

Cheltenham Borough Council Council

Meeting date: 21 July 2025

Meeting time: 2.30 pm

Meeting venue: Council Chamber - Municipal Offices

Membership:

Councillors Dr David Willingham (Chair), Martin Horwood (Vice-Chair), Frank Allen, Glenn Andrews, Victoria Atherstone, Paul Baker, Adrian Bamford, Garth Barnes, Dilys Barrell, Graham Beale, Angie Boyes, Jackie Chelin, Barbara Clark, Julia Chandler, Flo Clucas, Mike Collins, Ashleigh Davies, Chris Day, Iain Dobie, Jan Foster, Juan Carlos Garcia Clamp, Steve Harvey, Rowena Hay, Hannah Healy, Sandra Holliday, Peter Jeffries, Tabi Joy, Alisha Lewis, Cathal Lynch, Tony Oliver, Ben Orme, Dr Helen Pemberton, Richard Pineger, Julie Sankey, Stan Smith, Dr Steve Steinhardt, Izaac Tailford, Julian Tooke, Simon Wheeler and Suzanne Williams

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1 Apologies

2 Declarations of interest

3 Minutes of the last meeting (Pages 5 - 12)

Minutes of the meeting of Annual Council on 12 May 2025

4 Communications by the Mayor

5 Communications by the Leader of the Council

6 To receive petitions

7 Public Questions

These must be received no later than 12 noon on Thursday 10 July

8 Member Questions

These must be received no later than 12 noon on Thursday 10 July

**9 General Fund and Housing Revenue Account Outturn Report 2024-2025
(Pages 13 - 54)**

Report of the Cabinet Member Finance and Assets

**10 Corporate Plan Update, End of Year Performance Report and Corporate
Plan Refresh (Pages 55 - 112)**

Report of the Leader

**11 Dispensation under section 85 Local Government Act 1972 (Pages 113 -
116)**

Report of the Leader

12 Notice of Motions

**13 Any other item the Mayor determines as urgent and which requires a
decision**

14 Local Government Act 1972 -Exempt Information

The committee is recommended to approve the following resolution:-

“That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt

information as defined in paragraphs 3 and 5, Part (1) Schedule (12A) Local Government Act 1972, namely:

Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 5; Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

15 A Property Matter (Pages 117 - 142)

Report of the Cabinet Member for Finance and Assets

Gareth Edmundson
Chief Executive

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Cheltenham Borough Council Council Minutes

Meeting date: 12 May 2025

Meeting time: 2.30 pm - 3.15 pm

In attendance:

Councillors:

Paul Baker (Chair), Dr David Willingham (Vice-Chair), Frank Allen, Glenn Andrews, Victoria Atherstone, Adrian Bamford, Garth Barnes, Dilys Barrell, Angie Boyes, Julia Chandler, Ashleigh Davies, Chris Day, Iain Dobie, Jan Foster, Juan Carlos Garcia Clamp, Steve Harvey, Rowena Hay, Hannah Healy, Sandra Holliday, Martin Horwood, Peter Jeffries, Alisha Lewis, Cathal Lynch, Ben Orme, Dr Helen Pemberton, Julie Sankey, Stan Smith, Dr Steve Steinhardt, Izaak Tailford, Julian Tooke, Simon Wheeler and Suzanne Williams

Also in attendance:

Claire Hughes (Director of Governance, Housing and Communities) and Gareth Edmundson (Chief Executive)

1 Apologies

Apologies were received from Councillors Beale, Chelin, Clark, Clucas, Collins, Joy, Oliver and Pineger.

2 Communications by the retiring Mayor

The outgoing Mayor reported on some of the recent events:

- the presentation of a long-service award to Simon Stanley, who has worked at the Depot for 50 years, since leaving school. He congratulated him and several other very long-standing staff members, thanking them for all they do for the town, and commenting that their long service also reflects well on the council as an employer;

- he and the Lady Mayor spent a lovely afternoon at Buckingham Palace, where they met the Mayor of Gloucester and two trustees from Cheltenham Welcomes Refugees, who recently received a King's Award for Voluntary Service;
- together with visitors from Annecy and Gottingen, he attended the recent Jazz Festival, always a wonderful event in the town's calendar. It was good to welcome them and strengthen twinning links, with a good exchange of ideas demonstrating the importance of these international relationships. He thanked Richard Gibson and Cheltenham International Partnerships for their work, which he hopes will continue to thrive;
- he had the pleasure of attending World Tai Chi Day at Pittville Pump Room, a spiritual dance and movement event, which was both therapeutic and enjoyable;
- Whaddon Road recently hosted the Under-17 finals in the Cheltenham League, which covers a very wide area, and is testament to the organisers and people who run the league, putting in an incredible amount of work to keep it growing where other leagues are collapsing.

He ended by saying he had thoroughly enjoyed his time as Mayor, and that Cheltenham is a wonderful town because of its people. He thanked everyone for a memorable year.

3 Election of Mayor 2025-26 (Chair of Council)

The Mayor called on Councillor Atherstone to move the motion proposing Councillor Willingham as the new Mayor. Councillor Boyes was happy to formally second the motion.

RESOLVED (unanimously) THAT:

Councillor Dr David Willingham be, and is hereby, elected Mayor of the Borough of Cheltenham and Council Chair for the ensuing Municipal Year.

The out-going Mayor congratulated Councillor Willingham on his appointment and invited him to take over the chair.

The Chief Executive asked the newly-elected Mayor to sign a declaration of acceptance of the office of Council Chair 2025-26.

4 Election of Deputy Mayor 2025-26 (Vice-Chair of Council)

The newly-elected Mayor invited the Leader, Councillor Hay, to propose Councillor Martin Horwood as Deputy Mayor for the upcoming municipal year. The motion was formally seconded by Councillor Davies.

RESOLVED (unanimously) THAT:

Councillor Martin Horwood be, and is hereby, elected Deputy Mayor of the Borough of Cheltenham and Council Vice Chair for the ensuing Municipal Year.

The Mayor congratulated Councillor Horwood on his appointment and invited him to take his seat.

The Chief Executive asked the newly-elected Deputy Mayor to sign a declaration of acceptance of the office of Council Vice-Chair 2025-26.

5 Declarations of interest

There were none.

6 Minutes of the last meeting

The minutes of the meetings held on:

- 21 February 2025
- 17 March 2025

were approved as a true record, and signed accordingly by the Mayor.

7 Communications by the Mayor

The Mayor began by thanking Councillor Baker for his year as Cheltenham's Mayor and for all the good work he had done. He said it had been a pleasure to work with him, and that he would be a hard act to follow.

He went on to share the following communications:

- congratulations and welcome to Councillor Healy, who was elected to represent Charlton Kings ward on 01 May;
- congratulations too to all councillors who were elected to Gloucestershire County Council on the same day. He was sure they would all join him in thanking Elections Manager Kim Smith and Deputy Returning Officer Paul Jones for their hard work to ensure that everything ran smoothly, and also all the officers who participated on polling day and at the count;
- he recently attended two events as Deputy Mayor: the AGM of SSAFA, the armed forces charity which does excellent work in supporting ex-servicemen; and a dinner at the Jazz Festival with guests from Annecy and Gottingen, some of whom were participating in the event. He said their presence adds immense value to these international events;
- on behalf of Catholic residents, he welcomed the new Pope Leo XIV, wished him luck, and hoped the nations of the world would heed his call for peace.

In advance of sharing information about his chosen Mayor's charities, he said he would send an email to all Members about 'give as you earn', which allows them to donate to a charity of their choice direct from their councillor allowance. He said he

has done this since becoming a councillor, donating to the Mayor's charities, and while under no compulsion, asked people to consider doing the same.

He ended on a sad note, sharing news of the death of former Councillor and Honorary Alderman Malcolm Stennett who served Prestbury ward from 2000 to 2021. He invited members to pay tribute.

Councillor Hay said she served with Malcolm for many years, and knew him as a decent, honest man. She attended his funeral which was a pleasant celebration of a life well lived and a long-serving councillor, dedicated to his community. She reminisced that he was often seen around the town with his two enormous dogs.

Councillor Smith said he had the privilege of working with Malcolm at Dowty's, always found him to be a gentleman, ready to listen and help with sensible answers, and very much respected by all who knew him.

A minute's silence was observed in his memory.

8 Communications by the Leader of the Council

The Leader thanked and congratulated the new Mayor, and wished him a fulfilling year, and shared the following communications:

- welcome to Councillor Healy, newly elected in Charlton Kings ward;
- thanks to Councillor Baker for his year as Mayor, and for his contributions to the town and Council meetings;
- congratulations and thanks to Councillor Horwood, who has been a valued member of the Cabinet and is now stepping down as he becomes Deputy Mayor;
- on behalf of the council, condolences are sent to Honorary Freeman Les Bonney on the loss of his wife, Beryl.

She went on to update Members on some Cabinet and committee changes:

- Councillor Lewis is to become Cabinet Member for Major Developments and Housing Delivery, Councillor Jeffries will revert to being Cabinet Member for Finance and Assets, and Councillor Tailford will become Cabinet Member for Economic Development, Wellbeing, Culture and Public Realm;
- welcome to Councillor Baker who is joining the Cabinet as Cabinet Member for Waste, Recycling and Parks and Gardens;
- Councillor Dobie is stepping down from the Cabinet; thanks to him for his contribution as a valued Member of the team over the last four years; a new Cabinet member will be announced by the end of May, following elections in the Liberal Democrat group;
- Councillor Allen will become Vice-Chair of Planning Committee and step down from Overview and Scrutiny, to be replaced on that committee by Councillor Healy; Councillor Dobie will replace Councillor Baker on Planning Committee;
- congratulations to everyone who held or won seats at the county council elections; she is looking forward to working closely with the Liberal Democrat administration.

She said the past year has been eventful, with all-out borough elections, a general election, the new government's announcement of local government reform, and the recent county council elections. All this is in addition to the delivery of our Corporate Plan, bringing housing services back in-house, building houses, investing in communities, retaining green and purple flags for our parks and gardens and night-time economy, and opening the MX and the new computing school at the university, and the success of seeing the Golden Valley move forward, being mentioned this week as a key driver for growth in a keynote speech by the Secretary of State.

9 To receive petitions

There were no petitions on this occasion.

10 Public Questions

There were none.

11 Member Questions

There were none.

12 Community Governance Review

The Leader introduced her report, saying that the local government review means that Cheltenham will become part of a unitary council in one way or other, and with only five parish councils at present representing local communities, this could leave a big part of the town without local representation. It is important, therefore, to start thinking about this now, and a cross-party Cabinet Member Working Group, led by Claire Hughes, Director of Governance, Housing and Communities, has met to get the process underway and establish the terms of reference.

She asked Council to approve the terms of reference as set out in the report appendices, which approve consultation with the wider public and the existing parishes. The information gathered from the first round will inform further consultation on what people would like to happen – a town council, more or fewer parish councils, boundary changes - the important thing being to get this in place before we go through local government reorganisation, in order to protect our communities and ensure that all residents have a voice.

Questions

A Member thanked the Leader and working group for a sensible and well-put-together group of reasons. In response to Members' questions, the Leader and Director of Governance, Housing and Communities, confirmed that:

- Members are voting today solely on the terms of reference and start of the consultation and review period, not the timetable or reorganisation order;
- regarding the indicative timetable set out in the report, which might be seen to imply that the reorganisation order could be made by February 2026 –a Member

felt this was good if a minimal set of adjustments was required, but incredibly ambitious and potentially problematic if bigger implications around the existence of parish councils arise from the consultation - it is important to say that we are not looking to abolish any parish councils. They may choose not to exist, or may want to create new parish councils and extend or reduce their boundaries, which is relatively simple from a governance point of view. It would make sense, therefore, to do this as soon as possible in the new year, in advance of the financial precepts they will want to raise;

- the bigger question is around the rest of the town, whether a town council or more parish councils are wanted. The timeline is set so that we will be able to anticipate the direction of travel by February 2026 and it will be in our gift then to pause if the government's plan to make a decision by February 2027 goes awry;
- at the end of the day, the main issue is that we could end up with no local representation if we don't do something different as a town, and we need to act now to make sure that all residents and local communities have a voice and that their voice is heard;
- consultation in non-parished areas will be through friends groups, residents associations, wide coverage on social media, drop-in sessions, and councillors, who are leaders in their communities and will need to spread the word;
- Members are voting today on the terms of reference because although the Leader doesn't need permission to carry out a Community Governance Review, the terms of reference have to be agreed by Full Council in order for it to happen;
- if Council approves, the terms of reference will be published on 19 May, and the official consultation will go live on that date;
- the indicative timeline in the report is not up for consultation – it could change if, for example, the first stage produces a large number of recommendations. Any recommendations for changes will need to come back to Council in October for Council to agree. At that time, Council may decide to take all recommendations forward for implementation in February 2026, in time for the parish council elections in May, or could decide to take some forward then and others on a longer timescale.

Debate

A Member expressed concern about the speed at which the timetable is proposed. Although aware of the need to get local representation in place before CBC becomes part of a unitary authority, his parish council is not due to meet until July when they will set about the task of consulting with their constituents and formulating their own view. The way the timetable is proposed will make it difficult to do a thorough job.

The Leader said she would take these comments on board but was keen to do everything possible to get changes in place early next year.

Members added the following observations:

- the review is welcome, presenting an ambitious timeframe at present – we will only know if it is achievable until we start. The difference in infrastructure investment between parished and unparished areas in Cheltenham is marked, and this is a potentially great opportunity to remedy this;

- with unitarisation taking power away from local people, this review is welcome as it will make sure they remain involved and engaged in local democracy – it is local people who care most about their areas and want to make changes to the things that matter. The timeline is fast but serves its purpose and is on the right track;
- the council must do its best to consult as widely as possible, although this is difficult.

The Leader reiterated that all Members should act as advocates and champions in their local communities, and encourage people to get involved and consider setting up new parish councils or changing the boundaries of existing ones.

RESOLVED (unanimously) that Council:

- **the Terms of Reference for the Community Governance Review are agreed, signifying the formal start of the Review and commencement of the first stage consultation.**

13 Appointment of the Chair of Licensing Committee

The Monitoring Officer invited nominations for a Chair of Licensing Committee.

Councillor Simon Wheeler was proposed by Councillor Hay and seconded by Councillor Harvey.

As no other names were put forward, no vote was required, and Councillor Wheeler was duly appointed.

14 Notice of Motions

There were no motions.

15 Any other item the Mayor determines as urgent and which requires a decision

There was no other business.

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Cheltenham Borough Council

Cabinet 15 July 2025

Council 21 July 2025

General Fund Revenue & Capital Outturn 2024/25

Accountable member:

Councillor Peter Jeffries, Cabinet Member for Finance and Assets

Accountable officer:

Gemma Bell, Director of Finance & Assets (Deputy s151 Officer)

Ward(s) affected:

All

Key Decision: No

Executive summary:

In accordance with financial rule A11.3, the Section 151 Officer is responsible for providing regular reports to the Cabinet on the Council's finances and financial performance. This report highlights the Council's financial performance and sets out the General Fund and Housing Revenue Account (HRA) revenue and capital outturn position for 2024/25. The information contained within this report has been used to prepare the Council's Statement of Accounts for 2024/25.

Financial rule B10.1 states that carry forward of planned underspend of revenue budgets into the following financial year will only be allowed with the agreement of the Section 151 Officer, in order to meet the needs of approved service delivery. Financial rule B10.3 states that all other carry forward requests, including budget underspends that have been carried forward in previous financial years, will be subject to full Council approval at the financial outturn meeting held after the year end.

The Council's Treasury Management Policy requires the Section 151 Officer to report to members annually, by the 30 September, on the treasury management activities and treasury management indicators for the previous financial year. This report also seeks to meet this requirement.

Recommendations: That Council:

1. receives the financial outturn performance position for the General Fund, and notes that in delivering services in 2024/25, after the application of carry forward requests and following the use earmarked reserves, there was an underspend of £913 against the 2024/25 revised budget approved by Council on 21 February 2025.
 2. notes £420,144 of carry forward approved by the Section 151 Officer under delegated powers at Appendix 5.
 3. notes the annual treasury management report at Appendix 7 and note the actual 2024/25 prudential and treasury indicators.
 4. notes the capital programme outturn position as detailed in Section 7 of this report and Appendix 8, approve the carry forward of unspent budgets into 2025/26.
 5. notes the year end position in respect of Section 106 agreements and partnership funding agreements at Appendix 9.
 6. notes the outturn position in respect of collection rates for council tax and non-domestic rates for 2024/25 in Appendix 10.
 7. receives the financial outturn performance position for the Housing Revenue Account for 2024/25 in Appendix 11 and approves the carry forward of capital budgets from 2024/25 into 2025/26 as set out in Appendix 12.
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1. Implications

1.1. Financial, Property and Asset implications

As detailed throughout this report.

Signed off by: Gemma Bell, gemma.bell@cheltenham.gov.uk, 01242 264124

1.2. Legal implications

As detailed in the body of the report, the Council has adopted and complied with the CIPFA Code of Practice for Treasury Management in the Public Services. This provides assurance that investments are, and will continue to be, within its legal powers.

Signed off by: One Legal, legalservices@onelegal.org.uk, 01684 272012

1.3. Environmental and climate change implications

Key elements of the budget are aimed at delivering the corporate objectives in the Corporate Plan, including the climate change and net zero carbon priorities. The sustainability of general balances and earmarked reserves is vital to continue to work

towards this objective.

Signed off by: Maizy McCann, Climate Change Officer

1.4. Corporate Plan Priorities

The actions outlined in this outturn report to support general balances, implement savings and grow commercial income will help ensure that the Council can continue to deliver its corporate objectives as set out in the Corporate Plan for 2023- 2027 and refreshed Corporate Plan 2025 - 2028.

Signed off by: Ann Wolstencroft, Head of Performance, Projects and Risk

2. Background

- 2.1. On 23 February 2024, Council approved the budget for 2024/25, including setting the Council Tax. The 2024/25 approved budget once again identified ambitious efficiency savings and required reducing expenditure or generating additional income of £2.841m to deliver on target. This brings the cumulative savings required since the pandemic to over £5.5m.
- 2.2. These are unprecedented times for local government. Over the past few years, the Council has faced financial pressures in almost all areas. Like many residents and businesses in our town, we have diverted significant resources and lost substantial income while responding to the COVID-19 pandemic. This was followed by a new crisis—rising service delivery costs and the challenge of supporting a growing number of residents affected by the cost-of-living crisis. These pressures come on top of nearly a decade of year-on-year cuts to the Council's government funding.
- 2.3. As a comparison, overspends were £2.606m in 2022/23 and the 2023/24 budget still relied on general balances to support the pressures which were forecast at £1.030m by 31 March 2024. The outturn for 2024/25 is a marked change from the previous two years and an overall underspend has been reported once more, indicating that the general fund is starting to stabilise after a long period of uncertainty.
- 2.4. The assessment of the robustness of the balances made by the Section 151 officer at each budget cycle has meant budgets have made provision for this and savings have been able to be implemented in a robust and informed way. Although inflation has fallen and interest rates seem to be following, recovery is a slow and gradual process and since 2022/23 our general balances have been consistently below the optimum assessment. **However, in assessing the optimum level during 2024/25, allowances were made for planned savings.**

- Planned savings measures slippage £548k
- Interest rate variation cost £63k
- Volume variations demand led income £135k

2.5. It is recognised throughout this report that a number of the contingencies applied in assessing the optimum level of general balances came to fruition within the financial year which justifies their inclusion.

2.6. A key benefit of the Council's decision to dip into general balances to facilitate change has freed up the time and resources needed to take key decisions around the delivery of our housing services, the sale of the Municipal Offices, the sale of the Council's shareholding in Gloucestershire Airport and the development agreement for the National Cyber Innovation Centre, part of the Council's nationally significant Golden Valley Development.

2.7. Although general balances are still below the recent assessment of the optimum level of balances which was made at £1.764m in February 2025, there is a clear and realistic plan to achieve this by 31 March 2026. This is as a result of the work delivered in 2023/24 and 2024/25 meaning savings are coming to fruition and for the first time since before the pandemic, a budget has been set which makes more provision to replenish reserves than the savings and efficiencies required.

2.8. This report draws together the financial outturn position for 2024/25 for the General Fund against the Revised 2024/25 budget. It also summarises the Housing Revenue Account (HRA) revenue and capital budgets, details reserve movements and summarises requests for carry forward of budgets approved by the Section 151 Officer under delegated powers.

3. General Fund Outturn 2024/25

3.1. The outturn position at 31 March 2025 reports an underspend of £913 against the revised budget approved in February 2025. A summary of the General Fund outturn position by directorate is contained in Appendix 2 and by service area in Appendix 3. Information is presented in the same format as used in the draft statement of accounts, in accordance with the CIPFA Code of Practice 2024/25.

3.2. The 2024/25 budget set a hugely ambitious savings target of £2.841million. By February 2025, it was reported that £2.011m of this had been achieved within the year. Combined with the previous three financial years, a cumulative total of over £5m of savings and efficiencies have been delivered within the Council's budget. This approach has meant frontline Council services have been safeguarded in a period of significant economic uncertainty for many of our tenants and residents.

