



CHEL TENHAM
BOROUGH COUNCIL

Corporate Plan 2023 - 2027

[cheltenham.gov.uk](https://www.cheltenham.gov.uk)



Introduction

Cheltenham is a world renowned cultural destination and rated one of the best places to live in the UK. Building on our successes, our investments into the Golden Valley Development - a pioneering scheme which will include a National Cyber Innovation Centre hopes to cement our position as the Cyber Capital of the UK and extend Cheltenham's presence in the global economy as the safest place to do business online. As well providing high quality and affordable homes and spaces for business and academia, this development will also play a key role in reducing carbon and encouraging biodiversity.

But the scale of our unique ambition is set against a backdrop of global instability, war, high inflation and a recent pandemic. All of these factors mean that our communities are facing real adversity, where being able to feed a family and keep them warm are a real and increasing challenge. As a Council we continue to work now and in the months and years ahead alongside our partners such as Feed Cheltenham and Cheltenham Borough Homes to deliver practical support to our residents, businesses and communities.

As we look beyond the difficult financial and economic pressures that we face, we are clear

in our future ambition for Cheltenham. We are setting a higher standard for ourselves, and our town, to build a better future for everyone in Cheltenham, ensuring that everyone who lives and works here can equally share the benefits of Cheltenham's successes.

In this increasingly digital world, our residents are looking for efficient access to Council services. We are designing and embedding innovative accessible digital solutions across all our departments, to make doing business with the council easier and quicker. But alongside our digital offer, we will make sure that anyone without a smartphone or access to technology can still find excellent customer service so we support everyone in our borough, regardless of need.

Overall, we believe that building a better future means leaving a legacy of sustainability for future generations. This is the foundation of our ambitions to reduce Cheltenham's carbon emissions to net zero, but also encompasses building affordable carbon neutral homes across Cheltenham, conserving and enhancing our green spaces, and securing financial and economic sustainability through the Golden Valley Development. We want our residents and communities to thrive, not just survive,

and this means continuing investments in partnerships and services that will augment the long-term financial stability of Cheltenham.

We know that we cannot achieve this vision alone. Combining the strength and resilience of our local partners, residents and businesses, we can forge this bright future for our borough, because



Together, we are
Cheltenham

A stylized, handwritten signature in black ink, appearing to read 'Rowena'.

Cllr Rowena Hay
Leader of the Council

A stylized, handwritten signature in black ink, appearing to read 'Gareth'.

Gareth Edmundson
Chief Executive



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HOLD

HEROES



The principles that will guide our priorities

The delivery of our priorities will be based around the following six principles, where we will:



Help all our communities to benefit and prosper from our strong local economy



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



Be commercially minded to keep costs down and our council financially stable, so we always provide value for money to the taxpayer



Use data and research to drive improvement, listening carefully to our residents, communities and businesses to underpin informed decisions



Ensure the climate emergency agenda is at the forefront and integral to all our decision-making



Be risk aware, rather than a risk averse

Our five key priorities



Key Priority 1

Making Cheltenham the Cyber Capital of the UK



Key Priority 2

Working with residents, communities and businesses to help make Cheltenham #netzero 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

Key Priority 1

Making Cheltenham the Cyber Capital of the UK

We will make Cheltenham the Cyber Capital of the UK through the Golden Valley Development - the home of Cyber Central, which will create jobs, drive business growth and provide more new homes. The Golden Valley Development has a key role in the UK's mission of making the UK the safest place to live and do online business, as set out in the Government's National Cyber Strategy 2022.

This will create a vibrant pioneering Garden Community integrating hi-tech business, residential and leisure uses. At its heart will be Cyber Central: an Innovation District and the UK home of cyber, digital and creative sectors arising from Cheltenham's growing international reputation for leadership in cyber innovation.

With a significant development site adjacent to GCHQ in a highly accessible location with great connectivity, the opportunity exists to create a destination of global significance.

It will require high standards of environmental sustainability integrating exemplar homes as part of a thriving and inclusive campus and garden community, defined by its quality in design, public spaces and approach to connectivity, both digitally and physically.



