16	Richard Gibson	
	If the grant expires or is terminated, tenants will remain responsible for payment of rent at market value. This may result in an increase in arrears.	Mark Sheldon	18.11.16	2	2	4	Accept	Introduce new policy	Dec 16	Richard Gibson	

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

Rent Support Assessment Process

Appendix 2

Date of rent support assessment:	17/5/19
Carried out by:	Richard Gibson, Jon Whitlock, Helen Down
Name of Applicant:	Cheltenham Spa Bowling Club
Is the applicant a legally constituted, not-for-profit voluntary and community sector organisation?	Yes - Community Amateur Sports Club
Name /address of property	Cheltenham Spa Bowling Club St George's Square Ambrose Street Cheltenham GL50 3HQ
Current rent	The organisation currently pays rent of £1700 per annum. The new lease offered is £3650 per annum which is an increase of £1950 (53%).

Rent Support outcomes	Submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
<p>Cheltenham's environmental quality and heritage is protected, maintained and enhanced.</p> <p>This could include</p> <ul style="list-style-type: none"> • Promoting bio-diversity • Responding to climate change • Promoting sustainable living • Protecting and enhancing parks, gardens and open spaces • Protecting and enhancing the built environment 	<p>St George's Square is often identified as a key open space in the west of Cheltenham town centre and Conservation area in many of the reports on the town centre.</p> <p>The bowling green attracts many compliments and when in use adds an extra dimension to the pedestrian and traffic movements normally associated with a town centre.</p> <p>The local newspaper often refers to the 'immaculately maintained bowling green in Ambrose Street'.</p> <p>The level of maintenance of the green and regular painting of the surrounding railings enhances the Square and provides an attractive foreground to the Grade 2 listed Cheltenham Chapel.</p>	<p>The applicant has provided sufficient evidence that their services will support Cheltenham's environmental quality and heritage.</p> <p>The proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Protecting and enhancing parks, gardens and open spaces • Protecting and enhancing the built environment <p>The recommended discount is 8%</p>

Rent Support outcomes	Submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
<p>Sustain and grow Cheltenham's economic and cultural vitality. This could include:</p> <ul style="list-style-type: none"> • Helping people into employment • Helping businesses to get established • Supporting cultural activity • Providing advice and information • Supporting tourist activities 	<p>As a voluntary organisation we have limited scope for paid employment, but we actively promote tourism on our website in order to attract touring sides from across the country. Attracting visiting clubs is an essential part of our operation and we provide links to local tourist information sites, hotels and attractions. We attract between three and seven teams a season, consisting of an average of twenty players plus a similar number of the groups non playing visitors who visit local shops and attractions.</p>	<p>The applicant has provided sufficient evidence relating to economic and cultural vitality.</p> <p>The proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Supporting cultural activity <p>The recommended discount is: 4%</p>
<p>People live in strong and safe communities. This could include</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities • A place for young people to meet and feel safe 	<p>The club is predominantly run by and for local residents who give their time and efforts to maintain and run the premises and activities. Outside the summer bowling season we offer a range of social activities for our members and social members. Our activities create an opportunity to meet members of other bowls and social clubs in the town on a regular basis.</p> <p>Our Club has been actively involved in tackling the problems with the adjoining churchyard and hosted all the meetings of the Friends of Jenner Gardens Group before and during the restoration of the site. Our members continue their involvement by co-operating with local residents in opening and locking the gardens on a daily basis.</p> <p>We have also supported the Council's project for improvements to the West End environment and our club provided accommodation for public meetings in association with this scheme.</p>	<p>The applicant has provided sufficient evidence across a range of community issues.</p> <p>The proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local residents to meet together and socialise • Engaging residents in positive social networks • Enabling local residents to contribute their time and efforts into community activity • Enabling local residents to feel safer in their communities <p>The recommended discount is 16%</p>
<p>We will work to strengthen the emotional and physical wellbeing of all Cheltenham residents This could include:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Helping local people make healthy lifestyle choices • Reducing the harm caused by alcohol • Improving mental health • Improving health & wellbeing into 	<p>The bowling green and original pavilion were built in 1924 as part of a country wide initiative to provide healthy activity and exercise for the population following the first world war. This followed concerns over the poor state of health of many recruits for the armed forces. Cheltenham Spa Bowling Club has occupied the site since 1924 and continues to provide the same exercise and recreational facilities for a wide age group ranging from teenagers to ninety-year-old players.</p> <p>We currently have 90 bowling members and 60 social members. During the summer season we play fixtures that bring almost</p>	<p>The applicant has provided sufficient evidence in relation to health and wellbeing issues.</p> <p>The proposed activities will have a positive impact on the following:</p> <ul style="list-style-type: none"> • Enabling local people to be active • Improving health & wellbeing into older age <p>The recommended discount is 8%</p>

Rent Support outcomes	Submission	Proposed score against the sub-elements (up to a maximum of 20% per outcome)
older age	<p>1000 players and visitors belonging to teams that play against our club members.</p> <p>Social activities in the club provide activities and the opportunity for our older members to meet throughout the year to socialise and receive support from other members during times of illness or bereavement.</p> <p>We have welcomed visits by third party groups to provide an interest for residents who have difficulty in being active outside the home.</p>	
Summary and recommended rent support grant		Recommended discount: 36%

Financial considerations	Panel assessment
Will the grant award will support the financial viability of the operation of the building?	<p>Yes, the proposed rent support grant of 36% will reduce the market rent by £1314 per annum.</p> <p>If Cabinet agree to apply a 36% rent support grant, the applicant will pay £2336 per annum, which represents an increase of £636 per annum on the rent being paid currently.</p>
Has the organisation got reasonable longer-term plans to sustain activities being delivered from the building beyond the term of the grant?	<p>Yes. The Club is working continually to review and reduce operating costs as well as to attract and increase the level of membership. The Club also has new performing rights and copyright licenses to play music at the programme of social events to increase revenue from club activities during the autumn and winter months outside of the bowling season.</p>

Proposed cabinet recommendation:

A rent support grant of 36% of the current market rent totalling £1314 per annum.

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Cheltenham Borough Council
Asset Management Working Group – 26th September 2019
Cabinet – 8th October 2019
Workshop Cheltenham

Accountable member	Rowena Hay, Cabinet Member for Finance and Assets
Accountable officer	Mark Sheldon
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>A collaboration of creative entrepreneurs, working with Creative England and the Gloucestershire LEP, approached the council to facilitate the creation of ‘Workshop Cheltenham’, an innovative concept offering low cost start-up space for the creative industries and an economic growth hub, housed in remodelled shipping containers.</p> <p>The site identified for Workshop Cheltenham is Chester Walk car park which is situated behind Cheltenham’s central library building, adjacent to St Mary’s churchyard. The car park is owned by Gloucestershire County Council (GCC) and currently used for parking by key social services staff working out of GCC’s St George’s Road offices in Cheltenham.</p> <p>Workshop Cheltenham will be the home for a tier 2 Growth Hub, mirroring the model in other towns in Gloucestershire and supporting business development and growth.</p> <p>Workshop will also include event space and food and beverage units, enhancing the offer to visitors and residents by providing something different to the current town offering. This will help retain and attract more people to Cheltenham, including younger people who have a tendency to leave the town and move to other urban areas which are perceived to be more creative.</p> <p>The council has been working with Workshop Cheltenham, GCC and the LEP to find a solution to accessing Chester walk car park in order to facilitate the delivery of the proposal in this location. Following lengthy dialogue, GCC and CBC are proposing a land swap between Chester Walk car park and part of St George’s road car park to release the Chester Walk site. CBC will then enter into a lease with Workshop Cheltenham in order to allow them access to Chester Walk to construct the Workshop facility.</p> <p>This report outlines the proposals for Workshop Cheltenham and the Growth Hub and the following recommendations facilitate its development.</p>
Recommendations	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Approves the proposal for facilitating the Workshop Cheltenham project, including a tier 2 growth hub, on Chester Walk car park; 2. Approves the freehold disposal of that part of St George’s Road car park (shown edged red on Plan 1) to Gloucestershire County

Council as consideration for the acquisition of land at Chester Walk (shown edged on Plan 2);

- 3. Delegates authority to the Director of Corporate Projects, in consultation with the Cabinet Member for Finance and Assets and the Head of Property and Asset Management, to settle Heads of Terms for the exchange of land referred to in recommendation 2) above and for the grant of a lease, not exceeding 10 years from the date of grant, at a rent representing the best consideration that can reasonably be achieved;**
- 4. Authorises the Borough Solicitor to enter into any legal agreements considered necessary or desirable for the Council to put into effect the recommendations in this report.**
- 5. Approves the necessary capital expenditure on works at St George's Road car park pursuant to the land swap, as per paragraph 5.2 and delegates' authority to the Head of Property and Asset Management to agree and implement the works with GCC.**

<p>Financial implications</p>	<p>The creation of Workshop scheme itself will be the responsibility of an independent organisation known as Workshop Cheltenham and will be financed independently by a loan from Creative England, plus other privately raised finances.</p> <p>CBC will enter into a lease with Workshop Cheltenham, which will include a provision securing an annual rent to the council, linked to the turnover achieved at the site, plus the potential for additional rent linked to the profits of Workshop Cheltenham and the site.</p> <p>The land swap and car park changes include proposed mitigations which reflect the displacement of public car parking, with potential revenue implications included in the financial implications in Appendix 6, including lost revenue opportunities to CBC due to the mitigating actions.</p> <p>There are capital costs to segregate and upgrade St George's Road car park (some of which were already identified as required) and Stamp Duty Land Tax (SDLT) that will be required due on the land swap. These are also included in the financial implications to the Council in Appendix 6.</p> <p>Workshop Cheltenham is likely to enhance Cheltenham's offering as a place to live and work and should have a positive economic impact on Cheltenham as a result of being able to retain and attract more creative workers and visitors to the town.</p> <p>The net financial implications for the council are outlined in Appendix 6 (exempt due to commercial confidentiality).</p> <p>Contact officer: Andrew Knott, Andrew.knott@publicagroup.uk, Tel: 01242 264121</p>
<p>Legal implications</p>	<p>The Council has a statutory duty to obtain best consideration when disposing of an interest land (either freehold, or by way of a lease exceeding 7 years - s.123 Local Government Act 1972) and has the power to acquire land, but must act prudently in so doing.</p> <p>Although it is anticipated that no money will pass upon the exchange of land, SDLT will be payable, calculated by reference to the value of the land acquired.</p> <p>It is proposed that the transaction will be structured so that Workshop Cheltenham will be under a legal obligation to enter into the lease, once CBC has acquired the freehold. As with any other grant of a lease, there is a risk that at some time in the future, the tenant will not be able to sustain its liabilities under the lease, whereupon the leased property (and its inherent liabilities and responsibilities) may revert to the Council.</p> <p>As the Council will be entering into the contract for the works to St. George's Road car park, the Council's contract rules must be followed when procuring the contractor(s).</p> <p>Contact officer: Rose Gemmell, rose.gemmell@tewkesbury.gov.uk Tel 01684 272014</p>

HR implications (including learning and organisational development)	<p>The proposed land swap will result in the displacement of a number of staff parking spaces. HR will work with the parking team to reallocate other designated town centre car parking spaces to those staff affected.</p> <p>Contact officer: Julie McCarthy HR Manager, julie.mccarthy@publicagroup.uk Tel 01242 264355</p>
Key risks	See Appendix 1
Corporate and community plan Implications	<p>Workshop Cheltenham supports the council's vision for 'a town where culture and creativity thrive', through the provision of easily accessed start-up spaces, principally for young, creative entrepreneurs at the early stages of their careers.</p> <p>More generally, it is anticipated that the work spaces will help attract and retain creative people in the town.</p>
Environmental and climate change implications	<p>The buildings which will house Workshop Cheltenham will be made from recycled and remodelled shipping containers, helping to minimise the carbon footprint relating to the creation of the spaces.</p> <p>The location is also well placed in the town centre, reducing the need for travel by car.</p> <p>The use of Chester Walk car park to locate Workshop Cheltenham will introduce activity into the area adjacent to St Mary's churchyard. This is expected to have many positive benefits, including a likely reduction in the level of antisocial behaviour which currently takes place within the churchyard.</p>
Property/Asset Implications	<p>The land swap is based on swapping an area of land of equivalent value, currently used for public car parking, based on external property valuations undertaken by Bruton Knowles. Both properties were valued on the same valuation principle of Existing Use, i.e. car parks. Chester Walk car park (0.36 acre) was valued at £1.19m and St. George's Road car park (0.6814 acre) was valued at £1.95m. Therefore 61% of CBC's freehold interest in St. George's Road car park will be transfer to Gloucestershire County Council (GCC) and 100% of the freehold interest of Chester Walk car park will be transferred from GCC to CBC.</p> <p>Workshop Cheltenham will be responsible for the creation of the space and will access the Chester Walk car park under a lease from CBC. The management of the spaces will be the responsibility of Workshop Cheltenham.</p> <p>The Growth Hub will occupy a number of containers under a contract directly with Workshop Cheltenham.</p> <p>There has been a separate statutory consultation regarding proposed changes to the Borough Parking Order, including the proposed changes at St George's Road, which has been the subject of a separate report to Cabinet with associated decisions made on September 10th 2019.</p> <p>Contact officer: Simon Hodges simon.hodges@cheltenham.gov.uk 01242 264349</p>

1. Background

- 1.1 Research undertaken by Nesta found that Cheltenham's 1,027 creative businesses constitute nearly 11% of the town's businesses, but currently employ only 4.5% of its workforce and contribute just 6% of its Gross Value Added (GVA). Cheltenham's creative sector is significantly underperforming in comparison to towns of equivalence such as Slough, Reading, Oxford, High Wycombe, Bath and others. The town's poor showing in terms of its knowledge and talent capabilities makes a compelling case for additional and urgent intervention, such as support for the Workshop Cheltenham project.
- 1.2 A collaboration of creative entrepreneurs, working with Creative England and the Gloucestershire LEP, approached the council to facilitate the creation of 'Workshop Cheltenham', which is an innovative concept offering low cost start-up space for the creative industries and an economic growth hub, housed in remodelled shipping containers.
- 1.3 The site identified for Workshop Cheltenham is Chester Walk car park which is situated behind Cheltenham's central library building, adjacent to St Mary's churchyard. The car park is owned by Gloucestershire County Council (GCC) and currently used for parking by key social services staff working out of GCC's St George's Road offices in Cheltenham.
- 1.4 The council has been working with Workshop Cheltenham, GCC and the LEP to find a solution to accessing Chester walk car park in order to facilitate the delivery of the proposal in this location. Following lengthy dialogue, GCC and CBC are proposing a land swap between Chester Walk car park and part of St George's road car park to release the Chester Walk site. CBC will then enter into a lease with Workshop Cheltenham in order to allow them access to Chester Walk to construct the Workshop facility.
- 1.5 In 2018, the council, working closely with its cultural partners, submitted a bid to the Government's Cultural Development Fund to help finance the development of Workshop Cheltenham. Despite being unsuccessful, this aligned partner organisations behind the scheme, which they felt further enhanced Cheltenham's cultural offer.

2. Workshop Cheltenham

- 2.1 Workshop Cheltenham is a private company, based in Cheltenham. The company's vision is to provide low cost, flexible and sustainable office, co-working and entertainment spaces, which aim to:-
 - address the lack of support and opportunities in Cheltenham for self-employed individuals, start-ups and SMEs across all business sectors;
 - provide space to support the growing community of cyber security businesses;
 - reverse the loss of Cheltenham's young talent to other regions, as well as attracting new talent to the town;
 - increase economic output, drive prosperity and enhance social well-being for the local community and the county;
 - provide a cultural and financial link between economically and demographically disparate parts of the town;
 - facilitate the 'rediscovery' of a historically and culturally vital area of the town centre that is currently underutilised, out of sight and largely ignored;
 - enhance footfall to treasured institutions such as Cheltenham Minster, The Wilson and Cheltenham Library, helping to revitalise and re-energise that part of the Lower High Street;
 - provide a new mixed-use 'destination', located on a site that is currently undervalued, helping to encourage access, thereby increasing footfall and spend in the town centre;
 - create a new 'state of the art' entertainment destination for residents and visitors, that offers an alternative experience to the current offering in the town centre;
 - Provide enhanced training, education and community space.

Specifically, for new businesses, the project aims to:

- establish a new and unique, mixed-use and business friendly 'destination' for Cheltenham, that complements and enhances its local environment;
- create a low cost, town-centre entry point for self-employed individuals and new and emerging businesses from all sectors;
- serve as a platform for innovation and creativity and an incubator for the town's entrepreneurs;
- be a springboard for innovators and creatives, to help establish and evolve new businesses, thereby driving job creation and social mobility through the establishment of a business community in which entrepreneurial and creative talent can develop and flourish locally.

Workshop will provide a new home for Cheltenham Festivals and a state-of-the-art performance venue, which will provide a permanent new town centre cultural and entertainment destination, delivering a year-round calendar of cultural events to showcase local talent and enhance Cheltenham's reputation as a leading cultural destination, both domestically and internationally.

The Overall Scheme is anticipated to include:

- 20,000 sqft overall scheme size
- 10,000 sqft of office, co-working and retail space
- 2000 sqft event / performance space
- over 60 new businesses
- over 200 jobs projected annual footfall of not less than 500,000 resulting in increased footfall and spend in the town centre.

The location identified for the creation of Workshop Cheltenham is Chester Walk car park, which is currently owned by GCC. GCC has requested that CBC undertakes a land swap with GCC to release the Chester Walk car park land to CBC in return for part of St George's Road car park. CBC will then grant a lease to Workshop Cheltenham, which will be responsible for the creation of the space, including the placement and ownership of the shipping containers.

3. Cheltenham Growth hub

- 3.1** Workshop Cheltenham will also be home to a tier 2 growth hub, mirroring the model in other towns in Gloucestershire and supporting business development and growth, as detailed in Appendix 5.

Workshop Cheltenham has undergone and passed a due diligence process with the Gloucestershire LEP.

The Growth Hub Component, housed within the Workshop Cheltenham scheme, will aim to deliver:-

- at least 10,000 unique visitors within 5 years;
- at least 2,000 businesses / individuals engaged within 5 years;
- at least 200 new business starts within 5 years;
- at least 6,500 light / medium touch business support interactions within 5 years;
- at least 175 businesses referred for high growth business support interactions within 5 years;
- at least 300 new FTE jobs created within 5 years (in addition to the 200 at the wider site);
- at least 150 business support providers engaged with businesses within 5 years;
- at least 75 students / graduates placed with businesses within 5 years;
- at least 60 businesses receiving follow-on funding within 5 years – even if they only received £25k each on average this would total £1.5m.

Gloucestershire LEP will contract directly with Workshop Cheltenham for the use of the space within the overall Workshop Cheltenham proposal.

4. Financial appraisal

- 4.1** The following is a summary of the net potential impact on CBC of the proposal to facilitate Workshop Cheltenham at Chester Walk car park. The detailed financial projection is attached at Appendix 6 (exempt due to commercial confidentiality).
- 4.2** Since the scheme involves the displacement of car parking spaces, there is a potential impact on car park income which will be mitigated against where possible. Proposed mitigation measures are set out in more detail in Section 5 below.
- 4.3** The council will receive a rent from Workshop Cheltenham, which is intended to reflect best consideration. It is anticipated that this will be achieved through a link to the net turnover plus operating profit from the management of the space, with a minimum guaranteed rent per annum.

5. Parking implications

- 5.1** The land swap involves the exchange of 61% of St George's road car park for Chester Walk car park. GCC will take ownership of part of St George's Road car park and GCC staff working out of the St George's road offices and who currently park in Chester walk car park will, following the land swap, park in a segregated area of St George's Road car park which will not then be available to the general public. GCC staff parking being relocated to St George's Road car park will enhance the efficiency of social worker caseload management.
- 5.2** CBC will retain 32 public car parking spaces at St George's Road, with an additional 2 mobility spaces.
- 5.3** CBC and GCC propose to equally fund the works to segregate St George's Road car park, including boundary treatments, resurfacing, relining and new signage. It is estimated that the cost of these works will be around £75k. The layout of the residual car park will result in improvements to the parking provision, including improved mobility space provision and resurfacing. CBC's 50% share of the costs will be met from the existing 2019-20 car park capital budget, for which formal approval is sought at recommendation 5 above.
- 5.4** Currently, 7 staff have parking permits to park on St George's Road car parks and there are a further 58 staff permits at Chelt walk car park. The proposal is that these members of staff will be issued with permits for other CBC car parks, thereby releasing around 65 spaces on Chelt Walk car park and the retained area of St George's Road car park.
- 5.5** These measures effectively mitigates the reduction in public parking spaces on St George's road car park and officers are confident that cars displaced as a result can be accommodated on other council off street car parks, where there is still some spare capacity. The potential net financial implications of car parking displacements are included in the detailed financial model at Appendix 6 (exempt due to commercial confidentiality).

6. Reasons for recommendations

- 6.1** The proposal has the potential to support key outcomes within the Cheltenham Place strategy, through the creation of a workspace concept which facilitates and enables creative industries to thrive, helping to retain young and creative people in Cheltenham. This will help support the long term economic wellbeing of the town.
- 6.2** The proposal also meets with the wider aspiration for retaining and attracting young people in the Gloucestershire Vision 2050.

7. Alternative options considered

7.1 Other locations have been considered and discounted, on the basis that they would have less of an overall impact on the ambitions of the proposal, primarily due to the proposed prime location for the development.

8. How this initiative contributes to the corporate plan

8.1 The proposal delivers against one of the key strands of the council’s corporate plan, which is that Cheltenham seeks to be a town where culture and creativity thrive.

9. Consultation and feedback

9.1 Workshop Cheltenham has undertaken considerable engagement with and received support from various stakeholders, including Gloucestershire County Council, Cheltenham Borough Council, Cheltenham Chamber of Commerce, Alex Chalk MP, Cheltenham Festivals, Cheltenham BID, Cheltenham Development Task Force, The Cheltenham Trust, Creative England, Cheltenham Minster, University of Gloucestershire, Cheltenham Library, the UK Digital Retail Innovation Centre, CyNam, Harper Sheldon, Bamboo Technology Group Ltd. and Crowe Clark Whitehill.

9.2 The proposals required a change to the town wide borough parking order, which was subject to a three week statutory public consultation. The consultation raised no significant issues which were considered to impact on the town’s parking arrangements and the recommendations concerning the new parking order were approved by Cabinet on 10th September 2019.

10. Performance management –monitoring and review

10.1 The outcomes from the Workshop project will be monitored by both the LEP and the council and will be considered in the review of the lease with WSC after 5 years of operation.