3.3. The general balance at 31 March 2025 is £1.296m which is below the optimum

level assessed by the Section 151 Officer in the Section 25 report to Council in February 2025. The medium term financial strategy approved by Council in February 2025 outlines the strategy for recovering this position.

4. Budget carry forward requests

4.1. At the year end, a number of budget holders requested 'carry forward' of unspent budgets. Requests fall into two categories and have been dealt with as follows:

- Some requests are in respect of goods and services ordered but not received by 31 March 2025.
- Some relate to items of expenditure not yet incurred due to slippage in work programmes but still planned to be spent in line with the original intention of the budget.
- Others are amounts of grant funding which have been allocated but not yet been taken up by their intended beneficiaries.

4.2. In line with previous practice, these have been reviewed by the Executive Leadership Team and approved by the Section 151 Officer, under delegated powers (financial rule B10.1). A list of the approved carry forward of budgets totalling £420,144 for which expenditure is in line with the original approved purpose, is contained in Appendix 5.

4.3. In accordance with the Service Reporting Code of Practice (SeRCOP), a transfer was made to a 'carry forward' reserve in 2024/25 (Appendix 6) and transfers will be made from the 'carry forward' reserve in 2025/26 to the appropriate cost centres in order that members and officers have a clear indication of the total budget, including carry forwards, available for 2025/26.

5. Treasury Management / Prudential Indicators

5.1. Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Cabinet and Council of an Annual Review Report after the financial year end. The detailed treasury report is attached at Appendix 7.

6. Business Rates Retention Scheme (BRRS)

6.1. One of the key documents in the budget setting process is the estimate of business rates yield which is reported in the National Non Domestic Rates return (NNDR1) which is submitted to the Ministry of Housing, Communities and Local Government (MHCLG). The NNDR1 return was submitted to MHCLG by the deadline of 31 January 2024 and the budget was based on the figures within that

return.

6.2. The table below reflects the actual performance against the revised budget with an overall variance for the year of £38,628 when taking into account the Gloucestershire Business Rates pooling arrangement.

	2024/25 Original Budget £	2024/25 Revised Budget £	2024/25 Actual £	2024/25 Variance £
Retained business rates	24,288,060	24,288,060	24,288,060	-
Tariff payable to government	(21,783,145)	(21,783,145)	(21,783,145)	-
Grant to compensate for government decisions	4,459,746	4,513,280	4,522,407	9,127
Estimated levy payable to government after Pool surplus/deficit	(966,249)	(899,603)	(645,102)	254,501
Net retained business rates	5,998,412	6,118,592	6,382,220	263,628
Less Baseline Funding (target level of net retained rates)	(3,086,353)	(3,086,353)	(3,086,353)	-
Net surplus on business rates against baseline funding	2,912,059	3,032,239	3,295,867	263,628
Deficit adjustment re 2022/23	(167,244)	(167,244)	(167,244)	-
Deficit adjustment re 2023/24	(307,181)	(307,181)	(307,181)	-
Total One-off adjustments re previous years' deficits	(474,425)	(474,425)	(474,425)	0
Net retained business rates (after one-off deficit adjustments & LIGS)	5,523,987	5,644,167	5,907,795	263,628
Transfer (to)/from BRR earmarked reserve	300,000	169,612	(55,388)	(225,000)
Net income included in outturn	5,823,987	5,813,779	5,852,407	38,628

7. Capital Outturn 2024/25

7.1. The outturn position in respect of General Fund capital programme is contained in Appendix 8. Members are asked to note the outturn position and, where there is slippage, approve the budgets to be carried forward into 2025/26 requested by officers.

8. Reserves and Section 151 Officer Advice

8.1. The Section 151 Officer has, under delegated powers (financial rule B11.4), authority to make transfers to and from these operational reserves in accordance with the intention of the reserve as determined by the Council's Reserves Policy and Protocol. The transfers approved by the Section 151 Officer for 2024/25 are

set out in the outturn performance position schedules at Appendix 2 and 3.

- 8.2. Appendix 6 also details the reserves held by the Council, states their purpose and indicates the balance at 31 March 2025. In setting the budget for 2024/25 a review of reserves was undertaken to assess whether the levels were appropriate and in line with the policy for reserves and balances; and also whether they took into account the needs and risks of the organisation and the prevailing economic conditions.
- 8.3. In assessing the adequacy of reserves and balances for 2025/26 the Section 151 Officer used a risk based approach to assess the appropriate level of general balances which calculated the optimum level to be £1.764m. At the year end, the General Fund Balance stands at £1.296m and therefore is below the optimum level recommended by the Section 151 Officer at year end for reasons set out above – an impact of the pressures experienced since 2022/23 which have required us to draw on this balance year on year. As set out in Appendix 6 based on the current 2025/26 budget the objective is to increase general balances to £1.861m by the 31 March 2026 and other earmarked reserves from £3.509m to £4.026m. This will be the first year since before the pandemic where contributions to reserves will exceed the savings required for the period, strongly indicating that the Council's general fund position is stabilising.
- 8.4. Members will need to be mindful that there will be an expectation to further strengthen these reserves in order that the Council is robustly covered against further financial pressures which may emerge or future changes to local government financial support. This includes any impact of the Government's Fair Funding review and Business Rates reset and once the details of the recent Spending Review on Local Government are announced, which is not likely to be confirmed until December 2025. With preparation work for Local Government Reorganisation also requiring appropriate resource, it may be the case that that some difficult choices need to be made in respect of service provision in the medium term.

9. Section 106 Receipts

- 9.1. A position statement in respect of the activity of Section 106 receipts is contained in Appendix 9.
- 9.2. The following summarises the activity in respect of Section 106 for 2024/25, compared to 2023/24.

	2023/24	2024/25
	£	£
Balance of unused Section 106 receipts	2,134,463	3,990,471
Net additional receipts in year	2,097,899	-
Receipts used to finance projects in year	(241,891)	(457,506)
Balance outstanding at year end	3,990,471	3,532,965

9.3. In 2023/24, there was a significant s106 contribution received for the Starvehall Farm development. This contribution is in relation to affordable housing and will be used to support the achievement of the Council's Corporate Priority to increase the number of affordable homes in our town. In 2024/25 there no new receipts but officers worked to commit a large number of smaller balances to a range of capital projects across the town.

10. Council tax and Business Rates Collection and Support

10.1. The monitoring report for the collection of council tax and business rates (NNDR) income is shown in Appendix 10. This shows the position at the end of March 2025. The collection rate for council tax has decreased slightly from 98.32% in 2023/24 to 98.18% in 2024/25. The cost of living crisis continues to have an impact on households and our team are continuing to work with any customers who are struggling to pay.

10.2. The collection rate for business rates collection has also decreased from 98.56% to 97.22% in the same period. The figures have been significantly impacted by one large business ratepayer avoiding payment. The business rates team continue to work with those business rate payers struggling to pay. Robust recovery action using all legal powers available will continue against those avoiding payment.

11. Housing Revenue Account (HRA)

HRA Income and Expenditure

11.1 The HRA revised forecast for 2024/25 financial year, based on performance to December 2024, anticipated an operating surplus of £88,740 and it was expected that there would be a remaining balance of £1,025m in revenue reserves at 31st March 2025.

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11.2 The outturn statement, as presented in Appendix 11, shows a larger deficit than expected of £332,500 for the year leaving a balance of £603,500 in revenue reserves at year end. This is the second year that the HRA balance has finished below the target level of £1.5m however the decision to wind up Cheltenham Borough Homes and bring the housing services back in-house will generate significant savings and strengthen the HRA revenue reserve in 2025/26 and 2026/27. It is expected that the target levels will be restored by 31 March 2027.

11.3 Below is an explanation of variances exceeding £50,000:

Detail	Forecast £'000	Actual £'000	Variation £'000	Explanation
General & Special Management	5,028	5,125	97.9	This overspend is as a result of ICT costs incurred for development in QL which were not able to be capitalised. The overspend is split between housing and general management based on the nature of the development activity.
Housing Management	5,178	5,436	258.4	
Rents, Rates, Taxes and Other Charges	159	231	72	A significant increase in void properties has meant the Council has had to pay the Council Tax and other bills for longer periods as delays are experienced in turn around and re-let.
Repairs & Maintenance	5,420	5,557	137	As a result of the reduction in activity on planned maintenance works in the capital programme, a greater proportion of spend than forecast was diverted to addressing reactive repairs and maintenance work.
Provision for Bad Debts	240	78	(162)	A lower turnover in tenants and leaseholders has meant better than forecast collection of rent and service charges, meaning less need to provide for bad or doubtful debt.
Interest Payable	3,302	3,211	(90)	An underspend on the capital programme has meant lower levels of borrowing were required than forecast, reducing the interest payable.
Dwelling Rents	23,706	23,643	(62.5)	Again, this variance is in part down to the increase in the turnaround time of void properties.

Major Repairs Reserve

11.4 In accordance with regulations this reserve is funded by sums equivalent to the depreciation provision and has been used to finance HRA capital expenditure.

HRA Capital Programme

- 11.5 Actual expenditure for the year was £18.055m, an underspend of £3.039m compared with the forecast of £21.094m.
- 11.6 The three year programme approved by Council in February 2024 includes projects where expenditure plans span more than one financial year and are delivered through more than one contract. Where delays occur, for example through extended consultation with leaseholders or procurement issues, we seek opportunities for advancing other projects within overall funding. Costs are controlled at both contract and project level.
- 11.7 Changes to the projected financing of the capital programme have primarily arisen from the reduction in overall spend and the availability of additional capital receipts and revenue contributions.

12. Consultation

- 12.1 Appropriate members and officers were consulted in the process of preparing the outturn position and associated reports and accounts. The outturn figures will also be presented for discussion at the Budget Scrutiny Working Group in July.

13. Key risks

- 13.1. As outlined in Appendix 1.

Report author:

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Appendices:

1. Risk Assessment
2. Summary Outturn Performance Position – General Fund
3. Service Level Outturn Performance Position – General Fund
4. Significant Variances
5. Carry Forward Requests
6. Movement on Earmarked Reserves and General Balances
7. Annual Treasury Management review
8. Capital Programme – General Fund
9. Section 106 Receipts Statement
10. Council Tax and NNDR collection
11. HRA Operating Account
12. HRA Capital Programme and Major Repairs Reserve

Background information:

- Final Budget Proposal for 2024/25 – Council 23 February 2024
- Section 25 Report – Council 23 February 2024
- Final Budget Proposals including the Revised budget for 2024/25 – Council 21 February 2025

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
52	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	5	4	20	Reduce	<ul style="list-style-type: none"> - Commercial strategy & activities - Quarterly budget monitoring - Cabinet engagement - budget proposals - Increased capacity in the finance team - Cabinet Away Day challenge and decisions - Ongoing monitoring of targets for workstreams/services 	Director of Finance & Assets	Ongoing
403	Prioritisation of capital resources – If CBC are unable to prioritise medium term projects and programmes which require significant capital financing, then it will increasingly have to rely of borrowing to fund service investments increasing the pressure on our revenue budgets to	Cabinet	5	4	20	Reduce	<ul style="list-style-type: none"> - Ongoing review and alignment of the capital programme with the Corporate Plan - Quarterly budget monitoring - Cabinet engagement - budget proposals - Gateway reviews of all projects through the Corporate Programme office - Cabinet Away Day challenge and decisions - Business case and approval for all new projects, including 	Director of Finance & Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	fund repayments.						allocation of resource and budgets		
53	If General Balances are not strengthened then insufficient reserves will be available to cover unanticipated spend or deficits resulting in the levels which will consequently fall below the minimum required level as recommended by the Section 151 Officer in the council's Medium Term Financial Strategy	Director of Finance & Assets	5	3	15	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 2025/26 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.	Director of Finance & Assets	Ongoing
199	If the Government review concludes significant changes to business rate retention, Government grant funding or Council Tax generation for Cheltenham then the MTFS budget gap may increase, requiring greater	Director of Finance & Assets	5	4	20	Reduce	The Council joined the Gloucestershire pool to share the risk of fluctuations in business rates revenues retained by the Council. The Gloucestershire S151 Officers continue to monitor business rates income projections and the performance and membership of the pool / pilot.	Director of Finance & Assets	Ongoing

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	savings than already planned.						Work with members and Gloucestershire LEP to ensure Cheltenham grows its business rate base.		

APPENDIX 2: GENERAL FUND REVENUE OUTTURN 2024/25

	A 2024/25 Current Budget	B 2024/25 Outturn per Ledger	overspend / (underspend) before adjustments
	£	£	£
Chief Executive	2,963,314	2,845,701	(117,613)
Communities & Place Directorate	11,930,940	11,986,414	55,474
Finance, Assets & Regeneration Directorate	8,460,764	7,083,736	(1,377,028)
	23,355,018	21,915,851	(1,439,167)
Capital Charges	(3,959,677)	(3,601,601)	358,076
Interest and Investment Income	(1,155,999)	(1,058,653)	97,346
Use of balances and reserves - Appendix 6	(964,931)	(964,931)	0
NET BUDGET	17,274,411	16,290,666	(983,745)
Deduct:			
National Non-Domestic Rate	(1,605,311)	(1,859,813)	(254,502)
National Non-Domestic Rate - 2022/23-23/24 (surplus) / deficit	474,425	474,425	0
National Non-Domestic Rates - S31 Grants	(4,513,280)	(4,522,407)	(9,127)
SFA Levy Surplus			0
New Homes Bonus	(88,876)	(88,876)	0
Revenue Support Grant	(149,895)	(149,894)	1
Services Grant	(19,839)	(19,839)	0
3% Funding Guarantee	(1,151,195)	(1,151,195)	
Council Tax (Surplus)/deficit	8,042	8,042	0
Other	(170,000)	(178,109)	(8,109)
NET SPEND FUNDED BY COUNCIL TAX	(10,404,442)	(10,404,442)	0
TOTAL INCOME	(17,620,371)	(17,892,108)	(271,737)
Net Transfer to/From General Balances	(345,960)	(1,601,442)	(1,255,482)

KEY

- A - Revised budget approved by Full Council in February 2025
- B - Outturn net expenditure before year end adjustments
- C - Operational transfers to / (from) reserves approved by the Chief Finance Officer under delegated powers - Appendix 6
- D - Carry forward requests approved by the Chief Finance Officer under delegated powers - Appendix 5
- E - Net variance after adjustments in columns C to D
- F - Carry forward requests requiring Member approval - Appendix 5
- G - Net variance on cost centres taking into account all carry forward requests - see detail at Appendix 5

C Trf to / (from) Other Reserves Appendix 6 £	D C/F requests approved by S151 Officer Appendix 5 £	E Variance net of S151 c/f approvals £	F C/F requests to be approved Members Appendix 5 £	G Variance net of all c/f requests £
	40,962	(76,651)		(76,651)
	2,389	57,863		57,863
925,000	379,182	(72,846)		(72,846)
925,000	422,533	(91,634)	0	(91,634)
(317,964)		40,112		40,112
		97,346		97,346
		0		0
607,036	422,533	45,824	0	45,824
225,000				(29,502)
				0
				(9,127)
				0
				0
				1
				0
				0
				0
				0
				(8,109)
				0
NET OVER/(UNDER) SPEND AFTER APPLICATION OF RESERVES				(913)

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APPENDIX 3 - GENERAL FUND REVENUE OUTTURN 2024/25

		Revised Budget 2024/25 £	Actual Spend 2024/25 £	(Under)/ Overspend 2024/25 £	Carry Forward £	Other Reserves £	Adjusted (Under)/Overspend £
111COR	Corporate Resources	752,325	700,458	(51,867)	27,111		(24,756)
112ICT	Information & Communications Technology	516,906	477,524	(39,382)	13,851		(25,531)
113SUP	Support Services	1,091,982	1,083,478	(8,504)			(8,504)
121DEMO	Democratic Services	602,101	584,242	(17,859)			(17,859)
1CEXEC	Chief Executive	2,963,314	2,845,701	(117,613)	40,962	0	(76,651)
211CC	Climate Change	95,555	136,738	41,183			41,183
212PARKS	Parks, Gardens & Green Spaces	2,215,782	2,208,578	(7,204)			(7,204)
213TOWN	Townscape	259,862	259,567	(295)			(295)
214WRSC	Waste, Recycling & Street Cleaning	5,660,680	5,636,661	(24,019)			(24,019)
221COMMS	Communications & Marketing	218,238	208,571	(9,667)			(9,667)
231BUSSUP	Business Support & Customer Services	815,704	807,423	(8,281)	2,389		(5,892)
232LIFE	Lifelines	(49,691)	(49,807)	(116)			(116)
233PEST	Pest Control	(49,144)	(30,909)	18,235			18,235
234LAND	Land Charges	(84,750)	(87,639)	(2,889)			(2,889)
241CWP	Communities, Wellbeing & Partnerships	662,999	661,977	(1,022)			(1,022)
242MARK	Marketing & Inward Investment	280,350	231,854	(48,496)			(48,496)
243PLAN	Planning & Enforcement	848,366	893,238	44,872			44,872
251EMP	Emergency Planning	10,550	7,840	(2,710)			(2,710)
252LIC	Licensing	(130,244)	(116,601)	13,643			13,643
253PSH	Private Sector Housing	172,319	250,716	78,397			78,397 *
254COMF	COMF	0	0	0			0
255ENVH	Environmental Health	1,004,364	968,208	(36,156)			(36,156)
2COMMPL	Communities & Place	11,930,940	11,986,414	55,476	2,389	0	57,863
311BER	Bereavement Services	(1,074,777)	(1,051,508)	23,269			23,269
312ROY	Royal Well	39,812	43,311	3,499			3,499
313COMM	Commercial & Income Generation	248,040	250,447	2,407			2,407
314LEG	Legal	541,769	(289,303)	(831,072)		800,000	(31,072)
321ELEC	Elections & Electoral Registration	404,880	334,490	(70,390)			(70,390) *
331CFUAUD	CFY & Audit	200,970	193,613	(7,357)			(7,357)
332FIN	Finance	3,222,934	3,248,169	25,235			25,235
333PROP	Property & Assets	5,987,399	6,208,210	220,811			220,811 *
341HOUS	Housing & Communities	886,025	318,249	(567,776)	323,529		(244,247) *
352GOLD	Major Dev and Building Control	(326,737)	(421,606)	(94,869)		90,000	(4,869)
361BRCTAX	Business Rates & Council Tax	556,907	522,660	(34,247)		35,000	753
362CARP	Car Parking	(2,729,935)	(2,720,501)	9,435			9,435
363HOUBEN	Housing Benefits	503,477	447,503	(55,974)	55,653		(321)
3FINAR	Finance, Assets & Regeneration	8,460,764	7,083,736	(1,377,030)	379,182	925,000	(72,846)
91COR	Capital Charges	(3,959,677)	(3,601,601)	358,076		(317,964)	40,112
92COR	Interest and Investment Income	(1,155,999)	(1,058,654)	97,345			97,345 *
93COR	Use of balances and reserves	(964,931)	(964,931)	0			0
99COR	Funding	(17,620,371)	(17,892,108)	(271,737)		225,000	(46,737)
Net Outturn Position		(345,960)	(1,601,444)	(1,255,484)	422,533	832,036	(915)

*Significant Variances over £50k after carry forwards are explained in Appendix 4

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Appendix 4 - Significant Variances 2024/25

Ref	Over/(under)spend after transfers to/(from) reserves £	Service Area	Budget Holder	Explanation
Communities and Place Directorate				
CP1	78,397	Private Sector Housing	Louis Krog	Of the variance, £72,000 relates to exit payments made as part of the savings plan for the Public Protection team. The post has not been replaced and the saving will repay the initial outlay within twelve months.
Finance, Assets & Regeneration Directorate				
FAR1	-70,390	Elections and Electoral Registration	Kim Smith	Of the variance, £65k relates to the registration of electors. Significant work went into updating the electoral register in the final quarter of 2023/24 in advance of the all out Council elections and an anticipated General Election. Likewise, throughout 2023/24 there was additional resource deployed to ensure the electoral register was up to date in advance of boundary changes coming in. This meant fewer changes needing to be processed in 2024/25.
FAR2	220,815	Property & Assets	Gemma Bell	Of the variance, £204,000 relates to legal and other payments made in relation to the sale of the Council's shareholding in Gloucestershire Airport Limited. The sale is expected to complete by the end of the 2025/26 financial year with costs being offset by the revenue saving this will generate for the Council.
FAR3	-244,247	Housing & Communities	Martin Stacey	Housing & Communities received a homelessness grant of £611k for the 2024/25 financial year. Part of the work to meet the conditions of the grant has been covered within existing services and funded by the base budget. Council also recieved a number of rough sleeper grants, which we were able to use against existing financial committments, which in turn relieved cost pressures on the general fund. As a result, £244k of the original grant became available to supplement general balances at year end.
FAR4	97,345	Interest and Investment Income	Gemma Bell	The overspend was made up of three elements, firstly debt costs were £148.6k over due to temporary debts rates coming in higher than expected in the last quarter of the financial year and the HRA re-imbursement of debt costs lower as a result of less spend against the HRA programme. Investment income had a surplus of £84.7k due to higher balances held on the Money Market Funds plus the HRA reserves being lower than expected, meant the GF did not pay as much interest to the HRA as expected. Finally, the third element was the rental income from Investment Properties was short by £33.3k against the budget as a tenant vacated space in Ellenborough House.