Goals

- ✓ Working with partners, we will attract cyber and associated businesses to Cheltenham and build upon our strength in this area
- ✓ Ensure the funding, delivery plan and developer are in place to progress and build the development
- ✓ Ensure the development is defined by its exemplar environmental credentials



What we will do to secure Cheltenham's economic future

- ✓ Build the UK's national Cyber Innovation Centre as part of the first phase of the innovation district which will support our wider regeneration aspirations for West Cheltenham
- ✓ Through the Golden Valley development, we will increase the supply of new homes by 3,700
- ✓ Continue to expand the local cyber eco-system through the Minster Exchange in the town centre and regenerate the Minster Quarter
- ✓ We will work with the developers to ensure an ambitious social value plan is developed and delivered that will ensure our local communities benefit from the investment in the town
- ✓ Work with schools, colleges and universities to support the cyber-tech skills of young people



How will Cheltenham residents, communities and business benefit

	How they will benefit
Residents	<ul style="list-style-type: none">✓ Job opportunities✓ More homes✓ Skills and training opportunities
Communities	<ul style="list-style-type: none">✓ Regeneration opportunities✓ Social value
Businesses	<ul style="list-style-type: none">✓ Opportunities for the local supply chain✓ Increased footfall for the high street✓ Increased secondary spend to Cheltenham's businesses e.g. leisure, culture & hospitality etc.



How will the UK benefit

The Golden Valley development, which has Ministerial support, will deliver the National Cyber Innovation Centre a key part of the UK's Cyber Strategy supporting our mission to be the safest place to live and do online business. The development will help foster the growth of a sustainable and internationally important innovation district, focused around cyber-tech, developing pioneering products and services, driving forward the economy and the UK's goal to be a science superpower.



How success will be measured

- ✓ Number of jobs created
- ✓ Number of new businesses started
- ✓ Number of businesses locating to Cheltenham
- ✓ Carbon footprint
- ✓ Number of new and affordable homes built
- ✓ Level of social value secured to support neighbouring areas of Cheltenham such as Hesters Way
- ✓ Increased footfall in the high street


THE
GOLDEN VALLEY
DEVELOPMENT

Where to find out more:
goldenvalleyuk.com



"It's great to see the plans for the new West Cheltenham Golden Valley development. It's such an exciting prospect, not only in benefit of the cyber industry; nurturing & attracting talent in Gloucestershire, but with the high street in mind too. Building new homes and encouraging more people to spend locally can only support retail and our local economy. The development will undoubtedly attract more people into the centre of Cheltenham and we can't wait to welcome them."

Jonathan Hall, John Lewis & Partners



"We will increase our support for innovators and entrepreneurs outside of London and the South East. This includes the Golden Valley campus led by Cheltenham Borough Council dedicated to supporting the growth of cyber-related technology businesses"

HM Government

Key Priority 2

Working with residents, communities and businesses to help make Cheltenham net zero by 2030

Our Climate Emergency Action Plan: Pathway to Net Zero, sets out our aim to achieve the 2030 target by working with residents, communities, businesses, public and voluntary organisations. This will require mitigation through reducing our carbon footprint, adaptation through improving our infrastructure and achieving a cleaner and greener sustainable environment.

We strongly believe that in order to ask others to make the necessary changes to their organisations and lives, we must be seen to be leading on making these changes ourselves. By seeking to set ever higher standards and reducing greenhouse gas emissions, we can position ourselves to offer advice and share best practice, signposting to other leaders along the way and to making it easier for others to follow.

Our climate emergency declaration called for devolution of power and money to local councils to expedite further net zero initiatives. We will continue to play a leading role in partnership with others across Gloucestershire to champion and support net zero initiatives.

Cheltenham's new Climate Impact Assessment Tool will make sure that we are appropriately considering climate factors, from biodiversity to air quality, in all of our decisions. The tool will help shape projects which optimise positive impacts on the wellbeing of residents and the environment we all live in.

To support our climate emergency agenda, we will look to implement innovative service improvements to our waste, recycling, street cleansing and grounds maintenance services and deliver a clean and green sustainable environment for Cheltenham's residents, communities, businesses and visitors.