Report author	Contact officer: Mark Sheldon, mark.sheldon@cheltenham.gov.uk, 01242 264123
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Workshop Cheltenham Business Plan 3. Site layout – ground floor 4. Site layout – first and second floor plans 5. Growth Hub proposal 6. Financial projection (exempt) 7. Plan 1 – St Georges Road car park 8. Plan 2 Chester Walk car park
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likely-hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If CBC and/or GCC cannot facilitate the delivery of this widely supported project with a relatively quick intervention / catalyst scheme (in the context of the place strategy and 2050 aspirations) to help retain young people in the county, then there is likely to be negative PR	Mark Sheldon	01/12/2018	4	2	8	accept	CBC and GCC Cabinet support the development of Workshop Cheltenham and agree to the land swap to facilitate the development		Comms team	
	If CBC and/or GCC cannot facilitate the delivery of this widely supported project, then there will be a negative impact on the cultural sector in Cheltenham.	Mark Sheldon	01/12/2018	2	3	6	accept	CBC and GCC Cabinet support the development of Workshop Cheltenham and agree to the land swap to facilitate the development		Mark Sheldon	
	If CBC and/or GCC cannot facilitate the delivery of this widely supported project, then there will be a negative impact on CBC/GCC partnership working, given future bigger challenges around the Place and Growth agenda;	Mark Sheldon	01/12/2018	2	2	4	accept	GCC / CBC to collaborate to deliver the project		Project team	
	If there is a substantial public objection then the Parking order may not be	Mike Redman	01/06/2019	3	2	6	accept	Consultation on the parking order complete and no negative		Mike Redman	

	made, leading to a re-think of the cost mitigation activities							feedback to proposed changes to St George's road car park			
	If reducing the number of public car parking spaces available adds to public perceptions of inadequate parking provision in the town centre, it could have a reputational impact on CBC;	Mike Redman	09/07/2019	2	3	6	accept	Member seminar on 1/8/19 raised no concerns re changes to parking order affecting St Georges road car park		Mike Redman	
	If there is an Asset of Community Value (ACV) application then the delivery of Workshop Cheltenham project could be jeopardised.	Mark Sheldon	3/9/19	4	3	12	Accept	The decision making process and communications strategy needs to articulate the overall benefits of Workshop Cheltenham to the town. Legal documents will need to reflect the implications of an ACV application.		Rose Gemmell	
	If WSG senior management are too stretched to deliver with their other work in local area then operational launch will be delayed.	Mark Sheldon	26/9/19	3	4	12	Accept	CBC and LEP have undertaken due diligence exercises including a review of the director profiles.		Mark Sheldon	
	If WSG do not secure all funding during the period of Nov19 – May20 required completing the build then unquantifiable delay may occur leading to further risk of not completing the project.	Mark Sheldon	26/9/19	4	3	12	Accept	CBC and LEP have undertaken due diligence exercises.		Andrew Knott	

	If CBC/GCC complete land swap transaction and WSG decline to proceed with project then CBC will suffer opportunity value loss for significant asset development.	Mark Sheldon	26/9/19	3	5	15	Treat	Agreement to lease and exchange procedure developed to treat and protect CBC.		Rose Gemmell	
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Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

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Ground Floor Plans



Ground Floor

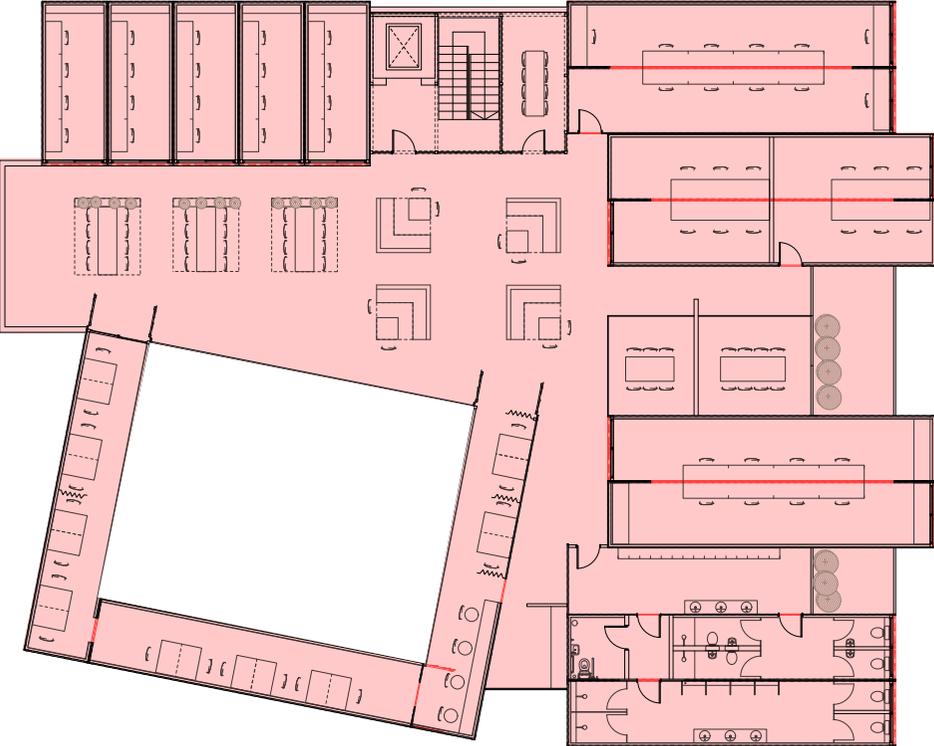
- Workspace & Growth Hub
3,525 sq ft
- Community & Education
1,045 sq ft
- Performance Arena
3,155 sq ft
- Services & Storage
1,582 sq ft

Total: 9,307 sq ft

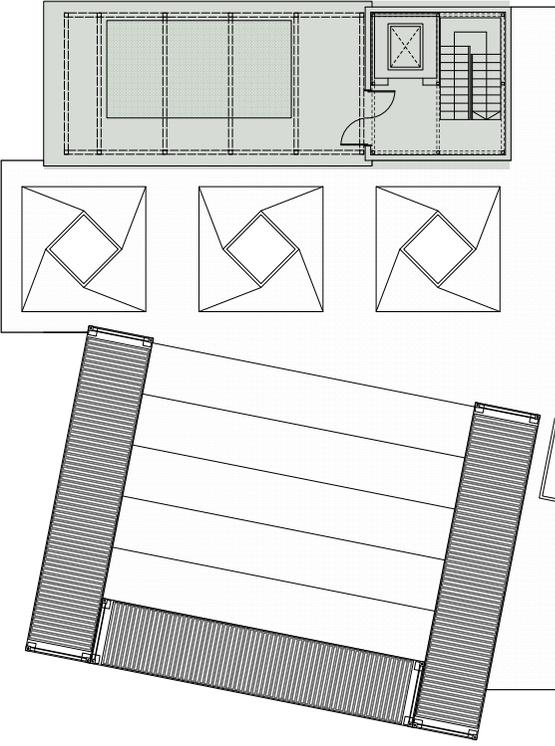
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First and Second Floor Plans

First Floor



Second Floor Roof Garden



First Floor

Workspace & Growth Hub
7,913 sq ft

Total: 7,913 sq ft

Second Floor Roof Garden

Exterior Roof Garden
1,109 sq ft

Total: 1,109sq ft

Ground, First & Second

Workspace & Growth Hub
11,438 sq ft

Community & Education
1,045 sq ft

Performance Arena
3,155 sq ft

Services & Storage
1,582 sq ft

Exterior Roof Garden
1,109 sq ft

Total Internal Floorspace: 18,329 sq ft

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One of LEP's flagship projects in the Strategic Economic Plan is the Growth Hub. The Gloucestershire Growth Hub is unique in that a total of £9.4 million of Local Growth Funding has been allocated for the development of facilities and a comprehensive digital infrastructure.

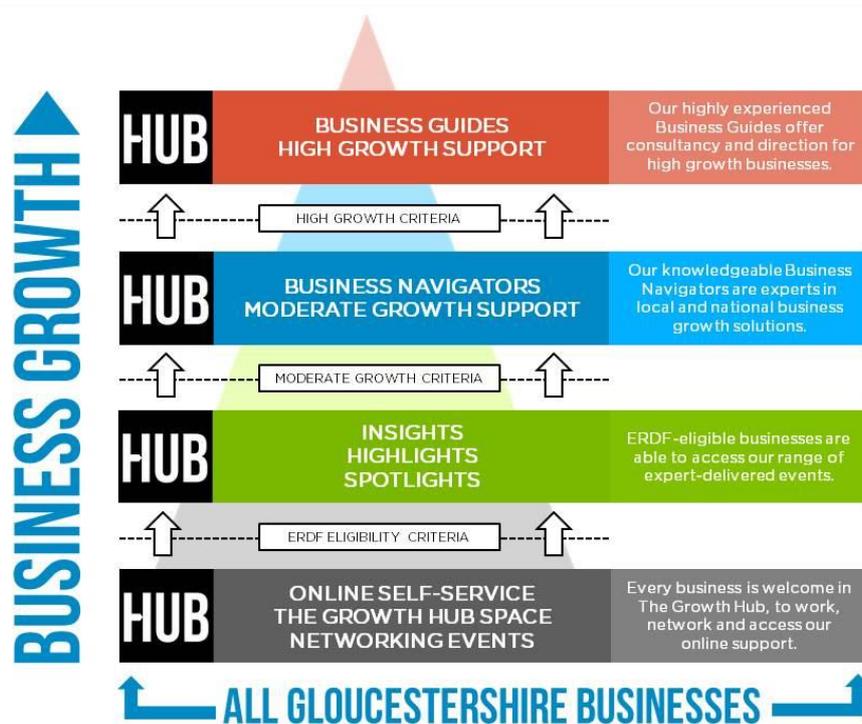
The Growth Hub at Oxstalls, Gloucester opened in October 2014 and, following investment of £5 million towards a brand new building, is now collocated onsite with the University's School of Business and Technology.

Further details are available on The Growth Hub website: www.thegrowthhub.biz

The Growth Hub helps businesses realise their potential and grow. It provides a free impartial diagnostic and sign posting service to businesses of any size and any sector and support leading to the creation of Growth Plans and impartial brokerage services for businesses with moderate and high growth potential.

The key aim of the Growth Hub is to grow the Gloucestershire economy above the national rate of growth. There are three core principles that drive this aim:

- Providing support for businesses to enable business growth
- Providing support for individuals to enable them to reach and exploit their full potential
- Creating opportunities for businesses to meet, network and promote their services to each other
- Depending on the growth stage of business, different options will be available to clients as shown below.



To extend the reach of the Growth Hub GFirst LEP is working with project partners to establish the Growth Hub Network.

The Growth Hub Network partners currently include:

- The Royal Agricultural University (Cirencester);
- Tewkesbury Borough Council (Tewkesbury);
- Vantage Point Business Village (Forest of Dean);
- Gloucestershire County Council (through their 31 library locations across the county);
- Workshop Cheltenham Limited (Cheltenham);
- South Gloucestershire and Stroud College (Stroud)

Alongside capital investment to create attractive and vibrant facilities for businesses to access, partners will be supported by central Growth Hub activities and a digital infrastructure to deliver the 'virtual' Growth Hub and facilitate reporting processes.

Growth Hubs will be / are developed in locations which are unique but create comfortable places for businesses to work and network whilst reflecting and meeting the needs of their locations. The aim is to create a 'no wrong door' approach for businesses with locations clearly branded and operated as part of The Growth Hub.

The primary customers of the Growth Hub are businesses so all partners have clearly evidenced the business community they will serve and support from businesses, business membership groups and local authorities in the area within their business plans.

The Growth Hub Network will be delivered via a Tiered model:

Tier 1: - Specialist Resource Centres that provide support to targeted high growth potential businesses, including technical, sector-specific, R&D and innovation support.

Tier 2: - Generic or General Resource Centres which will provide access to the wider Growth Hub network and a wide range of business support services, networking and work space and potentially business incubation support for new start-up businesses.

Tier 3: - Points of access into the Growth Hub Network. They may not directly provide any support or services, but simply provide access points to the virtual Growth Hub and refer businesses to information or other providers within the Growth Hub Network.

The Cheltenham Growth Hub will be a Tier 2 Network centre and will:

- Provide a physical Growth Hub centre
- Provide a free impartial diagnostic and sign posting service to businesses of any size and any sector.
- Provide and evidence Navigator services leading to the creation of Growth Plans and impartial brokerage services for businesses that meet the EU eligibility criteria and can demonstrate moderate growth ambitions.
- Ensure the referral of high growth potential businesses to the core Growth Hub Business Guide team.
- Provide networking opportunities.

- Provide opportunities to meet support providers/professionals.
- Signpost to specialist advice provided elsewhere.
- Support and build the network of business support and skills providers that are working with the Growth Hub.
- Work with the core Growth Hub to share intelligence about the need and demand for new products and services.

All Growth Hub Network Centres will:

- i. Display clear corporate branding.
- ii. Facilitate Growth Hub delivery as a result of the capital funding received and add to/complement and not directly compete with existing business support facilities in their local catchment areas.
- iii. Have demonstrated how they will pay for ongoing revenue costs including staffing, property and IT infrastructure.
- iv. Ensure compliance with the standards and reporting processes set out by GFirst LEP and other funding partners including government departments and EU funding streams.
- v. Comply with use of the central Customer Relationship Management system and website.
- vi. Ensure their long-term financial sustainability.

European Regional Development Funding

Central Growth Hub services are delivered by the University of Gloucestershire from the Growth Hub at Oxstalls Campus utilising European Regional Development funding (ERDF). All partners, through a service level agreement, commit to deliver and evidence outputs that contribute to the ERDF contracted outputs.

The main aim of the current ERDF project within which the Growth Hub operates, is to provide impartial diagnostic and brokerage support and simplified access to business support, in order to stimulate economic growth and SME competitiveness in the county.

The six year project (January 2017 – December 2022) outcomes include:

- Providing 860 businesses with high-growth business support
- Providing 1,620 businesses with information diagnostic and brokerage support
- Supporting the creation of 620 FTE jobs

Resulting in:

- An increased number of SMEs receiving business support
- An increased number of FTE jobs created
- An increase in SME productivity

And will be particularly targeting:

- SMEs in rural or harder to reach locations in Gloucestershire
- SMEs that are likely to grow as a result of Growth Hub support
- SMEs that are operating in specific high-growth sectors

Long-term sustainability

Growth Hubs are part of a national project overseen by the department for Business, Energy and Industrial Strategy (BEIS). GFirst LEP reports biannually to BEIS against an agreed monitoring and evaluation framework.

Building the capacity and capabilities of Growth Hubs will be a feature of the local industrial strategy planning in LEP areas.

Additional responsibilities and activities as set out by BEIS include:

- Delivering countywide Scale Up activity
- Working closely with national and locally funded projects and programmes – DIT, Innovate UK, MAS etc
- Building the relationship with the British Business Bank
- Participating in the BBFA national pilot - one of five pilot areas
- Developing mentoring services
- Coordinating services with other key LEP projects eg Inward Investment
- Developing the Growth Hub digital infrastructure
- Working with partners to seeking additional sources of funding for new products and services

<https://www.thegrowthhub.biz/the-buzz/news/futures-not-bright-its-electric-cleevely-electric-vehicles>

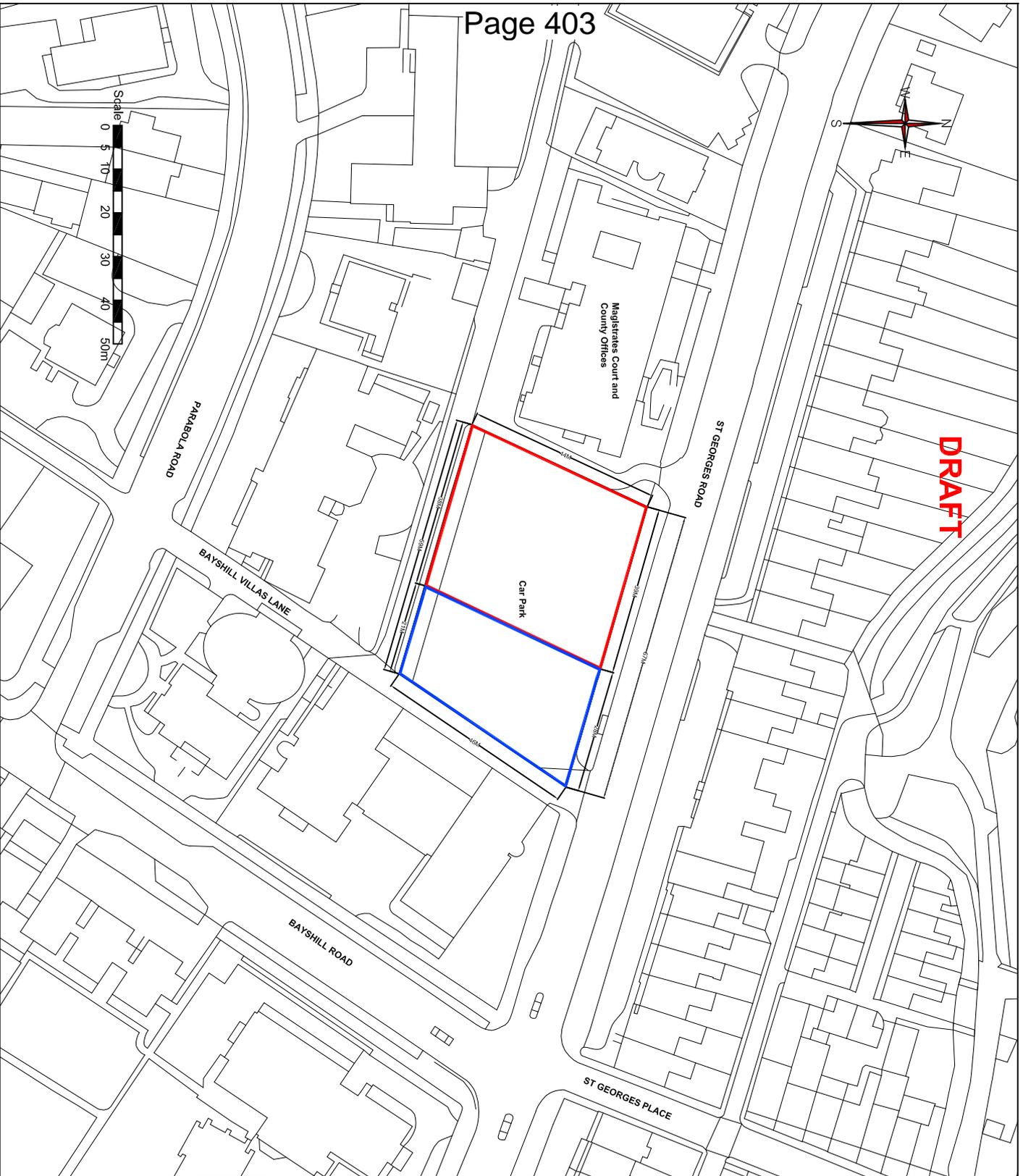
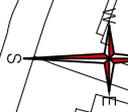
<https://www.thegrowthhub.biz/the-buzz/news/creating-ps5m-brand-18-months-hawkins-brimble>

<https://www.thegrowthhub.biz/the-buzz/news/case-study-rockatek-ltd>

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REV	DESCRIPTION	DATE

NOTES

ALL DIMENSIONS ARE IN METRES UNLESS STATED OTHERWISE.
 ALL DIMENSIONS ARE TO BE CHECKED ON SITE.
 THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL
 OTHER RELEVANT DOCUMENTS, DRAWINGS, ETC.

SITE

St Georges Road Car Park
 Cheltenham

Land outlined red - approx 1675 m²
 Land outlined blue - approx 1071 m²

PROJECT

Transfer of Land

DRAWING

DRAWN	SCALE	DATE
NBC	1:1250 @ A4	25/7/2019
DRAWING NUMBER		REVISION
91/C/3-004 - Land Exchange		-

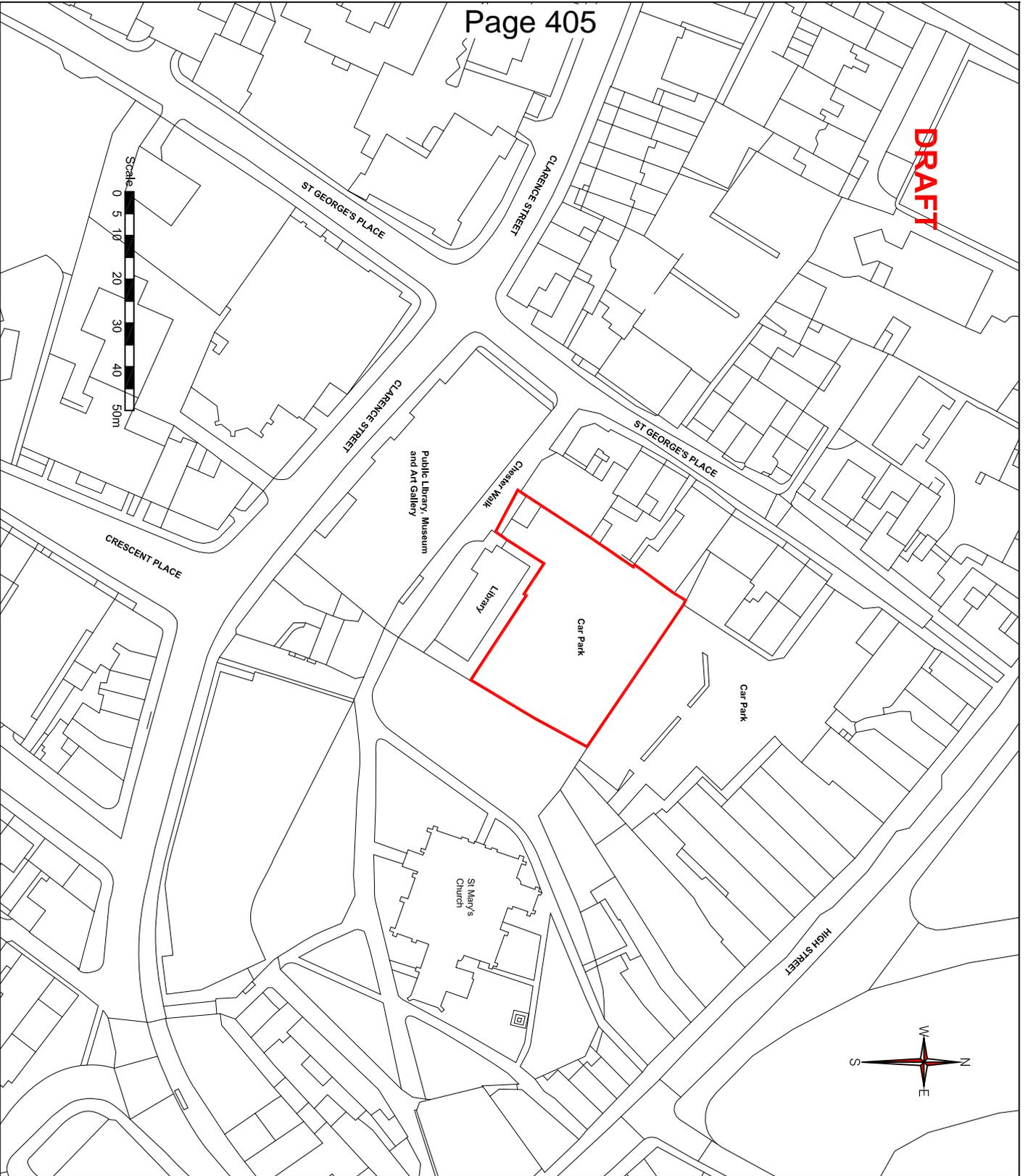
Gloucestershire
 COUNTY COUNCIL

Asset Management & Property Services
 Shire Hall, Westgate Street,
 Gloucester, GL1 2TG
 Tel : (01452) 328809
 Fax : (01452) 427129
 www.gloucestershire.gov.uk

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 THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL
 OTHER RELEVANT DOCUMENTS, DRAWINGS, ETC.