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Appendix 5: 2024/25 CARRY FORWARD REQUESTS

Ref	Amount £ (Net of VAT)	Expenditure Code	Cost Centre	Detail Code	Reason for carry forward	Service Manager	A (i)	A (ii)	B
							Base Budgets Amounts agreed by S151 Officer under delegated powers	One-Off Budgets Amounts agreed by S151 Officer under delegated powers	Amounts for member approval
1	27,111	R1000	APP001	N/A	Carry forward of apprenticeship budgets to support the on-going apprenticeship programme	Corry Ravenscroft		27,111	
	27,111	TOTAL CHIEF EXECUTIVE DIRECTORATE					-	27,111	-
2	323,529	R6280	HOM001	HGR024	Grants are paid annually by the government, and there continues to remain some uncertainty about future levels. Carrying forward this sum will help mitigate the risks of a sudden reduction in future grant funding, enabling CBC to review service provision in a more planned way, and minimising potential impact on the General Fund. It should be noted that there are increasing financial pressures on homelessness services, and whilst the government have provided additional 'windfall' payments over the last couple of years, these are sporadic and not guaranteed. It would therefore be unwise to rely on any potential future windfall payments to cushion any non-budgeted costs.	Martin Stacey		323,529	
3	2,389	R4010	SUP040	N/A	Due to delays obtaining essential information required from site visits and housing development being undertaken that prevented checks being carried out on specific sites, the minimum requirement as per the contract with the supplier, could not be reached. The purchase request for replacement street nameplates could therefore not be submitted and goods supplied by 31 March 2025 but will be required in 2025/26.	Victoria Bishop		2,389	
	323,529	TOTAL COMMUNITIES & PLACE DIRECTORATE					-	323,529	-
4	26,000	R4430	HBA001	N/A	Budget for Housing Benefit subsidy audit fees. The audit for 2023/24 audit has not yet completed and the 2024/25 audit will take place in 2025/26.	Jayne Gilpin		26,000	
5	14,119	R9060	HBA001	N/A	This grant was received in 2024/25 but relates to work which will take place in 2025/26.	Jayne Gilpin		14,119	
6	15,533	R9060	HBP001	N/A	Grant for Discretionary Housing Benefit to be used in 2025/26.	Jayne Gilpin		15,533	
7	13,851	R4000	SUP005	N/A	This is the monies remaining from the LG Cyber - Get Cyber Assessment Grant, committed to cyber security costs in 2025/26.	Jon Chorlton		13,851	
	69,504	TOTAL FINANCE, ASSETS & REGENERATION DIRECTORATE					-	69,504	-
	420,144	TOTAL CARRY FORWARD REQUESTS				420,144	-	420,144	-

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Appendix 6 - Reserves Statement 2024/25 & 2025/26

		<u>2024/25</u> <u>1st April</u> <u>2024</u> £	<u>2024/25</u> <u>Movement</u> <u>Revenue</u> £	<u>2024/25</u> <u>Movement</u> <u>Capital</u> £	<u>2024/25</u> <u>Revised Budget</u> £	<u>2024/25</u> <u>Outturn</u> <u>Capital</u> £	<u>2024/25</u> <u>Outturn</u> <u>Revenue</u> £	<u>2024/25</u> <u>31st March</u> <u>2025</u> £	<u>2025/26</u> <u>Movement</u> <u>Revenue</u> £	<u>2025/26</u> <u>Movement</u> <u>Capital</u> £	<u>2025/26</u> <u>Outturn</u> <u>Adjustment</u> £	<u>2025/26</u> <u>31st March</u> <u>2026</u> £
<u>EARMARKED RESERVES</u>												
<u>Other</u>												
RES002	Pension & Restructuring Reserve	To fund future reorganisational changes	(45,261)	(50,000)			(62,500)	(157,761)	(50,000)			(207,761)
RES008	House Survey Reserve	To fund cyclical housing stock condition surveys	(5,616)					(5,616)				(5,616)
RES009	Twinning Reserve	Twinning towns civic visits to Cheltenham	(8,366)					(8,366)				(8,366)
RES010	Flood Alleviation Reserve	To fund future flood resilience work, delegated to the Flood working group for allocation	(235,959)					(235,959)				(235,959)
RES016	Joint Core Strategy Reserve	To fund Joint Core Strategy	(41,780)					(41,780)				(41,780)
RES020	Ubico Reserve	To fund environmental services provided by Ubico	0					0	(255,000)			(255,000)
RES022	Homelessness Reserve	To cover future homelessness prevention costs	(41,100)					(41,100)				(41,100)
RES023	Transport Green Initiatives Reserve	To fund Transport Green Initiative Schemes	(33,825)					(33,825)				(33,825)
RES024	New Initiatives reserve	To fund the transformation programme (Including Local Government Reorganisation)	(136,414)	71,855			(62,500)	(127,059)	22,915			(104,144)
RES025	Budget Strategy (Support) Reserve	To support budget strategy	(9,452)					(9,452)				(9,452)
RES026	Social Housing Marketing Assessment (SHMA) Reserve	To fund Social Housing Marketing Assessment work	(46,534)	(2,500)				(49,034)	(2,500)			(51,534)
RES028	Green Economic Recovery and Investment Funding Reserve	To fund Green Economic Recovery and Investment	(100,092)		100,092			(0)				(0)
RES030	Major Developments Reserve	To fund major Developments	(334,937)					(334,937)	(200,000)			(534,937)
			(1,039,336)					(1,044,889)				(1,529,474)
<u>Repairs & Renewals Reserves</u>												
RES201	Commuted Maintenance Reserve	Developer contributions to fund maintenance	(24,347)	12,172				(12,175)	12,175			(0)
RES204	I.T. Repairs & Renewals Reserve	Replacement fund	(148,619)	(50,000)	98,619	67,964		(32,036)				(32,036)
RES205	Property Repairs & Renewals Reserve	20 year maintenance fund	(270,000)	102,000				(168,000)	102,000			(66,000)
RES206	Delta Place Reserve	maintenance fund	(224,226)	(50,000)				(274,226)	(50,000)			(324,226)
			(667,193)					(486,438)				(422,263)
<u>Equalisation Reserves</u>												
RES029	Council Tax Appeals Equalisation Reserve	To fund fluctuations in overpayment of court costs	(53,926)					(53,926)				(53,926)
RES102	Planning Appeals Equalisation	Funding for one off appeals cost in excess of revenue budget	(76,612)					(76,612)				(76,612)
RES105	Local Plan Equalisation	Fund cyclical cost of local plan inquiry	(8,095)					(8,095)				(8,095)
RES106	Elections Equalisation	Fund cyclical cost of local elections	(150,832)	55,000				(95,832)	(65,000)			(160,832)
RES107	Car Parking Equalisation	To fund fluctuations in income from closure of car parks	(100,000)					(100,000)				(100,000)
RES108	Business Rates Retention Equalisation	To fund fluctuations in income from retained business rates	(515,627)	300,000	(130,388)		(225,000)	(571,015)	(253,985)			(825,000)
RES109	Cemetery income Equalisation reserve	Additional Crematoria income to 2nd chapel build scheme	(50,000)					(50,000)				(50,000)
RES112	One Legal Reserve	To fund fluctuations in One Legal Contract	(50,000)			250,000	(800,000)	(600,000)				(600,000)
			(1,005,092)					(1,555,480)				(1,874,465)
<u>Reserves for commitments</u>												
RES301	Carry Forwards Reserve	Approved budget carry forwards	(508,081)	508,081			(422,533)	(422,533)	422,533			0
<u>CAPITAL</u>												
RES402	Capital Reserve - GF	To fund General Fund capital expenditure	0	(200,000)	200,000	163,499	(163,499)	0	(200,000)			(200,000)
TOTAL EARMARKED RESERVES			(3,219,702)					(3,509,340)				(4,026,202)
<u>GENERAL FUND BALANCE</u>												
B8000 - B8240	General Balance - RR	General balances	(949,556)	(629,942)	283,982		(914)	(1,296,430)	(560,803)			(1,857,233)
			(949,556)					(1,296,430)				(1,857,233)
TOTAL GENERAL FUND RESERVES AND BALANCES			(4,169,259)	66,666	0	552,305	481,463	(1,736,946)	(4,805,771)	(1,077,665)	0	0 (5,883,436)

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Treasury Management Outturn Report 2024/25

1. Introduction

1.1 In February 2011 this Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve a treasury management annual report after the end of each financial year.

1.2 After substantial rises in interest rates since 2021, the Bank of England have now begun to reduce their policy rates, albeit slowly. Gilt yields were volatile but have increased overall during the period. Much of the increase has been in response to market concerns that policies introduced by the Labour government will be inflationary and lead to higher levels of government borrowing. The election of Donald Trump in the US in November 2024 is also expected to lead to inflationary trade policies.

1.3 The Chancellor of the Exchequer delivered her Spring Statement in March 2025, following her Budget in October 2024. Based on the plans announced, the Office for Budget Responsibility downgraded its predictions for UK growth in 2025 from 2% to 1%. However, it upgraded its predictions for the four subsequent years. Inflation predictions for 2025 were pushed up, to 3.2% from 2.6%, before seen as falling back to target in 2027.

1.4 Having begun the financial year at 5.25%, the Bank of England's Monetary Policy Committee (MPC) reduced Bank Rate by 0.75% to 4.50% by the close of March 2025.

2. Main Points

2.1 Investment and borrowing interest for 2024/25 have produced a net deficit of £63,991 against the revised budget. Borrowing rates in the local authority market increased slightly above budgeted rates in the last quarter of 2024/25, and also the HRA share of debt costs to repay the General Fund fell below the expected level due to significant underspend against the HRA capital programme.

2.2 Pooled Funds have returned dividends that were budgeted at the start of the financial year starting against lower capital values, returned 4.34% against the £7m invested, resulting in over £303k received.

2.3 The capital values of the Pooled Funds realised gains of over £48k for 2024/25.

2.4 The Council had debt of £204.409m as of 31st March 2025 at an average rate of 3.86%.

2.5 All treasury prudential indicators were within their permitted limits for 2024/25.

3. Local Context

3.1 On 31st March 2025, the Authority had net borrowing of £186.716 arising from its revenue and capital expenditure, an increase on 2024/25 of £7.317m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

3.2 The Council's strategy was to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as of 31st March 2025 and the year-on-year change is shown in table 1 below.

Table 1: Balance Sheet Summary

	31.3.24 Actual £m	31.3.25 Actual £m
General Fund CFR	114.436	113.377
HRA CFR	89.210	92.714
Total CFR	203.646	206.091
External borrowing	201.326	204.409
Internal (over) borrowing	2.320	1.682
Less: Balance sheet resources	24.247	19.375
Net borrowing	179.399	186.716

3.4 The treasury management position as 31st March 2025 and the change during the year is shown in table 2 below.

Table 2: Treasury Management Summary

	31.3.24 Balance £m	2024/25 Movement £m	31.3.25 Balance £m	31.3.25 Rate %
Long-term borrowing	134.926	16.433	151.359	3.42
Short-term borrowing	66.400	(13.350)	53.050	5.10
Total borrowing	201.326	3.083	204.409	3.86
Long-term investments	16.927	0.766	17.693	4.60
Short-term investments	0	0	0	-
Cash and cash equivalents	5.000	(5.000)	0	-
Total investments	21.927	(4.234)	17.693	4.60
Net borrowing	179.399	7.317	186.716	

3.5 Borrowing Activity as at 31st March 2025, the Council held £204.409m of loans, an increase of £3.083m on the previous year. New borrowing of £38m was taken by the Council from the PWLB in 2024/25 due to opportunities when the gilt market rates reduced to lower than the base rate, reducing the level of temporary borrowing which has attracted rates close to 6%

sometimes over the past three to four years. This enabled the Council to take out three separate loans over periods from one year through to 10 years at rates of 4.30%, 3.97% and 4.77%.

Table 3: Borrowing Position

	31.3.24 Balance £m	2024/25 Movement £m	31.3.25 Balance £m	31.3.25 Rate %
Public Works Loan Board	121.026	34.433	155.459	3.38
Banks (LOBO)	5.000	-	5.000	3.95
Banks (fixed-term)	8.900	-	8.900	3.82
Local authorities (short-term)	66.400	(31.350)	35.050	5.28
Total borrowing	201.326	3.083	204.409	3.86

3.6 As outlined in the treasury strategy, the Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

3.9 CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

4. Investment Activity

4.1 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2024/25 the Council's investment balance ranged between £15.5m and £30m due to timing differences between income and expenditure. The year-end investment position and the year-on-year change in show in table 3 below.

Table 4: Investment Position (Treasury Investments)

	31.3.24 Balance £m	2024/25 Movement £m	31.3.25 Balance £m	Interest Rate %
--	-----------------------------------	------------------------------------	-----------------------------------	--------------------------------

Banks & Building Societies	0	0	0	-
Government (inc. Local Authorities)	0	0	0	-
MMF's/Call Accounts	5.000	(5.000)	0	-
Pooled Funds	7.000	0	7.000	4.34
Other Investments	8.850	1.843	10.693	4.81
Total Investments	20.850	(3.157)	17.693	4.60

4.2 £7m of the Council's investments are held in externally managed strategic pooled (bond, equity, multi-asset and property) funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated a total return of £303k (4.34%), while the capital value of these funds increased by just £48k, which is treated as an unrealised capital gain. See table 5 below for a breakdown of the individual returns for each fund.

Table 5: Current Pooled Funds

Fund Manager	Investment £	Capital Value as at 31st March 2024 £	Capital Value as at 31st March 2025 £	Dividends Received 2024/25 £	2024/25 Gain/(Loss) £	Gain/(Loss) v Original Investment £
CCLA Property Fund	3,000,000	2,599,135	2,649,166	132,593	50,031	(350,834)
Schroders Income Maximiser Fund	2,000,000	1,535,497	1,640,687	109,901	105,190	(359,313)
CCLA Diversified Income Fund	2,000,000	1,977,682	1,870,964	61,371	(106,718)	(129,036)
Total –current Funds	7,000,000	6,112,314	6,160,817	303,865	48,320	(839,183)

4.5 The nature of these funds is that values can fluctuate from one year to another. Their performance and suitability in meeting the Council's investment objectives are monitored and discussed with Arlingclose on a regular basis. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five-year period total returns will exceed cash interest rates.

5. Financial Implications

5.1 The outturn for debt interest paid in 2024/25 was £7.607 million (3.87%) on an average debt portfolio of £196.466 million against a budgeted £7.547 million. A deficit of £148.6k was recorded for the financial year after considering the re-imbursement of £3.211m for the debt associated to the HRA for 2024/25. The reason for the variance is mainly due to the HRA debt charge being lower than budgeted due to the less spend on the HRA capital programme, and higher temporary debt interest costs, as rates, especially towards the last quarter of the financial rose significantly.

5.2 The outturn for investment income received in 2024/25 was £1.415m which equates to a 4.92% return (23/24 – 5.10%) on an average investment portfolio of £21.991 million against a budgeted £1.330m. The General Fund reimbursed the HRA £46k for revenue balances held within investment balances during 2024/25. A General Fund surplus of £84.6k was made on investment income. We were able to hold higher balances within the MMF's for longer periods which resulted in better interest returns, and also due to the HRA Reserves being lower than expected, resulted in less interest being re-paid to the HRA.

5.3 Net loans and investments budget for 2024/25 which also includes leasing and third party loans repayments, was a budgeted cost of £2.917m but made an actual cost return of £3.001m, a deficit of £64k. See table 6 below for a breakdown.

Table 6 – Borrowing and Investment Costs

Borrowing Costs	2024/25 Revised £	2024/25 Actual £	Variance (surplus)/loss £
Temp Borrowing	2,671,745	2,707,060	35,315
LT Borrowing	4,871,938	4,899,951	28,013
HRA Share	(3,296,698)	(3,211,360)	85,338
Total GF Cost	4,246,985	4,395,651	148,666
Investment Income	2024/25 Revised £	2024/25 Actual £	Variance (surplus)/loss £
Pooled Funds	323,600	303,865	19,735
Short term/call	271,036	346,122	(75,086)
Other Loans/Lease	796,496	810,837	(14,341)
HRA Share	(61,000)	(46,017)	(14,983)
Total GF Income	1,330,132	1,414,807	(84,675)
NET COST (Saving)	2,916,853	3,001,127	63,991

6. Compliance Report

6.1 The Council can confirm that it has complied with its Prudential Indicators for 2024/25, which was set in March 2024 as part of the Council's Treasury Management Strategy and

Capital Strategy. In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2024/25. None of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

The Prudential Indicators include:

- Authorised and Operational Boundary for External Debt
- Average Credit rating
- Upper limits for fixed interest rate exposure and variable interest rate exposure
- Upper limit for total principal sums invested over 364 days.

Table 7: Debt Limits

	2024/25 Maximum £m	31.3.25 Actual £m	2024/25 Operational Boundary £m	2024/25 Authorised Limit £m	Complied
Borrowing	201.326	204.409	290	300	✓

6.2 Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was never above the operational boundary during 2024/25.

7. Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

7.1 Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

Table 8 Maturity structure of borrowing

	31.3.24 Actual	Actual Debt Due	Upper Limit	Lower Limit	Complied
Under 12 months	25.63%	£52.385m	50%	0%	✓
12 months and within 24 months	11.85%	£24.238m	50%	0%	✓
24 months and within 5 years	12.95	£26.471	100%	0%	✓

5 years and within 10 years	17.12%	£34.997m	100%	0%	✓
10 years and above	32.45%	£66.318m	100%	0%	✓

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The actual maturity percentages for 31st March 2025 are calculated on the debt outstanding of £204.409m.

7.2 Principal Sums Invested for Periods Longer than 364 days

The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 9 Principal invested over 364 days

	2023/24	2024/25	2025/26
Actual principal invested beyond year end	7m	7m	7m
Limit on principal invested beyond year end	10m	10m	10m
Complied	✓	✓	✓

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Appendix 8 - The Capital Programme

Code	Directorate / Scheme	Scheme Description	Budget 2024/25 £	Actual Spend 2024/25 £	Carry Forward Request £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £
	<u>FINANCE, ASSETS & REGENERATION</u>								
CAP026	IT Infrastructure	5 year ICT infrastructure strategy	288,767	67,964	-	100,000	175,000	100,000	100,000
CAP035	Civic Events Space	Funding for an event space to become a potential Council Chamber and meeting space following the sale of the Municipal Office building.	500,000	-	500,000				
CAP036	Resurfacing of the Regent Arcade Car park	To meet the obligations of the lease, resurfacing of the car park.	170,000	156,621	13,379				
NEW	Floor strengthening work and survey at the Pittville Pump Rooms	To strengthen the sprung flooring and ensure the appropriate surveys can be carried out on the ceiling of the Pump Rooms				258,720			
CAP037	Decarbonisation of Leisure@	To finance the investments in LED lighting and pool covers.	349,200	21,835	327,365				
NEW	Fixed Power Installation in Festival Gardens	To deliver a fixed power supply and distribution in the Festival Gardens.				500,000			
NEW	Civica Contract Renewal	To renew the five year contract for the Civica payment system.	450,000	450,000					
CAP109	Pittville Steps	The restoration of the Pittville Pump Room steps which is to be funded by external resources and project managed by CBC.	5,777	-	-				
CAP014	Digital Platform for Cem & Crem	To develop a digital platform to replace the current records system used by Bereavement Services	55,000	49,851	-				
NEW	Asset Management Strategy Implementation	To provide funding for the implementation of strategies to increase the profitability and longevity of our fixed assets.	150,000	123,738	-	100,000	100,000	100,000	100,000
CAP227	Housing Delivery	Enabling the delivery of Private Rented Sector (PRS) Housing.	4,500,000	-	-	4,500,000	4,500,000	4,500,000	
NEW	National Cyber Innovation Centre Delivery	Delivery of the National Cyber Innovation Centre at Golden Valley.	4,500,000	5,373,880	-	28,643,752	70,330,330		
CAP228	Housing Enabling	Expenditure in support of enabling the provision of new affordable housing in partnership with registered Social Landlords and the Homes and Communities Agency (HCA)	252,746	-	252,746				
CAP515	Minster Innovation Exchange	20,000 sq ft purpose-built commercial space adjacent to the Minster	681,295	635,808	14,600				
NEW	Excavator Purchase	To purchase an excavator for the cemetery to deliver a revenue saving in the existing cost of hiring plant.	-	-	-	33,250			
CAP517	Imperial Gardens Railing Restoration	The restoration of the Imperial Gardens Railing to be funded by external resources and project managed by CBC.	-	19,000	-				
CAP518	Sandford Park toilets	Provide for new public toilet provision at Sandford Park	150,000	-	150,000				
CAP521	Montpellier Toilets Refurbishment	To improve public toilet provision in the town.	581,091	564,418	-				
CAP527	Delta Place Renovations	Forward funding of dilapidatons work.		345,951					
CAP528	Chelt Lido - Solar Panel Grant	Passporting of Sport England grant monies to the Lido for upgrade works in the car park.		286,561					
CAP606	Crematorium Scheme - existing chapel	Redevelopment of existing chapel	261,723	183,401	50,000				
CAP516	Gloucestershire Airport	Drawdown of the approved cash flow facility for the Airport.		334,984					
			12,895,599	8,614,013	1,308,090	34,135,722	75,105,330	4,700,000	200,000
	<u>PLACE & COMMUNITIES</u>								
CAP010	Digital Platform	Implementation and roll out of the new digital platform across the Council	54,000	-	-				
CAP030	Carbon Neutral agenda	Seed funding to deliver the actions needed, as outlined in the report to Full Council in October 2019, to facilitate the Council's ambition to become carbon neutral by 2030.	90,885	22,194	68,691				
CAP034	UK Shared Prosperity Funding - Capital Projects	Delivery of the capital projects in line with the UKSPF funding bid	100,000	96,539	-				
CAP101	Play Areas (Section 106 & CIL Grants)	Developer Contributions	15,560	58,019	-				
CAP102	Play Areas Enhancement	We are tendering one large playground improvement contract.	152,026	72,504	79,522	80,000	80,000	80,000	80,000
CAP107	Public Art	Use of the s106 monies to fund public art around the town.	-	6,742					
CAP159	Heat Network	Use of external grant monies to enable the development of a proposal for a heat network in Cheltenham.		84,172					
NEW	Noise Monitoring Equipment	The replacement of two noise monitoring systems required for the Council to undertake it's statutory duty to survey noise.		17,567		24,000			
CAP135	Commercialisation opportunities within the Cheltenham Trust	Invest a sum of £1m to pump prime the commercial opportunities identified by The Cheltenham Trust (including investment which both sustains and grows income at the Town Hall);	391,180	303,190	87,990				
CAP201	CCTV	Additional CCTV in order to improve shopping areas and reduce fear of crime	306,511	-	25,000	50,000			
CAP205/6/7	Public Realm Improvements - High Street Phase 2	Public Realm in the Strand / Cambray	306,885	292,097	-				
CAP221	Disabled Facilities Grants	County Council Grant funding for the provision of building work, equipment or modifying a dwelling to restore or enable independent living, privacy, confidence and dignity for individuals and their families.	500,000	586,742	-	500,000	500,000	500,000	500,000
CAP223	H&S, vacant property & renovation grants	Assistance available under the council's Housing Renewal Policy	3,001	-	-				
CAP224	Warm & Well	A Gloucestershire-wide project to promote home energy efficiency, particularly targeted at those with health problems	40,200	-	40,200	18,400	18,400	18,400	18,400
CAP301	Vehicles and recycling equipment and receptacles	Replacement vehicles and recycling equipment	5,292,686	2,843,493	-	4,803,523	455,132	1,574,600	74,500
CAP306	In Cab Technology	The introduction of an In-Cab system would reduce the mileage required to be completed by Ubico, because it would guide the crew around their collection route and would largely eliminate mistakes.	50,000	66,379	-	20,000			
NEW	Pest Control Van Replacement	To replace one of the existing end of life vans with a more efficient model.			-	25,000			
CAP501	Allotments	Allotment Enhancements - new toilets, path surfacing, fencing, signage, and other improvements to infra-structure.	154,608	-	154,608				
CAP607	The Burrows Improvement Project	Forward funding for the Leckhampton playing field works.	-	-	-				
CAP608	Naunton Park Improvements	Contribution to pathways and drainage work	6,098	2,238	-				
CAP609	Burrows Storage Facility	Contribution to the works required to build the storage room for Leckhampton Rovers	1,955	1,951	-				
			7,465,595	4,453,827	456,011	5,520,923	1,053,532	2,173,000	672,900
	TOTAL CAPITAL PROGRAMME		20,361,194	13,067,840	1,764,101	39,656,645	76,158,862	6,873,000	872,900