Goals

- ✓ Work with others to help make Cheltenham Borough net zero by 2030
- ✓ Cheltenham Borough Council to become net zero by 2030
- ✓ Deliver a modern and fit for purpose strategic waste facility that will provide more efficient and environmentally sustainable management of waste and recycling service to better meet the future requirements of the Environment Act 2021
- ✓ Implement improvements to the waste and recycling service to further improve Cheltenham's environment focused approach



What we will do to help make Cheltenham clean and green

- ✓ As part of the council's net zero carbon commitment and strategic asset management plan, the council is reviewing its land holdings, to establish opportunities to support the establishment of publicly accessible EV charging points across the town. To date, some 40 locations have been analysed and identified as being potentially suitable for such charging points and the Council are in discussion with EV charging providers about the arrangements for installing the infrastructure.
- ✓ Work 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'
- ✓ We will implement changes to continue to reduce fuel use in our waste & recycling and parks & gardens services
- ✓ Lobby Government to ensure local councils have the funding and legislative framework to take forward our net zero ambitions
- ✓ Through our £10m green deal fund, take forward climate emergency investment opportunities that support the net zero agenda and contribute to the financial sustainability of the Council
- ✓ Embed our newly approved Climate Supplementary Planning Document in the planning process and decision making and deliver biodiversity net gain
- ✓ Implement behaviour change initiatives to reduce waste, increase re-use, increase recycling and, working with local amenity and friends of groups, enhance biodiversity in our public spaces, parks and gardens to further improve Cheltenham's environment including our built environment
- ✓ Review our environmental services, in partnership with our service provider Ubico, and the way we commission these services to meet the demands of the future and our climate emergency agenda
- ✓ Reduce energy consumption across council owned buildings and its waste, recycling, parks and gardens services
- ✓ Explore options for a modern and fit for purpose strategic waste facility



How will Cheltenham residents, communities and business benefit

	How they will benefit
Residents	<ul style="list-style-type: none">✓ Job opportunities✓ More homes✓ Skills and training opportunities✓ Clean and green environment✓ Capacity to adapt to the changing climate
Communities	<ul style="list-style-type: none">✓ Regeneration opportunities✓ Social value
Businesses	<ul style="list-style-type: none">✓ Opportunities for the local supply chain✓ Increased footfall to the high street✓ Increased secondary spend to Cheltenham's businesses e.g. leisure, culture & hospitality etc.



How success will be measured

- ✓ Increase in re-use, reduction in residual waste per household, Increase in recycling rates
- ✓ Reduction in carbon emissions
- ✓ Number of actions completed from the Pathway to Net Zero
- ✓ Resident satisfaction
- ✓ Reduction in energy use across the Council's land and property portfolio
- ✓ Level of external funding secured
- ✓ Retain Green Flag status for Cheltenham's parks and gardens

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Where to find out more:

[cheltenham.gov.uk/info/ 61/climate_and_sustainability/1731/climate_emergency_action_plan_-_pathway_to_net_zero](https://cheltenham.gov.uk/info/61/climate_and_sustainability/1731/climate_emergency_action_plan_-_pathway_to_net_zero)



“Cheltenham Borough Council and Podback recognise that innovation is needed to meet the challenges of the future and our collaboration with Cheltenham, the first authority to sign up to the Podback initiative, demonstrates forward thinking and a real commitment to implementing new initiatives for its residents by launching one of the first kerbside collections of coffee pods.”

Rick Hindley, Executive Director, Podback

“We are delighted to have partnered Cheltenham in the installation of 200 electricity and gas sub-meters, providing the detailed evidence base which the authority will use to drive down energy use across its property portfolio and helping the council to meet its net zero carbon ambitions by 2030”.

Alex Warren, Group CEO for Stark

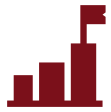
Key Priority 3

Increasing the number of affordable homes through our £180m housing investment plan

Working with Cheltenham Borough Homes and other providers, we will continue to increase the number of affordable carbon neutral homes through our £180m housing investment plan, which will help create more sustainable communities and reduce homelessness.