SITE
 Chester Walk Car Park

PROJECT
 Transfer to Cheltenham Borough Council

DRAWING

DRAWN	SCALE	DATE
NBC	1:1250 @ A4	25/7/2019
DRAWING NUMBER	REVISION	
91-C-3-003 Land Exchange	-	



Asset Management & Property Services
 Shire Hall, Westgate Street,
 Gloucester, GL1 2TG
 Tel : (01452) 328809
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Cheltenham Borough Council

Cabinet – 8th October 2019

Implementing an Article 4(1) direction for the St. Paul's ward

Accountable member	Councillor Andrew McKinlay
Accountable officer	David Oakhill - Head of Planning
Ward(s) affected	St. Paul's
Key/Significant Decision	No
Executive summary	<p>A 'House in Multiple Occupation' (HMO) is defined as a property rented out by at least 3 people who are not from 1 'household' (for example a family) but share facilities like the bathroom and kitchen.</p> <p>The conversion of existing homes into HMOs is permitted by the Town and Country Planning (General Permitted Development) Order 2015 (as amended). It is therefore permitted across Cheltenham without the need for planning permission.</p> <p>The emerging Cheltenham Plan makes the case for the need to control the creation of new HMOs in St. Paul's Ward, because they are significant in number (around 12% of all homes in St. Paul's are HMOs) and together create adverse impacts on local amenity including high parking demand, waste and recycling provision, and changes to the overall character of an area.</p> <p>In order to control the creation of new HMOs in St. Paul's Ward, Cheltenham Borough Council is seeking to remove permitted development right status for HMOs in the ward, and instead require planning applications be made. This is proposed to be undertaken through the implementation of an Article (1) Direction of the Town and Country Planning (General Permitted Development) Order 2015 (as amended).</p> <p>At the 11th June 2019 Cabinet meeting, Cabinet approved the "making" of the Direction, where it was first announced to the public. This also enabled officers to conduct public consultation on the Direction.</p> <p>Public consultation ran for 28 days between June and July. 8 responses were received. 7 of these supported the Direction, 1 objected to it.</p> <p>This report recommends that Cheltenham Borough Council 'confirms' the direction under Article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015 (as amended), removing the 'permitted' development right status of HMOs and instead requiring a planning application be made. The Article 4 (1) Direction will come into force on 11th June 2020 and will not be applied retrospectively.</p>

Recommendations	1. Cabinet approves the confirmation of an Article 4(1) Direction, removing the C3 to C4 permitted development right as of 11th June 2020.
------------------------	--

Financial implications	None as a direct consequence Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk 01242 264365
Legal implications	The introduction of the Article 4 Direction being proposed will in effect mean that those who convert their properties from C3 use to C4 use without submitting a planning application will be in breach of planning control in St Paul's Ward after 11 th June 2020 In relation to those who breach the Article 4 Direction, the Council will be able to issue enforcement notices against the relevant properties and pursue prosecutions or direct action if necessary. Contact officer: Nick Jonathan, nick.jonathan@tewkesbury.gov.uk 01684 272032
HR implications (including learning and organisational development)	There are no direct HR implications arising as a result of this report. Contact officer: Julie McCarthy, julie.mccarthy@publicagroup.uk 01242 264355
Key risks	<ul style="list-style-type: none"> - A sharp increase in the number of conversions of residential dwelling houses to HMOs in St. Paul's prior to the Article 4(1) direction coming into force - Proliferation of HMOs in other wards across the borough
Corporate and community plan Implications	This will support the aspiration in the Place Vision to build strong, healthy and inclusive communities.
Environmental and climate change implications	Controlling the spread of HMOs would mean that the spread of associated negative impacts such as noise and poorly managed waste facilities could also be controlled.
Property/Asset Implications	No known property implications.

1. Background

- 1.1 St. Paul's Ward has a reasonably high proportion of Houses in Multiple Occupation – HMOs (c. 12% of all housing stock). The conversion of residential homes into HMOs is permitted development under the Town and Country Planning (General Permitted Development) Order 2015 (as amended), and as such does not require planning permission. Concerns have been raised by members that the frequency of HMOs within the St. Paul's ward has increased to an unsustainable level. Officers were asked to investigate ways to control this.
- 1.2 In 2017 a survey of HMOs in St. Paul's Ward was completed, the results of which suggest that 12% of residential properties in the Ward are considered HMOs (see Background information, page 5 of this report). Having a large proportion of HMOs is believed to lead to unbalanced communities - in this particular case, a large student population that is often disengaged with the community. This in turn can lead to a deterioration of an area.
- 1.3 Until 1 October 2010 planning permission was required for the change of use of a building including a dwelling-house to a HMO. On 1 October 2010 the Government introduced new legislation. Now planning permission is not required for the change of use of a dwelling house to an HMO for up to 6 unrelated people.
- 1.4 The option exists for Councils to remove this right for parts of their Districts. This power lies within the existing provisions of Article 4 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended). Under Article 4 a Direction may be made by a Local Planning Authority to remove permitted development rights and require a planning application to be made, in this case, by a person wishing to change the use of a dwelling-house to an HMO.
- 1.5 An Article 4 direction would not mean a blanket ban on HMOs, as it would remain open to an owner to apply for permission for HMO and a standard planning fee would be required for such applications.

Reasons for recommendations

- 1.6 Controlling the conversion of Class C3 dwellings to Class C4 HMOs is proposed in order to minimise associated negative impacts on local communities that can arise. High concentrations of HMOs potentially negatively impact on the sustainability of communities, including on the amenities of local residents and on the character of an area, such as character, waste management and parking issues.
- 1.7 The specific recommendation is to 'confirm' a non-immediate Article 4(1) Direction. This follows a decision by Cabinet in June 2019 to 'make' a non-immediate Article 4 (1) direction. The alternatives to this are explored under section 2 below. A summary of the process for a non-immediate Article 4(1) Direction is:
 - Cabinet approves the making of an Article 4(1) Direction, giving 12 months' prior notice of removing the C3 to C4 permitted development right (approved at 11th June Cabinet)
 - Consultation for 28 days commences (completed)
 - Consultation responses are considered and where appropriate, amendments are made (completed)
 - Cabinet approve the 'confirmation' of the Article 4(1) Direction within 6 months of the direction being made
 - The Article 4(1) Direction comes into force 12 months after initial notice
- 1.8 A non-immediate Article 4(1) Direction comes into being 12 months after being initially 'made'. This is prescribed in the Town and Country Planning Act 1990 and allows time for land owners within the area affected (in this case St. Paul's Ward) to make reasonable adjustments. Providing this time significantly reduces the risks to the Council of claims for compensation for loss of future

income from land owners who may now wish to convert residential dwelling houses to HMOs (when compared to the implementation of an immediate Article 4(1) Direction).

2. Alternative options considered

- 2.1 Two alternative options were considered.
- 2.2 One was to do nothing and let Class C3 to Class C4 development remain as permitted development. This would risk letting the balance of the St. Paul's ward become too heavily influenced by HMOs. There is some evidence to suggest that a tipping point in terms of a balanced community can arise when HMOs exceed 10% of properties. The survey has recorded that there are 350 HMOs in the St Pauls ward which corresponds to 12% of properties.
- 2.3 Another option was to enact an immediate Article 4 direction, allowing the direction to come into force immediately. This approach brings with it significant risk as it allows site owners intending to make use of the existing permitted development rights to claim back compensation from the council. This would be to compensate site owners for the loss of value to the property that would otherwise have been gained were they allowed to convert of C3 dwelling house into a C4 HMO, which could potentially be thousands of pounds per site. Without immediate implementation there is a risk (likely perceived) that there will be a 'flurry' of HMO conversions in St Pauls Ward over the next 12 months. Correspondence with other authorities that had enacted Article 4 directions showed that this risk did not materialise.

3. Consultation and feedback

- 3.1 Internal consultation was sought from various officers from the finance, property and legal departments.
- 3.2 A statutory 28 day public consultation has been undertaken from 11th June 2019, with 8 responses received - 7 in support and 1 objection. Those in support cited current community imbalance and the adverse impacts mentioned above. Those objecting stated that the direction would reduce choice for tenants and therefore increase rent costs. Investors would also be less attracted to properties in the ward and any issues caused by HMOs should already be dealt with by the landlords, Council's enforcement team and University's accommodation team. Having considered these responses, no amendments to the originally proposed Article 4 (1) Direction are proposed.

4. Performance management – monitoring and review

- 4.1 The planning applications database will be monitored to be able to identify changes to the frequency of HMO conversions in the St. Paul's Ward.

Report author	Contact officer: Alex Bethell, alexander.bethell@cheltenham.gov.uk, 01242 264174
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Article 4(1) direction 3. Public site notice

Background information	1. 2017 HMO survey https://democracy.cheltenham.gov.uk/documents/s22803/2017_09_11_OS_HMO_survey_Cabinet_briefing.pdf
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The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	Should an Article 4 direction be enforced immediately, compensation payments could be payable by the council for loss of income.	David Oakhill	15/05/2019	3	5	15	Close	Do not implement Article 4 immediately, implement after 1 year of the direction being made. Decision made by Cabinet in June 2019 mitigates this risk.		Alex Bethell	
	Confirming an Article 4 direction in St. Paul's ward may lead to greater demand for HMOs in neighbouring wards.	David Oakhill	15/05/2019	2	4	8	Monitor	Monitor planning database to identify HMO application frequency.		Alex Bethell	
	Sudden increase in the number of HMO conversions before June 11 th 2020 (i.e. before the direction comes into force).	David Oakhill	15/05/2019	4	3	12	Accept	Officers to process prior notifications and prior approvals.		Alex Bethell	
	Increase in workload of Development Management officers.	David Oakhill	15/05/2019	2	3	6	Accept	Officers to process applications.		Alex Bethell	
	Secretary of State cancels the Article 4 direction.	David Oakhill	20/05/2019	5	1	5	Accept	No action.		Alex Bethell	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

**TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT)
ORDER 2015 AS AMENDED**

DIRECTION MADE UNDER ARTICLE 4(1) TO WHICH ARTICLE 5 APPLIES

PLANNING CONTROLS OVER HOUSES IN MULTIPLE OCCUPATION

WHEREAS Cheltenham Borough Council being the appropriate local planning authority within the meaning of article 4(4) of the GPDO, are satisfied that it is expedient that development of the description(s) set out in the Schedule below should not be carried out on the land shown edged red on the attached plan, unless planning permission is granted on an application made under Part III of the Town and Country Planning Act 1990 as amended,

NOW THEREFORE the said Council in pursuance of the power conferred on them by article 4(1) of the Town and Country Planning (General Permitted Development) Order 2015 hereby direct that the permission granted by article 3 of the said Order shall not apply to development on the said land of the description set out in the Schedule below:

SCHEDULE

Development consisting of a change of use of a building from a use falling within Class C3 (dwelling houses) of the Schedule of the Town and Country Planning (Use Classes) Order 1987, as amended, to a use falling within Class C4 (houses in multiple occupation) of that Schedule being development comprised within Class L(b) of Part 3 of Schedule 2 to the said Order and not being development comprised within any other Class.

The Article 4 Direction will come into force on 11 June 2020.



Made under the Common Seal of Cheltenham Borough Council this 11th day of June 2019.
The Common Seal of the Council was affixed to this Direction in the presence
of.....
Authorising Officer

Confirmed under the Common Seal of Cheltenham Borough Council thisday
of.....20..... The Common Seal of the Council was affixed to this Direction in the presence
of.....
Authorising Officer

Town and County Planning (General Permitted Development) (England) Order 2015 as amended**Notice pursuant to Article 5(1) of the making of an Article 4 Direction**

Cheltenham Borough Council confirmed a Direction on 8th October 2019, under Article 4(1) Town and Country Planning (General Permitted Development) Order 2015 (as amended). The Direction relates to development comprising change of use from a use falling within Class C3 (dwellinghouses) of the Town and Country Planning (Use Classes) Order 1987 (as amended) to a use falling within Class C4 (houses in multiple occupation) of that Order and removes permitted development rights for this type of development from the date when the Direction comes into force. Planning permission will therefore be required for change of use from Class C3 to Class C4 once the Article 4 Direction is in force.

THE ARTICLE 4 DIRECTION APPLIES TO ST. PAUL'S WARD OF CHELTENHAM BOROUGH.

A copy of the Direction, including a map defining the area covered, can be viewed at the Municipal Offices of Cheltenham Borough Council on the Promenade, GL50 9SA. It can also be viewed on the Council's website, www.cheltenham.gov.uk

The Article 4 Direction will come into force, subject to confirmation by the Council, on 11th June 2020.

Dated: 8th October 2019

Cheltenham Borough Council

Cabinet – 8 October 2019

Building Control renewal of shared service partnership agreement with Tewkesbury Borough Council

Accountable member	Cllr Andrew McKinlay, Cabinet Member Development and Safety
Accountable officer	Mike Redman, Director of Environment
Ward(s) affected	All
Key Decision	Yes
Executive summary	<p>Cheltenham and Tewkesbury Building Control currently operates as part of a shared service agreement which commenced on the 1st November, 2009, for an initial period of 10 years.</p> <p>Under the Building Act 1984, local authorities have a duty to enforce the requirements of the Act and the Building Regulations to ensure that buildings meet at least the minimum health, safety, welfare, convenience and sustainability standards.</p> <p>In addition to the statutory duties required, the service has been in direct competition with Approved Inspectors (the private sector) since January 1997. Councils have been required to set their own charges since April 1999 and The Building (Local Authority Charges) Regulations 2010 state that costs can be recovered based on officers hourly rate for undertaking a chargeable function or providing chargeable advice. Taking one financial year with another, the regulations require a review of the charges scheme to ensure the chargeable income as near as possible equates to the chargeable costs.</p> <p>An efficient and effective Building Control service helps to minimise the possibility, or likelihood, that the Council will have to subsidise non-fee earning elements of the service from general funds.</p> <p>This report recommends the continuation of the shared services arrangement for a further 10 years.</p>

Recommendations

- a) To approve maintaining the shared service between Cheltenham Borough Council and Tewkesbury Borough Council for a ten year period from expiry of the current agreement
- b) To accept the continued delegation of Tewkesbury Borough Council's building Control functions to Cheltenham Borough Council, as host authority, in accordance with a new agreement under Section 101-(1) of the Local Government Act 1972 and Part 1A Chapter 2 section 9EA of the Local Government Act 2000 and pursuant to the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- c) To delegate authority to the Director of Environment in consultation with the Cabinet Member for Development and Safety and the s151 Officer, to enter into the s101 Agreement and any other required legal documentation and to take all necessary steps to implement the above mentioned resolutions.

<p>Financial implications</p>	<p>Building Control fee earning work is funded through charges that each Authority charge and is expected to cover the cost of providing the service. In addition, the council should fund the statutory non fee earning building control functions.</p> <p>An efficient and effective Building Control service will help to minimise the possibility or likelihood that the Council will have to subsidise non-fee earning elements of the service from general funds. In line with the legislation, the service can be separated as chargeable functions, non-chargeable functions and statutory duties.</p> <p>In addition to the statutory duties required to be undertaken by the Local Authority Building Control, the service has been in direct competition with Approved Inspectors since January 1997. Councils have been required to set their own charges since April 1999 and The Building (Local Authority Charges) Regulations 2010 state that costs can be recovered based on officers hourly rate for undertaking a chargeable function or providing chargeable advice. Taking one financial year with another, the regulations require a review of the charges scheme to ensure the chargeable income as near as possible equates to the chargeable costs. In summary, Building Control should not make 'profit or surplus' instead any income should be reinvested for the good of the service.</p> <p>Therefore the ongoing partnership will allow both councils to continue to invest into this service. Also, the service is looking to new opportunities to explore new revenue streams outside of the core building control functions which would contribute to reducing the cost of the non-chargeable / statutory duties. This will be reviewed for the next budget round.</p> <p>Contact officer: Andrew Knott andrew.knott@cheltenham.gov.uk 01242 264121</p>
<p>Legal implications</p>	<p>The expiry of the current s101 Agreement on 31st October 2019 means that the partner Councils will be required to decide on the future delivery of the service. If the recommendations are agreed, the Councils will need to enter into a new agreement in accordance with section 101-(1) of the Local Government Act 1972 and Part 1A Chapter 2 section 9EA of the Local Government Act 2000 and pursuant to the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 ('the s101 Agreement').</p> <p>Contact officer: Shirin Wotherspoon Head of Law (Commercial) One Legal shirin.wotherspoon@teWKesbury.gov.uk, 01684 272017</p>

HR implications (including learning and organisational development)	<p>No specific changes are proposed to the terms and conditions of service of staff who, will remain the employees of their current employing authority (Cheltenham Borough Council). Human Resource support for particular members of building control staff will continue to be provided by the employing authority.</p> <p>Contact officer: Clare Jones HR Business Partner Business Support Services clare.jones@publicagroup.uk 07747 236741</p>
Key risks	<p>Service risks are monitored by the Joint Monitoring Liaison Group (JMLG) on a regular basis - see Appendix 1.</p>
Corporate and community plan Implications	<p>The principles contained within the CBC Corporate Plan relate to communities, economy, technology and being commercially minded. Collaborative working with Tewkesbury Borough Council provides the opportunity to enable enhanced delivery of the Building Control Service that contributes to these priorities. The intention is continue to pursue efficiencies through a programme of continuous improvement and to identify new and innovative delivery opportunities whilst maintaining an excellent service to the public.</p>
Environmental and climate change implications	<p>The shared Building Control service between Cheltenham and Tewkesbury Borough Councils has now been operating successfully and in competition with the private sector for 10 years. It aims to ensure that, within practical limits, buildings now being constructed or altered are in compliance with the Regulations and that they provide a safe, healthy, convenient, accessible and efficient environment for all residents, workers and visitors to both Cheltenham and Tewkesbury.</p> <p>The energy efficiency of new and existing buildings will be an important component of future actions to address both partner authorities and the government's ambitions for reducing carbon emissions, in response to the identified climate emergency.</p>
Property/Asset Implications	<p>None as a direct result of this report.</p> <p>Contact officer: Dominic.Stead@cheltenham.gov.uk</p>

1. Background

1.1. Cheltenham and Tewkesbury Building Control currently operate as part of a shared service agreement which commenced on the 1st November 2009 for a period of 10 years. As that agreement is due to expire Officers have been reviewing the existing agreement and considering options moving forward for both Councils. A small officer task and finish group was set up involving finance officers from both Authorities and representatives from One Legal. This group has considered a number of options. The Joint Monitoring Liaison Group (which

is made up of Officers and Members from both Authorities) has also been kept abreast of option development and has received reports and presentations on the options moving forward.

- 1.2. In line with the legislation mentioned above, the service can be separated as follows:

Chargeable function:

- Substantive pre-application advice.
- Receipt / validation and registration of Full Plans, Building Notice and Regularisation applications.
- Vetting applications, undertaking statutory consultations, seeking additional information and checking amendments.
- Accepting, rejecting or approving applications.
- Undertaking site inspections and the issue of completion certificates on satisfactory completion of the work.
- Reversion applications – where work being undertaken under the supervision of an Approved Inspector reverts back to the local authority.

Non-chargeable function:

- Local land charge responses and search enquiries from solicitors.
- Advice to other local authority services and councillors.
- Involvement in corporate initiatives and reports.
- Surveying and inspection work to assist other Council services e.g. Housing, Education, Trading Standards, Environmental Health, Property and Planning.
- Liaison with Planning Officers and Planning Enforcement team.
- Access Auditing Services.

Statutory activities:

- Building Control enforcement – taking formal enforcement action for contraventions of the Building Regulations.
- Investigating reports of unauthorised works.
- Approved Inspector legislation – Registration of Initial Notices, Final Certificates.
- Applications involving works undertaken for disabled people.

- Control of demolition work.
- Taking action in respect of incidents involving reported dangerous structures.
- Competent Person Scheme administration.
- General enquiries from the public.

Note:- These are statutory functions which a Council has to provide and fund even if the service is outsourced. Appendix 2 sets out the categories of functions in diagrammatic form.

2 Current position

- 2.1 The building control team is made up of a team of 7 officers - 1 Building Control Manager, 1 Building Control Principal Officer, 2 Officers and 3 technicians. In the last financial year they dealt with 1,354 Building Control applications across both Local Planning Authorities. The income for the last four years is as set out below.

Table 1.0 Building Control Income

District	2015/16	2016/17	2017/18	2018/19
Cheltenham BC	£345,252	£358,155	£355,250	£356,863
Tewkesbury BC	£210,008	£202,586	£212,870	£182,455
Total	£555,260	£560,741	£568,120	£539,318

During the 2018/19 year the team have implemented a number of service improvements these include:

- £6,500 invested on street naming and numbering idox module to improve service, create staffing efficiencies.
- Staff costs reduced by £45,000 against budget by introducing 'grow your own' staff training development.
- Standalone Building Control website developed with the assistance of Tewkesbury Borough IT Service and launched September 2018.
- Staff time recording developed to demonstrate cost recovery per application and allow effective analysis of time spent on chargeable/non chargeable works in either Borough.
- Developed branding through website and site signage boards.

The shared service is currently undertaking activities to gain ISO 9001 certification.

3 Reason for recommendations

To secure agreement to the continuation of the Cheltenham and Tewkesbury Building Control service partnership which operates as a shared service across the two administrative boroughs served by the two local authorities.

The key provisions in the s101 are:

- Term: 10 year period that can be terminated by either Party upon the fifth anniversary or by serving not less than 12 months' notice thereafter
- The Services: the services comprise:
 - Statutory functions
 - Street naming and numbering
 - The new services as set out in the 101 agreement following the production of the Business Case and Options appraisal
- Service Delivery [KPIs] and service monitoring
- Location: Cheltenham Borough Council Offices

Financial Arrangements:

- CBC to operate a chargeable account for the partnership
- CBC to operate a non-chargeable account for the partnership
- CBC to operate a third party income account for the partnership
- The chargeable account is to be funded by fees payable with any surplus/deficit being retained by CBC for reinvestment into the service
- CBC to ensure that the chargeable account breaks even on a rolling basis
- CBC to charge TBC 50% of the cost (excluding recharges) for the non-chargeable account
- CBC to charge / pay TBC 50% of the cost (excluding recharges) / net income (excluding recharges) for the third party income account

Governance: The existing Joint Monitoring and Liaison Group will continue

4 Alternative options considered

The objective for the Cheltenham and Tewkesbury Building Control Service has always been to deliver the most appropriate, cost effective and efficient service for both authorities. It is however always beneficial to review options available. Alternative service delivery options have been considered as set out below:

1. To continue to deliver the shared service without change.
2. To maintain the existing shared service model but adapt and change service provision methods, to reflect market forces and competition.
3. To link the shared service to an existing Local Authority Teckal company (e.g. Publica / Ubico).
4. To set-up the shared service as a new standalone Local Authority Teckal company.
5. To set-up as a standalone Approved Inspector.
6. To outsource to another service provider (e.g. Approved Inspector or other Local Authority).
7. Each authority to terminate the shared working agreement and take the service back in house.
8. Expand the existing shared service to include other Local Authority Building Control teams.

Following detailed consideration by officers and the JMLG, the recommendation is that Option 2 is pursued, which will allow the partner Councils to maintain the existing shared service model, but adapt and change service provision methods, to reflect market forces and competition. To that end a business case detailing the opportunity of the service has been produced and objectives identified.

5 Consultation and feedback

The proposals in this report have been the subject of consultation with the Joint Monitoring Liaison Group (JMLG) overseeing the current shared service arrangements. In addition, there has been discussion at both authorities Executive Leadership Teams.

The potential for future expansion of the shared service to include Stroud and Gloucester City Councils has been discussed, but has not been progressed.

Cheltenham lead Cabinet Member for the service is supportive of the proposals within the report.

6 Performance management –monitoring and review

Service performance is managed via regular management meetings between Cheltenham Borough Council and Tewkesbury Borough Council, through a Joint Monitoring Liaison Group (JMLG) comprising officers and members from each authority.