Funded by:							
General Fund Capital Receipts	2,825,559	677,905	629,190	5,494,493	810,132	1,854,600	354,500
Capital Reserve		163,499					
RCCO (funded from reserves)	57,001	317,964					
Prudential Borrowing	11,904,272	5,052,154	841,965	5,000,000	4,500,000	4,500,000	
Partner Funding							
Borrowing/Capital Receipts				14,017,632	70,330,330		
Levelling Up Round 3 Funding	4,500,000	5,373,880		14,626,120			
Capital Grant or Contribution	534,162	845,696	292,946				
Better Care Fund	540,200	636,742		518,400	518,400	518,400	518,400
Total	20,361,194	13,067,840	1,764,101	39,656,645	76,158,862	6,873,000	872,900

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APPLIED SECTION 106 STATEMENT 2024/25								
Detail	Contributions	YEAR of receipt	Balance @ 1/4/24 £	Accounting Adjustment	Receipts/ Refunds in year £	Amounts Applied to fund Cap expend £	Transferred to Revenue £	Grants & Contributions @ 31/3/25 £
RECEIPTS IN ADVANCE								
Short Term								
DEV114	Cotswold Beechwood SAC- s106	23/24	(27,840.00)		27,840.00			-
B6261 CAPITAL			(27,840.00)		27,840.00	-	-	-
Long Term								
DEV005	High St, Brewery phase 3 - affordable housing	17/18	(4,078.08)			4,078.08		(0.00)
DEV008	Newland Homes Prestbury Road - affordable housing	20/21	(39,637.20)	38,000.00				(39,637.20)
DEV009	Vistry Homes- Starvhall Farm-affordable homes	22/23	(2,184,947.30)					(2,184,947.30)
DEV010	Bromford Dev Ltd - Village Road	22/23	(5,000.00)					(5,000.00)
DEV011	Pate Court S106 Contribution	22/23	(663,917.53)			265,921.92		(397,995.61)
DEV012	Miller Homes re Shurdington Road	23/24	(4,000.00)					(4,000.00)
DEV013	Brookworth Homes Ltd - Parabola Rd development	23/24	(209,640.72)					(209,640.72)
B7410 CAPITAL			(3,111,220.83)		-	270,000.00	-	(2,841,220.83)
DEV403	Cold Pool Lane Grounds Maintenance	11/12	(53,303.83)				53,303.83	-
DEV406	Rosebay Gardens Grounds Maintenance	13/14	(41,835.83)				41,835.83	-
DEV407	Portland St & North Place MSCP repairs & insurance	14/15						-
DEV408	Portland St & North Place compensation claims	14/15						-
B7420 REVENUE			(95,139.66)		-	-	95,139.66	-
TOTAL GRANTS RECEIPTS IN ADVANCE			(3,234,200.49)		27,840.00	270,000.00	95,139.66	(2,841,220.83)
CAPITAL GRANTS UNAPPLIED								
SECTION 106								
Housing Enabling (affordable housing)								
DEV004	Pegasus Life - John Dower House	16/17	(470,550.00)		2,000.00			(468,550.00)
DEV007	Moss Construction - Hatherley Lane and Leckhampton Road		(470,550.00)		2,000.00	-	-	(468,550.00)
Public Art								
DEV101	Dunalley St-Public Art	10/11	(4,250.00)			950.53		(3,299.47)
DEV102	Rosemullion-Public Art	07/08	(1,340.57)			1,340.57		0.00
DEV103	75-79 Rowanfield Road-Public Art	08/09	(4,450.90)			4,450.90		-
DEV106	12/13 Hatherley Lane (B&Q) - Public Art	12/13	(7,371.68)					(7,371.68)
DEV107	Devon Avenue - Public Art	12/13	(1,414.96)					(1,414.96)
DEV110	Spirax Sarco St Georges Road	13/14	(6,500.00)					(6,500.00)
DEV111	Public Art - Midwinter site	14/15	(50,000.00)					(50,000.00)
DEV112	Wayfinding - University Pittville Campus	14/15	(1,257.05)					(1,257.05)
DEV113	Taylors Yard, Gloucester Road - Public Art	17/18	(30,000.00)					(30,000.00)
			(106,585.16)		-	6,742.00	-	(99,843.16)
PlaySpaces								
DEV201 & DEV001	S106 Playspace-Adult/Youth		(5,370.65)			5,370.65		-
DEV267	S106 Playarea - St. Peters/Chelt Walk	17/18	(10,261.35)			10,261.35		-
DEV303	131 Old Bath Road Playspace	19/20	(2,151.94)			2,151.94		-
DEV010	Bromford Dev Ltd - Village Road	23/24	(153,351.00)					(153,351.00)
			(171,134.94)		-	17,783.94	-	(153,351.00)
Other								
DEV302	Former Gas Club flood defence maintenance contribution	18/19	(8,000.00)		-			(8,000.00)
			(8,000.00)		-	-	-	(8,000.00)
Section 106 Totals - Capital Grants Unapplied (BAL101)			(756,270.10)		2,000.00	24,525.94	-	(729,744.16)
TOTAL Section 106			(3,990,470.59)		29,840.00	294,525.94	95,139.66	(3,570,964.99)

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Council Tax and Business Rates Collection Rates 2021-22

Appendix

Council Tax 2024/25

Current Year Charges - 2024/25			
Monitoring Period	% Collected at 31/03/2025	Target 31/03/2025	The annual collection rate is just below the target but 98.18% of 2024/25 council tax collected within the financial year is still a very good result, especially in the backdrop of a cost of living crisis. The council tax team continue to work with those customers struggling to pay to manage payment and maximise entitlement to benefits or discounts. Robust recovery action will continue against those avoiding payment
	98.18%	98.35%	
Comparison with 2023/24	As at 31/03/2024		
	98.32%		

Previous Years Charges Outstanding in 2024/25			
Monitoring Period	Amount outstanding at 31/03/2025	Target 31/03/2025	The arrears outstanding at the end of 2024/25 slightly exceed the target. The council tax team continue to work closely with those customers struggling to pay and robust recovery action will continue against those avoiding payment
	£2,360,331	£2,320,000	
Comparison with 2023/24	Amount outstanding at 31/03/2024		
	£2,255,021		

Business Rates 2024/25

Current Year Charges - 2024/25			
Monitoring Period	% Collected at 31/03/2025	Target 31/03/2025	The annual collection rate is below the target. One large business ratepayer avoiding payment has significantly impacted the collection rate but 97.22% of 2024/25 business rates collected within the financial year is still a very good result. The business rates team continue to work with those business rate payers struggling to pay. Robust recovery action using all legal powers available will continue against those avoiding payment
	97.22%	98.40%	
Comparison with 2023/24	As at 31/03/2024		
	98.56%		

Previous Years Charges Outstanding in 2024/25			
Monitoring Period	Amount outstanding at 31/03/2025	Target 31/03/2025	The arrears outstanding at the end of 2024/25 exceed the target. The business rates team continue to work closely with those customers struggling to pay and robust recovery action will continue against those avoiding payment
	£595,851	£490,000	
Comparison with 2023/24	Amount outstanding at 31/03/2024		
	£451,590		

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Appendix 11HRA OPERATING ACCOUNT

	2024/25	
	Forecast	Actual
	£	£
<u>EXPENDITURE</u>		
General & Special Management	5,027,060	5,124,900
Housing Management	5,177,700	5,436,100
Rents, Rates, Taxes and Other Charges	158,900	230,700
Repairs & Maintenance	5,420,400	5,556,800
Provision for Bad Debts	240,000	77,800
Interest Payable	3,301,800	3,211,400
Depreciation & Impairment of Dwellings	5,719,400	5,719,400
Depreciation of Other Assets	273,600	297,100
Debt Management Expenses	110,500	115,700
TOTAL	25,429,360	25,769,900
<u>INCOME</u>		
Dwelling Rents	23,705,500	23,643,000
Non Dwelling Rents	252,300	249,600
Charges for Services and Facilities	1,228,300	1,207,900
Feed in Tariff from PV Installations	271,000	273,900
Other Grants	-	17,000
TOTAL	25,457,100	25,391,400
NET INCOME FROM SERVICES	27,740	-378,500
Interest Receivable	61,000	46,000
NET OPERATING SURPLUS	88,740	-332,500
<u>Appropriations</u>		
Revenue Contributions to Capital	-	-
Net Increase/(Decrease) in reserves	88,740	-332,500
Revenue Reserve brought forward	936,000	936,000
Revenue Reserve carried forward	1,024,740	603,500

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Appendix 12MAJOR REPAIRS RESERVE

	2024/25	
	Forecast	Actual
	£	£
Balance brought forward	-	-
Depreciation of Dwellings	5,719,400	5,719,400
Depreciation of Other Assets	273,600	275,300
	<u>5,993,000</u>	<u>5,994,700</u>
Utilised to fund Capital Programme	-5,993,000	-5,994,700
Balance carried forward	<u>-</u>	<u>-</u>

HRA CAPITAL PROGRAMME

	2024/25	
	Forecast	Actual
	£	£
<u>EXPENDITURE</u>		
EXISTING STOCK		
Property Improvements & Major Repairs	11,611,500	9,335,700
Adaptions for the Disabled	600,000	647,900
Repurchase of Shared Ownership Dwellings	60,000	167,700
	<u>12,271,500</u>	<u>10,151,300</u>
NEW BUILD & ACQUISITIONS	8,822,900	7,903,700
TOTAL	<u>21,094,400</u>	<u>18,055,000</u>
<u>FINANCING</u>		
Capital Receipts	4,165,000	3,912,700
HRA Revenue Contribution	-	-
Leaseholder & Other Contributions	100,000	217,800
Major Repairs Reserve	5,993,000	5,994,700
Grants & Shared Ownership Sales	1,232,700	1,642,900
Borrowing	9,603,700	6,286,900
TOTAL	<u>21,094,400</u>	<u>18,055,000</u>

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Cheltenham Borough Council

Cabinet – Tuesday 15 July 2025

Council – Monday 21 July 2025

Corporate Plan Update, End of Year Performance Report and Corporate Plan Refresh

Accountable member:

Leader of the Council, Councillor Rowena Hay

Accountable officer:

Gareth Edmundson – Chief Executive

Ward(s) affected:

All

Key Decision: No

Executive summary:

The corporate plan is a key document that sets out the council's priorities and objectives and how success will be measured. The plan allows the council to set resources against agreed priorities and provides the framework to help prioritise future opportunities. The current corporate plan runs from 2023 to 2027 and this report presents a review of 2024/25, the second year of the plan.

An end of year performance report is also presented, which sets out performance against key strategic performance indicators individual service areas have been monitoring in 2024/25. These have been linked to the key priorities in the corporate plan. Note, these do not include housing services, which have been reported on separately in 2024/25.

The second-year review of the Corporate Plan 2023-2027 brings the current version of the corporate plan to a close. With the integration of housing services

back into the council to create a new, larger organisation, the corporate plan has been reviewed and refreshed. This report therefore also presents the refreshed corporate plan, which will run from 2025 to 2028. At the same time, the strategic performance indicators have been reviewed. These have also been updated to better reflect the priorities and activities in the refreshed plan and are now included within the plan.

Recommendations:

Recommendations for Cabinet: That Cabinet:

1. **notes the corporate plan review and end of year performance report.**
2. **approves the refreshed Corporate Plan 2025 to 2028.**

Recommendations for Council: That Council:

1. **notes the corporate plan review and end of year performance report.**
 2. **endorses the refreshed Corporate Plan 2025 to 2028.**
-

1. Implications

1.1 Financial, property and asset implications

There are no direct implications arising from the report. Any finance, property or asset implications will be assessed as part of the delivery of the individual actions contained in the refreshed Corporate Plan.

Signed off by: Gemma Bell, Director of Finance and Assets,
gemma.bell@cheltenham.gov.uk

1.2 Legal implications

There are no specific legal implications arising from the report recommendations. Legal support is provided, where necessary, for the individual actions arising from the plan.

Signed off by: One Legal – legalservices@onelegal.org.uk

1.3 Environmental and climate change implications

A climate change impact assessment has been completed for the refreshed Corporate Plan 2025 to 2028 and is attached at Appendix 6. In the main, because the plan is a strategic document, the actual environmental and climate change implications won't be known until the individual actions in the Plan are delivered.

However, a judgement has been made, where possible, about the impacts of delivering the actions set out in the plan.

Signed off by: Maizy McCann, Climate Officer, Maizy.mccann@cheltenham.gov.uk

1.4 Corporate plan priorities

This report contributes to all the priorities in the current Corporate Plan:

- Making Cheltenham the Cyber Capital of the UK
- Working with residents, communities and businesses to help make Cheltenham #netzero by 2030
- Increasing the number of affordable homes through our £180m housing investment plan
- Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity
- Being a more modern, efficient and financially sustainable council

Once the refreshed Corporate Plan 2025 to 2028 has been approved, all future Cabinet reports will refer to the updated priorities. Equality, diversity and inclusion implications

A full equality impact assessment of the refreshed corporate plan has been undertaken and is attached at Appendix 5. Whilst the plan is a strategic document and the true impact will depend on delivery of the individual actions, it has been judged that, overall, the plan will deliver benefits to all the age groups identified in the assessment and impact positively on mental health and on socio-economic factors. It is not possible to judge the impact on other specific groups until the individual actions are delivered.

1.5 Performance management – monitoring and review

A formal performance report will be presented to Cabinet on an annual basis and the leadership team and Cabinet will monitor progress as required through the year.

2 Introduction

2.1 The corporate plan is a key document that sets out the council's priorities and objectives and how success will be measured. The plan allows the council to set resources against agreed priorities and provides the framework to help prioritise future opportunities.

2.2 This report sets out:

- (i) A review of progress against the current Corporate Plan 2023 to 2027. This will be the second annual review and will close the current version of the Corporate Plan. The reasons for this are set out in section 5 below.
- (ii) An end of year performance report on the strategic performance indicators service areas have been monitoring in 2024/5, together with an end of year commentary. Note, these do not include housing services, which have been reported on separately in 2024/25.
- (iii) A refreshed corporate plan, which will run from 2025 to 2028.

2.3 Together, these documents provide a review of progress and performance to the end of 2024/25 and set the direction of travel for future years.

3 Corporate Plan 2023 to 2027 – year two review

3.1 Appendix 2 presents the full review report of progress made over the second year of the plan.

3.2 Highlights include:

- Progress made on the Golden Valley development, including a fully developed outline application for the innovation centre, pre-application discussions with developers which could bring forward over 2,400 homes and a social strategy which is already being implemented.
- £120,000 awarded to business for decarbonisation grants and cost of decarbonisation audits for a number of Cheltenham Zero members supported.
- Continued improvements to social housing to increase energy efficiency and deliver some low carbon heating and securing further grant funding to continue this work.
- Delivery of the new Changing Places toilet at Montpellier Gardens.
- Completion of a built facilities strategy and playing pitch strategy, which has been used to inform an overarching action plan for sports provision.
- £295,000 of the Household Support Fund allocated to local providers through the Facing Hardship Group.
- New digital applications launched to support customer interaction with the council.

4 End of year performance report for 2024/25

4.1 The end of year performance report at Appendix 3 sets out the key strategic performance indicators service areas have been monitoring for the year 2024/25.

4.2 Overall, performance has been good, but there are some areas where performance could be improved. Some examples of performance are given below:

- Income from the pest control service and from car parking exceeded target, but income at the Cemetery & Crematorium was lower than forecast.
- The number of new affordable homes delivered in the borough was strong. The council did not deliver any new build affordable homes in 2024/25 due to delay in the completion of a development, but it is expected this will begin to deliver new homes in the first quarter of 2025/26.
- The number of homelessness preventions and reliefs was significantly off target due to prevention options dwindling, notably as a result of the private rented sector becoming increasingly unaffordable. But the number of households in CBC owned temporary accommodation continued to remain manageable.
- VisitCheltenham website sessions were down, but this is part of a global trend which has been attributed to the growth of AI in search engines, reducing the need for users to click through to websites.
- The shared building control service has performed well, gaining more of the total market share than target.
- Staff shortages and difficulties with recruitment have caused issues in some areas. Planning enforcement remains a difficult area, but the picture for planning conservation has improved through the year with several successful recruitments.
- ICT systems were robust and reliable and responses to ICT incidents (which were few) by the ICT service were consistently above target. This is vitally important to the smooth running the council's business and ensuring the council is able to deliver good quality services to its customers.

5 Refreshed Corporate Plan 2025 to 2028

5.1 The decision in 2023 to bring housing services back into the Council provided

an opportunity to review the current corporate plan and ensure the priorities and activities going forward reflect the council's additional responsibilities not only as a housing provider, but as landlord to the tenants and leaseholders who live in the council's properties. It was also an opportunity to reflect on progress made against the corporate plan over the last two years and the broader changes that have taken place at a national level.

5.2 As a result, the key priorities and activities have been refreshed to set the direction of travel to 2028.

- The council's five key priorities for the next three years are:Key priority 1: Securing our future
- Key priority 2: Quality homes, safe and strong communities
- Key priority 3: Reducing carbon, achieving council net zero, creating biodiversity
- Key priority 4: Reducing inequalities, supporting better outcomes
- Key priority 5: Taking care of your money

5.3 Most council activities contribute in some way to these priorities, but the Corporate Plan 2025 to 2028 has been streamlined to focus on a number of key strategic activities which will be essential to deliver if significant progress is to be made against the priorities over the next three years.

5.4 For each of the five priorities there are aims, specific actions and supporting (strategic) performance indicators. The actions are ones over which the council has significant control. This brings greater accountability and transparency to the Plan, enabling the council to be more clearly held to account on delivery.

5.5 The refreshed corporate plan is presented in full at Appendix 4.

6 Reasons for recommendations

6.1 Cabinet and Council are asked to note the review report and performance report to acknowledge the progress that has been made against the Corporate Plan 2023 to 2027.