With this investment we will look to maximise opportunities for wider regeneration and how we can further support the local supply chain. We will focus sustainable, green investment - in both new and existing homes, ensuring we can continue to support tenants and communities and contribute to the wider regeneration of Cheltenham.

We will also make best use of Government homelessness and rough sleeper grant funding opportunities to help prevent homelessness and tackle rough sleeping.



Goals

- ✓ Increasing the number of new affordable net zero homes
- ✓ A 'fabric-first' approach to improve energy efficient of existing Council homes
- ✓ Support and enable resilient communities through shared community investment plans with Cheltenham Borough Homes
- ✓ Preventing homelessness and rough sleeping



What we will be doing

- ✓ Increasing the supply of affordable homes through our £180m housing investment plan where we have already spent £35m, delivering 136 homes with a pipeline set to deliver 450 additional affordable homes over the current and following 4 years
- ✓ Investing in safe, secure and energy efficient homes building on the successful investment of £22m in home improvements over the last three years. This investment will continue in 2022/23 with over £10m allocated each year for the next 3 years for further home and neighbourhood improvements
- ✓ A 'fabric-first' approach is being taken with improvements to existing homes ensuring they are as energy efficient as possible by improving the insulation before low carbon heating is installed
- ✓ Continue to strengthen our partnership with Cheltenham Borough Homes through a number of improvement initiatives to ensure we maximise value for money and improve tenant, resident and community outcomes
- ✓ Commissioning services to reduce homelessness and strengthen pathways so that rough sleeping becomes brief, rare and non-recurring



How will Cheltenham residents, communities and business benefit

	How they will benefit
Residents	<ul style="list-style-type: none">✓ Energy efficient homes✓ High quality landlord services✓ Reducing the housing waiting list and homelessness✓ Reducing rough sleeping
Communities	<ul style="list-style-type: none">✓ Regeneration of housing estates
Businesses	<ul style="list-style-type: none">✓ Working in partnership on apprenticeship opportunities and upskilling through relevant training✓ Maximise opportunities for the local supply chain to recycle the 'Cheltenham pound'



How success will be measured

- ✓ Number of carbon neutral homes built
- ✓ Tenant and leaseholder satisfaction
- ✓ Reduction in the Number of people homeless and rough sleeping
- ✓ Level of social value achieved
- ✓ % of Council homes meeting decent home standards
- ✓ Number of homelessness and rough sleepers preventions



Where to find out more:

[cbh.org/about-us/our-projects/
regeneration-and-new-build](https://cbh.org/about-us/our-projects/regeneration-and-new-build)



“They helped me out of a very tricky situation following a divorce six years ago, they have given me a home and let me live as if it is my own. They have always been quick to respond if I have had an issue. I am very satisfied.”

Council Tenant



“Daunting as first house on my own but everything’s lovely and the houses are great”

New Council Tenant

Key Priority 4

Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity

Cheltenham will see huge investment over the coming years through expansion of the cyber industry, more affordable homes and infrastructure. This presents a once in a generation chance to ensure all of our communities can benefit from sustainable growth in jobs, skills and housing.

We will continue to develop our local networks and partnership working to ensure residents, communities and businesses are best placed to take advantage of these opportunities. This will include building on our strengths in cyber-tech, culture, hospitality, the creative industries and professional services.

We know that some of our residents face barriers that might prevent them from benefitting from this investment. We are committed to working with community organisations and partners to ensure that residents are supported and barriers are removed wherever possible to ensure residents, communities and businesses are best placed to take advantage of these opportunities.



Goals

- ✓ Strengthen our working relationship with Gloucestershire County Council to help improve Cheltenham's infrastructure, public realm and environment
- ✓ We will work with partners to ensure all of our communities benefit from the investment and growth in our town by embedding our approach to social value
- ✓ Identify and take forward regeneration opportunities that enhance Cheltenham as a place to live, work and visit
- ✓ Identify and drive opportunities in all aspects of economic development across Cheltenham at every level, using economic evidence and data to inform our priorities and outcomes