Report author	Contact officer: Ian Smith Building Control Manager ian.smith@cheltenham.gov.uk 07818 043693
Appendices	<ol style="list-style-type: none"> 1. Risk assessment 2. Diagram – building control chargeable functions. 3. Service delivery options report-Exempt 4. Business plan for agreed option- Exempt 5. Draft S101 Agreement

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
R.01	<p>Failure to retain suitably qualified and experienced staff.</p> <p>If staff leave to work for a competitor paying higher wages/better working conditions then Building Control may be unable to perform its duties to the current high standard.</p>	Mike Redman (MR)	3/09/2019	5	5	25	Change	Work closely with HR to develop an effective benefits package and associated recruitment strategy.		IS	
R.02	<p>Possibility of loss in market share due to competition of Approved Inspectors.</p> <p>If significant amount of work is lost to competitive approved Inspectors then target income will not be achieved.</p>	MR	3/09/2019	5	4	20	Change	<p>Introduction of a targeted marketing strategy.</p> <p>Increase training to support customer attractiveness through added value services.</p>		IS	
R.03	<p>ICT system alignment between authorities.</p> <p>If the ICT systems used by Cheltenham and Tewkesbury are not aligned or compatible then work will continue to cost the Shared Service more than it should due to built-in inefficiencies.</p>	MR	3/09/2019	2	6	12	Change	Discuss with our respective ICT team how to better align business systems. Obtain finance for investment based on business case.		IS / ICT	

R.04	<p>Changing Government Legislation. Competition targeting different type of projects affecting workloads.</p> <p>If competitor Approved Inspectors are not allowed to provide a service for certain types of complex buildings or their insurers will not insure them, this will lead to increased competition in relation to domestic projects, which is the bulk of our current workload.</p>	MR	3/09/2019	3	3	9	Accept	Keep updated with prospective Government legislation through LABC and react accordingly with staffing levels and appropriate training.		IS	
R.05	<p>Customer confidence in working with a Shared Service.</p> <p>If customers are not happy to use the service of what they perceive as a neighbouring authority, or surveyors they are not familiar with, then they may choose to use a more locally based approved Inspector.</p>	MR	3/09/2019	3	2	6	Accept	Introduction of Marketing strategy for the Shared Service.		IS	
R.06	<p>Disagreement over the division of costs.</p> <p>If the joint working authorities disagree about</p>	MR	3/09/2019	2	4	8	Accept	Discussion at JMLG to reduce impact.		MR	

	the division of any central costs, it could result in possible legal issues between the authorities.										
R.07	<p>Weaker financial controls.</p> <p>If the new joint agreement does not clearly define the financial arrangements, it could result in disagreement between the authorities and lead to possible legal implications.</p>	MR	3/09/2019	2	4	8	Accept	Discussion at JMLG to reduce impact.		MR	

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

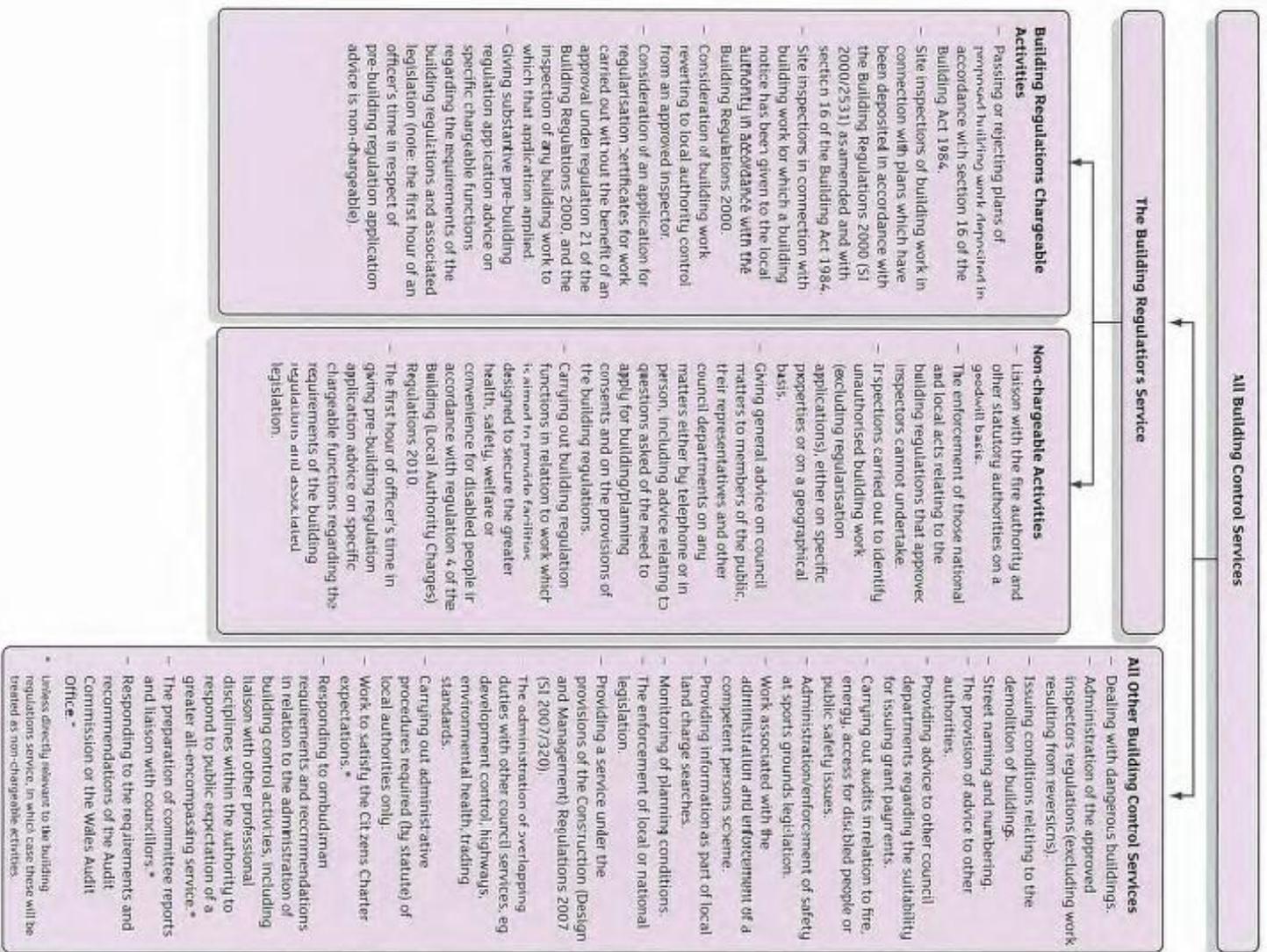
Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

LOCAL AUTHORITY BUILDING CONTROL ACCOUNTING GUIDANCE FOR ENGLAND AND WALES
FULLY REVISED SECOND EDITION 2010

Figure 3.1: Establishing the building regulations chargeable costs



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Draft 23.09.19

Dated

2019

TEWKESBURY BOROUGH COUNCIL

and

CHELTENHAM BOROUGH COUNCIL

AGREEMENT

pursuant to s101

Local Government

Act 1972

Shared Building Control Services

**S J Freckleton
Borough Solicitor
Tewkesbury Borough Council
Council Offices
Gloucester Road
Tewkesbury
GL20 5TT**

THIS AGREEMENT is made the _____ day of _____ 2019

BETWEEN

(1) **TEWKESBURY BOROUGH COUNCIL** of Council Offices Gloucester Road
Tewkesbury Gloucestershire GL20 5TT (“Tewkesbury”)

And

(2) **CHELTENHAM BOROUGH COUNCIL** of Municipal Offices The Promenade
Cheltenham Gloucestershire GL50 9SA (“Cheltenham”)

WHEREAS

- (a) On 30th October 2009 Tewkesbury and Cheltenham entered into a shared Building Control service known as “Cheltenham and Tewkesbury Building Control Services” for a period of 10 years
- (b) Tewkesbury and Cheltenham have agreed continue with the shared Building Control service on the terms set out in this Agreement

IT IS HEREBY AGREED AS FOLLOWS

1. DEFINITIONS AND INTEPRETATION

- | | |
|----------------------------|---|
| “Ancillary Functions” | means any additional services which are ancillary to the Functions as may be agreed in accordance with clause 7.5.5 |
| “Arbitrator/Expert” | means the person appoint in accordance with clause 16.3 to 16.6 |
| “Chargeable Work” | means building regulations chargeable activities under the Building (Local Authorities Charges) Regulations 2010 |
| “Commencement Date” | means 1 st November 2019 |
| “Confidential Information” | means information which is disclosed by a Party or its staff in connection with this |

	<p>Agreement which the other Party ought reasonably to regard as being confidential to the disclosing Party whether or not such information is expressly stated to be confidential or marked as such</p>
“Disaggregation Criteria”	<p>means the criteria set out in clause 12.8</p>
“Data Protection Legislation”	<p>means (I) The General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the Law Enforcement Directive (2016/680) and any applicable national implementing Laws as amended from time to time, (ii) The Data Protection Act 2018 to the extent that it relates to Processing of Personal Data and privacy, (iii) all applicable Laws relating to Personal Data and privacy</p>
“Employees”	<p>means all employees undertaking the Functions</p>
“Financial Requirements”	<p>means the financial provisions and requirements and principles set out in clause 11 and Schedule 1 which identifies estimates of costs and savings in respect of the Functions</p>
“FOIA”	<p>means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time together with any guidance and/or codes of practice</p>

	issued by the Information Commissioner in relation to such legislation
“Functions”	means the building control function undertaken in accordance with the enactments set out in clause 4.1 and as set out in Schedule 2 Part I
“Intellectual Property Rights”	means patents, inventions, trade marks, service marks, logos, design rights (whether registrable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, trade or business names, moral rights and other similar rights or obligations whether registrable or not in any country (including but not limited to the United Kingdom)
“Joint Monitoring and Liaison Group”	means the body established by the Parties as set out in clause 5.1
“Monitoring Officer”	means the officer appointed as the authority’s Monitoring Officer under sections 5 and 5A of the Local Government and Housing Act 1989
“New Supplier”	means any person, firm or company who is engaged whether directly or indirectly by Tewkesbury after the Termination Date in the discharge of functions which are the same or similar to the Functions or any part of them;

“Non- Chargeable Activities”	means the non- chargeable activities under the Building (Local Authorities Charges) Regulations 2010
“Parties”	means Tewkesbury and Cheltenham
“Personal Data”	has the meaning as defined in Data Protection Legislation
“Processor”	has the meaning as defined in Data Protection Legislation
“Regulations”	means the Building (Local Authority Charges) Regulations 2010
“s151 Officer”	means the officer designated by a local authority as the person responsible for the proper administration of its financial affairs, as required by section 151 of the Local Government Act 1972
“Termination Date”	means the date on which Cheltenham ceases discharging the Functions (or any part of them) pursuant to this Agreement;
“Termination Employees”	means the Employees who it is determined in accordance with the procedure as set out in clause 12.7 will transfer to the Tewkesbury or any New Supplier on the Termination Date;
“Tewkesbury’s Client Officer”	means Tewkesbury’s Corporate Head of Service responsible for the Functions or as otherwise nominated by Tewkesbury
“Third Party Income”	means all other building control services

outside of the building regulations services
undertaken for third parties

“TUPE Regulations”

means the Transfer of Undertakings (Protection of Employment) Regulations 2006

“Working Days”

means the days on which the Parties’ offices are open to the public

1.2 the terms and expressions set out above shall have the meanings ascribed therein;

1.3 words importing the singular meaning include where the context so admits the plural meaning and vice versa;

1.4 words importing the masculine include the feminine and the neuter;

1.5 reference to a clause is a reference to the whole of that clause unless stated otherwise;

1.6 references to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended by any subsequent enactment, modification, order, regulation or instrument as subsequently amended or re-enacted;

1.7 headings are included in this Agreement for ease of reference only and shall not affect the interpretation or construction of this Agreement

2. POWERS AND DELEGATION

2.1 In exercise of their powers under sections 101, 102, 111 and 113 of the Local Government Act 1972 and under Part 1A Chapter 2 Section 9EB of the Local Government Act 2000 and pursuant to the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and all other relevant enabling powers the Parties have agreed as follows:-

2.1.1 Tewkesbury has agreed to arrange for the discharge of the Functions by

Cheltenham

2.1.2 Cheltenham has agreed to carry out the Functions in accordance with this Agreement

2.2 The Parties have entered into this Agreement in the spirit of partnership with the object of providing effective economic and efficient service and both Parties declare their intention to seek to continuously improve delivery of the Functions in accordance with the principles of best value

3. TERM

3.1 This Agreement shall commence on the Commencement Date and shall continue in force for a period of 10 years **PROVIDED THAT** this Agreement may be terminated by either Party serving:

- not less than 12 calendar months' notice in writing upon the other expiring on the fifth anniversary of the Commencement Date or by serving not less than 12 calendar months' notice in writing thereafter or
- in the event of material breach of this Agreement the Agreement may be terminated in accordance with clause 13

4. PROVISION OF THE FUNCTIONS

4.1 Cheltenham shall discharge all of Tewkesbury's Functions including under the following enactments:-

- (i) The Building Act 1984 and regulations made under it
- (ii) Local Government (Miscellaneous Provisions Act) Act 1982
- (iii) Town Improvements Clauses Act 1847 and Public Health Act 1925
- (iv) Town and Country Planning Act 1990
- (v) Licensing Act 2003
- (vi) The Buildings (Approved Inspectors etc) Regulations 2000
- (vii) The Buildings (Local Authority Charges) Regulations 2010

4.2 For the avoidance of doubt the discharge of the Functions by Cheltenham shall

include:-

- (i) appointment and/or authorisation of officers to exercise statutory Functions;
- (ii) to undertake inspections, investigations, interviews, service of notices, notifications, consultation responses, legal proceedings and to exercise all other relevant powers including powers of entry provided under the enactments set out in clause 4.1 above or as relevant;
- (iii) determination of application, service of notices, exercise of powers in default and recovery of expenses

4.3 Cheltenham shall not increase the staffing establishment as accounted for in the Financial Requirements without the prior approval of Tewkesbury

4.4 Cheltenham shall not increase capital investment without the prior approval of Tewkesbury

5. GOVERNANCE ARRANGEMENTS

5.1 The Parties agree to set up a Joint Monitoring and Liaison Group whose membership and terms of reference (unless otherwise agreed between the Parties) shall be as set out in Schedule 3

5.2 Cheltenham shall be responsible for secretarial and administrative support to the Joint Monitoring and Liaison Group

5.3 Every notice convening a meeting of the Joint Monitoring and Liaison Group shall specify the place date and time of the meeting and the general nature of the business to be discussed at the meeting

5.4 No business shall be transacted at any meeting of the Joint Monitoring and Liaison Group unless a quorum is present as set out in Schedule 3 and if such a quorum is not present within half an hour from the time appointed for the meeting the meeting shall stand adjourned to a time determined by Joint Monitoring and Liaison Group

5.5 Decisions of the Joint Monitoring and Liaison Group shall be on a consensus basis and if a consensus cannot be reached the matter will be referred to dispute resolution in accordance with clause 16

5.6 Minutes of the Joint Monitoring and Liaison Group meetings shall be produced by Cheltenham and circulated to all members of the Joint Monitoring and Liaison Group within 21 days of each meeting. Preparation of these minutes shall be the responsibility of Cheltenham

6. SERVICE DELIVERY

6.1 Cheltenham warrants and represents that :-

6.1.1 this Agreement is executed by a duly authorised representative of Cheltenham;

6.1.2 it shall discharge its obligations hereunder with all due skill, care and diligence including but not limited to good service practice applicable to the Functions;

6.1.3 all obligations set out in this Agreement shall be performed and rendered by appropriately experienced, qualified and trained Employees with all due skill, care and diligence.

7. OPERATIONAL AND MONITORING MATTERS

7.1 Cheltenham shall discharge the Functions in accordance with service standards set out in Schedule 2 Part I as amended from time to time by the Joint Monitoring and Liaison Group and shall provide quarterly reports on the said standards to Tewkesbury's Client Officer

7.2 Cheltenham shall endeavour to meet the performance standards set out in Schedule 2 Part II as amended from time to time by the Joint Monitoring and Liaison Group

7.3 Day to day operational matters shall generally be addressed to the Building Control Manager by Tewkesbury's Client Officer or Councillors of Tewkesbury as

necessary for consideration and resolution

7.4 Cheltenham shall introduce customer service feedback procedures for Tewkesbury and shall seek customer service feedback on an ongoing basis but at least annually and shall report outcomes to the Joint Monitoring and Liaison Group as directed by the Joint Monitoring and Liaison Group from time to time

7.5 Cheltenham shall:-

7.5.1 carry out and assist Tewkesbury's Client Officer with Corporate and Strategic issues relating to the Functions;

7.5.2 liaise as necessary with the Local Authority Building Control Organisation

7.5.3 contribute to Tewkesbury's strategic plans including Equality Act, compliance, key performance indicators, annual efficiency statements, best value duties and comprehensive area assessment

7.5.4 contribute to Tewkesbury's commercialisation strategy by increasing third party income for Tewkesbury and by creating other ways of reducing the costs of the Functions

7.5.5 carry out Ancillary Functions for Tewkesbury as may be agreed from time to time between the Parties following consideration and approval by the Joint Liaison and Monitoring Group;

7.5.6 liaise with Tewkesbury's Departments as required by Tewkesbury from time to time for the proper undertaking of the Functions and Ancillary Functions

7.5.7 ensure that Tewkesbury's Client Officer participates in the future appointment of the Building Control Manager

8. COMPLAINTS

8.1 Complaints relating to the provision of the Functions from the public shall be handled in accordance with Cheltenham's corporate complaints procedure

- 8.2 Complaints relating to the provision of the Functions from Tewkesbury's Client Officer or a Tewkesbury Councillor shall be investigated by the Building Control Manager or Cheltenham's Director of Environment or Cheltenham's Chief Executive as considered appropriate by Tewkesbury's Client Officer
- 8.3 The Parties shall co-operate fully with each other in responding to any enquiries in the course of investigations carried out by the Local Government Ombudsman or any other relevant statutory body or statutory officer which shall include the Monitoring Officer or s151 Officer of the Parties
- 9. ACCOMMODATION**
- 9.1 Each Party undertakes to make available such accommodation, working space and associated facilities and services as shall from time to time be necessary to enable the Functions to be performed in accordance with this Agreement and such accommodation and associated facilities and services to be provided by Cheltenham and Tewkesbury as at the Commencement
- 9.2 Tewkesbury hereby grant a licence to Cheltenham to allow the Employees to enter Tewkesbury's offices premises for the purposes of performing the Functions and to utilise such associated services and facilities as shall be provided from time to time in accordance with this clause 10
- 9.3 Cheltenham shall throughout the Term maintain at least one duty officer at Tewkesbury unless otherwise directed by Tewkesbury
- 10. ICT AND EQUIPMENT**
- 10.1 The Employees shall continue to use their existing computers, mobile phones and other ICT devices used by those employees prior to the Commencement Date from the Commencement Date until replaced in accordance with Cheltenham's or Tewkesbury's ICT replacement policies or practices
- 10.2 The Parties undertake to develop an integration of the ICT systems used for the provision of the Functions as soon as reasonably practicable and in conjunction

with either Parties' ICT proposals provided that such integration shall be referred and approved by the Joint Monitoring and Liaison Group prior to implementation

10.3 Each Party shall cooperate with each other to make technical specifications available to each other as necessary to ensure the continuous delivery of the Functions and shall take appropriate steps to protect against unauthorised access tampering or systems failure of each others ICT systems

10.4 Cheltenham shall from the Commencement Date :-

10.4.1 ensure with the assistance of Tewkesbury that all Employees have access to all data necessary for the provision of the Functions at Tewkesbury and Cheltenham offices and remotely

10.4.2 invest and support the existing Uniform systems at Tewkesbury and Cheltenham to ensure that new versions are compatible for easy access and working at Tewkesbury and Cheltenham and remotely

10.4.3 be represented on Uniform user groups so that changes to the business systems are planned, agreed and co-ordinated

10.5 The Parties agree that all Employees will comply with their respective ICT security policies and shall undertake training as necessary and that appropriate security badges to gain entry to accommodation at both Tewkesbury and Cheltenham locations shall be provided to all Employees as appropriate

11. FINANCIAL PROVISIONS

11.1 The Parties agree that Third Party Income shall be shared on a 50/50 basis when achieved or realised based on actuals and that any shared savings shall be on the basis of a variance from an agreed base position on 31st October 2019

11.2 Cheltenham shall maintain the following accounts:

- For Chargeable Work account
- Non-Chargeable Activities account
- Third Party income account

- For Tewkesbury called “The Tewkesbury Borough Council Building Control Account” and shall include all the relevant information as detailed in the CIPFA Local Authority Building Control Accounting guidance.

11.3 Cheltenham shall maintain detailed records to support the information set out in clause 11.2 above which shall be in a form suitable for external and internal audit inspection including timesheets to support those figures

11.4 Cheltenham shall provide to Tewkesbury the information set out in clauses 11.2 and 11.3 above by end of April each year for the preceding financial year and to provide all necessary assistance to Tewkesbury to ensure timely compliance of the external audits requirements

11.5 Cheltenham agrees to consider and report to Tewkesbury’s Client Officer the implications of any revised regulations and CIPFA accounting guidance

11.6 Cheltenham shall comply with the statutory requirements of the Regulations in respect of the Building Regulations Chargeable Service referred to in clause 11.2 above and shall by end of October each year provide Tewkesbury with a detailed estimate as follows;

- Revised for the current financial year
- Initial estimate for following financial year

11.7 Cheltenham shall invoice or pay Tewkesbury quarterly in arrears for the trading deficit or trading surplus (with an adjusting invoice/payment for the preceding financial year issued by the 14th May each year).

12. TERMINATION

12.1 Either Party may terminate this Agreement with immediate effect in the event that there is a material breach of this Agreement which is irredeemable

12.2 Upon termination Cheltenham shall:-

- 12.2.1 Provide Tewkesbury all relevant information relating to the Functions which Tewkesbury reasonably require to enable them to provide the

Functions from the date of termination

- 12.2.2 Prepare and maintain an asset register of all assets and equipment used in discharging the Functions and those assets and equipment shall be valued by agreement of the Parties or in the absence of agreement by the Arbitrator/Expert
- 12.2.3 Each Party shall receive such portion of (or sum equal to the value of) the aforesaid valued assets and equipment according to the calculation set out in clause 12.2.4 below
- 12.2.4 Where neither Party wishes to receive a particular valued asset or equipment such item shall be sold by the Party in possession of it at the best price reasonably obtainable and the resulting sums shall be distributed after deduction of expenses reasonably incurred in the item sale according to clause 12.3
- 12.2.5 Cheltenham shall deliver to Tewkesbury no later than 7 days after termination any data held by Cheltenham which relates to the discharge of the Functions and Ancillary Functions for or by Tewkesbury
- 12.3 The distributions made in clause 12.2.4 shall be made on a 50/50 basis between the Parties
- 12.4 Both of the Parties acknowledge that it is their intention that on the cessation of the discharge of the Functions by Cheltenham (or any part of them) and the commencement of any discharge of any functions which are the same or similar to the Functions (or any part of them) by Tewkesbury or any New Supplier shall with respect to each of the Termination Employees be treated as a relevant transfer for the purposes of the TUPE Regulations
- 12.5 Without prejudice to the TUPE Regulations, Cheltenham shall when requested by Tewkesbury at any time within the 12 month period prior to the expiry of this Agreement, or if at any time either party serves notice to terminate provide in

respect of the Employees:-

12.5.1 full and accurate details regarding their identity, age, sex, length of service, job title, grade and terms and conditions of employment;

12.5.2 current, pending and threatened claims, disputes, trade disputes and industrial action by any Employee or their representative and circumstances known to Cheltenham which make such a claim, dispute or industrial action possible;

12.5.3 and any other information which Tewkesbury may reasonably request

12.6 Cheltenham shall provide the information referred to above at clause 12.5 as soon as reasonably practicable after receipt of the said written notice and at no cost to Tewkesbury and notify Tewkesbury forthwith in writing of any material changes to such information as soon as reasonably practicable as and when such changes arise.