6.2 Cabinet is asked to approve the refreshed Corporate Plan 2025 to 2028 to set the direction of travel for the council for the next three years and Council is asked to endorse this.

7 Alternative options considered

7.1 None. A refresh of the corporate plan was needed to reflect the changes the council has undergone as a result of the integration of housing services.

8 Consultation and feedback

8.1 Early on in the review and refresh of the Plan, consultation was undertaken with Cabinet to refresh the key priorities. The more detailed aims, actions and performance indicators have been developed in consultation with the Leadership Team and the Leader. No further consultation has been undertaken as this is a refresh of an existing plan to cover the next few years.

9 Key risks

9.1 It is vital the corporate plan is refreshed to ensure it reflects the activities of the council in light of the reintegration of housing services. The activities also need to be measurable and ones over which the council has significant control, otherwise it will not know if it has been successful in making progress against the priorities and customers and the wider community will also not be able to hold the council to account.

Report author:

Gill May, Organisational Performance Lead, gill.may@cheltenham.gov.uk

Appendices:

1. Risk Assessment
2. Corporate Plan 2023 to 2027 – year two review
3. End of year performance report 2024/25
4. Corporate Plan 2025 to 2028
5. Equality Impact Assessment
6. Climate Change Impact Assessment

Background information:

Corporate Plan 2023 to 2027.

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	If the corporate plan is not refreshed, then it will not accurately reflect the activities of the organisation.	Chief Executive	4	3	12	Reduce	Ensure corporate plan is refreshed and kept under review	Leadership team	15/07/25
	If actions and indicators in the refreshed corporate plan are not measurable then the organisation will not know if it has been successful in delivering the corporate plan priorities.	Chief Executive	4	3	12	Reduce	Ensure actions and indicators in the corporate plan are measurable.	Leadership team	27/06/25
	If actions and indicators in the refreshed corporate plan are not measurable then the council cannot be held to account by its citizens over progress against the key priorities.	Chief Executive	4	3	12	Reduce	Ensure actions and indicators in the corporate plan are measurable.	Leadership team	27/06/25

	If the council does not have significant control over the actions in the refreshed corporate plan then it will be more difficult to make progress against the key priorities and for the council to be held accountable for the progress.	Chief Executive	4	3	12	Reduce	Ensure actions in the corporate plan are ones over which the council has significant control	Leadership team	27/06/25
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Corporate Plan 2023-2027 – year two review

Key Priority 1: Enhancing Cheltenham's reputation as the cyber capital of the UK

Key Priority 2: Working with residents, communities and businesses to help make Cheltenham net zero by 2030

Key Priority 3: Increasing the number of affordable homes through our £180m housing investment plan

Key Priority 4: Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity

Key Priority 5: Being a more modern, efficient and financially sustainable council

Council officers have collated the below information on progress made over the second year of the council's Corporate Plan 2023-2027.

Key Priority 1 – Enhance Cheltenham’s reputation as the cyber capital of the UK

Golden Valley Development: National Cyber Innovation Centre	The Local Planning Authority has had proactive and extensive pre application with applicant HBD. Outline application now fully developed and scheduled for consideration by Planning Committee 4 th July 2025. The National Cyber Innovation Centre now renamed <i>IDEA</i> forms a major part of the first phase of the Golden Valley development. Golden Valley is also part of the wider Gloucester, Cheltenham and Tewkesbury Joint Core Strategy West Cheltenham strategic allocation and collectively through the live applications proposes 138,570 sqm of employment (Use Class E). <i>IDEA</i> will be the focal point of the Golden Valley campus, providing an open and collaborative space for government, academia and industry to co-locate, network and share knowledge. <i>IDEA</i> and wider Golden Valley campus will provide flexible and dedicated office and lab space to suit a variety of needs.															
Golden Valley Development: increasing the supply of new homes	<p>Proactive pre application with developers presenting applications across the West Cheltenham Strategic allocation which will collectively bring forward, if approved 2,484 new homes. Applications will be presented to Planning Committee for consideration Summer/Autumn 2025. The Local Planning Authority has worked extensively with the applicants and the schemes presented will be supported by a collaborative masterplan and infrastructure delivery plan. The applicants have worked within the context of both the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy and the Golden Valley Supplementary Planning Document.</p> <table><tr><td>Developer</td><td>Application reference</td><td>No. new homes</td></tr><tr><td>St Modwens</td><td>22/01817/OUT(CBC) 22/01107/OUT (TBC)</td><td>1,100</td></tr><tr><td>HBD (north)</td><td>23/01874/OUT</td><td>443</td></tr><tr><td>HBD (south)</td><td>23/01875/OUT</td><td>576</td></tr><tr><td>NEMA</td><td>24/01268/OUT</td><td>365</td></tr></table>	Developer	Application reference	No. new homes	St Modwens	22/01817/OUT(CBC) 22/01107/OUT (TBC)	1,100	HBD (north)	23/01874/OUT	443	HBD (south)	23/01875/OUT	576	NEMA	24/01268/OUT	365
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HBD (north)	23/01874/OUT	443														
HBD (south)	23/01875/OUT	576														
NEMA	24/01268/OUT	365														
Golden Valley Development: developing and delivering an ambitious social value plan	We revised our Social Value Strategy in 2024/2025 to a more streamlined version with a defined set of actions which we have started to implement. These include working with Jam Coding, a provider of computer education, to deliver sessions to local primary schools in some of our more deprived wards. We have also incorporated a section within the construction tender process to ensure social value will be embedded in the delivery of their contract.															
Expanding local cyber eco-system through Minster Exchange (MX)	We promote the use of MX and encourage, and support events held there. We are working with the MX workspace operator to increase the number of companies in the local cyber tech sector to occupy space there.															

Supporting cyber-tech skills of young people	See above on Jam Coding. We are also working with the University of Gloucestershire and the county council to develop a skills hub to promote the development of cyber skills for young people.
Supporting the DataFace project to help train the next generation workforce in cyber and tech industries	The council has utilised a UK Shared Prosperity Fund grant to support the DataFace project which enables young people to tell stories they care about through gathering and presenting data. In 2024-25, 2,588 learners have been engaged with the project.
Making connections with cyber businesses	We work with our development partner HBD and their innovation advisers Plexal to target and actively approach cyber businesses of different sizes. This is further supported through our attendance at Cyber UK, the government's flagship cyber security event.

Key Priority 2 – Working with residents, communities and businesses to help make Cheltenham net zero by 2030

Publicly accessible electric vehicle (EV) charging points	<p>Works are progressing and are on track. EV charging points are now available in the following locations:</p> <ul style="list-style-type: none"> • 10 installed at Bath Terrace car park • Arle Court Park and Ride has 100 7kW EV charging points and 4 rapids • St George's car park – 10 x 7kW EV charging points (public access weekend only) • 42 EV charging points have been installed on-street with other locations being explored
Working with residents, communities, businesses, public and voluntary sectors, including Gloucestershire County Council, to take forward the actions set out in the 'Climate Emergency Action Plan: Pathway to Net Zero'	<p>Cheltenham Zero initiative:</p> <ul style="list-style-type: none"> • January Net Zero New Year event held in January 2025. • Approximately 180 members signed up. <p>Retrofit engagement:</p> <ul style="list-style-type: none"> • 37 homeowner visits planned • 1 major event: Future Fit Homes in February. <p>School COP (Conference of the Parties) climate change event hosted at Municipal Offices.</p> <p>Climate Leadership Gloucestershire collaborations with Gloucestershire County Council.</p>
Implement changes to continue to reduce fuel use in our waste,	Measures have been implemented to increase fuel & route efficiency in the waste fleet. Vehicles continue to use hydrotreated vegetable oil (HVO) instead of diesel, reducing carbon emissions, and vehicles due for replacement are, where possible, being replaced with EV if under 3.5T. Telematics and other initiatives are still in place to ensure we are using the minimum amount of fuel.

recycling, parks and gardens services	The introduction of the Litterlotto app supports bin day notifications to mobile phones helping residents remember their bin day and reduce the number of missed bins thereby saving fuel.
Taking forward climate emergency investment opportunities through the £10m green deal fund	A number of projects have been approved for funding from the Green Deal fund to replace lighting and insulation at our council owned leisure centre, including heat retention pool covers, upgraded pool plant and air handling system, to reduce our energy consumption and save costs.
Embedding the Climate Change Supplementary Planning Document in planning decision making process	<p>The Climate Change Supplementary Planning Document (SPD) is a core document in supporting the consideration of planning applications and influencing early engagement through pre application engagement. Considered as best practice for Gloucestershire and influencing wider planning theme action plan through Climate Leadership Gloucestershire. The Council is leading on bringing climate change and planning teams together on a countywide basis to further embed best practice as part of this action plan. This included leading on a county wide workshop for both officers and lead Members with the support of the Town and Country Planning Association. The action plan arising was presented to Climate Leadership Gloucestershire April 2025.</p> <p>Metrics from the SPD have been incorporated into the Local Validation Checklist which was updated and approved by Cabinet 18th February 2025.</p> <p>The Climate team is liaising directly with major development teams and external developers to discuss meeting these targets.</p> <p>To support the wider implementation of the Climate Change SPD and recognising the importance of trees to Cheltenham, of which the council manages 183 sites and across these 5,751 trees, a tree strategy is in preparation. This will be a first of its kind for the borough and county, and will provide a valuable resource that maps maturity, condition and diversity. Active engagement is taking place with communities, businesses with a stakeholder workshop taking place 10th July. Supplemented by a questionnaire that has been made available borough wide, this will input into the final draft of the strategy that will be presented to Cabinet November 2025. £10,000 UKSPF funding has been allocated to support the implementation of the tree strategy.</p>
Implement behaviour change initiatives to reduce waste, increase re-use and recycling	The council has introduced the Litterlotto app to support residents to increase recycling by understanding what they can recycle and provide mobile phone notifications for bin day reminders. Vehicle livery is being developed and rolled out to promote these messages.
Working with local amenity and friends of groups to enhance biodiversity in our public spaces, parks and gardens	<p>Replacing seasonal bedding planting with perennial planting that is beneficial for local biodiversity and uses less energy and water and reduces plant wastage.</p> <p>Rolling out new volunteer policy and encouraging established groups to become more independent, freeing up ranger time to nurture new volunteer groups.</p>
Reviewing our environmental services, in partnership with our service provider Ubico, and the way we commission these services	Work is slowly being completed by Ubico to support a review of these services. Toilet cleansing has been outsourced to reduce costs and improve quality and resilience.

Reducing energy consumption across council-owned buildings	Building Management System is increasing energy efficiencies. Work is underway to commission decarbonisation reports on each of our key operational buildings. These will be used to produce an action plan to reduce our Scope 1 emissions from council owned buildings.
Explore options for a modern and fit-for-purpose strategic waste facility	The Local Government Reorganisation has slowed this work, and partners will be meeting to clarify its future direction during 2025.
Developing an Ecology and Biodiversity Supplementary Planning Document	An ecologist was appointed to the planning team in 2024 to support driving this work inhouse and ensuring this is embedded as part of the work of the planning, green space and climate teams. This is now entitled Nature Recovery Supplementary Planning Document which is currently in draft format and will be presented to Planning & Liaison Member Working Group June 2025 ahead of consideration by Cabinet Summer/Autumn 2025 to approve the draft for the purposes of public consultation later this year.
Work with the CheltZero partnership to fund businesses to carry out carbon footprint reporting and develop carbon reduction plans	Zellar platform was available to Cheltenham Zero members to assist with carbon calculations and sustainability action plans. 120k awarded to businesses for decarbonisation grants. The Council has contributed 80% of the costs for Severn Wye Energy Agency to conduct decarbonisation audits for a number of Cheltenham Zero members.
Developing and delivering a town centre hub for safe bicycle parking	Utilising UK Shared Prosperity Funding and working in partnership with Gloucestershire County Council, four new lockable bike hubs have been confirmed and being deployed across Cheltenham town centre.
Working with Planet Cheltenham to develop the 'Retrofit Street' project	The Retrofit Street project has been progressed along with Future Fit Homes: <ul style="list-style-type: none"> • Number of households receiving support: 18 • Number of households supported to take energy efficiency measures: 13 • Number of people reached: 33017 • Number of local events or activities supported: 15
In partnership with the Department for Business, Energy & Industrial Strategy, undertake feasibility for launching two heat networks	The council has continued to work on potential heat network development in Cheltenham focussing on the Town Centre Heat Network option, supported via short term funding (until the end March 2025) from the Department for Energy Security and Net Zero (DESNZ) Heat Network Delivery Unit. Two workshops were held with key internal stakeholders to discuss and review technical issues and to consider potential commercial and financial options for future delivery of the network. Senior council officers attended the workshops and agreed that work on the next stage (DPD – detailed project development) should continue, subject to receiving further funding from DESNZ.
Removing reliance on generators for events	Work has been undertaken on the feasibility of implementing fixed power infrastructure in our Festival Gardens to reduce reliance on generators when events are run on these sites.

Taxi/private hire licensing policy	The council consulted on revisions to its taxi and private hire licensing policy to re-confirm the commitment to implement a fully carbon neutral licence fleet by 2030.
Air quality action plan	The council continues to deliver on its air quality action plan adopted in 2024. The action plan aims to ensure levels of NOx and PM1 and PM2.5 are below statutory levels. Annual data for monitoring locations around the borough continues to confirm that emission levels, predominantly, remained below the statutory levels. A review of the air quality action plan is due in 2025 in light of the aforementioned.
Schools air quality project	Our schools education project works with schools to educate, engage and upskill children and teachers on a range of air quality in schools topics e.g. stationary idling outside schools. Engagement includes children building their own air quality monitors to be deployed outside schools and these schools monitoring the data in order to implement measures to address poor air quality in and around the school.

Key Priority 3 – Increasing the number of affordable homes through our £180m housing investment plan

Increasing the supply of affordable housing	<p>During the 2024/25 financial year, 164 affordable homes were acquired or built across Cheltenham Borough with the council completing 29 affordable homes as part of our £180m housing investment plan.</p> <p>The council has secured 70 affordable homes through a Section 106 agreement at Swindon Farm, now called Regents Village, which are currently under construction and due for completion by September 2026. The council has acquired 6 affordable homes at Medway Court to help meet our housing needs by preventing these affordable homes from being sold on the open market by another affordable housing provider.</p> <p>The council has a current pipeline of 282 affordable homes over the current and four following financial years (up to 2028/29). This does not include the potential for the council to secure affordable housing on the northern and southern parcels of the Golden Valley development.</p> <p>A full review of affordable housing policies is underway as a key input into the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan. Cheltenham officers are leading on this workstream.</p>
Taking a ‘fabric-first’ approach with improvements to existing homes	<p>The council continues to use funding received from the Government Social Housing Decarbonisation Fund (SHDF) Wave 2.1 and has improved 30 properties (23/24) and 42 properties in (24/25). Improvement works are continuing into 25/26 with an additional 115 properties.</p> <p>The council is part of a consortium which has secured new funding at the end of 24/25 under the Government’s WH:SHF (Warm Homes: Social Housing Fund) Wave 3. The council is to receive £3.68 million grant funding (to be matched by council co-funding, total</p>

	project cost £7.04 million) will be used to improve energy efficiency (fabric-first approach) and fit some low carbon heating. The project will aim to improve 425 properties to September 2028.
Maximising value for money and improving tenant, resident and community outcomes	In July 2024 the delivering of housing services returned to the council following 20 years of delivery of Cheltenham Borough Homes. The reintegration has already produced financial savings and identified areas where we can maximise resident and community outcomes, which we will now deliver via our housing improvement programme.
Commissioning services to reduce homelessness and strengthening pathways so that rough sleeping becomes brief, rare and non-recurring	<p>334 households' homelessness were prevented or resolved during 24/25, which is below our target of 400. Alongside this, the number of households owed a main homelessness duty, whilst within target, nevertheless increased from 62 households in 23/24 to 86 households for 24/25. This represents an ongoing upward trend since 2021/22 when only 16 households were owed a main homelessness duty.</p> <p>Despite these pressures, the council is still maintaining relatively manageable levels of households in temporary and emergency accommodation. As of 31st March 2025, there were 13 households in temporary accommodation, with a further 6 households in emergency bed and breakfast accommodation. Whilst these numbers are relatively low compared with pressures on temporary accommodation nationally, households are experiencing longer periods in emergency housing. The average length of stay for families in emergency accommodation is now 23 days, and for single people it is now 35 days – both have increased significantly in recent times, reflecting the challenges low income households in particular have in accessing private rented accommodation, and the need for us to continue to maximize the delivery of Social Rented housing in Cheltenham wherever possible.</p> <p>As of 31st March 2025, there were 3 rough sleepers in Cheltenham. During the course of the year, the end of quarter range has been between 3 and 7 rough sleepers at any one time. Significant partnership work continues to keep the number of rough sleepers to a minimum. This includes our recent recommissioning of a new Assertive Outreach Service, resulting in a new provider: Julian House who are now working alongside partners to seek to minimise rough sleeping in Cheltenham.</p>
Enabling development and regeneration opportunities to support more town centre living	<p>The council's planning and housing enabling teams worked closely with developers to deliver 20% affordable housing (29 affordable homes) at North Place, following a thorough viability assessment process, despite the developers facing significant financial challenges to deliver a viable site. This scheme is currently under construction.</p> <p>Vacant Units and Town Centre Land Use Efficiency Action Plan updated February 2025 with ongoing engagement with Cheltenham Business Improvement District (BID), agents and developers. Preparation of a Topic Paper – City and Town Centres that is further exploring the opportunities for town centre living, this will be published Summer 2025 as part of the ongoing engagement of the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan. Feedback on this paper will help support policy development on the strategic and local plan. To support this the planning team are undertaking assessment on densities to inform development and design policies of the Strategic and Local Plan alongside an urban capacity study.</p> <p>Specialist retail consultants Nexus appointed to undertake a Retail Assessment (update) to inform the preparation of the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan. This will help build the evidence base on retail need and demand and will have a close inter-relationship with the wider town centre uses, including housing.</p>

Key Priority 4 – Ensuring residents, communities and businesses benefit from Cheltenham’s future growth and prosperity

Boosting the local economy	
Developing our working relationship with Gloucestershire County Council to support high street improvements	Ongoing engagement with Gloucestershire County Council together with Cheltenham BID to seek positive alignment on outcomes to support improvements. Cross service activity including Marketing Cheltenham, Planning, Licensing and Environmental Health to ensure joined up conversations and outcomes.
Through Marketing Cheltenham, promote the town as a desirable place to live, work, visit, meet and invest	<p>Marketing Cheltenham continues to lead the delivery and support for the visitor economy in Cheltenham. The Visit Cheltenham brand’s social media audience has increased, and newsletter open rates have remained consistently higher than industry averages. The team has delivered four major seasonal campaigns, with significant engagement and positive interactions from members of the public and local businesses.</p> <p>The latest tourism statistics show that Cheltenham attracts around 2 million visitors each year who, in 2023, contributed £176,040,000 in visitor spend to the economy. In 2023, just over 3,000 people were employed in tourism related work, representing 5% of all employment.</p>
Developing a vision for the town centre	<p>Ongoing promotion of the town through Marketing Cheltenham. Work on the emerging Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan will help define the vision for the town centre. A new post – Urban Designer included within the growth bid for the planning team that was supported in the 2025/26 budget and has now been successfully recruited to. This new capacity will support this outcome.</p> <p>In addition, working with Cheltenham Civic Society and the Cheltenham Culture Board the preparation of a Heritage Strategy is underway supported by a steering group of key stakeholders. 2025-26 £10,000 UK Shared Prosperity Funding has been allocated to support this work.</p>
Continuing to develop and improve the cultural offer through the Culture Board, and support tourist attractions, cultural venues, and event organisers	Effective partnerships are in place with all key visitor attractions, culture venues and event organisers to support and promote their activities. Dedicated pages and promotions take place using the popular and established Visit Cheltenham brand, ensuring that visitors are aware of the many reasons to visit or live in Cheltenham.
Investing in Cheltenham Growth Hub to provide support for existing and start-up businesses	Cheltenham Growth Hub provides a valuable service to those thinking of starting a business or looking to grow and develop an existing business. For 2024-25 this work was funded by the UK Shared Prosperity Fund and further allocation made for continued funding 2025-26.

