

# Corporate Plan 2019-23

We want to make Cheltenham an even greater place for all; a place that is celebrated for its strong economy, its vibrant cultural offer and a place where our communities benefit from inclusive growth.



CHELtenham  
BOROUGH COUNCIL

**Follow our progress:**  
[www.cheltenham.gov.uk](http://www.cheltenham.gov.uk)



# ***Welcome***

Welcome to Cheltenham Borough Council's corporate plan which sets out our intentions about what we are going to focus on and the reasons why.

Our starting point for our plan is Cheltenham's place vision which is a collective commitment of the Council and its partners to ensure that Cheltenham is a place where everyone thrives, supported by a thriving economy, a thriving cultural offer and thriving communities. We have made sure that the commitments in this plan support this vision.

Our corporate plan will guide us on our journey over the next three years through defining what we are trying to achieve - our purpose, how we will go about our work - our principles, and what we are going to focus on over the next three years - our priorities.

The production of our plan has involved a wide range of staff, elected members and external partners to ensure that our key priorities are the things that will make the biggest difference to Cheltenham's communities, businesses and residents.

***WE HOPE YOU ENJOY READING ABOUT OUR PLANS FOR THE FUTURE.***





極度乾燥 (しなさい)  
**Superdry Store.**

Superdry

# Our principles

The delivery of this corporate plan will be guided by the following 6 principles:



We will achieve inclusive growth so all our communities can benefit and prosper from investments made in the borough.



We will provide strategic co-ordination across Cheltenham's agencies, partnerships and networks to drive the delivery of the Place Vision.



We will be commercially focused where needed and become financially self-sufficient to ensure we can continue to achieve value for money for the taxpayer.



We will work in ways that encourage equal collaboration at all levels and we will take time to listen, understand and respect each other to ensure what we do is appropriate and empowering.



We will use data and technology, including insight from our customers, residents, businesses and visitors to help us make the right business decisions.



We will invest in and develop our people so they can continue to provide excellent services and are prepared to meet the opportunities and challenges ahead.

# Key priority

## MAKING CHELTENHAM THE CYBER CAPITAL OF THE UK

We will work towards making Cheltenham the cyber capital of the UK; a national first, which will deliver investment in homes, jobs, infrastructure and enable the Council to deliver inclusive growth for our communities.



Working with others we will attract cyber related businesses and secure Cheltenham's position as a cyber and digital innovation hub for the UK.



We will secure the investment needed to ensure successful delivery of the Cyber Park and supporting infrastructure, investing today to create the jobs for tomorrow.



We will ensure that all our communities benefit from future investments by working with them to regenerate their neighbourhoods and improve their living, working, education and leisure facilities.

### HOW SUCCESS WILL BE MEASURED

- Securing the investment and approval to create a Cyber capital for the UK
- Through measuring the social value of investments made.

# Cyber Central Vision



**Environmentally innovative**  
An ecologically friendly development that is restorative to its natural surroundings\_

**Healthy**  
A green and biodiverse development that encourages physical and mental wellbeing\_

**Inclusive**  
A transformational development that creates strong communities\_

**A smart ecosystem**  
A connected community that is digitally, environmentally and socially intelligent\_

**Diverse living options**  
An inclusive community in the region of 3000 homes that provides varied, affordable and flexible tenancies\_

**Intense and tranquil**  
A vibrant and thriving community located within a unique landscape setting\_

**Connected**  
An accessible development that is physically, digitally and culturally integrated\_

**A world-class campus**  
A collaborative community that brings together leading cyber businesses and innovators alongside academic facilities dedicated to cyber and digital technologies\_

**A 24/7 campus**  
A dynamic community that integrates a diverse mixture of uses and people\_

/ A new cyber capital for the UK

/ A catalyst for growth and change in Gloucestershire

/ A pioneering new community for Cheltenham





# Key priority

## CONTINUING THE REVITALISATION AND IMPROVEMENT OF OUR VIBRANT TOWN CENTRE AND PUBLIC SPACES

Deliver a number of Town Centre and wider public enhancements that will continue the revitalisation of the town ensuring its longer-term viability as a retail and cultural destination.