12.7 The Parties will in good faith and following consultation with the employees of Cheltenham and any appropriate representatives within the meaning of TUPE attempt to agree which of the Employees will be deemed to transfer to Tewkesbury or any New Supplier in accordance with clause 12.4 based on the Disaggregation Criteria who shall be, for the purposes of this Agreement, the Termination Employees, with the remainder of such employees remaining with Cheltenham. If the Parties have not agreed the identity of the Termination Employees at least 3 months prior to the Termination Date then the Parties will resolve the matter in accordance with the dispute resolution procedure set out in clause 16 of this Agreement.

12.8 The Disaggregation Criteria used to determine who shall be the Termination Employees shall be:-

12.8.1 the relative proportion of work undertaken for Tewkesbury and Cheltenham in 12 month period immediately prior to the Termination

Date;

12.8.2 any preference stated by the Employee;

12.8.3 the relative costs involved in terminating and/or transferring the Employee, so as to ensure a fair sharing of the costs between the Parties; and

12.8.4 the skills of the Employee and requirements after the Termination Date of Cheltenham, Tewkesbury and/or any New Supplier, so as to ensure a balance of skills and continuity of service for both Parties after the Termination Date.

12.9 If TUPE does not apply on the Termination Date, Tewkesbury shall offer, or shall procure that any New Supplier offers, employment to the Termination Employees on the same terms and conditions as applied immediately before the Termination Date (save in relation to any change which would otherwise be in accordance with regulation 4(5) of TUPE) including full continuity of employment.

12.10 Cheltenham shall indemnify Tewkesbury or any New Supplier from and against each and every cost claim, liability expense or demand which is properly and reasonably incurred by Tewkesbury or any New Supplier in connection with and as a result of any action or omission by Cheltenham up to and including the Termination Date in connection with any matter relating to or arising out of:-

12.10.1 arising from Cheltenham's breach of its obligations under clause 12.5

12.10.2 the employment or termination of employment of any Termination Employee by Cheltenham up to and including the Termination Date;

12.10.3 anything done or omitted to be done by or on behalf of Cheltenham in respect of any Termination Employee up to and including the Termination Date which is deemed to have been done or omitted to be done by or on behalf of Tewkesbury or any New Supplier in accordance with the TUPE Regulations;

- 12.10.4 any failure by Cheltenham's to pay any of the Termination Employees any remuneration due or provide any benefits in respect of the period prior to Termination Date;
- 12.10.5 any claim by or on behalf of all or any of the Termination Employees arising out of any failure by Cheltenham to comply with its legal obligations in relation to information and consultation pursuant to regulations 13 and 14 of the TUPE Regulations save insofar as any such failure results from any failure by Tewkesbury or any New Supplier to comply with its obligations pursuant to regulation 13 (4) of the TUPE Regulations

12.11 Cheltenham shall indemnify Tewkesbury or any New Supplier from and against all claims, liabilities, costs, demands (including all expenses associated therewith) made within 12 months of the Termination Date by or in relation to each and every employee or former employee of Cheltenham who is not a Termination Employee and who was prior to the Termination Date employed by Cheltenham in the provision of the Functions in respect of whom it is alleged their employment or any liabilities have transferred to Tewkesbury or any New Supplier pursuant to the TUPE Regulations being any claim, liability, cost and demand arising out of:-

- 12.11.1 the employment or termination of employment of such a person up to and including the Termination Date; or
- 12.11.2 the employment or any termination of employment of such a person after the Termination Date (excluding claims for discrimination by Tewkesbury) ; or
- 12.11.3 any claim by or on behalf of any such person arising out of any failure to comply with regulations 13 and 14 of the TUPE Regulations

PROVIDED THAT in the event of any such claim being made Tewkesbury or any New Supplier shall forthwith notify Cheltenham and no agreement or settlement

shall be reached or entered into by Tewkesbury or any New Supplier without the prior written consent of Cheltenham such consent not to be unreasonably withheld or delayed

12.12 Tewkesbury shall indemnify Cheltenham from and against each and every cost, claim, liability, expense or demand which is properly and reasonably incurred by Cheltenham in connection with or as the result of any act or omission by Tewkesbury or the New Supplier after the Termination Date in connection with any matter relating to the Termination Employees;

12.12.1 the employment or termination of employment of any Termination Employee by Tewkesbury or any New Supplier after the Termination Date;

12.12.2 any claim by or on behalf of all or any of the Termination Employees that the transfer involves or would involve a substantial change in working conditions to the material detriment of such a person;

12.12.3 any claim by or on behalf of all or any of the Termination Employees arising out of Tewkesbury's or any New Supplier's failure to comply with its legal obligations in relation to information and consultation pursuant to regulations 13(4).

12.13 On the Termination Date, the Parties shall co-operate to manage the pension aspects of any onward transfer of any Termination Employees to Tewkesbury or any New Supplier;

12.14 Cheltenham shall promptly provide to the Local Government Scheme and to Tewkesbury or any New Supplier such documents and information as may reasonably be required in advance of the Termination Date and shall fully co-operate with the reasonable requests of the Scheme and Tewkesbury or any New Supplier relating to any administrative tasks necessary to deal with the pension rights of and aspects of any onward transfer of any Termination Employees on the

Termination Date.

- 12.15 The Parties agree that any payments payable to the Local Government Scheme by Tewkesbury or any New Supplier that participates in the Scheme in respect of the Termination Employees shall be calculated on the assumption that as at the Termination Date any liabilities relating to the Termination Employees' membership prior to the Termination Date are 100% (one hundred per cent) funded (as determined by the Actuary to the Scheme in accordance with the most recent actuarial valuation of the Scheme before the Termination Date).

13. CONSEQUENCES OF TERMINATION

- 13.1 Six months prior to termination, if practical, otherwise as soon as practical, the Parties shall:-
- 13.1.1 develop an implementation plan so that each Party will be able to meet its obligations to discharge legal service and co-operate in implementing the agreed arrangements
 - 13.1.2 co-operate in terminating modifying restructuring assigning or novating contractual arrangements entered into to mutually advantage and properly and timeously execute any documents necessary
 - 13.1.3 Immediately transfer or return any property including data belonging to the other Party
 - 13.1.4 Confirm in writing and produce evidence as is reasonable to prove compliance with their obligations under this clause
 - 13.1.5 Agree how any ICT facilities shall be divided between the Parties so that each Party will have the facilities necessary to meet its obligations to discharge the Functions and co-operate in implementing the agreed arrangements
- 13.2 The costs of termination, including any costs resulting from the division of ICT facilities shall be divided as follows:

13.2.1 If the termination of this Agreement follows the service of notice by one of the Parties in accordance with clause 3 of this Agreement, the Parties shall share equally the costs of early termination

13.2.2 If the termination of this Agreement is the result of a material breach by one of the Parties the Party in material breach shall be responsible for any costs or losses or damages incurred by the other Party as result of early termination

14. FORCE MAJEURE

14.1 Neither of the Parties shall be liable to each other to any extent in relations to any "Force Majeure Event" (which for this purpose shall mean a failure by either Party to fulfil its obligations under this Agreement due to reasons beyond its reasonable control). Without limiting the meaning of that expression, "reasons beyond its reasonable control" may include industrial disputes of any kind, whether involving the employees of either party or those of any other person, government intervention, act of war and other hostilities, storm, fire, flood, theft, riot and earthquake)

14.2 As soon as either Party becomes aware that a Force Majeure Event has occurred or is likely to occur, that Part will notify the other Party. The Parties shall then agree as soon as possible what action should be taken to avoid or mitigate the effects of the Force Majeure Event

15. INSURANCE

15.1 Other than those actions claims demands proceedings damages losses costs charges and expenses covered by the insurances provided by Cheltenham under clause 15.2 the Parties shall hold each other harmless from and against all actions claims demands proceedings damages losses costs charges and expenses whatsoever in respect of or in any way arising out of the provision of the Functions or any part of them or other work carried out pursuant to this Agreement

- 15.2 Cheltenham shall ensure that adequate insurance cover is effected and maintained and notified annually to Tewkesbury in respect of :-
- 15.2.1 any property held by it for the purposes of this Agreement;
 - 15.2.2 Employers' liability;
 - 15.2.3 Public liability;
 - 15.2.5 Officials indemnity
 - 15.2.6 Professional indemnity^{2.5}
- 15.3 Cheltenham shall institute and defend all such claims or legal proceedings as Cheltenham finds reasonable to do so in connection with the discharge and carrying out of any of the Functions by Cheltenham.
- PROVIDED ALWAYS** that **EXCEPT** in relation to claims or proceedings in respect of which insurances provide full indemnity and cover Cheltenham shall consider any advice offered by Tewkesbury in relation to the prosecution defence compromise or settlement of any proceedings taken or defended in accordance with this clause to which Cheltenham is a party in the High Court of Justice the Court of Appeal or the House of Lords but Cheltenham shall not be obliged to take any step or any action that may compromise any claim under any insurance held by it
- 15.4 Cheltenham shall use its reasonable endeavours to undertake the Functions in such a way as to minimise third party claims for compensation damages or otherwise or any legal liability arising in connection with or incidental to the carrying out of the Functions through the negligence default or neglect of Cheltenham
- 15.5 In the event of failure by either Party reasonably to comply with the requirements of this Agreement which results in the other Party incurring additional expenditure then the Party at fault shall indemnify and reimburse the other Party for the reasonable expenditure so incurred. For the purposes of this clause 15.5 the

Party at fault shall be provided with evidence of the costs incurred by the other Party as a result of such failure

16. DISPUTES AND ARBITRATION

16.1 Either Party may request that a dispute be referred to the Joint Monitoring and Liaison Group for determination and if that does not resolve the dispute either Party may request the other to participate in a meeting of their respective Chief Executives in order to discuss the dispute and to agree a strategy to resolve it. The Parties shall then liaise in good faith to arrange and hold the meeting within ten (10) Working Days and shall exchange statements at least three (3) clear Working Days prior to the date of the meeting, setting out their respective views of the disputed issues

16.2 If notwithstanding any steps which are taken by the Parties pursuant to clause 16.1 the dispute between them remains unresolved then at the request of either Party the dispute in question shall be referred to an independent and professional mediator who shall be nominated without delay by agreement between Parties, or (in the absence of such agreement) by the President of the Law Society (or his authorised representative). Any such mediation shall then be carried out in confidence and on a without prejudice basis in relation to any subsequent proceedings and each of the Parties shall bear their own expenses and one half of the mediator's resulting charges.

16.3 If regardless of whether or not the Parties have implemented the procedures which are specified in clauses 16.2 and 16.3 the Parties fail to resolve their dispute within six (6) weeks of the dispute first arising, then either Party may serve notice on the other to require the dispute to be referred to either (as applicable):

16.3.1 arbitration in accordance with the Arbitration Acts 1996 or an appropriate independent expert who shall be nominated without delay by agreement between the Parties (such agreement not to be unreasonably withheld

or delayed) and who shall act as an expert and not as an arbitrator, provided that in default of agreement as to such nomination, the expert shall be nominated on the joint application of the Parties (or if either of them neglects to concur in such application, then on the sole application of the other) by the president or other Chief Officer or Acting Chief Officer for the time being of the Law Society (or such other appropriate professional body as shall be agreed by the Parties, such agreement not to be unreasonably withheld or delayed); or

16.3.2 institute legal proceedings in Court

16.4 Regardless of whether the Arbitrator/Expert is appointed under clause 16.4, the Parties shall each use their reasonable endeavours to ensure that the appointed Arbitrator/Expert (as applicable):

16.4.1 sets a strict (but nevertheless fair) timetable, with which the Parties must comply in order to secure a resolution of their dispute without undue delay or expense;

16.4.2 invites each of the Parties (or their respective agents) to submit written representations to him to explain their respective cases in relation to the dispute (such response to be made by each of the Parties within twenty (20) Working Days of being requested to do so by the Arbitrator/Expert (as applicable));

16.4.3 immediately discloses any representations which have been made pursuant to sub clause 16.5.2, to the other party, so that they can then submit further written comments on the same to the Arbitrator/Expert (as applicable) within a further five (5) Working Days

16.5 The Parties agree that if either an expert or an arbitrator is appointed under clause 16.4, then:

16.5.1 the Arbitrator/Expert (as applicable) shall not be fettered by any

representations (or comments on the same) which are made by either of the Parties to the Arbitrator/Expert (as applicable);

16.5.2 the decision of the Arbitrator/Expert (as applicable) shall be final and binding on the Parties provided that the appointed person provides each of the Parties with a detailed statement setting out their reasons for making the decision which they have arrived at;

16.5.3 each of the Parties shall bear one half of the costs of the reference to the Arbitrator/Expert (as applicable) unless the Arbitrator/Expert (as applicable) directs otherwise

16.6 If any dispute between the Parties is resolved pursuant to the provisions of this section (otherwise than via the appointment of an arbitrator) then the Parties shall record the resolution of their dispute in writing and shall each promptly sign the same. The signed document shall then form a legally binding agreement between the Parties by way of supplement to this Agreement

17. DATA PROTECTION

17.1 Both parties will comply with the applicable requirements of the Data Protection Legislation.

17.2 Where Cheltenham is processing Personal Data on behalf of Tewkesbury, the Parties acknowledge that the Tewkesbury is the Controller and the Cheltenham is the Processor. Both parties shall ensure that they each hold a record of processing as required by the Data Protection Legislation.

17.3 Where Cheltenham is processing Personal Data on behalf of the Tewkesbury, Tewkesbury will ensure that it has the necessary consents or can comply with other processing conditions contained within the Data Protection Legislation and that it has the appropriate notices and privacy policies in place to enable the lawful transfer of Personal Data to Tewkesbury for the duration of the Agreement and for the purposes of the processing as detailed in this Agreement

- 17.4 Where Cheltenham is acting as a Processor, Cheltenham shall:
- act only on Tewkesbury's written instructions;
 - have in place appropriate technical and organisational security measures against unauthorised or unlawful processing of Personal Data and against accidental loss or destruction of, or damage to, Personal Data. Such measures shall be appropriate to the harm that might result from the unauthorised or unlawful processing;
 - ensure any staff who have access to the Personal Data are obliged to keep it confidential;
 - assist Tewkesbury to respond to an individual's request to enforce their rights of subject access, rectification, erasure and any other rights conferred by the Data Protection Legislation;
 - assist Tewkesbury (if requested) with respect to security, breach notifications, impact assessments and any investigations by a supervisory authority;
 - notify Tewkesbury without undue delay in the event of a data security breach and where acting as a Processor shall assist with any investigation
 - maintain and keep up to date the data processing record referred to above;
 - delete or return all personal data to Tewkesbury as requested at the end of the agreement (unless already deleted in line with Tewkesbury's retention policy); and
 - submit to audits and inspections and provide Tewkesbury with whatever information it needs to ensure that both parties are complying with their obligations under the Data Protection Legislation and inform Tewkesbury immediately if asked to do something that is likely to infringe the Data Protection Legislation or other law of the UK, EU or a member state
 - enter into a data transfer agreement, where this agreement will involve or require a transfer of any Personal Data from one country to a country outside the country of origin and if required by applicable law, that is consistent with the requirements of applicable law.

18. **CONFIDENTIALITY AND FOIA**

18.1 Each Party:-

- 18.1.1 shall treat all Confidential Information belonging to the other Party as confidential and safeguard it accordingly;

- 18.1.2 shall not disclose any Confidential Information belonging to the other Party to any other person without the prior written consent of the other Party, except to such persons and to such extent as may be necessary for the performance of the Agreement or except where disclosure is otherwise expressly permitted by the provisions of this Agreement
- 18.2 Each Party shall take all necessary precautions to ensure that all Confidential Information obtained from the other Party under or in connection with the Agreement:-
- 18.2.1 is given only to such of the other Party staff and professional advisors or consultants engaged to advise it in connection with the Agreement as is strictly necessary for the performance of the Agreement and only to the extent necessary for the performance of the Agreement;
- 18.2.2 is treated as confidential and not disclosed (without prior approval from the other Party) or used by any of the other Party's staff or such professional advisors or consultants otherwise than for the purposes of the Agreement
- 18.3 Each Party shall not use any Confidential Information it receives from the other Party otherwise than for the purposes of the Agreement
- 18.4 The provisions of clauses 18.1 to 18.3 shall not apply to any Confidential Information received by one Party from the other:-
- 18.4.1 which is or becomes public knowledge (otherwise than by breach of this clause 18);
- 18.4.2 which was in the possession of the receiving Party, without restriction as to its disclosure, before receiving it from the disclosing Party;
- 18.4.3 which is received from a third party who lawfully acquired it and who is under no obligation restricting its disclosure;
- 18.4.4 is independently developed without access to the Confidential

Information; or

- 18.4.5 which must be disclosed pursuant to a statutory, legal or parliamentary obligation placed upon the Party making the disclosure, including any requirements for disclosure under the Secretary of State for Constitutional Affairs' Code of Practice on the discharge of public authorities' Functions under Part 1 of FOIA (issued under section 45 of the FOIA, November 2004), the FOIA, or the Environmental Information Regulations 2004
- 18.5 Each Party acknowledges that the other Party is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and each Party shall assist and co-operate with the other (at their own expense) to enable the other Party to comply with these Information disclosure obligations
- 18.6 Where a Party receives a request for information in relation to information which it is holding on behalf of the other Party, it shall :-
- 18.6.1 provide the other Party with a copy of all Information in its possession or power in the form that the other Party requires within 5 Working Days (or such other period as the Parties may specify) of the Party requesting that information; and
- 18.6.2 provide all necessary assistance as reasonably requested by the Party to enable the Party to respond to a request for information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations 2004
- 18.7 Where a Party receives a request for information which relates to the Agreement, it shall inform the other Party of the request for information as soon as practicable after receipt and in any event within 2 Working Days of receiving a request for information
- 18.8 If either Party determines that information (including Confidential Information) must

be disclosed pursuant to clause 18.7, it shall notify the other Party of that decision at least 2 Working Days before disclosure

18.9 Each Party shall be responsible for determining at its absolute discretion whether the commercially sensitive information and/or any other Information:-

18.9.1 is exempt from disclosure under the FOIA or the Environmental Information Regulations 2004;

18.9.2 is to be disclosed in response to a Request for Information

18.10 Each Party acknowledges that the other Party may, acting in accordance with the Secretary of State for Constitutional Affairs' Code of Practice on the discharge of public authorities' functions under Part 1 of FOIA (issued under section 45 of the FOIA, November 2004), the FOIA or the Environmental Information Regulations 2004 be obliged to disclose Information:-

18.10.1 without consulting with the other Party, or

18.10.2 following consultation with the other Party and having taken its views into account

18.11 Each Party shall ensure that all information produced in the course of the Agreement or relating to the Agreement is retained for disclosure and shall permit the other Party to inspect such records as requested from time to time

19. INTELLECTUAL PROPERTY RIGHTS

19.1 Nothing in this Agreement is intended to transfer to Cheltenham any Intellectual Property Rights owned by Tewkesbury as at the Commencement Date

19.2 All or any Intellectual Property Rights in materials developed for the Functions shall vest in Cheltenham but shall be for the benefit of Cheltenham and (to the extent that such rights relate to the Functions carried out in Tewkesbury) of Tewkesbury

19.3 Cheltenham shall on expiry or termination of this Agreement for any reason grant to Tewkesbury a non-exclusive perpetual revocable royalty-free licence to use and

copy materials in the Intellectual Property Rights which vest in Cheltenham for the purposes of providing the Functions in Tewkesbury.

20. AUDIT REQUIREMENT

20.1 Cheltenham shall keep and maintain until 6 six years after the expiry or earlier termination of this Agreement full and accurate records of this Agreement including the Functions provided under it all expenditure and payments

20.2 Cheltenham shall on request permit Tewkesbury or its auditor (internal or external) such reasonable access to the records referred to in clause 21.1 as may be required by Tewkesbury in connection with this Agreement

21. NOTICES

21.1 Except as otherwise expressly provided within the Agreement, no notice or other communication from one Party to the other shall have any validity under the Agreement unless made in writing by or on behalf of the Party concerned.

21.2 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand, post, registered post or by the recorded delivery service), or by facsimile transmission or electronic mail (if confirmed in either case by letter). Such letters shall be addressed to the other Party in the manner referred to in clause 21.3. Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given 2 Working Days after the day on which the letter was posted or sooner where the other Party acknowledges receipt of such letters, facsimile transmission or item of electronic mail.

21.3 For the purposes of clause 21.2, the address of each Party shall be:

For Tewkesbury:
Borough Solicitor
Council Offices
Gloucester Road
Tewkesbury
Gloucestershire GL20 5TT

For Cheltenham
Chief Executive
Municipal Offices
Promenade
Cheltenham
GL50 9SA

22. WAIVER / SEVERANCE

22.1 No waiver (whether expressed or implied) by the Council of any breach or default in performing or observing any of the covenants terms or conditions of this Deed shall constitute a continuing waiver and no such waiver shall prevent the Council from enforcing any of the relevant terms or conditions or for acting upon any subsequent breach or default

22.2 If at any time a clause or part of a clause or schedule to this Agreement is found by any court, tribunal or administrative body of competent jurisdiction to be wholly or partly illegal, invalid or unenforceable in any respect::

22.2.1 that shall not affect or impair the legality, validity or enforceability of any other provision of this Agreement;

22.2.2 the parties shall in good faith amend this Agreement to reflect as nearly as possible the spirit and intention behind that illegal, invalid or unenforceable provision to the extent that such spirit and intention is consistent with the laws of that jurisdiction and so that the amended Agreement complies with the laws of that jurisdiction.