Supporting the promotion of Cheltenham as a place to do business with a focus on inward investment	<p>The Moving to Cheltenham brand continues to promote the town celebrating successes and highlighting opportunities for engagement, alongside marketing and engagement efforts for Golden Valley. The council's approach to tackling vacant units is a key intervention in supporting economic growth, regeneration and diversification within the high street. The council has actively engaged with the Gloucestershire Economic Strategy and the forthcoming Local Growth Plan for Gloucestershire, including facilitating direct engagement with Cheltenham businesses.</p> <p>Close and active engagement with Cheltenham BID.</p>
Support for people who are furthest from the labour market with individually tailored advice on how to move into, or closer to, the labour market	<p>UK Shared Prosperity Funding 2024-25 was used in partnership with Gloucestershire County Council to deliver targeted engagement activities with this demographic, enabling support with interviews, training and access to the labour market.</p>
Continue to build relationships with local, regional and national visitor economy stakeholders	<p>Tourism officers are actively engaged on the executive board for the Cotswolds Plus Local Visitor Economy Partnership. This has ensured an excellent ongoing relationship with visitor economy stakeholders such as VisitBritain and VisitEngland. In addition, regional destination management activity has included trade representation overseas and the provision of free training and support for local businesses.</p>
Reviewing core infrastructure across the town	<p>We have invested in the refurbishment of Montpellier Gardens public toilets – delivering a new Changing Places toilet, creating parity between male and female toilets and establishing new family changing facilities. This means a beautiful, listed building is now fit for purpose and accessible to all.</p> <p>June 2025, the Secretary of State for Transport granted development consent for the M5 Junction 10 Improvements Scheme. This is a major milestone that paves the way for delivering significant transport and economic benefits for Cheltenham and wider Gloucestershire. Specifically, it facilitates the strategic allocations at Northwest and West Cheltenham as allocated through the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy.</p>
Enhancing Cheltenham's cultural and sporting offer	
Supporting the Cheltenham Trust's re-opening of the Wilson Art Gallery & Museum	<p>The Wilson continues to enjoy healthy visitor numbers – this year, the Wilson received just over 94,000 visitors. In terms of participation and engagement, the Wilson had nearly 52,000 engagement interactions including 34,000 people benefitting from the Museum take-away loans service.</p>
Supporting, in partnership with others, the refurbishment of the museum galleries in the Victorian wing	<p>The council contributed £47k to the refurbishment project – on top of £200k from the Department for Culture, Media and Sport (DCMS) and £100k from the Friends of the Wilson. The capital works have now been completed and the Wilson team have now secured £192k additional funding to carry out an intensive programme of community engagement – called the BIG museum project that will determine how the Wilson can best utilise the collections to tell the story of Cheltenham. In addition, the council has recently agreed an updated collections development policy.</p>
Working with partner organisations to develop a sports strategy for Cheltenham,	<p>Good progress has been made. Following the production of an over-arching vision for sports and physical activity in July 2023, the council commissioned two specific studies to inform the next steps – the built facilities strategy and the playing</p>

to improve and further develop sport provision	pitch strategy. These studies were endorsed by Cabinet in 2024 with a result that an over-arching action plan has now been produced endorsed by Cabinet May 2025. This has three broad themes: investment into infrastructure, supporting communities to be more active and collaboration to create active and inclusive communities. A steering group to support the delivery of the action plan is being established and £12,500 UK Shared Prosperity Funding allocated 2025-26 to commission detailed pitch assessments of the five council-owned sites that need investment to identify improvements required to sustain the level of activity and ensure these are accessible to all.
Playing an active role in Cheltenham's Culture Board	We have continued to work with and support Cheltenham Culture Board which continues to provide cultural leadership. In the last 12 months, the board has worked with the Holst Birthplace Museum to secure £30k from Arts Council England for the Holst 150 programme, facilitated productive discussions with Arts Council England and provided a forum for productive relationships. A facilitated activity took place with the Culture Board May 2025 to review ways of working and delivery against the Culture Strategy.
Helping our communities	
Working with partner organisations to support our residents and communities with the cost-of-living crisis	We have worked with the Facing Hardship Group to refine its terms of reference so that it provides a forum for the coordination, oversight and implementation of collaborative solutions to mitigate the impacts of poverty in Cheltenham. Via the Facing Hardship Group, the council has allocated £295k worth of Household Support fund to local providers (including #feedcheltenham and CBC Housing Services) so that they can deliver direct support to those made vulnerable by the cost of living crisis.
Through No Child Left Behind, continuing to raise awareness of issues affecting children	In 2024/25 No Child Left Behind (NCLB) restructured itself to establish a strategic group, chaired by the Cabinet Member, that is responsible for the longer-term direction of the programme. By the end of the year, a total of 105 organisation had signed up to be part of NCLB via the community agreement. Other elements of the NCLB programme included securing £41k to commission detached youth work that operated from September 24 to March 25 in St. Pauls, the Moors and the town centre and undertaking a comprehensive engagement programme with local young people via the St. Giles Trust. This in turn led to the launch of a year of youth action at the NCLB showcase event at the end of January 2025.
Evaluate options of how we can support the Big Local and Saracens FC to take forward the development of a new sustainable community facility in St Peter's and the Moors	In 2024/25, the council has continued to work with Saracens FC, Petersfield Partnership, the St. Peters and the Moors Big Local Partnership to bring forward feasible plans for a new sports and community hub. The hub building, to be funded from Local Trust funding, council funding and a range of other sources, will deliver much needed community facilities and act as base for the Endeavour (Clear Hold Build) project. The planning application for the revised hub building was submitted in March 2024, and it is hoped that Petersfield Partnership are able to gain all the necessary permissions in order that the building can start on site in Quarter 2 of 2025/26.
Maximising further benefit from the Cheltenham Lottery	The Cheltenham Lottery has 103 good causes signed up and is raising £39.5k annually for good causes.
Working in partnership to ensure a safe night-time economy	Cheltenham retained its Purple Flag Accreditation in 2024 and has recently retained accreditation for 2025.

Exploring opportunities to establish a crowdfunding platform to help support local community initiatives	Conversations have taken place but at this stage the platform is not financially viable. However, we are continuing to explore options for the future.
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Key Priority 5 – Being a more modern, efficient and financially-sustainable council

Introducing new digital services to make it easier for our customers to interact with the council 24/7 and 365 days a year.	<p>Netcall: Netcall is the council's low-code development platform, which enables different applications to be designed and built in-house to support customer interaction with the council. To date the platform has reached a milestone of 143,500 completed cases across all developed applications and, in the last twelve months, a number of new applications have been launched, including:</p> <ul style="list-style-type: none"> • Missed collections – an application enabling customers to log their own missed collections, which creates an alert in the Ubico waste management system. • Customer receptacle ordering – customers can order and pay for their receptacles order, which creates an alert in the Ubico system for delivery. • Freedom of Information (FOI) – a self-service FOI case management system enabling customers to log their own FOI requests and providing the information governance team with a streamlined allocation and response management solution. <p>Bereavements Services have recently launched a new case management system which has introduced a self-service client portal for funeral directors, a self-service public genealogy portal for customers to research family history and explore significant historical data, financial integration to streamline invoice management and processing and document management and 3D mapping capabilities. Improvements have also been made to other internal systems and processes to adopt new legislative updates, increase return on investment and deliver efficiencies. The adoption of new systems and other changes are all designed to improve services for customers.</p>
Identifying opportunities that will help regeneration and provide a financial return	<p>We have progressed with the implementation of our Strategic Asset Management Strategy to identify assets surplus to the council's needs, generating capital receipts which have been used to fund investment in other activities outlined in the corporate plan.</p> <p>We have identified a number of sites owned by the council such as Arle Nursery, for development. Many of these are progressing through the planning process and will deliver new homes which will increase our council tax base and the funding available for investment.</p>
Ensuring value for money for the taxpayer by identifying	We have undertaken a review of our pest control team to transform the service into one which better serves the needs of our customers whilst increasing the income generated for investment into wider council services.

commercial opportunities to increase net income	<p>We have continued to review our commercial property portfolio to ensure that our assets are delivering value for money for council taxpayers and generating returns which can support the funding of wider council activities.</p> <p>We have implemented a car parking permit scheme for local businesses to maximise the use of our car parks, generating additional revenue to fund wider council services.</p> <p>We have reviewed our fees and charges on an annual basis to ensure that our services continue to provide value for money.</p>
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End of year performance – March 2025

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Corporate services & HR										
Percentage Council IT systems uptime / availability	KP5	Quarterly	99.80%	Up	99.954	99.545	99.993	99.994	Green	System availability has been consistently above target through the year, demonstrating that council systems are robust and stable.
Average time taken to respond to an ICT incident (hours)	KP5	Quarterly	2 hrs	Down	00:00:00	00:21:00	00:05:00	00:00:00	Green	No incidents were reported in Q4. When an incident has been reported, the response time has been consistently above target.
Number of days per employee lost to short term sickness	KP5	Quarterly	3.7 days (per employee per year)	Down	0.59	0.83	0.87	0.95	Green	3.24 days per employee per year lost to short term sickness – whilst still below average, the trend has been to increase.
Number of days per employee lost to long term sickness	KP5	Quarterly	4.4 days (per employee per year)	Down	0.54	0.98	1.49	1.4	Green	4.41 days per employee per year lost to long term sickness – whilst only slightly above average the trend has been to increase. We have put an emphasis on the recording of data to managers this year, so this trend is likely to be as a consequence of that. We still have an ongoing issue with accuracy of data and the lack of ability to intervene early due to the systems we are using. A shift to a new system is proposed and will give us more accurate data and the ability to reduce levels of sickness with early intervention.
% employee turnover for rolling year	KP5	Quarterly	15%	Down	16.15	15.48	13.56	13.17	Green	Below average for the sector, some turnover to be expected especially with the merging of services. Retention expected to improve as we moved towards a steadier state post TUPE.
Public protection & environmental health										
Licensing financial performance	KP5	Monthly	Income exceed expenditure	Up	Exp = £71088 Income = £79984	Exp = £70419 Income = £91929	Exp = £70149 Income = £137523	Exp = £70640 Income = £90403	Green	

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Performance against statutory deadlines (percentage of licensing applications processed within statutory deadlines)	KP5	Quarterly	100% of all application types with a statutory deadline attached	Up	88%	75%	100%	100%	Green	Q1 & Q2 attributed to staffing challenges with licensing team and additional markets licensing admin strain. Improvement in Q3 largely due to staffing issues resolved. The licensing team is now fully staffed and training has gone well. Robust procedures in place to ensure that statutory timescales are met.
Delivery of the Air Quality Action Plan (AQAP)	KP2	Annual	Annual progress update	N/A						Levels of NO2 within the Air Quality Management Area (AQMA) have been below objectives for 5 years and so AQMA will be revoked in line with Defra requirements. The AQAP will be replaced with an Air Quality Strategy. Air Quality education officer post successful recruitment to cover maternity leave. County Council funded project has commenced on stationary idling. Real time monitoring of PM 2.5 and PM 10 at Gloucester Rd. All data for annual status review is now being collated and submitted to consultants and will be reported to Defra by deadline of end June 2025.
Achieve Purple Flag re-accreditation	KP4	Annual	Purple flag retained	N/A	N/A	N/A	N/A	Application submitted 24/01/25	Green	Notified in May that Purple Flag retained for 2025 for tenth consecutive year.
Private sector housing										
Number of adaptations completed within Government guidance – stage 3	KP3, KP5	Annual	95% within the required 6 months	Up	100%	100%	100%	100%	Green	Stage 3 is the grant application to grant approval stage. Once we receive a full and valid application, approval is made as soon as possible but always within the statutory time frame.
Households made safe	KP3, KP4	Quarterly	100% of dwellings with identified Cat 1 hazard where hazard	N/A	100% 32 dwellings made safe - 8 with Cat 1 hazard	100% 36 dwellings made safe - 8 with Cat 1 hazard.	100% 56 dwellings made safe - 8 with Cat 1 hazard.	100% 93 dwellings made safe - 3 Cat 1 hazards	Green	

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
			removed/reduced							
Housing strategy & homelessness										
Number of Rough Sleepers	KP3, KP5	Quarterly	5	Down	7	3	4	3	Green	
Number of Households in Bed & Breakfast	KP3, KP5	Quarterly	5 pq	Down	5	5	9	6	Amber	Increased pressure on emergency accommodation due in part to void turnaround challenges in our council-owned accommodation. Whilst numbers in B&B remain relatively low, thanks to local initiatives to provide alternatives to B&B, time spent in emergency accommodation for single people and for families has increased on average to 35 days and 23 days respectively.
Number of Households in Temporary Accommodation	KP3, KP5	Quarterly	20 pq	Down	11	16	14	13	Green	Numbers in council owned temporary accommodation continue to remain manageable, largely due to homeless families being directly matched into permanent accommodation as these properties become available.
Number of homelessness preventions and reliefs	KP3, KP5	Quarterly	400 pa	Up	78	81	105	70	Red	Total = 334. Significantly off target, as prevention options continue to dwindle, notably as a result of the private rented sector becoming increasingly unaffordable.
Main homelessness duty accepted	KP3, KP5	Quarterly	96 pa	Down	21	23	18	23	Green	Total = 85. Within target, but higher than 23/24, reflecting the ongoing challenges in managing homelessness.
Number of affordable homes delivered	KP3, KP5	Quarterly	115 pa	Up	18	58	33	55	Green	Total = 164. Very strong delivery of affordable compared with previous years, thanks in the main to Bromford Housing, which has delivered 115 of the 164 new affordable homes this year. CBC provided 29 affordable homes via open market acquisitions. 93 of the total 164 affordable homes were delivered as rented homes (64 no social rent, 29 no affordable rent).

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Customer services, information governance and pest control										
75% of all calls to be answered within 60 seconds	KP5	Quarterly	75%>	Up	-	Circa 84%	92%	84%	Green	<p>The 60 second KPI was introduced mid-way through Q2, therefore no data for Q1 and Q2 is a best estimate.</p> <p>For April 2025/26 the percentage will be increasing to 90% of calls in 60 seconds which is best practice in the sector and in line with CBC Housing Services Contact Centre.</p>
Number of maladministration judgements by Local Government and Social Care Ombudsman (LG&SCO) against the council	KP5	Quarterly	0	N/A	0	0	0	0	Green	
Number of GDPR data incidents	KP5	Quarterly	25 pa	Down	6	5	4	4	Green	Total = 19.
Pest control revenue against target	KP5	Quarterly	£38,246	Up	£37,097	£55,868	£55,953	£56,679	Green	<p>Pest control has performed extremely well again in year with a continued rise in income and over £10,000 deferred income being carried forward in the next financial year. The team have worked hard to expand our commercial contracts as well as providing services for our in-house partners in Greenspace, Property and Housing.</p>
Communities, wellbeing & partnerships										
Number of No Child Left Behind (NCLB) members against target	KP4, KP5	Quarterly	90	Up			105	105	Green	<p>Significant growth in sign-ups to the NCLB community agreement this year. NCLB now has 105 partners including 25 schools and 21 business organisations.</p>

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
£TCT Surplus	KP4. KP5	Annual (April)	£10,000 - £50,000 Amber/ £50,000+ Green	Up	N/A	N/A	N/A	Forecast 300k deficit	Red	Due to presence of RAAC, the teaching pool and splashpad were closed at the beginning of April and reopened on 15 April, plus then full closure of changing village between 20 May and 19 July. Majority of TCT deficit occurred at Leisure At in first 9 months of year: Variance against budget in all pool revenue P1-9 - £228,000 Variance against budget gym memberships P1-9 -£ 57,000 Hire of changing rooms for RAAC +£ 84,000
Finance & assets										
Cumulative percentage of savings achieved against the agreed budget	KP5	Quarterly	Q1: 25% Q2: 50% Q3: 75% Q4: 100%	Up	68%	70%	73%	73%	Red	The year end outturn report will be presented to the July Cabinet and Council meetings and the position on the annual savings will be included. A number of savings were delayed due to timing issues but significant underspends in other areas has meant we have delivered the 2024/25 revenue budget without further draw on general balances.
Percentage of vacant space available in our investment properties at each reporting date	KP5	Quarterly	20%	Down	4.52%	4.52%	4.33%	5.16%	Green	A number of tenants have exercised their break-clauses terminating their lease agreements. 3.93% of vacant space is within Ellenborough House alone.
Proportion of assets which have been reviewed against the indicators in the Asset Management Strategy	KP5	Annual - March	25%	Up	N/A	N/A -	N/A -	47%	Green	
Percentage of the planned maintenance programme completed	KP5	Annual - March	100%	Up	N/A	N/A	N/A	100%	Green	As a team we worked collectively together to ensure all planned maintenance tasks were complete by December, we are aiming for the same again this coming financial year.

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Car parks										
Parking fee income against budget	KP5	Quarterly	Q1: £1,048,167 Q2: £1,094,031 Q3: £1,245,281 Q4: £1,099,800	Up	1,091,596	£1,082,412	£1,270,755	£1,130,086	Green	Parking income at the end of Q4 exceeded budgeted income and parking income for the year is above the budgeted level.
Revenues & benefits										
Percentage council tax collection rate against target	KP5	Quarterly	Q1: 29.60% Q2: 57.15% Q3: 84.70% Q4: 98.35%	Up	29.60%	57.15%	84.18%	98.18%	Green	The annual collection rate is just below the target and the 2023/24 level but 98.14% is still a very good result in the backdrop of a cost-of-living crisis. The council tax team continue to work with those customers struggling to pay to maximise any entitlement to benefits or discounts and secure a payment plan. Robust recovery action will continue against those avoiding payment.
Percentage business rates collection rate against target	KP5	Quarterly	Q1: 36.00% Q2: 60.30% Q3: 84.00% Q4: 98.40%	Up	36.00%	60.30%	84.20%	97.22%	Green	The annual collection rate is below the target and the 2023/24 level. One large business continuing to avoid payment has significantly impacted the collection rate. However, 97.22% is still a very good result. The business rates team continue to work closely with businesses struggling to pay and robust recovery action will continue against those avoiding payment.
Cemetery & crematorium										
Income generated against budget	KP5	Quarterly	Q1: £617,863 Q2: £682,772 Q3: £697,086 Q4: £783,279	N/A	£678,186	£590,131	£653,277	£682,397	Red	Income targets down due to estimated cremation numbers being lower than forecast.

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Elections & registration										
% of households registered to vote	KP4	Quarterly	90%	Up	91%	91%	90%	90%	Green	
Building control										
Overall Market share between Cheltenham and Tewkesbury	KP5	Quarterly	60% target market share based on a regional average	up	66	63	63	73	Green	Market share has increased significantly in Q4 to 73% which equates to the service receiving 331 from a possible 454 application during that period. 123 applications will be controlled by our competitors. Overall, during 2024-25, the service has received 1,147 applications from a possible 1,723 which equates to 67% market share. The service is clearly continuing to remain competitive whilst developing new statutory obligations from the Building Safety Regulator.
Applications determined in statutory time period	KP5	Quarterly	100%	N/A	97	93	92	100	Green	In Q4, 72 applications were deposited for approval with full plans and 100% performance has been achieved which has been as a result of great team effort and dedication.
Dangerous structures actioned within 2 hours of normal working hours (9am till 5pm).	KP5	Quarterly	90%	up	71	58	88	93	Green	Below target performance in Q1 and Q2 was reviewed. As a result, a new officer was appointed, and suitable training was delivered across the team to introduce more resilience and robustness by increasing the number of team members able to respond to dangerous structures. Performance against target in the latter half of the year improved as a result.
Major developments & regeneration										
Number of affordable units delivered to the Housing Revenue Account (HRA) per annum through the acquisitions programme	KP3	Quarterly	25 pa	Up	2	5	7	16	Green	10 former Right to Buy properties purchased as part of the buyback programme in the Q4 period. An additional 6 flats were acquired through a stock rationalisation at Medway Court, Whaddon Rd from housing provider LiveWest increasing the total number of homes to 16 during Q4. This resulted in the overall delivery of 30 homes exceeding the target of 25 properties per annum.

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Number of new build affordable homes delivered per annum	KP3	Quarterly	20 pa	Up	0	0	0	0	Red	Regent's Village handover delayed until Q1 or Q2 2025/26. This development will deliver 70 Affordable homes over the next couple of years. The first 10 are now due to be handed over in Q1 or Q2 2025/26.
Golden Valley: number of engagement events delivered or attended per annum focused on local businesses, local community or schools and academia	KP1, KP4	Annual	4	Up	7	4	15	11	Green	<p>The Golden Valley team has leveraged this stage of the planning process to gain strong visibility and promote key milestones and strategic pillars. We have actively engaged with relevant stakeholders and industry partners to strengthen connections and raise awareness of the project's progress and objectives. A strong focus has been in the education sector and promoting our social value pillars.</p> <p>Senior team members have been included in numerous panels at events to share their expertise and discuss Golden Valley in more detail. Provide opportunities for questions to be raised which has enabled the team to understand public perception better and address any concerns via comms and engagement outputs.</p>
Number of potential occupiers met per annum for the Golden Valley Development who do not currently have a significant presence in Cheltenham	KP1, KP4	Annual	2	Up	3	2	3	0	Green	Potential companies met through specific meetings and follow up contact. This will be continued in 2025/26 initially through meetings at the Cyber UK Conference in Manchester in May 2025 and then through the Front Door Working Group activity which also includes our development partner HBD and their innovation advisers Plexal.
Number of community engagement activities taking place per annum which are relevant to the Golden Valley and surrounding areas	KP4	Annual	2	Up	2	10	5	3	Green	The Golden Valley team successfully hosted three public consultation sessions, providing valuable opportunities for community engagement and feedback. In addition, a quarterly community newsletter was launched in Q4, now regularly distributed to a wide range of local community groups to keep them informed of the latest progress and developments across the Golden Valley project.