We will continue to invest in our high street and public spaces for the benefit of people living, working and visiting Cheltenham.



We will work with partners to develop a cultural strategy that will build on what is best about our current offer and make the most of future opportunities, national and international, to ensure a wider social benefit.



Work collaboratively to develop and gain approval for a new Cheltenham transport plan including support for cycling and walking projects that will also improve local air quality and health in the town.

### HOW SUCCESS WILL BE MEASURED

- Work with partners to produce a cultural strategy for Cheltenham to maximise opportunities.
- Increases in the visitor economy
- Higher retail occupancy rates

# Key priority

## ACHIEVING A CLEANER AND GREENER SUSTAINABLE ENVIRONMENT FOR RESIDENTS, BUSINESSES AND VISITORS

Deliver enhancements to our waste, recycling, street cleaning and grounds maintenance services and improve the way we commission these services.



Deliver a modern, fit for purpose strategic waste facility and an improved recycling centre to support more efficient and environmentally friendly management of waste and recycling services that also supports economic regeneration.



Implement improvements to the recycling service available to residents, businesses and visitors by reviewing existing services and generate additional income through commercial opportunities to reinvest in waste and recycling services.



Review street cleansing and grounds maintenance, and implement innovative service improvements to support the revitalisation of the town centre whilst also working with local amenity and friends of groups to enhance our public spaces, parks and gardens.

### HOW SUCCESS WILL BE MEASURED

- Increase in public satisfaction
- Number of our parks that have Green Flag status
- Increase in recycling rates





# Key priority

## INCREASING THE SUPPLY OF HOUSING AND INVESTING TO BUILD RESILIENT COMMUNITIES

We will be seeking new opportunities to bring in additional resources e.g. introduction of Cheltenham lottery as well as leveraging more value from our assets and commissioned providers to deliver our £100m housing investment plan.



We will continue to work with our partners to proactively tackle homelessness and rough sleeping.



We will work with partners and Cheltenham Borough Homes to increase the supply of affordable homes across the borough and enable more private rented homes to be let on a long term basis. We will develop plans for the delivery of new homes and sustainable improvements to the west of Cheltenham.



With our partners we will develop a community-based approach that achieves inclusive growth and tackles inequality to ensure all our communities benefit from the improvements and investments we make.

### HOW SUCCESS WILL BE MEASURED

- Work with partners to increase the supply of new homes in the Borough
- Measure social value of community investments made
- Number of successful homelessness preventions

# Key priority

## DELIVERING SERVICES TO MEET THE NEEDS OF OUR RESIDENTS AND COMMUNITIES

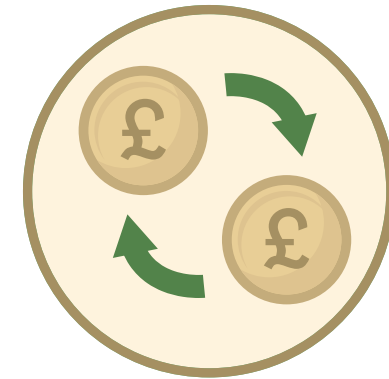
Improve the way services and information are accessed by residents and businesses by maximising new technology opportunities and different ways of working. The outcome of which will contribute towards our financial self-sufficiency.



Increased self-service options to allow customers to do business with the Council 24/7 enabling quick and efficient transactions.



Streamlined customer journeys increasing customer satisfaction and creating efficiencies.



The Council to become financially self-sufficient to help ensure sustainable investment in high quality front-line services

### HOW SUCCESS WILL BE MEASURED

- The Council has become financially self-sufficient
- More residents transacting with the Council through self-service channels
- Improved resident satisfaction with services