23. CONTRACT (RIGHTS OF THIRD PARTIES) ACT 1999

23.1 It is not intended that any third party shall have a right to enforce the terms of this Deed pursuant to the Contracts (Rights of Third Parties) Act 1999 even if the terms are expressed to be for their benefit nor shall any such party have a right of veto over any future variations of this Deed

24. GOVERNING LAW

24.1 This Agreement is governed by and shall be interpreted in accordance with English Law

IN WITNESS whereof this document has been executed as a deed by the parties hereto but is not intended to have legal effect until it has been unconditionally delivered and dated

The common seal of **Tewkesbury Borough Council** is hereunto affixed

in the presence of:

Authorised Signatory

The common seal of **Cheltenham Borough Council** being affixed hereto and authenticated by the undermentioned person authorised by the Council to act for that purpose:

Authorised Signatory

SCHEDULE 1

FINANCIAL PRINCIPLES

- Chargeable Work account is to be funded by fees payable with any surplus/deficit being retained by Cheltenham for reinvestment into the service
- Cheltenham shall ensure that the Chargeable Work account breaks even on a rolling basis
- Cheltenham to charge Tewkesbury 50% of the cost (excluding recharges) for the Non-Chargeable Activities account
- Cheltenham to charge / pay Tewkesbury 50% of the cost (excluding recharges) / net income (excluding recharges) for the Third Party income account

SCHEDULE 2

PART I

SERVICE STANDARDS

Chargeable account Works	Service level
Building Regulation Work	
1, Plan checking and consultations	Within 21 days
2, Structural engineering checks	Within statutory period for determination (5 or 8 weeks)
3, Site Inspections	Next working day when request received prior to 3pm
4, Preliminary enquiries in connection with future projects	Within 21 days
5, Administration associated with LA controlled submissions	Within 21 days
Non-chargeable account works (building control)	
Building Act/Legal/Enforcement	
1, Enforcement/Appeals/Disabled Fee/Exempt Works etc.	Within statutory period for determination (5 or 8 weeks)
2, Public Advice/Complaints/Political	10 days
3, Approved Inspector registration	5 working days
Development Control and Conservation	
1, Planning Condition checks as requested	Within 21 days
2, Planning Application Consultations etc.	Within 21 days
Public Safety Services	
1, Action on dangerous structures notified during normal office hours	Assessed within 2 hours
2, Registration of demolition notice	Within 24 hours
3, Fire Authority enforcement checks	Within 21 days
4, MOE, Ingress and Egress (S71/S72)	Within 10 days
5, Emergency Planning	Consultation response within 21 days
6, Emergency callout provision for dangerous buildings	24/7 by either Building Control representative or agreed 3 rd party consultee
Other Internal Services	
1, Consultation Service, i.e., housing environmental health	Within 21 days
2, Land charge searches	Within 5 days
3, Licensed premises consultation	Within 21 days

4, Housing returns	Within 21 days
5, Solicitors queries and replies	Within 10 days
Corporate Development Unit	
1, Departmental work for people with disabilities	Within 21 days
Street Naming & Numbering	
1, Naming and Numbering	Response within 10 working days, full application processed within 30 working days (Unless there is an objection)
2, Re-naming and Re-numbering	Response within 10 working days, full application processed within 30 working days (Unless there is an objection)
3, LLPG	Within 7 days of the schedule being issued
Other surveying work outside of trading account	
1, Access audits	Within 21 days

PART II

Building Control Shared Service Performance Standards

Level of service	2019/20	2020/21	2021/22	2022/23	2023/24
Consultation on planning applications / conditions / pre-application advice within 21 days.	100%	100%	100%	100%	100%
A dangerous structure report will be assessed within 2 hours of the report being received.	100%	100%	100%	100%	100%
Requests for inspections received by 3pm will be undertaken the next working day.	100%	100%	100%	100%	100%
Issue Completion Certificates within 2 days of works being satisfactorily completed.	100%	100%	100%	100%	100%
Decisions determined within statutory time period.	100%	100%	100%	100%	100%
Quality of service					
Customer satisfaction (in return good or very good).	85%	90%	95%	95%	95%
Expand number of business partners.	17	19	21	23	25

SCHEDULE 3

JOINT MONITORING AND LIAISON GROUP

The Parties will set up a Joint Monitoring and Liaison Group as follows:-

1. PURPOSE

To oversee the performance and development of the Shared Building Control Service on behalf of Tewkesbury Borough Council and Cheltenham Borough Council

2. MEMBERSHIP AND FREQUENCY OF MEETINGS

- (1) The Joint Monitoring and Liaison Group will consist of :-
 - 2 Members from Cheltenham Borough Council
 - 2 Members from Tewkesbury Borough Council
 - 1 Client Officer from Cheltenham Borough Council
 - 1 Client Officer from Tewkesbury Borough Council
- (2) The Joint Monitoring and Liaison Group will receive reports from the Building Control Manger and other senior officers of the Councils as necessary to properly fulfil its overall purpose
- (3) The quorum of the Joint Monitoring and Liaison Group will be 4 with at least 1 Member from each Council and 1 Client Officer from each Council in attendance
- (4) The Chairman of the Joint Monitoring and Liaison Group will be a Member of Tewkesbury Borough Council
- (5) The Vice-Chairman of the Joint Monitoring and Liaison Group will be a Member of Cheltenham Borough Council.
- (6) The Joint Monitoring and Liaison Group may invite any Members or persons to attend its meetings but such persons will not be entitled to vote
- (7) The Joint Monitoring and Liaison Group shall meet at least quarterly unless otherwise agreed by the said Joint Monitoring and Liaison Group

3. TERMS OF REFERENCE

- (1) To review and monitor the performance of the Shared Building Control Service
- (2) To monitor the delivery of the Shared Building Control Service in accordance with the s101 Agency Agreement
- (3) To determine any disputes or differences that arise between the Councils in accordance with the s101 Agency Agreement

- (4) To monitor on a quarterly basis the budgets/financial arrangements of the Shared Building Control Service
- (5) To consider support for capital investment for final approval by both Councils
- (6) To monitor and modify service standards and delivery, and to receive reports on customer satisfaction and complaints and to recommend changes or improvements as appropriate
- (7) To receive reports on cases where conflicts between the interests of the Councils have arisen or are likely to arise.
- (8) To receive reports on any potential expansion of the Shared Building Control Service including increased shared working with other Councils or other public bodies and to make recommendations to their respective Councils accordingly

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Cheltenham Borough Council

Cabinet – 8 October 2019

Budget strategy and process 2020/21

Accountable member	Cabinet Member Finance, Councillor Rowena Hay
Accountable officer	Executive Director Finance and Assets (Section 151 Officer), Paul Jones
Accountable scrutiny committee	Budget Scrutiny working group
Ward(s) affected	All
Key Decision	Yes
Executive summary	The purpose of this report is to propose a broad strategy and outline a process for setting the budget and council tax for 2020/21. It outlines a number of principles that need to be established at this stage to enable budget preparation to commence.
1. Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Approves the budget setting timetable at Appendix 2. 2. Approves the budget strategy outlined in section 5. 3. Notes the intention for this Council to remain in the Gloucestershire Business Rates Pool in 2020/21 as outlined in section 6. 4. Requests the Executive Director Finance & Assets and the Cabinet Member for Finance to consider suggestions from the Budget Scrutiny Working Group in preparing the interim budget proposals for 2020/21 as outlined in section 7.

Financial implications	<p>This report sets out the budgetary process for 2020/21 and the general financial parameters under which the budget will be prepared.</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 264365</p>
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Legal implications	None specifically arising from the report recommendations. The budget setting process is governed by the Budget and Policy Framework Rules (contained in the Council Constitution) and the process recommended in this report is designed to meet the requirements of those Rules. Contact officer: Sarah Farooqi, sarah.farooqi@tewkesbury.gov.uk, 01684 272012
HR implications (including learning and organisational development)	There are no HR implications arising from the content of the report at this stage. As part of ongoing dialogue with the two recognised trade unions consultation on the budget position will take place. Contact officer: Julie McCarthy, julie.mccarthy@publicagroup.uk 01242 264355
Key risks	The Council, as part of its work on corporate governance, has a corporate risk management strategy and corporate risk register, which highlights key risks to the organisation in achieving business objectives. The high level risks will need to be addressed as part of the budget process and may require additional resources or the re-direction of existing resources to mitigate unacceptable levels of risk. These risks are regularly reviewed by the Corporate Governance Group and Cabinet and the Overview and Scrutiny Committee have the option to scrutinise any aspect of the risk register. See risk assessment at Appendix 1.
Corporate and community plan Implications	The annual budget aims to deliver the outcomes defined by the Council's corporate business plan and resourcing should be aligned to the delivery of corporate plan priorities.
Environmental and climate change implications	None arising from this report

1. Background

- 1.1 The responsibility for preparing the budget in line with the Council's policy framework, taking proper account of technical and professional advice and presenting proposals to Council for approval, lies with the Cabinet.
- 1.2 It is customary for the Cabinet Member for Finance, at this time of year, to present a report on the budget process. Accordingly, this report aims to outline a process designed to arrive at an acceptable budget.

2. Budget / business planning timetable

- 2.1 The budget and policy framework requires that the Council publish a timetable setting out the key dates in the budget setting process. A draft budget timetable, attached for approval at Appendix 2, sets out the sequence of events leading up to the setting of the budget and council tax level for 2020/21.
- 2.2 The timetable allows sufficient time to consider alternative budget proposals or amendments put forward to the budget proposed by the Cabinet.

2.3 The following fundamental principles, established in previous budget rounds, are incorporated into the process of determination of the budget for 2020/21:

- Cabinet should make timely decisions in order to assist the officers in presenting the budget proposals to Cabinet and Council in accordance with the timetable.
- Opposition parties, whom have worked up alternative budget proposals, should be validated by Publica Group (Support Services) Ltd, in time for the budget meeting in February 2020.
- Members aim to set Cheltenham Borough Council's budget and council tax at the Full Council budget meeting.

3. Settlement Funding Assessment

3.1 In 2016/17, the government offered a guaranteed 4 year budget to every council, which could demonstrate efficiency savings. 2019/20 was the final year of the 4 year offer. It was anticipated that a fair funding review, business rates review and business rates reset would be concluded in 2019/20 which would take effect from 2020/21. However, the political uncertainty surrounding Brexit has resulted in a 12 month deferral to 2021/22.

3.2 The Chancellor published the Spending Review 2019 (SR19) on 4th September 2019 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829177/Spending_Round_2019_web.pdf It is a one-year spending review that covers only 2020/21; a multi-year spending review will be announced next year.

3.3 The headlines from SR19 which directly affects local government were:

- Confirmation that the Fair Funding Review, Business Rates Review and business rates reset has been deferred by 12 months to 2021/22.
- There is a £2.9bn increase in Core Spending power overall. Most of the additional funding is for adults and children's services, but there is £54m for Homelessness. Clarification on how this is going to be distributed has been requested.
- The Council Tax referendum limit is proposed at 2% but this will be subject to consultation in the Provisional Settlement.
- Baseline funding for business rates will be uprated by CPI.
- Funding to remove negative RSG has been continued for 2020/21.
- New Homes Bonus (NHB) – legacy payments will be honoured but the scheme for 2020/21 is still for discussion with ministers.
- 75% business rates pilots will come to an end and there are no new pilots planned for 2020/21.
- A technical consultation will be issued on the settlement with the provisional settlement being announced in early December.

3.4 The Council's approved Medium Term Financial Strategy (MTFS) was predicated on the basis that council tax will increase by 2.99% per annum. However, the proposal to retain business rates growth achieved between 2013 and 2020 for a further year alongside a continuation of the removal of negative RSG should have a positive effect on the council's funding in 2020/21.

3.5 The MTFS assumed legacy payments for NHB would be honoured, however, a continuation of the same methodology for a further year could equate to an additional £250k funding in 2020/21.

4. Medium Term Financial Strategy (MTFS) and 2020/21 projected funding gap

4.1 The Medium Term Financial Strategy 2019 – 2023, approved by Council in February 2019, projected a funding gap for the period 2020/21 to 2022/23 of £2.787m. This was the projected financial gap between what the Council needs to spend to maintain existing services (including

pay and price inflation) and the funding available based on a business rates reset in 2020/21 which has now been deferred for 1 year. The majority of the funding gap was front-loaded in 2020/21 in anticipation of the full business rates reset.

- 4.2** The MTFS projections are in the process of being updated to reflect the best estimates of the financial pressures impacting on the Council, including an updated view on business rates income and the potential impact of the fair funding review, business rates review and business rates reset in 2021/22. The estimate of the funding gap for 2020/21, based on the previous iteration of the MTFS was £2.414m. Updated high level projections support a revised worst case funding gap of £1.9m with a best case of £900k.
- 4.3** As in the previous year, given the current uncertainty surrounding business rates retention, council tax referendum principles and new homes bonus, it is prudent to defer the full publication of the MTFS projections to the Cabinet meeting in December 2019 as part of the interim budget proposals. This will enable the Cabinet to react positively to any changes announced in the provisional settlement and ensure that our MTFS is robust and fit for purpose.

5. Cabinet Budget Strategy

- 5.1** In the current exceptionally difficult national funding situation, the Cabinet's overriding financial strategy has been, and is, to drive down the Council's net costs via a commercial mind-set. Our aim is to hold down council tax as far as possible, now and in the longer term, while also protecting frontline services from cuts – an immensely challenging task in the present climate.
- 5.2** The key mechanism for carrying out this strategy is the commercial strategy, which seeks to bring service costs in line with available funding and seek additional forms of funding.
- 5.3** The commercial strategy was adopted by Full Council in February 2018 with the vision "*to become an enterprising and commercially focused Council which people are proud to work for and which others want to work with. We will use our assets, skills and infrastructure to shape and improve public services and enable economic growth in the Borough. We shall generate significant levels of new income for the Council working towards the objective of enabling it to become financially sustainable by financial year 2021/22*".
- 5.4** Part of our drive towards financial sustainability includes identifying new opportunities to generate income and investment in projects which provide good financial returns. Our commercial strategy aligns closely with other key strategies including place-making, economic growth, digital transformation, workforce and skills development, investment and asset management which have a combined message that Cheltenham Borough Council has entered a new era of business enterprise, growth and innovation. We will work with partners who share our ambition and values and will continue to put the best interests of Cheltenham residents at the heart of everything we do.
- 5.5** Our Executive Director People and Change already has ambitious plans to take the modernisation programme forward and is working closely with the Executive Director Finance and Assets to deliver on the commercial skills development programme. In March 2019, the leading public commercial consultant and author, David Elverson, was commissioned to undertake a high level commercial opportunities assessment, which also included a commercial masterclass and introductory training sessions for a number of staff. Before new commercial ideas are developed, training consultancy Human Engine were commissioned to provide introductory and advanced business case writing training for staff and partner organisations with 40 people taking part. Later on in 2019 the Council's Commercial Forum will be established to review and consider commercial businesses case proposals following the training and mentoring Officers have received.
- 5.6** In June 2019, the national MJ achievement awards recognised Cheltenham Borough Council for

its efforts in making significant local investments and long-term financial planning to ensure continuity of frontline services and public realm investment. This approach has helped the council manage the impact following the loss of £6.8m funding since 2010 where the Council was successful in winning the 2019 award for Best Commercial Council:

<https://awards.themj.co.uk/library/media/pdfs/CBCMJaward2019BestCommercialCounciloriginal-compressed.pdf>

- 5.7** Heather Jameson, The MJ's editor, said: "Congratulations to Cheltenham BC for being named as Best Commercial Council. Our judges had a difficult task, selecting the best authority, never an easy decision when there are so many strong contenders, but Cheltenham stood out for its approach that covered the whole council. 'Well done to everyone at Cheltenham BC. This is a massive achievement and they should be proud of their innovative approach to saving local taxpayers' money.'" In September 2019, the Council's commercial approach to supporting its medium term financial strategy was further validated with the Council winning the APSE award for Best Commercial Council and Entrepreneurship Initiative;
<https://www.apse.org.uk/apse/index.cfm/news/articles/2019/announcing-the-apse-service-awards-finalists-2019/>
- 5.8** The Cabinet believes the longer term approach to finding efficiencies to close the funding gap is fundamentally through economic growth and investment and the efficient utilisation of our assets; linking our Place and Commercial Strategies to 'Invest in Cheltenham, for Cheltenham'. This has seen a place focused investment approach offering long term investment, income through rents as well as other social and financial benefits. The Executive leadership team's collaborative approach has enabled considerable progress.
- 5.9** On a separate item to this cabinet agenda, proposals for the Council to take a leading role in the Minster project will bring about an innovative box park concept, forming a hub for small start-up business in the creative and tech sector. The project will use under-utilised car parking space in partnership with Creative England, Cheltenham Festivals, the Gfirst LEP and Workshop Cheltenham. It will create new jobs, regenerate the surrounding area, bring in rental and business rates, but more importantly act as a growth magnet, encouraging investment and footfall on the fringes of the town centre.
- 5.10** Our Managing Director Place and Growth and Executive Director Finance and Assets are working closely with Cheltenham Borough Homes, to deliver on the recently announced £100m investment in Housing across the Borough. This investment will deliver an additional 500 homes across the Borough which matches the needs of our residents. This investment will also provide a commercial return in addition to capital appreciation.
- 5.11** At the end of August the council completed the purchase of 112 acres of strategically important land which forms part of the West Cheltenham JCS allocation. This was the most expensive land purchase ever made by CBC. It will enable the delivery of the Cyber Central vision – which was formally launched on 17th September at Hub8 in Cheltenham. In June 2019 the government announced that Cyber Central had been awarded 'Garden Communities' status.
- 5.12** The Council's £37.5m investment into this site will enable the rapid growth of the Cyber Tech and innovative industries as part of a thriving integrated community, a place where people can live, work and recreate. It is a significant step forward in achieving the council's corporate plan priority of Cheltenham becoming the UK capital of cyber. Our Housing Investment Strategy will play a leading role in shaping the residential aspect, working with Homes England to create high quality homes that offer a range of tenures with security and affordability. A report will come to November's cabinet setting out the arrangements for the delivery of this significant programme
- 5.13** The starting point for constructing the 2020/21 budget has been a projected mid-range funding gap of £1.2m.

- 5.14 Closing a gap of this size is a huge challenge for the Council, but the challenge is being met by a proactive approach to identifying budget efficiencies, carried out by the Cabinet and the Executive Leadership Team. This work has already made significant progress towards bridging the gap, having identified at this early stage potential efficiency savings and additional income of £0.8m.
- 5.15 It is the Cabinet's intention to meet the shortfall in funding in 2020/21 from the budget strategy (support) earmarked reserve in order to deliver a balanced budget.
- 5.16 Clearly work remains to be done towards building a robust base budget for 2020/21 and this may result in the funding gap increasing. In addition, the Government's final financial settlement may be worse than currently indicated. It is therefore important that the work of identifying budget efficiencies should continue up to the publication of the draft budget proposals and beyond.

Council tax

- 5.17 Government legislation, through the Localism Act, requires councils proposing excessive rises in council tax to hold a local referendum allowing the public to veto the rise. The referendum threshold for council tax increases is proposed at 2 per cent for all local authorities, a 1% reduction compared to what was permitted in 2018/19 and 2019/20. This limit will form part of the consultation to which this council will submit a response.

Service growth.

- 5.18 Members will need to base decision-making, particularly requests for additional resources, upon the priorities in the Council's business plan. The Budget Scrutiny Working Group and the Overview and Scrutiny Committee will be invited to review and feedback to the Cabinet their priorities for relevant bids received. These priorities will be considered by the Cabinet in pulling together the consultation budget.

6. Business Rates Retention – Pooling and Pilot arrangements

- 6.1 In October 2012, Council approved the principle of Cheltenham joining the Gloucestershire Business Rates Pool, subject to a thorough assessment of risks and rewards and agreement of satisfactory governance arrangements.
- 6.2 Continuation within the pool was delegated to the Section 151 Officer and Chief Executive and this is reviewed on an annual basis.
- 6.3 The Gloucestershire Business Rates Pool was set up in 2013/14 to maximise the business rate income retained within the County and to support economic growth within the area of the Local Enterprise Partnership.
- 6.4 The anticipated level of business rates due to this Council in 2019/20, taking into account the re-developments at the Brewery, John Lewis and Jessops Avenue, is significantly above the baseline funding target (Cheltenham's target level of retained Business Rates) which will result in Cheltenham still being liable to a 'levy'.
- 6.5 Taking the above into account, it is the opinion of the Section 151 Officer that this Council will benefit from remaining in the pool in 2020/21 as it will result in a reduction in the levy payment due to Government, which will be distributed in accordance with the governance arrangements.

7. Budget Scrutiny Working Group

7.1 The cross party Budget Scrutiny Working Group will continue to support the budget process by:

- Considering options for addressing the funding gap
- Reviewing the work programme for commissioning and options being considered
- Developing members' scrutiny skills and understanding of financial matters
- Developing the approach to budget consultation.

7.2 This strategy report will be considered by this Group on 12th November 2019 and the Cabinet Member for Finance is keen that this Group should play a significant part in developing and supporting the budget process.

8. Budget Setting Process 2020/21 – key stages

8.1 In approaching the budget setting process for 2020/21, the Cabinet will endeavour to adhere to some well-established principles designed to deliver budget proposals in a timely manner following proper process, including:

- Early and clear direction input from Cabinet and the Executive Leadership Team.
- Ensuring that Financial Services maintain a strong role in moderating the process.
- Executive Director Finance and Assets (Section 151 Officer) to lead and advise on strategic budget issues.
- Agreeing Cheltenham Borough Homes (CBH) management fee and Housing Revenue Account (HRA) budget as early as possible.
- Maintaining good communications between Chief Executive, Executive Leadership Team, Council Leader, and Cabinet Member for Finance over budget progress / issues.
- Ensuring consultation with all stakeholders and ensure that employees are aware.
- Including the Overview and Scrutiny Committee and the Budget Scrutiny Working Group in the budget process.

8.2 The proposed key stages in the process for setting the budget for 2020/21 are summarised in the timetable at Appendix 2 and are detailed below. The timing of events may change as the process develops.

Budget preparation

8.3 Between October and November 2019, the Cabinet Member for Finance and officers will work with the Cabinet towards the creation of 'interim budget' proposals which will make the following assumptions:

- The projection will be for a standstill budget, prepared under a general philosophy of no growth in levels of service. Inflation for contractual and health and safety purposes will only be allowed where proven at the appropriate inflation rate.
- Budgeted for employee pay inflation and an increase in members allowances of 2% for 2020/21
- The current MTFS only assumes inflation on fees and charges at an average rate of 2% annually over the 4 year period for green waste, burial and cremation fees. These increases will be assumed in the preparation of the standstill budget and any deviation from this will form part of the interim budget proposals.
- The vast majority of fees and charges are generated within the Place and Growth Division and a target of £50,000 per annum is set within the existing approved strategy for more targeted reviews of income generation, as opposed to a blanket increase across the board to reflect

market forces.

- The impact of prevailing interest rates on the investment portfolio will be assessed in preparing the budget. The Treasury Management Panel will consider the position in respect of treasury management activity during the budget setting cycle.
- An assessment of the charges to be made to Cheltenham Borough Homes and the Housing Revenue Account will be incorporated in the budget proposals, including assessing the impact on the General Fund of the changes to the housing benefit subsidy system.
- A council tax increase of 2.00% has been used for modelling purposes.
- Proposals for service growth will be included, where supported.

Publication of initial budget proposals

- 8.4** The Cabinet will present its initial budget proposals and publish them for consultation in line with the advertised plan. The initial budget proposals will include all general fund revenue, capital and housing revenue account estimates to meet a balanced budget, together with assumptions made on future council tax and rent levels.

Budget Consultation

- 8.5** The formal budget consultation period will be no less than four weeks and will take place during December 2019 to January 2020. The Cabinet will seek to ensure that the opportunity to have input into the budget consultation process is publicised to the widest possible audience. During the consultation period all interested parties will be welcome to provide feedback on the initial budget proposals. Groups, businesses, tenants, residents, staff and trade unions will be encouraged to comment on the initial budget proposals at this time. They will be asked to identify, as far as possible, how alternative proposals complement the Council's business plan and community plan, how they will be financed, and how they will help the Council to achieve best value. Presentations will be made to key business groups as part of the consultation process.
- 8.6** The Budget Scrutiny Working Group and Overview and Scrutiny Committee will be invited to review the interim budget proposals in the meetings scheduled for January 2020 and feed any comments back to the Cabinet.
- 8.7** Whilst the Cabinet will be as flexible as possible, it is unlikely that any comments received after the consultation period can be properly assessed to consider their full implications and to be built into the budget. Accordingly, if alternative budget proposals are to come forward, this should happen as early as possible.
- 8.8** All comments relating to the initial budget proposals should be returned to the Executive Director Finance and Assets by the end of the consultation period for consideration by the Cabinet in preparing their final budget proposals. Comments can be e-mailed to moneymatters@cheltenham.gov.uk.

Assessment of alternative Budget Proposals

- 8.9** It is important that any political group wishing to make alternative budget proposals should discuss them, in confidence, with the Executive Director Finance and Assets (preferably channelled through one Group representative) to ensure that the purpose, output and source of funding of any proposed change is identified.
- 8.10** Given the financial pressures and the potentially very difficult decisions which will have to be made, it is important that there is time for members to carefully consider and evaluate any alternative budget proposals. Political groups wishing to put forward alternative proposals are not

obliged to circulate them in advance of the budget-setting meeting, but in the interests of sound and lawful decision-making, it would be more effective to do so, particularly given that they may have implications for staff.

Final Budget Proposals and Council Approval

- 8.11** At the end of the consultation period, the Cabinet will draw up firm budget proposals having regard to the responses received. In drawing together its budget proposals to Council the report will reflect the comments made by consultees and the Cabinet's response. The firm budget proposals will be presented to Council at the budget setting meeting for decision in February 2020.