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Marketing Cheltenham										
Visit Cheltenham website sessions	KP4	quarterly	15% increase	Up	-8.7	-2.07	-2.01	-11.80%	Red	Whole year = -5.7% fewer website sessions (visits) than 2023-24. AI overviews now directly answer queries at the top of the search results page, meaning there is often no need to click through to the website itself. Average global reduction in website sessions of around 30%. Therefore a 5.7% reduction is a much better outcome than might have been anticipated.
Generate commercial income	KP5	quarterly	£647,850 pa	Up	£70,885	£69,804	£210,090	£270,270	Amber	Commercial income generated = £621,049. Contribution to income from UK Shared Prosperity Fund project of £23,304 means that final figure for income to Marketing Cheltenham is £644,353.
Monitor the number of town centre vacant units	KP4	annual	Compare to national average = 14% for 24-25	Down	8.10%	7.80%	7.20%	8.00%	Green	Compared to the national average, Cheltenham's vacancy rate of 8% shows that the town centre is performing well. There are still key streets with higher vacancies – most notably the Boots corner end of the Prom. Work is underway to fill some of these units and there is some movement.
Greenspace development										
Income from café and concessions contracts against target	KP5	quarterly	£21,000	N/A	£5250	£5250	£5250	£5250	Green	Parks outlets continued to thrive in high quality, valued Green Flag parks.
Percentage of parks entered for Green Flag Park award achieving award	KP2, KP4	Annual – September	100%	N/A	N/A	N/A	7	N/A	Green	All parks that were entered successfully retained the prestigious Green Flag award. The award scheme is one of the quality indicators used by The Times newspaper that saw Cheltenham positioned as the second most desirable place to live in the Country. Seven entered and seven retained – Pittville Park, Sandford Park, Springfield Park, Winston Churchill Memorial Gardens, Hatherley Park, Montpellier Gardens, Naunton Park

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Income from land hire fees	KP5	Annual	100% of land hire income is received	Up	N/A - Annual	N/A - Annual	N/A - Annual	£46,905	Amber	Down against previous year, although previous year contained four one off events, organised by the Cheltenham Trust that have not been repeated Total income for 2023/24 = £52,038
Development management & enforcement and conservation										
Percentage of all major applications determined in time (13 weeks or 16 weeks if EIA – unless otherwise agreed).	KP5	quarterly	75%	Up	100%	86%	100%	50%	Green	Performance dipped in Q4 due to the highly sensitive nature of the statistics in this category. We only have a very small number of major applications and therefore a relatively small number of overdue decisions can cause performance to drop significantly – by 50% in this case.
Percentage of all minor applications, householders applications and other applications determined in time (8 weeks - unless otherwise agreed)	KP5	quarterly	80%	Up	92%	88%	90%	92%	Green	These represent the majority of our applications and where resources are therefore focussed – hence consistent performance here and the consistency of the team in maintaining high level outputs on caseloads.
Percentage of all applications determined within time (unless otherwise agreed)	KP5	quarterly	80%	Up	92%	88%	90%	91%	Green	Overall consistence in performance.
Percentage of enforcement cases actioned within 20 working days of being first registered.	KP5	quarterly	80%	Up	83%	86%	43%	35%	Red	Recent poor performance reflects the worsening staffing and recruitment situation in Enforcement. We only have a single enforcement officer (two in the structure) and throughout the last six months we have struggled to recruit. Successful appointment made in May; this will greatly support this service, focus on backlog and moving to a more positive position in service.
Percentage of conservation comments returned to the case officer within 21 days of consultation	KP5	quarterly	70%	Up	29%	21%	56%	67%	Amber	The uplift in performance over the last six months reflects our successful recruitment of three conservation officers in late 2024. Previously we were entirely reliant on a single agency officer for several months and performance significantly dropped as a result. The backlog built up over that period is now being managed together with proactive work now being picked up.

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Planning policy										
Publication of a housing land supply position statement showing a deliverable supply of housing sites	KP3	annual	annual	N/A					Red	<p>Cheltenham Borough Council do not have a five-year housing land supply. A housing delivery action plan presented to Cabinet 10 June 2025. This will contain measures about how to try to improve the housing land supply.</p> <p>The biggest challenge for Cheltenham is that 50% of our housing land supply is provide by the strategic allocations at Northwest and West Cheltenham, the progress of these schemes coming forward have been significantly delayed by the M5 Junction 10 improvements scheme uncertainties. On 4 June the Secretary of State for Transport granted development consent for an all-movements junction — a major milestone in facilitating Cheltenham’s housing delivery.</p> <p>29th May Elms Park (North West Cheltenham) planning application approved.</p> <p>4th July HBD South (West Cheltenham) planning committee scheduled with planning committees to be scheduled Autumn to facilitate decision making on wider West Cheltenham planning applications.</p>
Up to date Local Development Scheme maintained	KP1, KP2, KP3, KP4, KP5	annual	annual	N/A					Green	<p>Cheltenham Borough Council, Gloucester City Council and Tewkesbury Borough Council have all agreed a new Local Development Scheme. This sets out that the Strategic and Local Plan (SLP) will be submitted to the Secretary of State for examination by December 2026 in order for the Plan to be considered under the current local plans system</p> <p>Revised Local Development Scheme agreed by Cabinet on 18 February 2025.</p>
Environmental services										
Collection accuracy – waste and recycling	KP2, KP5	Quarterly	99%	Up	99%	99%	99%	99%	Green	

Key performance indicator	Key priority	Reporting frequency	Target(s)	Target dir.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	RAG status	End-of-year commentary/notes
Residual waste per household	KP2, KP5	Quarterly	Annual target 397 kg/hh	Down	101kg/hh	97kg/hh	97kg/hh	95.81kg/hh	Green	Cumulative annual target reached was 392 kg/hh
NI 192 – recycling rate %	KP2 & KP5	Quarterly	Target is 55% until 2025	Up	51.95%	50.96%	51.47%	48.64%	Red	



Cheltenham Borough Council Corporate Plan 2025 to 2028

Introduction

Cheltenham is a world-renowned cultural destination; our town is rated one of the best places to live and it is also the UK's capital of cyber and security.

We want everyone who lives and works in our town to benefit from Cheltenham's successes, and for all our residents and communities to thrive, not just survive, so that our town continues to be a fantastic place to live, work and visit.

Our decision in 2023 to bring housing services back into the council has given us an opportunity to review our existing Corporate Plan and ensure our priorities and activities going forward reflect our additional responsibilities not only as a housing provider, but as landlord to the tenants and leaseholders who live in our properties.

We are setting a higher standard for ourselves, and our town, to build a better future for everyone in Cheltenham, but we also recognise that pressures such as the cost of living impact our residents, businesses and communities. So, we will continue to work alongside our partners in the months and years ahead to deliver practical support and, as a council, we will aim to provide an excellent service to everyone, regardless of need or access to technology. We will also continue to invest in partnerships and services that will strengthen the long-term financial stability of Cheltenham.

This corporate plan sets out five key priorities, which we will be our focus over the next three years. Recently, the prospect of devolution and local government reorganisation has come to the fore. We will not ignore this, but it will not distract us from delivering what we have set out in this plan, and we will remain focused on delivering a better future for everyone in Cheltenham.

The principles that will guide our priorities

The delivery of our priorities is based around six principles. We will:

1. Help all our communities to benefit and prosper from our strong local economy
2. Work together with everyone in our networks to improve our borough and support our residents to be healthy, our communities to be strong and our businesses to thrive
3. Be commercially minded to keep costs down and our council financially stable, so we always provide value for money to the taxpayer
4. Use data and research to drive improvement, listening carefully to our residents, communities and businesses to underpin informed decisions
5. Ensure the climate emergency agenda is at the forefront and integral to all our decision-making
6. Be risk aware, rather than risk averse

Our key priorities

Over the next three years we will focus on five key priorities:

- Key priority 1: Securing our future
- Key priority 2: Quality homes, safe and strong communities
- Key priority 3: Reducing carbon, achieving council net zero, creating biodiversity
- Key priority 4: Reducing inequalities, supporting better outcomes
- Key priority 5: Taking care of your money

The council delivers both statutory and discretionary services and all contribute in some way to our key priorities. However, there are a number of major activities which will be essential to deliver if we are to make significant progress. We have identified these below and will track and report on our progress against these activities on an annual basis.

Key priority 1: Securing our future

As the home of GCHQ, we will build on Cheltenham's place as the capital of cyber and security to generate growth. Our mission will be to work in partnership to create good jobs and productivity growth that will make everyone in Cheltenham better off and also deliver benefits for Gloucestershire and the wider region.

We will play our part in breaking down barriers. Through our partnerships and social value programmes, we will bring opportunity for all and support our residents to develop the skills and talent they need to benefit from our growing tech and security industry.

What we will do over the next three years

Our aims:

Moving forward with the delivery of the Golden Valley development is essential to creating lasting growth for our borough. We want local people to have access to good jobs, skills and training opportunities, which will ultimately support all our local businesses.

We are also ambitious about maximising the social value benefits from this development. With our partners we are already delivering social value activities, but we have further plans to ensure we secure social value benefits into the long term.

We also want to support our wider local economy and will continue to work with Cheltenham BID, our businesses, and our partners in the hospitality and tourism sectors, to promote Cheltenham as a place to live, work, visit, meet, and invest.

Our actions:

- By the end of year 1 of this plan we will begin the phase 1 construction process of the Golden Valley development, which will deliver the Innovation Centre, Mobility Hub and infrastructure.
- By the end of year 1 of this plan we will agree clear social value targets with the main contractor for phase 1 construction, which we will track and report on.
- By the end of year 1 of this plan we will commence marketing parcels of land to housing developers to bring forward the residential element.

- In year 1 of this plan, we will work in partnership with Gloucestershire County Council and other authorities to develop a Local Growth Plan for Gloucestershire and, in future years, we will support with delivery of the objectives and outcomes.
- By the end of year 2 of this plan we will create a Social Value Charter, which will form part of the lease for all Golden Valley occupiers and tenants.
- By the end of year 3 of this plan we will commence construction of other commercial buildings on the development.
- We will continue to promote Cheltenham as a vibrant and attractive destination for visitors and for businesses through our dedicated Visit Cheltenham and Moving to Cheltenham websites.
- We will deliver a range of activities in partnership with Cheltenham BID and others to support the local economy.

Supporting key performance indicators:

- Employment rate
- Jobs created through Golden Valley development
- Innovation Centre tenants with no previous presence in Cheltenham
- Social value benefits – activities delivered; value quantified where possible
- Direct visitor spend
- Vacancy rates in council-owned investment properties

Key priority 2: Quality homes, safe and strong communities

We will make best use of our existing housing stock, deliver more homes and increase the number available for social rent. We will ensure these homes are matched to local housing needs to reduce homelessness and rough sleeping.

We will ensure that all Cheltenham Borough Council homes are high quality and safe, aiming to set the standard by which all local housing providers and private landlords should follow.

As one team, we will create a new integrated offer alongside partners to build positive connections with all our communities, make people feel safer and improve our neighbourhoods, public spaces and town centre.

What we will do over the next three years

Our aims:

Everyone should expect to live in a decent and safe home, and for our tenants and leaseholders, we will ensure we deliver this through our housing improvement programme and our housing investment plan.

Our housing improvement programme will deliver on our mission for housing services; *“Together with our tenants we provide safe, secure and well-maintained homes that help everyone reach their potential”*, ensure we meet our obligations as a social housing landlord and achieve the five consumer standards introduced by the Regulator for Social Housing. These standards are the:

Safety and Quality Standard: we must provide safe and good-quality homes for our tenants and good quality landlord services.

Transparency, Influence and Accountability Standard: we must be open with tenants and treat them with fairness and respect.

Tenancy Standard: we must ensure a fair allocation and letting of homes and manage our tenancies well.

Neighbourhood and Community Standard: we must engage with partners, which may include the Police, voluntary sector and charities, so that our tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.

Competence and Conduct Standard: all our social housing staff should have the skills, knowledge and experience to provide tenants with a quality and respectful service.

The council currently owns over 5,000 residential properties which are mix of social rented, leasehold and shared ownership homes. We know we need to have a full understanding of all our properties, and are undertaking a comprehensive stock condition survey programme, so we can make improvements where needed and provide the standard of housing our tenants and leaseholders deserve.

We also know that more affordable homes are needed for local people. To help meet this need we will continue delivery of our housing investment plan and develop a housing asset management strategy to ensure the homes we provide meet future needs. As part of this, we will aim to achieve an average of 35% affordable housing from all qualifying residential development brought forward across the borough.

We will ensure that our partnership working to deliver the neighbourhood and community standard brings benefits for everyone who lives in Cheltenham, so that all our residents can live in safe neighbourhoods, feel safe in their homes and feel safe to enjoy everything Cheltenham has to offer. We will also set standards through the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan to ensure quality homes, safe and strong communities are delivered into the future.

Our actions:

- By the end of year 1 of this plan we aim to put all the requirements in place to be C2 compliant under the housing regulator's consumer standards ratings
- By the end of year 1 of this plan we will complete a stock condition survey of all our residential properties.
- In year 2 of this plan, we will complete development of our first housing asset management strategy.
- By the end of year 3 of this plan all senior housing staff will achieve a relevant housing qualification.
- By the end of this plan, we will complete our housing improvement programme and aim to have all the requirements in place to achieve a C1 rating.
- Over the next three years we will continue our housing investment plan and will deliver a net gain in the number of council properties available for rent, ensuring new homes reflect local needs.

- Over the course of this plan, we will develop the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan in line with the published local development scheme timetable.
- Over the course of this plan, we will work with other parties including developers, government departments and agencies (e.g. Homes England) to achieve our aim of delivering an average of at least 35% affordable housing from qualifying residential development in the borough.
- We will retain our Purple Flag status for managing our evening and nighttime economy.

Supporting key performance indicators:

- Tenant and leaseholder satisfaction
- Housing complaints
- Percentage of council homes meeting the decent homes standard
- Number of households on the housing waiting list
- Main homelessness duty accepted
- Affordable homes delivered as a percentage of all qualifying residential development in the borough
- Level of antisocial behaviour

Key priority 3: Reducing carbon, achieving council net zero, creating biodiversity

We will continue to decarbonise council buildings, homes and the way we work, striving to achieve net zero by 2030. We will maximise opportunities to retrofit our council homes and buildings to reduce carbon, make them warmer and reduce the cost of bills.

And we will provide support to our residents and businesses to help them to do the same.

We will drive increased biodiversity in our borough and fully utilise our planning system to encourage developers to enhance our natural environment, mitigating the impact of new buildings.

What we will do over the next three years

Our aims:

As a town, we are rightly proud of all our parks and green spaces. We have many different wildlife habitats in our borough, some of which are significant and protected spaces, and the town also has a long and distinguished history of tree cover. It is vital we manage our spaces to protect and enhance biodiversity and approach development in a way which leaves the natural environment in a measurably better state.

Our Climate Emergency Action Plan sets our overall roadmap for reducing carbon emissions to achieve net zero and we will continue to deliver actions identified in the plan. In particular, we have opportunities through the Golden Valley development and our housing investment programme to deliver new low and zero carbon buildings in our borough. We also have an outline decarbonisation plan for retrofitting our social housing and will explore external funding options to make progress on this.

The integration of our housing services also means our fleet of vehicles has grown significantly, and we will look at how we can reduce the carbon emissions associated with this.

Our actions:

- By the end of year 1 of this plan we will publish our first Biodiversity Duty report.
- By the end of year 1 of this plan we will prepare a tree strategy, which will establish policies for the management of tree stock owned by the council, feed into local planning policy and help deliver against our climate commitments.
- By the end of year 1 of this plan we will produce an action plan for Suitable Alternative Natural Greenspace, meeting our obligations to the Cotswolds Beechwoods Special Area of Conservation.
- By the end of year 2 of this plan we will complete construction of the Innovation Centre at Golden Valley, which will be a low carbon building. As tenants move in, we will monitor operational carbon emissions and track this against our zero-carbon goal.
- By the end of year 2 of this plan we will complete decarbonisation assessments of the key operational buildings owned by the council.
- In years 2 and 3 of this plan we will report on the actions we have taken to fulfil our biodiversity duty.
- We will fulfil our biodiversity net gain (BNG) obligations within the planning system.
- We will use our housing investment programme to build low or zero carbon new homes.
- We will accelerate retrofit of our social housing as funding becomes available.
- Over the term of this plan, we will transition the council's fleet to electric vehicles where there are viable options and explore interim measures where viable options are not currently available.

Supporting key performance indicators:

- Biodiversity Net Gain (BNG) secured
- Council carbon footprint
- Number of operational properties assessed for decarbonisation
- Percentage of council housing stock retrofitted with carbon reduction measures
- Percentage of electric vehicles within fleet

Key priority 4: Reducing inequalities, supporting better outcomes

We will use our sport, leisure, arts and cultural assets to provide opportunities for everyone to be happier, healthy and more active.

We will build on our heritage as a globally recognised cultural and festival town to encourage more people to take part in culture.

We will invest in our leisure and sports facilities to broaden participation.

We will work together with our NHS, social care and police partners encouraging greater investment in activities that reduce pressure on our health system and reduce the incidence of crime and disorder.

What we will do over the next three years

Our aims:

Opportunities to be healthy and active should be available to everyone, whether that's through simply spending time in our green spaces or through participation in sport, leisure or culture.

Our leisure and culture assets and services are our key vehicle for providing accessible opportunities for everyone and we need to safeguard these for the future.

To effect meaningful change more broadly on the inequalities agenda, and to ensure we support work on prevention of crime and disorder, we know that we must continue to work with both our public sector partners, and with other organisations through No Child Left Behind.

We also have a role to play in supporting groups and organisations working to make a practical difference within their local communities.

Our actions:

- In year 1 of this plan, we will review and revise our policies for managing the community assets owned by the council.
- Over the next three years we will develop a long-term strategy for leisure and culture and start the process of re-procuring our leisure and culture services to safeguard these services for the long term.
- Over the next three years, we will track the level of investment made by our partners in our services and initiatives.
- Over the next three years we will continue to provide grant funding, agreeing clear measures of success with grant recipients to ensure this funding is directed to best effect.

Supporting key performance indicators:

- Level of investment made in our leisure and culture assets and services by us and by funding bodies
- Donations and sponsorship received by the No Child Left Behind initiative
- Number of programmes and initiatives supported by No Child Left Behind
- Global visitor numbers to our leisure and culture assets
- Number of concession memberships taken out at Leisure@
- Free participation events held by our leisure and culture service provider

Key priority 5: Taking care of your money

We will always strive to deliver high quality services that meet your needs as efficiently as possible.

We will continue to look for ways in which we can capitalise on innovation or new technology to improve customer experience and make your money go further.

We will take a commercial and prudent approach to managing our budgets and investments to ensure we remain financially stable and resilient and to secure the long-term financial sustainability of our funding and budgets.

What we will do over the next three years

Our aims:

Ensuring we balance our budgets and work towards becoming a financially sustainable council is essential to the delivery of this priority.

We will also make sure that the Community Infrastructure Levy (CIL) we collect from new developments in Cheltenham, which is ringfenced by national legislation for infrastructure, is spent wisely on both local neighbourhood schemes and broader strategic schemes.

We recognise, too, that the prospect of local government reorganisation means we must take account of this in some of our decision-making.

Our actions:

- By the end of year 1 of this plan we will complete the sale of the Municipal Offices and our share of Gloucestershire Airport, generating capital receipts for investment in service delivery.
- Over the course of this plan, we will reduce the budget gap year-on-year over the medium-term financial strategy period.
- By the end of this plan, we will relocate to alternative accommodation, which improves services for residents and is more efficient to run.
- By the end of this plan, we will rebuild the Housing Revenue Account balance back to the target of £1.5m.
- We will continue to work with our partners Gloucester and Tewkesbury, through the Community Infrastructure Levy Joint Committee, to ensure funding is appropriately allocated to both neighbourhood and strategic schemes. We will also oversee the schemes and be responsible for appropriate monitoring and governance of the funding awarded.
- We will engage with all our Gloucestershire partners on progressing the aim of moving to a new operational depot site to deliver waste and recycling and other environmental services.

Supporting key performance indicators:

- Annual level of general balances
- Percentage savings achieved against agreed budget
- Business rates collection rate
- Council tax collection rate
- Rent and service charge collection rates
- Operating margin of the Housing Revenue Account
- Number of initiatives supported by the Community Infrastructure Levy

Our overall measure of success

Our overall measure of success is how our residents feel about Cheltenham, the council and our services. So, we will run a residents survey in the first year of this plan and again at the end to help us assess how well we have done.

Our plan on a page

Our corporate plan priorities

Securing our future

Create good jobs and grow productivity that will make everyone better off and also deliver benefits for Gloucestershire and the wider region

Use partnerships and social value programmes to support skills and talent development so our residents can benefit from our growing tech and security industry

Promote Cheltenham as a place to live, work, visit, meet and invest to support our wider local economy

Quality homes, safe and strong communities

Make best use of our housing stock, deliver more homes and increase the number available for social rent

Match delivery to local housing needs to reduce homelessness and rough sleeping

High quality, safe homes, setting the standard for all local housing providers and landlords to follow

Make people feel safer and improve our neighbourhoods, public spaces and town centre

Reducing carbon, achieving council net zero, creating biodiversity

Continue to decarbonise council buildings, homes and the way we work, striving to achieve net zero by 2030

Maximise opportunities to retrofit council homes and buildings to reduce carbon, make them warmer and reduce cost of bills

Drive increased biodiversity

Utilise our planning system to enhance our natural environment, mitigating the impact of new buildings

Reducing inequalities, supporting better outcomes

Use our sport, leisure, art and cultural assets to provide opportunities for everyone

Build on our heritage as a cultural and festival town to encourage more people to take part in culture

Invest in our leisure and sport facilities to broaden participation

Work together with NHS, social care and police partners and encourage investment in activities that reduce pressure on health system and incidence of crime and disorder

Taking care of your money

Deliver high quality services efficiently that meet customer needs

Look for ways to capitalise on innovation or new technology to improve customer experience

Take a commercial and prudent approach to manage budgets and investments

Remain a financially stable and resilient council

Secure long-term financial sustainability of funding and budgets

Aims, actions and indicators to measure success

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Equality Impact Assessment

Introduction

An Equality Impact Assessment (EqIA) is a method for assessing the effects or impacts of a council policy or function on removing barriers to equality.

The Equality Act 2010 includes a public sector equality duty which requires public authorities to try and eliminate discrimination; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it and promote equality and good relations across a range of protected characteristics.

The protected characteristics are:

Age	Disability	Gender Reassignment
Marriage and civil partnership	Pregnancy and maternity	Race
Religion or belief (including lack of belief)	Sex	Sexual orientation

An EqIA should be completed with the full range of protected characteristics considered during the initial stages of developing new strategies, policies, functions or services, prior to starting a procurement exercise and before decisions are made.

Examples of when an EqIA should be completed are:

<ul style="list-style-type: none"> Any proposals to introduce or add to a service 	<ul style="list-style-type: none"> Any proposals to adopt policy priorities, strategies and plans
<ul style="list-style-type: none"> Any proposals to remove, reduce or alter a service 	<ul style="list-style-type: none"> Changes to staffing structure where groups of employees are likely to be negatively affected
<ul style="list-style-type: none"> Any new policies or changes to policies 	<ul style="list-style-type: none"> Any proposals in relation to procured or commissioned services

Stage 1 - Equality Screening

Whenever a policy/service or function is reviewed, changed, developed or removed an initial equality impact assessment stage 1 will need to be undertaken. This is a screening template and will help establish whether a full assessment is needed. This should be done at an early stage of the process so that it is part of policy development.

Stage 2 – Equality Impact Assessment

This is the full EqIA and seeks to identify the equality considerations that have been taken into account including any mitigating actions proposed and ensures decisions are based on evidence. The EqIA will need to be agreed with the appropriate Head of Service or Director and should be included on the decision making report, along with commentary on the assessment in the main body of the report.

1. Identify the policy, project, function or service change

a. Person responsible for this EqlA

Officer responsible: Gill May

Service Area: Corporate Services

Title: Organisational Performance Lead

Date of assessment: 04/06/25

Signature: G S May

b. Is this a policy, function, strategy, service change or project?

Other

The Corporate Plan sets the overarching priorities, policy and performance framework for the Council.

c. Name of the policy, function, strategy, service change or project

Corporate Plan 2025 to 2028

Is this new or existing?

Already exists and is being reviewed

Please specify reason for change or development of policy, function, strategy, service change or project

The current Corporate Plan 2023 to 2027 has been reviewed and refreshed to incorporate the council's new housing responsibilities and to reflect progress made against the corporate plan over the last two years and the broader changes that have taken place at a national level.

d. What are the aims, objectives and intended outcomes and who is likely to benefit from it?

Aims:

The corporate plan sets the overarching priorities, policy and performance framework for the council. The overall aim of the plan is to contribute towards building a better future for everyone in Cheltenham through the delivery of five key priorities. It sets out a number of key activities which will be essential to deliver to make progress against these priorities. Aims and actions are set out under each of the key priorities.

Objectives:

The five key priorities are:

1. Securing our future
2. Quality homes, safe and strong communities
3. Reducing carbon, achieving council net zero, creating biodiversity
4. Reducing inequalities, supporting better outcomes
5. Taking care of your money

Outcomes:

Each key priority has a set of actions associated with it and key performance indicators. Together these form the outcomes of the plan which will contribute to the overall aim.

Benefits: The activities set out within the plan are wide-ranging and will deliver benefits for the local economy, residents, communities and the environment.

e. What are the expected impacts?

Are there any aspects, including how it is delivered or accessed, that could have an impact on the lives of people, including employees and customers.

Yes

Do you expect the impacts to be positive or negative?

Positive

Please provide an explanation for your answer:

The plan sets out key activities which, together, are designed to deliver positive benefits for Cheltenham Borough as a whole, across the local economy, residents and communities, and the environment.

If your answer to question e identified potential positive or negative impacts, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

f. Identify next steps as appropriate

Stage Two required

Yes

Owner of Stage Two assessment

Gill May

Completion date for Stage Two assessment

11/06/25

2. Engagement and consultation

The best approach to find out if a policy etc, is likely to impact positively or negatively on equality groups is to look at existing research, previous consultation recommendations, studies or consult with representatives of those equality groups.

a. Research and evidence

List below any data, consultations (previous, relevant, or future planned), or any relevant research, studies or analysis that you have considered to assess the policy, function, strategy, service change or project for its relevance to equality.

The Corporate Plan 2025 to 2028 is a refresh of the Corporate Plan 2023 to 2027 and is designed to cover the next few years, it is not a new plan. Consultation and engagement were undertaken during the drafting of the 2023 to 2027 Plan with a variety of groups and organisations including community groups, parish councils and public sector partners.

In addition, the Corporate Plan 2025 to 2028 pulls together key activities which are being delivered by a range of service areas. It is expected that equality issues will be considered in the context of each of the activities as they are delivered.

b. Consultation

Has any consultation been conducted?

No

Describe the consultation or engagement you have conducted or are intending to conduct. Describe who was consulted, what the outcome of the activity was and how these results have influenced the development of the strategy, policy, project, service change or budget option.

If no consultation or engagement is planned, please explain why.

The Corporate Plan 2025 to 2028 is a refresh of an existing plan, for which consultation was undertaken in 2022/23. Whilst not a direct consultation about the corporate plan, a residents' survey is planned during the first year of the plan and again at the end. This will provide insight into a range of topic areas and may influence the way in which individual corporate plan activities are delivered.

3. Assessment

a. Assessment of impacts

For each characteristic, please indicate the type of impact (positive – contributes to promoting equality or improving relations within an equality group, neutral – no impact, negative – could disadvantage them).

Please use the description of impact box to explain how you justify the impact and include any data and evidence that you have collected from surveys, performance data or complaints to support your proposed changes

Protected Characteristic	Specific Characteristic	Impact	Description of impact	Mitigating Action
AGE	Older people (60+)	Positive	<p>Key priority 2 sets out several activities including a housing improvement programme, a housing asset management strategy and progressing the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan to ensure homes meet future needs and that communities are safe. These programmes and plans will consider the needs of older people.</p> <p>Key priority 4 includes providing accessible opportunities for everyone to be healthy and active through the council's leisure and culture assets and green spaces.</p>	
	Younger People (16-25)	Positive	<p>The actions described above, under key priorities 2 and 4, will also consider the needs of younger people.</p> <p>Key priority 1 includes actions to deliver social value. Social value activities will include supporting younger people into employment through skills development and apprenticeships and the Golden Valley development will provide job opportunities.</p>	
	Children (0-16)	Positive	<p>Key priority 1 includes actions to deliver social value. Social value activities will include supporting children to equip them with skills that will help them with future job opportunities.</p> <p>The actions described above, under key priorities 2 and 4, will also consider the needs of children and families.</p> <p>In addition, under key priority 4, the council will continue to work with other</p>	

			organisations through the No Child Left Behind initiative, which aims to help all younger people thrive.	
DISABILITY A definition of disability under the Equality Act 2010 is available here . <i>See also carer responsibilities under other considerations.</i>	Physical disability	Neutral	The corporate plan is a strategic document and does not contain actions aimed at specific groups. The equality impact of individual activities within the plan will be assessed as they are delivered.	
	Sensory Impairment (sight, hearing)	Neutral	As above.	
	Mental health	Positive	Key priority 4 includes providing accessible opportunities for everyone to be healthy and active through the council's leisure and culture assets and green spaces, which will also support mental health.	
	Learning Disability	Neutral	The corporate plan is a strategic document and does not contain actions aimed at specific groups. The equality impact of individual activities within the plan will be assessed as they are delivered.	
GENDER REASSIGNMENT		Neutral	As above.	
MARRIAGE & CIVIL PARTNERSHIP	Women	Neutral	As above.	
	Men	Neutral	As above.	
	Lesbians	Neutral	As above.	
	Gay Men	Neutral	As above.	
PREGNANCY & MATERNITY	Women	Neutral	As above.	

RACE* Further information on the breakdown below each of these headings, is available here . For example Asian, includes Chinese, Pakistani and Indian etc	White	Neutral	As above.	
	Mixed or multiple ethnic groups	Neutral	As above.	
	Asian	Neutral	As above.	
	African	Neutral	As above.	
	Caribbean or Black	Neutral	As above.	
		Neutral	As above.	
RELIGION & BELIEF** A list of religions used in the census is available here	See note	Neutral	As above.	
SEX (GENDER)	Men	Neutral	As above.	
	Women	Neutral	As above.	
	Trans Men	Neutral	As above.	
	Trans Women		As above.	
SEXUAL ORIENTATION	Heterosexual	Neutral	As above.	
	Lesbian	Neutral	As above.	
	Gay	Neutral	As above.	
	Bisexual/Pansexual	Neutral	As above.	
Other considerations				
Socio-economic factors (income, education, employment, community safety & social support)		Positive	Actions under Key priorities 1, 2 and 4 will support: <ul style="list-style-type: none"> future employment opportunities through the Golden Valley development and associated social value activities with the potential for increasing incomes 	

			<ul style="list-style-type: none"> • delivering skills workshops in schools • housing improvements to lower running costs and increase disposable income • partnership working to improve community safety • grants to organisations working within local communities to improve the lives of residents 	
Rurality i.e. access to services; transport; education; employment; broadband		Neutral		
Other (e.g. caring responsibilities)		Neutral		

* To keep the form concise, race has not been included as an exhaustive list, please augment the list above where appropriate to reflect the complexity of other racial identities.

** There are too many faith groups to provide a list, therefore, please input the faith group e.g. Muslims, Buddhists, Jews, Christians, Hindus, etc. Consider the different faith groups individually when considering positive or negative impacts. A list of religions in the census is available [here](#)

4. Outcomes, Action and Public Reporting

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a. Please list the actions identified through the evidence and the mitigating action to be taken.

Action	Target completion date	Lead Officer
No actions identified as these will be determined as individual activities are delivered.		

b. Public reporting

All completed EqIA's are required to be publicly available on the Council's website once they have been signed off. EqIA's are also published with the papers for committee and full council decisions.

5. Monitoring outcomes, evaluation and review

The Equalities Impact Assessment is not an end in itself but the start of a continuous monitoring and review process. The relevant Service or Lead Officer responsible for the delivery of the policy, function or service change is also responsible for monitoring and reviewing the EqIA and any actions that may be taken to mitigate impacts.

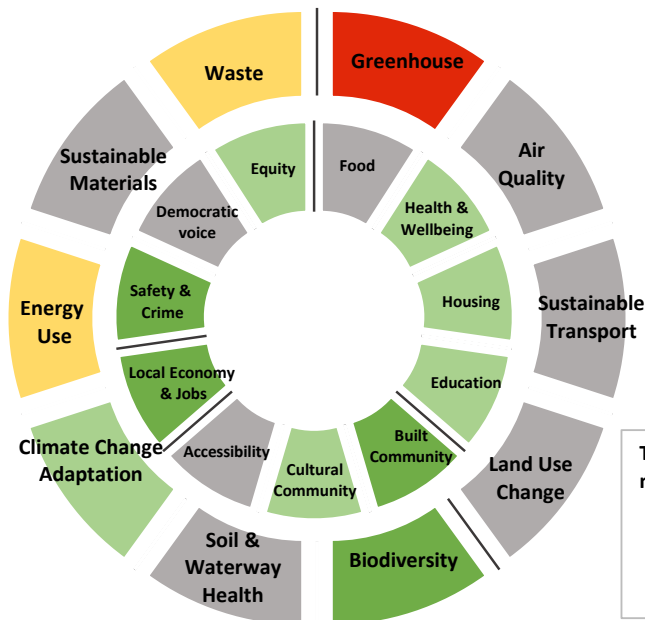
Individual services are responsible for conducting the impact assessment for their area, staff from Corporate Policy and Governance will be available to provide support and guidance, please email if you have any questions.

6. Change log

Name	Date	Version	Change

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Corporate Plan 2025 to 2028



Key

	Significant and/or long-term positive impact identified. No changes needed.
	Slight or short-term positive impact identified. No changes needed but could be reviewed to improve.
	Not applicable or no cause for concern.
	Slight or short-term negative impact identified. Review to identify possible improvements.
	Significant and/or long-term negative impact identified. Changes needed before proceeding.

This summary of the CIAT should be used to aid your decision making. Please note that red/amber segments simply mean that mitigations and changes should take place not that the project cannot go ahead.

Environmental	Scores	Justification	Recommendation
GHGs	-4	It is important to note that reducing carbon, achieving council net zero is a key priority, placing importance on the mitigation of greenhouse gases at the forefront of our major activities as a council. However, the overall impact is difficult to determine. The Strategic and Local Plan will include policies to reduce GHGs and activities such as the housing improvement programme and retrofit should deliver a reduction in GHGs, but the corporate plan includes actions relating to new construction, such as the Golden Valley development and new affordable housing. Whilst the aim is to build low or zero carbon buildings, on balance, it is concluded that, due to the scale of construction, there could be an overall increase in GHGs as a borough and as such the refreshed net zero priority within the corporate plan reflects this.	0
Air quality	0	In terms of indoor air pollution, in order to meet the Housing Regulator's consumer standard for safety and quality the council must provide safe and good-quality homes. This will be achieved through the housing improvement programme and will ensure any damp or mould in our housing stock is tackled as a priority. The Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan will also address air pollution, as will the Golden Valley development, but it is not possible to determine the overall impact.	0
Sustainable Transport	0	The impact on sustainable transport will be determined by the delivery of the individual actions set out in the corporate plan.	0

Land use change	0	The actions identified in the corporate plan will lead to land use change, but whether this has a positive or negative impact will be determined by the delivery of the individual actions and the balance that is achieved between the actions under key priorities 1, 2 and 3.	0
Biodiversity	8	Creating biodiversity is a priority and the actions include ensuring the council fulfils its biodiversity duty, fulfils its biodiversity net gain obligations within the planning system, prepares a tree strategy and produces an action plan for suitable alternative natural greenspace. On that basis, it is concluded that there is the opportunity to significantly improve biodiversity.	0
Soil and waterway health	0	Impact on soil and waterway health will be determined by delivery of the individual actions within the corporate plan, notably construction of the Golden Valley development.	0
Climate Change Adaptation	2	Impact on climate adaptation will be determined by delivery of the individual actions set out in the corporate plan. However there are opportunities in the construction of the Golden Valley development, the housing investment programme, retrofit of social housing and the tree strategy, so it is concluded there will be a positive impact on climate change adaptation.	0
Energy Use	-2	Impact on energy use will be determined by the delivery of the individual actions. The Innovation Centre at Golden Valley will be a low carbon building, the housing investment programme will be used to build low or zero carbon new homes, retrofitting of social housing will be undertaken (subject to funding) and the council will be making decarbonisation assessments of key operational buildings. These actions will deliver reductions in energy use and limit new energy use, however, due to the scale of construction, on balance, it is concluded there will be a slight increase in total energy use. However, the central government Clean Power 2030 Action Plan sets the expectation that the 2030 power system will see clean sources produce at least as much power as Great Britain consumes in total over the whole year. Therefore, whilst there will be an increase in electrical energy use, the system will be decarbonised.	0
Sustainable Materials	0	Use of sustainable materials will be determined by delivery of the individual actions, such as construction of the Golden Valley development and building of new homes through the housing investment plan.	0
Waste	-2	The impact on waste will be determined by delivery of the individual actions; however, it is concluded that the construction of the Golden Valley development and delivery of new homes is likely to lead to an increase in overall quantities of waste.	0

Social	Scores	Justification	Recommendation
Food	0	The actions in the corporate plan do not have a direct impact on food.	0
Health	2	The corporate plan aims to provide opportunities for everyone to be able to access leisure and culture opportunities. The council's leisure and culture assets are the key vehicle for achieving this and the plan includes an action to ensure these are safeguarded into the long term. The council will also work together with other partners to reduce pressure on the health system. Therefore, on balance, it is concluded that there will be an increase in positive health outcomes.	0

Housing	2	The corporate plan contains a number of actions, including improving the quality of social housing stock, the provision of new affordable homes and retrofitting properties to reduce energy use. All of these actions will make a positive impact.	0
Education	2	Under key priority 1, there are actions to drive longlasting social value benefits out of the Golden Valley development and this will include outreach work with schools and other educational institutions (it is already happening). The creation of a social value charter will ensure benefits continue to be delivered beyond the end of the corporate plan. In addition, the Golden Valley development is likely to offer opportunities such as apprenticeships. On balance, therefore, it is concluded there will be an increase in the availability of learning opportunities.	0
Community	4	The impact on the built community will depend on delivery of individual actions set out in the corporate plan, but there are wide-ranging opportunities through the Golden Valley development, the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan, the council's biodiversity duty and the housing improvement plan, so it is concluded delivery of the corporate plan will have a positive impact on the built community.	0
Culture	2	The corporate plan includes actions to develop a long-term strategy for the council leisure and culture assets and to start a re-procurement of the services to safeguard these into the long term and to review and revise policies for managing council-owned community assets. Whilst the scale of the impact is difficult to quantify, as it will be determined by the services delivered, on balance it is concluded that there will be an increase in social or cultural resources.	0
Accessibility	0	The actions contained in the corporate plan do not, in themselves, have a negative impact on accessibility. Accessibility will ultimately be determined by the way in which the actions are delivered, but there are significant opportunities to improve accessibility.	0
Local Economy and Jobs	8	Delivery of the Golden Valley development will create a significant number of jobs from construction through to occupation and beyond. The impact of Golden Valley will also be much broader than the development itself and will impact the whole borough. The corporate plan also includes actions to continue promoting Cheltenham as a vibrant destination for visitors and businesses and to work with Cheltenham BID and others to support the local economy.	0
Safety	4	Under the housing improvement programme one of the standards the council is required to meet is the neighbourhood and community standard. The council will be working with partners to achieve compliance and aims to ensure this work brings benefits for everyone. The council is also committed to retaining Purple Flag status for managing the night time economy.	0
Equity	2	A full equality impact assessment has been completed and it is considered there will be benefits for all age groups and positive impacts on mental health and on socio-economic factors. The impact on other specific groups is neutral and will be determined by the delivery of the individual actions outlined in the plan.	0
Democratic Voice	0	The Corporate Plan 2025-2028 is a refresh of an existing plan; however, there is a commitment in the plan to undertake a residents survey in the first year and again at the end of the plan.	0

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Cheltenham Borough Council

Full Council – 21 July 2025

Dispensation under section 85 Local Government Act 1972

Accountable member:

Councillor Rowena Hay, Leader of the Council

Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities (Monitoring Officer)

Ward(s) affected:

n/a

Key Decision: No**Executive summary:**

This report is a request for Council to grant a dispensation to Councillor Tabi Joy under section 85 of the Local Government Act 1972

Recommendations: That Council:

- **authorises Councillor Tabi Joy to be absent from all meetings of the Authority for a period of 6 months with effect from 21 July 2025**

1. Implications

1.1 Financial, Property and Asset implications

There are no financial implications associated with this report.

Signed off by: Gemma Bell, Director of Finance and Assets

gemma.bell@cheltenham.gov.uk

1.2 Legal implications

As detailed in the body of the report, section 85 of the Local Government Act 1972 ('LGA') states that if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, they shall cease to be a member of the authority.

The only exception is if their non-attendance has been approved by the authority before the expiry of that period. Section 85(1) of the LGA allows an authority to grant dispensation for such absence providing the dispensation is granted before the 6 month period of absence has expired.

Signed off by: Claire Hughes, Director of Governance, Housing and Communities (Monitoring Officer) claire.hughes@cheltenham.gov.uk

1.3 Environmental and climate change implications

There are no environmental or climate change implications associated with this report

Signed off by: Claire Hughes, Director of Governance, Housing and Communities (Monitoring Officer) claire.hughes@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Being a more modern, efficient and financially sustainable council

1.5 Equality, Diversity and Inclusion Implications

N/A

1.6 Performance management – monitoring and review

N/A

2 Request for Dispensation

2.1 Section 85 of the Local Government Act 1972 provides that “if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, they shall, unless the failure was due to some reason approved by the authority before the expiry of that period, cease to be a member of the authority”.

2.2 Due to ill health Councillor Joy was last able to attend a meeting of the authority

on 5 March 2025.

- 2.3 Council is now asked to authorise that Councillor Joy may be absent from meetings for a period of up to six months. Without such authorisation Councillor Joy will cease to be a member of Cheltenham Borough Council.
- 2.4 The granting of a dispensation does not preclude Councillor Joy from attending a meeting within the 6-month period should they be well enough to do so.

3 Alternative options considered

- 3.1 Council could decide not to grant the dispensation in which case Councillor Joy would cease to be an elected member of Cheltenham Borough Council with effect from 4 September 2025

Report author:

Claire Hughes, Director of Governance, Housing and Communities (Monitoring Officer) claire.hughes@cheltenham.gov.uk

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