9. Housing Revenue Account

- 9.1** Draft proposals for the Housing Revenue Account will also form part of the same process for considering the General Fund revenue and capital budgets.
- 9.2** A number of significant changes in Housing policy were announced by the Government in 2015 including a four year programme of social rent reduction to March 2020. Cheltenham Borough Homes undertook a comprehensive review of the HRA Business Plan financial forecasts to inform proposals to mitigate the impact of reduced income during that period.
- 9.3** The 2019/20 HRA budget was based on the last year of that four year plan, which proposed efficiency targets for management and maintenance costs, a realignment of the capital programme and the use of HRA reserves above the contingency level. It is anticipated that all targets will have been met, and in some cases exceeded, by the end of the year.
- 9.4** The financial projections contained in the HRA Business Plan will be updated to reflect: -
- The Government's new 5 year social rent policy which commences April 2020. This will see rents increase annually by CPI +1% (based on September index in the previous year)
 - The abolition of the HRA debt cap
- 9.5** It is anticipated that the additional resources provided by rent increases will allow further development of services to our tenants whilst greater borrowing capacity will boost our ambitions to deliver an increased supply of new homes.
- 9.6** The revised projections will be available to inform decisions on the level of management and maintenance and capital investment in 2020/21 (to include fees payable to Cheltenham Borough Homes and administrative charges from Council Divisions).

10. Reasons for recommendations

- 10.1** The Council is required to agree a budget process and timetable.

11. Alternative options considered

- 11.1** The process for considering alternative budgets is set out above.

12. Consultation and feedback

- 12.1** The consultation process is described fully above.

13. Performance management – monitoring and review

13.1 The delivery of efficiencies and additional income proposed as part of the budget will be monitored by the Executive Leadership Team monthly and will be shared with the Cabinet Member for Finance.

Report author	Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 264365
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Budget timetable
Background information	<ol style="list-style-type: none"> 1. Spending Review 2019 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829177/Spending_Round_2019_web.pdf

Risk Assessment

Appendix 1

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible Officer	Transferred to risk register
CR3	If the Council is unable to come up with long term solutions which close the gap in the medium term financial strategy then it will find it increasingly difficult to prepare budgets year on year without making unplanned cuts in service provision.	Cabinet	01/09/2010	5	3	15	Reduce	The budget strategy projection includes 'targets' for work streams to close the funding gap which aligns with the council's corporate priorities.	Ongoing	ED Finance and Assets	01/09/2010
CR105	If the Budget Strategy (Support) Reserve is not suitably resourced insufficient reserves will be available to cover anticipated future deficits resulting in the use of General Balances which will consequently fall below the minimum required level as recommended by the Chief Finance Officer in the council's Medium Term Financial Strategy	ED Finance and Assets	01/04/2016	4	3	12	Reduce	The MTFS is clear about the need to enhance reserves and identifies a required reserves strategy for managing this issue. In preparing the budget for 2019/20 and in ongoing budget monitoring, consideration will continue to be given to the use of fortuitous windfalls and potential future under spends with a view to strengthening reserves whenever possible.	Ongoing	ED Finance and Assets	
1.02	If income streams from the introduction of the business rates retention scheme in April 2013 are impacted by the loss of major business and the constrained ability to	ED Finance and Assets	14/09/12	4	3	12	Accept & Monitor	The Council joined the Gloucestershire pool to share the risk of fluctuations in business rates revenues retained by the Council.	Ongoing	ED Finance and Assets	

	grow the business rates in the town then the MTFS budget gap may increase.							The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot. Work with members and Gloucestershire LEP to ensure Cheltenham grows its business rate base.			
1.03	If the robustness of the income proposals is not sound then there is a risk that the income identified within the budget will not materialise during the course of the year.	ED Finance and Assets	15/12/10	3	3	9	Reduce	Robust forecasting is applied in preparing budget targets taking into account previous income targets, collection rates and prevailing economic conditions. Professional judgement is used in the setting / delivery of income targets. Greater focus on cost control and income generation will be prioritised to mitigate the risk of income fluctuations.	Ongoing	ED Finance and Assets	
1.07	If the assumptions around government support, business rates income, impact of changes to council tax discounts prove to be incorrect, then there is	ED Finance and Assets	13/12/10	5	3	15	Reduce	Work with Publica and county wide CFO's to monitor changes to local government financing regime including responding to government	Ongoing	ED Finance and Assets	

	likely to be increased volatility around future funding streams.							consultation on changes Business Rates and the Fair Funding review. The assumptions regarding government support have been mitigated to a certain extent by the acceptance of a multi-year settlement agreement.			
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Budget / Business Planning Process 2020/21 – TPage 509ey stages / dates

July - November 2019	Executive Leadership Team work with the Cabinet Member for Finance to identify options for efficiencies and additional income
4th September 2019	Chancellor delivers 1 year spending review for 2020/21
8th October 2019	Cabinet approve the budget strategy - guidelines, timetable and estimated funding gap for 2020/21 and the Cabinet's approach to the budget / MTFS
11th October 2019	Deadline to submit taxbase calculation - (CTB1 figure used in New Homes Bonus calculation).
12th November 2019	Budget Working group - review the draft budget strategy and to consider input to interim budget proposals and report directly to Cabinet
25th November 2019	Treasury Management Panel to consider budget estimates for treasury management budget assumptions
30th November 2018	Deadline for preparation of a 'standstill budget' on basis of no growth incorporating interim standstill budget projections / management fees for partner organisations (e.g. Ubico, Leisure & Culture Trust, CBH, Publica and shared services). In addition, proposals for savings / income and growth to be identified for the council and its partner organisations.
1st December 2019	Calculate taxbase figure for Section 151 Officer. Sign off under delegated powers and production of briefing note for Cabinet Deputy after council decision on 9th December re council tax support scheme
9th December 2019	Council approves council tax support scheme.
9th December 2019	Section 151 officer signs off taxbase
17th December 2019	Cabinet present interim budget proposals for consultation incorporating partner organisations budgets including proposals for growth, savings and levels of fees and charges and projection of the Medium Term Financial Strategy (MTFS)
18th December 2019 to 20th January 2020	Cabinet consult on interim budget proposals including Overview and Scrutiny committee, public and the business community
To be confirmed	Joint Consultative Committee - briefing on funding projections and estimated budget gap and strategy for closing the gap
January 2020	Finance Settlement
4th January 2020	Recalculate taxbase, if necessary, and confirm or amend figure under delegated powers
4th January 2020	Advise all precepting authorities (including parishes) re. relevant taxbase figures
7th January 2020	Budget Working group - review consultation and make recs to O&S committee on budget
13th January 2020	O&S Committee consider recommendations from budget working group and forward to Cabinet/Council
20th January 2020	Treasury Management Panel – consider final recommendations to Cabinet in respect of treasury management activity
24th January 2020	Deadline for preparation of final council budget incorporating final proposals for savings / income and growth from partner organisations.
31st January 2020	Approve final NNDR1 estimate and advise County Council and MHCLG
31st January 2019	Deadline for submission of alternative budget proposals to Financial Services for validation.
3rd February 2020	Police & Crime Panel notify level of precept

11th February 2020	Cabinet present proposals including response to consultation exercise
12th February 2020	County Council due to approve budget and set Council Tax level
17th February 2020	Council meet to approve Cheltenham Borough Council budget - approve proposed Cabinet or alternative budget (approved in principal) and the Council tax resolution (includes GCC and police tax)
21st February 2020	Special council meeting (if required) – meets the requirement for the proper officer to call a council meeting to discuss objections to an alternative budget within 7 days of receipt of objections.
21st - 24th February 2020	Council tax bill processing
25th February - 9th March 2020	Council tax bills printed/packed
By 14th March 2020	Bills to be issued (14 days notice required before first payment - some payments due on 1st April)

*Throughout the process, financial services and senior managers will work with trade unions for the purpose of ensuring genuine consultation around proposals which may have HR implications.

Cheltenham Borough Council

Cabinet - 8 October 2019

Museum Accreditation Collections Development Policy and Deaccession Process

Accountable member	Councillor Flo Clucas, Cabinet Member with responsibility for Healthy Lifestyles
Accountable officer	Darren Knight, Executive Director of People and Change
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>The Wilson Art Gallery & Museum is an Accredited Museum under the UK Museum Accreditation Scheme. To comply with the requirements of the scheme, the Wilson has an obligation (every five years) to review its existing Collections Development Policy, previously known as the Acquisitions & Disposal Policy, and ensure it meets the current standard to obtain accreditation. This was last granted in 2014 and is, therefore, due to be reviewed in 2019.</p> <p>The Wilson collection is under the custodianship of the council and managed through a service level agreement by The Cheltenham Trust (TCT). The Collection Development Policy sets out the plans for development of the collection including acquisition and deaccession (removal and sale/disposal) of its items. It was last approved by Council in 2011 and has now, as part of preparation for the accreditation submission, been updated by TCT to ensure it meets industry standard. As the custodian of the collection any deaccessions need approval by the council.</p> <p>This report outlines the accreditation submission process and includes highlights of the updated Collections Development Policy. It seeks approval of the updated Collections Development Policy and the process for deaccession encompassed within it.</p> <p>There is currently no identified individual role within the council that represents the council with regard to its custodial responsibilities for the collection. This report proposes a resolution for this situation.</p>
Recommendations	<p>Cabinet to:</p> <ol style="list-style-type: none"> 1. Approve the updated Collections Development Policy 2. Approve the CBC Deaccession Approvals process 3. Approve Executive Director of People and Change to undertake the role of the 'responsible officer' on behalf of CBC as the custodian of the Collection

Financial implications	<p>All financial implications are reported throughout the report. The funding of projects post accreditation such as fundamental, fuller review of collection and future housing of these items are currently not included in the budget.</p> <p>Contact officer: Andrew Knott, Andrew.knott@cheltenham.gov.uk 01242 264121</p>
Legal implications	<p>The policy provides guidelines to ensure that the Authority remains within current legislation concerning the trade in endangered species, the disturbance of human remains and the disposal or acquisition of material without the owner's consent. The guidelines are pre-prescribed by Arts Council England and have been appropriately applied within the policy as applicable to the museum collections.</p> <p>Contact officer: Legal Services, legalservices@tewkesbury.gov.uk 01684 272017</p>
HR implications (including learning and organisational development)	<p>There are no direct HR implications arising from this report.</p> <p>Contact officer: Carmel Togher, HR Business Partner Email: carmel.togher@publicagroup.uk Tel: 01242 264391</p>
Key risks	Appendix 1
Corporate and community plan Implications	<p>The report aligns directly to the following outcome within the Council's Place Strategy:</p> <p>Our vision is that Cheltenham is a place where culture and creativity thrives.</p> <p>Ensuring we have a museum collection that is nationally accredited and a robust Collections Development Policy is essential to support a thriving cultural offer.</p>
Environmental and climate change implications	<p>Any item that cannot be returned, gifted or sold in line with the collections development policy will be disposed of responsibly.</p>
Property/Asset Implications	<p>Contact officer: Dominic Stead, Dominic.Stead@cheltenham.gov.uk 01242 264151</p>

1. Background

- 1.1 The Museums' Association definition of a museum (1998) states: "Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society." This definition includes art galleries with collections of works of art, as well as museums with historical collections of objects.
- 1.2 The Museum Accreditation Scheme sets out nationally-agreed standards, which inspire the confidence of the public and funding and governing bodies. It helps everyone involved with a museum to do the right things, helping people to access and engage with collections, and protect them for future generations. The Accreditation Scheme does this by making sure museums manage their collections properly, engage with visitors, and are governed appropriately by encouraging all museums and galleries to meet an agreed standard. The scheme is managed as a UK Partnership between Arts Council England, the Welsh Government, Museums Galleries Scotland and Northern Ireland Museums Council. It is run for museums and galleries of all sizes and types across the UK.
- 1.3 Accreditation benefits museum visitors and the users of museum services. It supports museum managers and governing bodies in planning and developing their services, and it provides a benchmark for grant-making organisations, sponsors and donors.
- 1.4 Accreditation is crucial for demonstrating to the public, stakeholders and funders that the museum is well run, sustainable, trusted and transparent. It assesses how museums are run, how they manage their collections and how they engage with their users. Reaching the accreditation standard:
 - Shows a museum is being properly managed and governed – and other museums recognise that
 - Demonstrates a museum's professionalism – which makes it easier to get funding and helps give confidence to lenders and donors
 - Means a museum is looking after their collections and managing them appropriately
 - Helps museums meet their users' needs
 - Shows the museum team that they're working to an industry-wide standard.
 - Gives access to professional advice and support, including mentors and Museum Development in England
 - Helps keep museums on track by giving them ways to formalise plans, policies and procedures and so improve services
- 1.5 The Wilson, previously known as Cheltenham Art Gallery & Museum, has been an Accredited Museum since 2005.
- 1.6 To comply with the requirements of the scheme, the Wilson has an obligation (every five years) to review its existing Collections Development Policy, previously known as the Acquisitions & Disposal Policy, and ensure it meets the current standard to obtain accreditation, This was last granted in 2014 and is, therefore, due to be reviewed in 2019.
- 1.7 The Cheltenham Trust's Cultural Programmes Manager has prepared the accreditation submission with assistance of TCT colleagues and support from CBC officers.
- 1.8 Two documentation officers, funded by CBC, have been engaged since June 2019 to document and catalogue items within the collection, an essential requirement for accreditation.
- 1.9 As part of accreditation, there is an ongoing requirement to maintain documentation, the catalogue of items and digital access to the collection and resource to do this should be considered, going forward.

- 1.10** There has been a strong level of collaboration between CBC and TCT, working on a project to support the accreditation process and address the storage and documentation issues identified at the last accreditation review. Significant progress has been made including:
- Work to rationalise the use of store 3 at the depot is complete; work in store 8 on hold as this would require additional staffing, security and infrastructure. There are also risks associated with working in this area due to depot heavy vehicles movements
 - Move of past exhibition archive material from store 3 to depot archive store is complete
 - Ethnology collection moved from the Wilson to store 3 in line with accreditation standards relieving pressure on cramped storage conditions at the Wilson
 - Ceramics collection moved to a new location within the Wilson – office space has been made secure for this purpose
 - Identified infestation of costume collection, cost of treatment circa £15k and funding source for treatment (CBC insurance reserve)
 - Project plan drawn up for accreditation process
- 1.11** The Accreditation submission is due by 31 October 2019 and it is proposed to submit the documentation before the deadline date. This target will be met as a result of a successful collaborative project between the council and the TCT.
- 1.12** The outcome of the accreditation submission will not be known until spring (or later) of 2020. The process may involve a possible visit from the Museum Accreditation Board.
- 1.13** Following the accreditation submission, the project team is proposing that the TCT and the council undertake a more fundamental, fuller review of the collections. The extent, cost and potential external funding of this has yet to be fully explored.

2. The Collections Development Policy

- 2.1** The Collections Development Policy is a requirement of the Museums Association in order to obtain accredited museums status. It is described as: A policy, approved by the governing body, for developing collections, including acquisitions and disposals. It includes:
- the museums statement of purpose
 - an overview of current collections
 - themes and priorities for future collecting
 - priorities for rationalisation and disposal
 - information about the legal and ethical framework for acquiring and disposing of items
 - the date when we will next review the policy
- 2.2** As custodians of the collection, CBC needs to approve the Collections Development Policy. This is an update of the existing policy that was approved by Council in 2011 and brings it in line with latest national guidance and best practice. A summary of the main changes to the policy are:
- The status of the designated Arts and Crafts Movement Collections have been underlined with more detail of what we have and what we hope to collect.
 - The collections about Gustav Holst have been pulled out of the main text and given a separate header, acknowledging their separate status and the relationship we have established with the Holst Birthplace Museum Trust
 - The Wilson Family Collection has been pulled out of the main text and given a separate header and extended text to acknowledge the significance of this collection to Cheltenham Borough Council and The Cheltenham Trust

- The acquisitions sections have been reworked and in particular a different emphasis in local and social history has been flagged up to include gender issues, sports, and women's suffrage, none of which are well (or at all) represented in the current collections
- The rationalisation and disposal section now lists the items we want to consider disposing of, using the correct and approved museums association practices
- The current international trend for museums to return material from indigenous people groups is acknowledged
- References to national legislation and current museum association policies have been updated

2.3 In reviewing the policy, the TCT and the council acknowledge that they sign up to the museums associated code of ethics, in particular that we will not seek to sell or dispose of any part of the collections for financial gain.

2.4 The updated, full version of the Collection Development Policy is attached for approval at Appendix 2. If approved, it will be submitted as part of the Museum Accreditation submission to Arts Council England in October 2019.

3. CBC de-accessioning approvals process

3.1 In order to deaccession items from the collection, the TCT staff will need to follow the process outlined in the Collections Development Policy which includes disposal routes which comply with national standards and consider environmental impacts.

3.2 Since the council is the custodian of the collections, deaccessioning recommendations will need to be approved by the council. The process for approving the deaccessioning proposals, at Appendix 3, has been developed between the council and the TCT and is recommended for approval. The process sets out clear methodology for deaccessioning with thresholds and decision makers to ensure transparency.

3.3 Any requests for deaccessioning from the TCT will be detailed and give reasons for disposal, method of disposal, risk i.e. Impact, importance, value, publicity, potential etc. They will also detail possibility of repatriating to owners, other museum's etc.

4. Nominated officer for Collections

4.1 Following the creation and transfer of council staff into the TCT, there is currently no identified individual role within the council that represents the council, with regard to custodial responsibility for the collection.

4.2 The Executive Director People & Change has responsibility for overseeing the relationship with the TCT and is therefore well placed to make decisions in respect of the collections, in discussion with the Cabinet Member for Healthy Lifestyles, whose portfolio covers this area, and with advice from those with the expertise within the TCT and the council. As such, it is recommended that the Executive Director People & Change be the nominated 'responsible officer' for the collections.

5. Future storage needs

5.1 Whilst the project has made significant headway in rationalising the stores at the Depot and

dealing with some immediate issues, it has yet to fundamentally tackle the underlying issue of the future storage and access needs of the collection. This work will include identification of suitable storage for the treated costume collection.

- 5.2 Once the accreditation application has been submitted, the project team will refocus efforts on identifying the options for storage post collection rationalisation process.

6. Reasons for recommendations

- 6.1 The Wilson is due for reaccreditation and an updated Collections Development policy is required as part of the submission.
- 6.2 Failure to obtain accreditation will not only remove support from Museums Association for managers and governing bodies in planning and developing their services, but could hamper access to grant-making organisations, sponsors and donors.
- 6.3 Cheltenham Borough Council is the custodian for the Wilson collection and therefore ultimately responsible for its management.
- 6.4 Since the management of the Wilson has been the responsibility of The Cheltenham Trust, there has been no agreed specific named role within the council that has been given the mandate to lead the responsibility of collection custodianship on behalf of the council.

7. Alternative options considered

- 7.1 Do nothing would result in loss of accreditation for the museum and would impact on its ability to function as a reputable museum.

8. How this initiative contributes to the corporate plan

- 8.1 Our principles state we will provide strategic co-ordination across Cheltenham's agencies, partnerships and networks to drive the delivery of the Place Vision and we will work in ways that encourage equal collaboration at all levels and we will take time to listen, understand and respect each other to ensure what we do is appropriate and empowering. The council have collaborated with the experts within The Cheltenham Trust to produce a Collections Development Policy that meets the criteria of the Museum Accreditation Scheme.
- 8.2 A key priority of the corporate plan is to work with partners to develop a cultural strategy that will build on what is best about our current offer and make the most of future opportunities, national and international, to ensure a wider social benefit. In order to achieve this we need to ensure that the Wilson is recognised as achieving a nationally accepted standard, by means of the Accreditation scheme.

9. Consultation and feedback

- 9.1 In order to ensure the updates to the Collections Development Policy and the deaccession process meets the criteria set out for accreditation and is fit for purpose the council has collaborated with experts within The Cheltenham Trust & Drakon Heritage and Conservation, a

specialist in collection care and advise.

10. Performance management –monitoring and review

10.1 The Wilson Art Gallery & Museum is currently an accredited museum under the UK Museum Accreditation Scheme. The indicator of successful performance will be the retaining of its status as an accredited museum.

10.2 The CBC nominated officer, with the assistance of the councils TCT client officer, will monitor performance in line with the requirements of the accreditation criteria and collections development policy.

Report author	Contact officer: Jane Stovell Jane.stovell@cheltenham.gov.uk, 01242 264367
Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Collections Development Policy 3. CBC Deaccession Approvals Process
Background information	<ol style="list-style-type: none"> 4. Accreditation scheme guidance

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If The Cheltenham Trust fails to update the Collections Development Policy there is a risk that the Wilson will fail to retain the Accreditation Standard required by the Museums Association resulting in the museum being constrained in its current operation	LB	13.09.19	3	2	6	Avoid	Update policy in accordance with Museum Accreditation Scheme requirements and seek Cabinet approval on 8 th October 2019	8.10.19	SW/MS	N
	If The Cheltenham Trust fails to include suitable options for disposal of items as part of the deaccession process there is a risk that disposal will adversely impact the environment.	LB	13.09.19	2	2	4	Reduce	Ensure the deaccession process details requirement to dispose of items in a way to cause least harm to the environment.	8.10.19	SW/MS	N
	If the museum fails to achieve accreditation then the reputation of the TCT and the council as custodians for the museum collections will be undermined.	LB/MS	17/09	3	2	6	Reduce	Ensure that the accreditation submission is as robust as possible and meets re-accreditation criteria.	31/10/19	SW/MS	N

Collections Development Policy

Name of museum: *The Wilson Art Gallery and Museum (hereafter referred to as 'The Wilson')*

Management and Governing body: **The Cheltenham Trust.** *(hereafter referred to as the 'governing body')*

The collections are managed on behalf of CBC by The Cheltenham Trust (TCT) in line with national standards and as part of a Service Level Agreement.

Collection Custodian: **Cheltenham Borough Council (CBC).**

The Wilson collections are public collections for which the council is the legal custodian and has the ultimate responsibility to approve deaccessioning recommendations proposed by the TCT.

Date policy approved by governing body and collection custodian: *8 October 2019*

Policy review procedure: *Policy to be reviewed by The Wilson staff and escalated to The Cheltenham Trust Board and Cheltenham Borough Council Cabinet for approval*

Date policy due for review: *2024*

The Collections Development Policy will be published and reviewed at least once every five years.

Arts Council England will be notified of any significant changes to the Collections Development Policy, and the implications of any such changes for the future of the collections.

1. Relationship to other relevant policies/plans of the organisation

1.1 The Wilson's statement of purpose is:

The Wilson aims to be a regional centre of excellence for doing and making for all ages. It is friendly and curious in everything that it does and provides creative space for people to engage with Cheltenham's stories through exhibitions, displays, art, crafts and events. We do this by caring for and interpreting our outstanding collections to support discovery, enjoyment and learning for all.

1.2 Cheltenham Borough Council and The Cheltenham Trust will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3 By definition, The Wilson has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in The Wilson's collection.

1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.

The Wilson recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of The Wilson Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as financial constraints to purchasing items for the collections; and insufficient resources and /or funds to look after, store and display the collections to professional standards.

1.5 The Wilson will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that The Wilson can acquire a valid title to the item in question.

1.6 Both Cheltenham Borough Council and The Cheltenham Trust will not undertake disposal motivated principally by financial reasons

2. History of the collections

The **Baron de Ferrieres** started off the collections with a bequest of forty-three Dutch and Flemish paintings, along with £1,000 towards the cost of an art gallery to display them in. This was opened as Cheltenham Art Gallery in 1899.

The **fine art collection** has evolved since then to include many works by predominately British artists, particularly Gloucestershire based artists, and scenes of Gloucestershire feature strongly. The collection comprises both oil paintings and an extensive collection of works on paper which includes an important collection of original prints. Since the 1920s a significant collection of twentieth century work has been developed including works by artists such as Paul Nash, Stanley Spencer and Vanessa Bell.

Meanwhile, **Edward Thomas Wilson**, a local doctor (and father of the Antarctic explorer Edward Adrian Wilson) campaigned to add archaeology, natural history and objects of local interest to the collections, resulting in the opening of a museum section in 1907. The existing art gallery was renamed to accommodate this change to Cheltenham Art Gallery and Museum.

The Wilson Family Collection evolved from both the founder, Edward Thomas Wilson giving flints and natural history specimens from the area, and his daughter in law, Oriana Wilson, donating the Antarctic material that belonged to her husband, Edward Adrian Wilson. Other family members have added to this, with large donations in 1995, and again in 2016 and 2018.

Natural Science Collections The Wilson holds an important geology collection of around 14,000 specimens, some as old as 600 million years, from the Cheltenham area. Its strength lies in Jurassic fossils and rocks, including some type specimens. The origins of the collection date to 1888 when Charles Peirson presented the town with a 'large collection of fossils', and after The Wilson opened in 1907 other collections such as Buckman, Gray, Wild and Mapp donated specimens. We even have minerals from the engineer, Robert Stephenson. There is also a small but significant collection of Antarctic rocks brought back from the Scott expeditions. There is also a collection of herbaria from Cheltenham, including the personal collections of ET and EA Wilson, shells, eggs and some examples of local Victorian taxidermy.

Local and social history have been key collecting areas since 1907 both by donation and purchase. The aim has been to capture the history of the town from its start as a Spa Town, through its development to the commercial town we have today. The collections include items illustrating the town's industries, shops, and households as well as education, religious and cultural backgrounds. They are made up of 3-dimensional objects, topographical prints, photographs and printed ephemera including a collection of over 5000 theatre playbills; the largest in a provincial museum. The items relate both to Cheltenham and the adjacent rural areas.

Archaeology has also been integral to the collections since 1907, with some Cheltenham, but mainly North Cotswolds material. Since the 1970s, the parishes from which each of the counties' museum services collect have been clearly defined. Material from a number of parishes within Tewkesbury District (which does not maintain a professional museum service) is collected by The Wilson. (See separate archaeology policy)

Numismatics. The Wilson holds a small but significant collection of local national and international coins and medals. The first item was a George III medal given in 1901, followed two years later by a collection of Roman coins. Since then the collection has been added to as items have been donated. Two significant hoards were purchased in 1968 and 1997, the Willesley hoard of Romano British coins, and the Winchcombe Hoard of 251 late medieval coins.

Ethnography In the early 20th century Cheltenham became a popular retirement town for colonial administrators and military personnel. They brought with them their African and Indian artefacts and these were gradually added to The Wilson collections. In 1923 The Wilson acquired on loan a large collection of Chinese ceramics ranging

from the Yuan to the Qing dynasty from Gloucester-born Stanley Berkeley Smith. This was bequeathed in 1955, and the collection rationalised and then added to develop it for earlier dynasties and contemporary ceramics.

Designated in 1998, the **Arts and Crafts Movement Collection** started in the 1920s with the curator Daniel Herdman, recognising the significance of the material, and working with designers to exhibit and add their work to The Wilson collections. He also rescued many pieces, including the Gimson archive, from certain destruction. Since the 1970s the collection has been developed to give a national overview with work by William Morris, C.F.A. Voysey, M.H. Baillie Scott, Eric Gill and many others, and includes significant archival collections.

In 1990 a further development was made to the Designated Arts and Crafts Movement Collection with the acquisition of **The Emery Walker Library**, the best surviving intact library relating to the Private Press Movement. The library includes Emery Walker's own books, including a complete run of Kelmscott Press books, Doves Press, Ashendene Press letters, photographs and items relating to his career in printing as well as handwritten manuscripts by William and May Morris, and John Ruskin.

The Wilson holds a significant collection of other **decorative arts**, including English ceramics, metalwork, furniture, clocks and glass from the 18th to 20th century, with the earlier focus of collecting on the earlier period, but from the 1930s onwards collecting has also had a contemporary and local focus, particularly of Gloucestershire-based makers and companies. In 1976 a significant collection of 17th and 18th century pewter and treen was acquired from the estate of local antiques dealer and collector AH Isher. In 1989 19th and 20th pieces were acquired through the 1989 Summerfield bequest. The studio pottery collection has focused on the Winchcombe Pottery and the subsequent careers of associated potters. More recently work by contemporary makers that corresponds to other areas of the collections has been acquired, including Felicity Aylieff and Edmund de Waal.

The **textile** collection started in 1907– the bulk of the collection has been given to The Wilson and is primarily domestic, reflecting home life and pastimes. It is mainly 19th century and first half of the 20th century. The collection includes a small but significant collection of 19th century quilts and coverlets. Textiles by Arts and Crafts Movement designers were added to the Arts and Crafts Movement Collection from 1984 including Morris and Company (including May Morris), Selwyn Image, Walter Crane, Barron and Larcher, Theo Moorman Gordon Russell and others contributing to The Wilson's focus on this significant collection.

Gustav Holst Collection Cheltenham Borough Council hold a highly significant archive of material relating to Gustav Holst and his family including autograph manuscripts, letters, photographs, scrapbooks, furniture and musical instruments. The bulk of the collection was donated to Cheltenham Borough Council in the years following Holst's death by his widow and daughter, particularly following the opening of the Holst Birthplace Museum in 1974, in which Imogen Holst, Holst's daughter, was closely involved. The Holst Birthplace Trust, now a separate independent museum, holds this collection which is on loan from The Cheltenham Trust.

Costume The Wilson started collecting costume in 1900, a year after the art gallery opened and 13 years before The Wilson opened as an extension of the then art gallery. Most of the collection has been given to The Wilson, with very few purchases. The collection reflects Cheltenham's history as a fashionable spa town, and its colonial past, in particular its connections with 19th century India. Some nationally significant examples have been given to The Wilson by families with these stories including the Whinyates family who lived in Cheltenham and India during the 19th century. Prior to the Costume Museum opening in the early 1980s there was a focus on collecting in areas which were required to provide a comprehensive history of dress at The Wilson including menswear and dress from Cheltenham shops. The costume museum opened at the Pittville Pump Room in 1983 and closed in 1999. There is very little in the collection post 1980s.

Education and Handling Collection From 1973 occasional loans were made to local schools, and the County Council contributed an annual small amount to enable county schools to participate. A new post of Museums Education Officer was created in around 1974, to establish an extensive **school loans service**. This collection has been continually developed since the 1970s with aspects relating to all collecting areas of the art gallery and museum, and linking to the National Curriculum. From the early 2000s the collection broadened its reach to other users including universities colleges and residential care homes.

3. An overview of current collections

The current collections are listed below. The collections now number c. 250,000 objects across all material types, including most recently digital artwork and oral history records.

The Wilson holds for Cheltenham Borough Council significant core collections in the following areas –

- **Fine Art:** British and foreign paintings, drawings and prints from the 16th century onwards, notably a major collection of 17th- and 19th- century Flemish, Dutch and Belgian works and English watercolours from the 18th century to the present day, sculpture from the 18th century to the present day and modern media from the 20th and 21st century
- **Decorative Art:** British and Continental European ceramics; British furniture and clocks, glass, metalwork and treen. In terms of date, these collections span a period from the 16th century to the present day, a particular strength being the late 18th- to early 19th-century, reflecting Cheltenham's history as a regency town.
- **Asian Art:** Ceramics, costume, armour and artefacts relating mainly to China (including Chinese ceramics exported to India and the Middle East), India and Japan from prehistory to the present day.
- **Costume:** Women's, men's and children's main garments, underwear and accessories from the 17th century onwards, with a particular strength in women's 19th-century dress and a particular emphasis on items from Cheltenham shops and Cheltenham's colonial past including women's early 19th century dress and men's uniform.
- **Textiles:** Patchwork quilts from the early 19th century to the early 20th century; lace, mostly 19th century, and a mixture of machine, bobbin and needle laces; samplers ranging from mid-17th-century to the 18th–20th centuries and other hand and machine embroideries; Arts and Crafts Movement textiles; and textiles by Gloucestershire-based studio designer/makers.
- **The Arts and Crafts Movement:** Books, ceramics, furniture, metalwork, woodwork, paintings, drawings and prints, jewellery, glass, plaster, textiles and other decorative, fine and building arts relating to the English Arts and Crafts Movement from the 1860s to the present day, the associated Private Press Movement, and with an associated collection of archives, designs, drawings and personal records such as letters, diaries, photographs etc. In 1998 this collection was Designated as being of national importance.
- **Archaeology:** Prehistoric, Romano-British, Saxon and Medieval archaeology from Cheltenham and selected parishes of North Gloucestershire. There are a small number of Egyptian and Greco-Roman artefacts giving international context, but no further collecting is taking place in this area.
- **Local History:** Printed ephemera, photographs, postcards, topographical prints and objects relating to the history of Cheltenham, including over 5000 theatre playbills. The collection is particularly strong on the Regency period, the development of the town in the 19th century, important local industries such as H H Martyn, UCAL, and Andy's Candys and the slum clearances in the early 20th century.
- **Gustav Holst:** material pertaining to the composer and his family (majority on loan to Holst Birthplace Trust)
- **Wilson Family Collection:** material (archival, art and artefacts) relating to the Antarctic explorer, Edward Adrian Wilson, his father Edward Thomas Wilson and Uncle Sir Charles Wilson and their families. Also wider Antarctic material with a direct relationship to Wilson.

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- **Numismatics:** British and foreign coins from the Roman Empire to the 21st century; British tokens, medals and military decorations from the 17th century onwards with a direct relationship to Cheltenham.
- **Firearms and edged weapons:** A small collection of British and Continental European examples from the 18th to early 20th century; and a much larger collection of Asian and African weapons (see the Ethnography section). No active collecting is undertaken in this area unless it fits into the Wilson Family Collection.
- **Natural Sciences:** Geology, herbaria, eggs, shells and examples of taxidermy. No active collecting is made in this collecting area unless it fits under another category e.g. Cheltenham Local History, or the Wilson Family Collection
- **Social History:** objects relating to English domestic, personal and working life from the 17th century to the present day. No active collecting is made in this collecting area unless it is from Cheltenham.
- **Ethnography:** Non-European domestic, military and ritual items, in particular from West Africa, the Middle East, the Indian sub-Continent, and Australasia. No active collecting is made in this collecting area.
- **Education collections:** Separate handling collections are maintained by The Wilson Learning Team, for use with schools and other groups, and by the 'Museum Take-Away' Service, for loan to schools, care homes and other organisations. These collections mainly comprise social, ethnographic and natural history specimens, and are used specifically to enhance learning and reminiscence opportunities. They are not part of the accessioned collections. .

4. Themes and priorities for future collecting

The Wilson will maintain all its present collections and enhance them by building on present strengths and filling gaps, by purchase, gift or bequest. No new collection areas will be embarked on, and in some areas, we will stop collecting except in exceptional circumstances.

4.1 Fine Art

- 4.1.1 Acquire examples of the work of artists of all periods with a connection to the historic county of Gloucestershire, having due regard to the collecting policies of other Accredited museums.
- 4.1.2 Acquire British art of the 20th and 21st century, particularly that which fills gaps in the existing collection and brings the collection up to date.
- 4.1.3 Acquire paintings and drawings showing views of Cheltenham from the 18th century to the present day.
- 4.1.4 Acquire preparatory drawings and paintings for works already held in the collections.
- 4.1.5 Acquire paintings, watercolours, drawings, prints and other media by artists of the British Arts and Crafts Movement – see 4.5.3 for more detail.

4.2 Decorative Art

- 4.2.1 **Ceramics:** develop the collection of British ceramics from the 16th century to the present day, with particular reference to art pottery and studio pottery of the 19th- to 21st- century, and work by local ceramics companies and ceramicists.
- 4.2.2 **Furniture:** develop the collection of British, including colonial, furniture and clocks from the 16th century to the present day, with particular reference to Cheltenham.

4.2.3 Glass: develop the collection of British and Continental European glass from the 17th century to the present day with particular reference to Cheltenham, and continue to develop the collection of local glassmakers.

4.2.4 Metalwork: develop the collection of British metalwork from the 16th century to the present day with particular reference to Cheltenham, with particular reference to the collection of pewter.

4.2.5 Treen: develop the collection of British treen from the 17th century to the present day with particular reference to Cheltenham.

4.3 Asian Art

Develop the collections of Chinese ceramics from prehistory to the present day, with particular reference to contemporary ceramics, and other decorative arts and textiles from China, Japan, the Indian sub-continent and other countries within the area, with particular reference to the China/India connection from the 14th to 21st century.

4.4 Costume and textiles

4.4.1 Costume: only acquire significant examples pertinent to Cheltenham (people and shops) and our key collections: The Wilson Family and Arts and Crafts Movement.

4.4.2 Textiles: only acquire significant examples pertinent to our key collections: The Wilson Family and Arts and Crafts Movement including contemporary makers.

4.5 The Arts and Crafts Movement and Emery Walker Library

4.5.1 Develop the collection of books, building arts, ceramics, furniture, metalwork, paintings, woodwork, jewellery, glass, plaster, textiles, archives, designs and drawings and personal records and other decorative arts relating to the English Arts and Crafts Movement from the 1860s to the 1940s. The emphasis will be on filling gaps in the collections, particularly work by Philip Webb, A. H. Mackmurdo and the Century Guild, May Morris, Alexander Fisher, Arthur Simpson, W. Anning Bell, the Keswick School of Art, and the Newlyn School and other Homes Arts and Industries Associations, as well as continuing to collect key works relating to key designers related to the English Arts and Crafts Movement and in particular the Cotswolds. Please see Documentation Plan for further detail.

4.5.2 Develop the collection of relating to the English Arts and Crafts Movement.

4.5.3 Develop the collection of fine art relating to the Arts and Crafts Movement with particular emphasis on artists associated with the Cotswolds and artists associated with William Morris and the Kelmscott Press. Please see Documentation Plan for further detail.

4.5.4 Develop the collection of 20th century and contemporary work in the Arts and Crafts spirit.

4.5.5 Develop the collection to include comparative examples of Scottish, Irish, Continental European, North American and Japanese work. Do we have room? We presumably want the other items first! Where is focus?

4.6 Archaeology

The Wilson signed up to the Gloucestershire Archaeological Archive Standards Policy in 2017, reviewed 2018. Next review due in 2023. For further information about these standards please see **Collections Development Policy Appendix 1**. This 2018 version is the current working document, used by all the

Gloucestershire museums who accept archaeological deposition. It has streamlined and clarified our working practices.

Refer to this document for details of the parishes The Wilson collects from, the material collected (and finds not to be retained), and the process of decision making between the units and this museum; and The Wilson and the four other Gloucestershire museums that collect excavated material. ie Corinium Museum, Cirencester; Dean Heritage Museum; Gloucester City Museum & Art Gallery and The Wilson in the Park, Stroud.

The Wilson will not collect non-local archaeological material, including Egyptian and Greco-Roman objects.

4.7 Local and Social History

- 4.7.1** Develop the collection of topographical prints, photographs and postcards relating to Cheltenham from the late 18th century onwards.
- 4.7.2** Develop the collection of 18th to 21st- century printed ephemera and theatre playbills relating to Cheltenham.
- 4.7.3** Develop the collection of three-dimensional items telling the history of Cheltenham from the 17th century onwards; particularly items relating to women's suffrage, GCHQ, gender issues, sport and horseracing.
- 4.7.4** Develop the collection of material relating to notable inhabitants of Cheltenham from the 17th century onwards (prior to 17th century collecting moves into Archaeology)

4.8 Social History

The existing collections will not be added to unless they specifically enhance a story about Cheltenham that we wish to tell (and then they would fit into Local History rather than Social History)

4.9 Gustav Holst

As the Holst Birthplace Trust actively collects material relating to Gustav Holst and his family The Wilson will no longer collect material from this area.

4.10 Wilson Family Collection

Our focus is primarily on the Wilson family, the aim is to develop and enhance the collection we have in full consultation with the existing family members. In particular material from Edward Thomas Wilson and Edward Adrian Wilson and their families, with an emphasis on building the Cheltenham context, exploration, and their personal stories. Material illustrating the role of the women in the Wilson family would be particularly welcomed. Wider Antarctic material would not be added except in exceptional circumstances and only in full consultation with other institutions that collect such material e.g. *The Discovery*, Scott Polar, Natural History Museum etc.

4.11 Numismatics

The only additions to the collections for consideration would be tokens, medals and military decorations relating to Cheltenham and its inhabitants. No other material to be collected.

4.12 Firearms and edged weapons

The existing collections will not be added to unless under very exceptional circumstances e.g. an item relating to one of Cheltenham's key figures or manufacturers who is core to a story we wish to develop for display.

4.13 Natural Sciences

The existing collections will not be added to except under exceptional circumstances e.g. a taxidermy item by Whites.

4.14 Ethnography

The existing collections will not be added except under exceptional circumstances.

4.15 Museum learning

Occasionally, new material is obtained by purchasing items from outside sources, and by accepting donations from members of the public, to develop the service so it remains relevant to the National Curriculum and learning offer at The Wilson.

5. Themes and priorities for rationalisation and disposal

- 5.1. The Wilson recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections or areas of collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2. The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3. Items that are in poor condition, have no resonance with our key collections and stories, or are duplicates will be considered in the first instance. Areas proposed:

Social History

Sewing machines (duplicate, unprovenanced, poor condition)

Agricultural equipment (duplicate non provenanced, not local, not relevant to local stories)

Large social history items (duplicate, unprovenanced, non-local poor condition)

Uncollected loans and identifications

Material over 5 years old that has not been collected and we have no contact details for, or have tried more than 3 times to contact the owner, and is of low financial value.

Costume and Textiles

Parts of garments, reticules in poor condition and duplicate; baby gowns, duplicate and no stories; women's dresses in poor condition without a local story. Rationalisation project with the lace collections

Decorative Arts

Large decorative arts items (duplicate, unprovenanced, non-local, poor condition, not relating to the Designated Arts and Crafts Movement collection)

Archaeology

Material collected prior to the organisation of collecting areas; especially material from the Forest of Dean that Dean Heritage Museum have on long term loan.eg Alfred's Cave material

Work with units to assess value of bulk material especially unstratified objects, bulk animal bone, slag etc. with a view to reduction and disposal of unnecessary bulk

6. Legal and ethical framework for acquisition and disposal of items

- 6.1. The Wilson recognises its responsibility to work within the parameters of The Museums Association Code of Ethics when considering acquisition and disposal.

7. Collecting policies of other museums

- 7.1 The Wilson will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

- 7.2 **Specific reference is made to the following museum(s)/organisation(s):**

Other accredited Gloucestershire museums holding similar collections
(The local agreement regarding the deposit of archaeological finds and archives is noted in section 4, above)

Holst Birthplace Museum with regard to material relating to Gustav Holst and his family

The Gloucestershire Archives if archives are in question

The Discovery, Scott Polar Research Institute, the Natural History Museum and other appropriate museums for Antarctic material

Other museums holding Arts and Crafts Movement collections within Britain including but not exclusively the Emery Walker Trust; Leicester Museums; V&A; National Trust (ref. Stoneywell, Leicester in particular).

Fine Art - other galleries and museums with significant collections of Dutch 17th century painting; the Gloucestershire and Cotswold landscape and artists associated with the Arts and Crafts Movement collection.

8. Acquisition

- 8.1 **The policy for agreeing acquisitions is:**

An acquisition must meet the terms of this policy.

An item that meets the above criteria but needs special care requiring long term resource implications will only be accepted with the additional agreement of the relevant museum staff; this decision may be referred to the responsible officer at Cheltenham Borough Council for their approval.

An acquisition will only be accepted on the authorisation of the relevant collection curator, with the professional agreement of another curator from a different discipline.

In all cases a signed justification will be made and placed in the object history file/on AdLib.

8.2 The Wilson will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

8.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, The Wilson will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

9. Human remains

9.1. The Wilson does not hold or intend to acquire human remains under 100 years old.

9.2. As The Wilson holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005. See the guidelines in the Gloucestershire Archaeology Archive Standards 2018 [**Collections Development Policy Appendix 1**] for the role of The Wilson and the archaeological units in the deposition of human remains.

10. Biological and geological material

10.1 So far as biological and geological material is concerned, The Wilson will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

11. Archaeological material

11.1 The Wilson will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

11.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

12. Exceptions

12.1 It is not intended that there should be any exceptions to the above clauses. The Wilson does not intend to act as an externally approved repository of last resort for material for local (UK) origin

12.2 Any exceptions to the above clauses will only be because The Wilson is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases The Wilson will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The Wilson will document when these exceptions occur.

13. Spoliation

- 13.1 The Wilson will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by The Museum and Galleries Commission.

14. The Repatriation and Restitution of objects and human remains

- 14.1 The Wilson's governing body, acting on the advice of The Wilson's professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The Wilson will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 15.1-5 will be followed but the remaining procedures are not appropriate.
- 14.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

15. Disposal procedures

- 15.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.
- 15.2 The governing body will confirm that the collection custodian is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 15.3 When disposal of a museum object is being considered, The Wilson will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 15.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, exchange or as a last resort - destruction.
- 15.5 The decision to dispose of material from the collections will be taken by the collection custodian only after full consideration of the reasons for disposal.

Other factors including public benefit, the implications for The Wilson's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by The Wilson will also be sought.

- 15.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the collection custodian acting on the advice of the governing body .
- 15.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 15.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then The Museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in The

Museums Association's Museums Journal or in other specialist publications and websites as appropriate.

- 15.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, The Wilson may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 15.10 Any monies received by the collection custodian from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Arts Council England.
- 15.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 15.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Disposal by exchange:

- 15.13 The nature of disposal by exchange means that The Wilson will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 15.13.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 15.13.2 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 15.13.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, The Wilson will place a notice on the MA's Find an Object web listing service, or make an announcement in The Museum Association's Museums Journal or in other specialist publications and websites as appropriate.
- 15.13.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in The Wilson's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction:

- 15.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 15.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 15.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 15.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 15.18 The destruction of objects should be witnessed by an appropriate member of The Wilson workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

CBC Deaccession Approvals Process

- 1 The Council's collections are managed by The Cheltenham Trust in accordance with a service level agreement dated 30/9/2014 and any variations subsequently agreed.
- 2 The Executive Director of People and Change, is proposed to be the council's 'responsible officer' for the collections.
- 3 The Collections Management Policy states:

'The Trust shall not dispose of items from the collections or the third party loaned collections without prior written authority from the council or the third party as appropriate. ' and

'The museum will not undertake disposal motivated principally by financial reasons'
- 4 The TCT must follow the comprehensive process for disposals is outlined in the collections management policy (appendix 1 – see section 15) to be approved by Cabinet on 8th October 2019.
- 6 On completion of the prescribed process, all items recommended for disposal require approval by CBC. A detailed list of the items recommended for disposal – whether by gift, exchange, sale or destruction – and giving full details of the reasons for disposal, will be provided by the professional curatorial staff. The proposed process for CBC approval of disposals is as follows:

Criteria	Decision maker
Items of value estimated at over £250k	Cabinet
Items of value £50k - £250k or single items of particular public interest	Cabinet member for Healthy Lifestyles
Items of value £0k - £50k	Responsible officer in discussion with Cabinet member for Healthy Lifestyles

Appendix 4**Accreditation scheme guidance**

https://www.artscouncil.org.uk/sites/default/files/download-file/Accreditation_Guidance_Mar_2019_0.pdf