What we will do to boost the local economy

- ✓ Develop our working relationship with Gloucestershire County Council to support their improvements to Cheltenham's high street
- ✓ Expand Cheltenham's cyber eco system and increase footfall to the high street through the rollout of the Minster Exchange project
- ✓ Undertake regeneration within the town centre to increase footfall to the high street and provide more affordable homes
- ✓ Through Marketing Cheltenham review and improve our tourist information provision and increase the number of events to support the visitor economy
- ✓ Develop a vision for the town centre to ensure it remains vibrant and an attraction for residents and visitors
- ✓ Through the Culture Board continue to develop and improve Cheltenham's cultural offer
- ✓ Subject to approval, we will invest £1.1m from the Shared Prosperity Fund to support Carbon busting initiatives, skills boosting schemes in partnership with Gloucestershire College, supporting business growth and a new cycle hub



What we will do to enhance Cheltenham's cultural and sporting offer

- ✓ Support the Cheltenham Trust's re-opening of the Wilson Art Gallery and Museum to enhance Cheltenham's cultural offer through more diverse programming and use of the collection
- ✓ Play an active role in Cheltenham's Culture Board in developing an action plan to improve social, cultural and business outcomes, ensuring funding is targeted to secure value for money
- ✓ Working with partner organisations to develop a sports strategy for Cheltenham to improve and further develop sport provision and help ensure more opportunities for external funding in order to improve health and wellbeing opportunities for local people



What we will do to help our communities

- ✓ Work with partner organisations, such as Feed Cheltenham and Cheltenham Borough Homes, to support our residents and communities with the cost of living crisis
- ✓ Through 'No Child Left Behind' continue to raise awareness of issues affecting our children, such as criminal exploitation, period poverty or healthy eating and work with partners across the public, private and voluntary sectors to tackle this
- ✓ With Cheltenham Borough Homes evaluate options of how we can support the Big Local and Saracens Football Club to take forward the development of a new sustainable community facility in St Peter's and the Moors
- ✓ Embed social value within our procurement and investment activities including maximising further benefit from the Cheltenham Lottery
- ✓ Working in partnership with the Police and other agencies to ensure we continue to have a safe night time economy



How will Cheltenham residents, communities and business benefit

	How they will benefit	
Residents	✓ Job opportunities	✓ Skills
Communities	✓ Investment in regeneration	
Businesses	✓ Skilled workforce	✓ Supply chain opportunities
	✓ Increased footfall to the high street	✓ Increase in visitors



How success will be measured

- ✓ Number of new businesses started
- ✓ Number of visitors to Cheltenham
- ✓ Retail occupancy rate
- ✓ Continue to retain Purple Flag status for Cheltenham's night time economy
- ✓ Level of social value achieved
- ✓ Increase in Cheltenham Lottery Ticket Sales to support more local good causes

Where to find out more:

cheltenhamlottery.co.uk

nclbcheltenham.org.uk

visitcheltenham.com/meet

movingtocheltenham.com

“Through Cynam we are excited to be working with the council to unlock the potential from the Golden Valley project. One area of great interest to us is making sure that no-one gets left behind so will be working with No Child Left Behind to enthuse local school children as well as ensuring that adults also have opportunities to acquire new digital skills so that the whole community can benefit from this exciting investment.”

Charlotte Smith,
Cyber Skills Growth Lead and Coordinator, Cynam



“Through #FeedCheltenham, we have worked with the council to ensure that our community food pantries and food banks get the support they need to meet needs within our communities working on the idea that we can do much more together than we can apart. The partnership with No Child Left Behind enables us to have a consistent approach for households and those in need across Cheltenham meaning more people can get support and help at a time when they need it most through the network of food support. Working together gives a forum for sharing ideas and working together. It enables #FeedCheltenham to have greater impact and reach more people. I enjoy working with the council and long may the partnership continue”

Sarah Avery, Family Space



Key Priority 5

Being a more modern, efficient and financially sustainable council

Local Councils continue to operate in a challenging financial environment and as part of our recovery from Covid-19 we will continue to identify opportunities to increase income and reduce costs to ensure financial sustainability. This will enable continued investment in front-line services and enhancing Cheltenham as a place to live, work and visit.

Advancements in new technologies provide a greater opportunity for residents, communities and businesses to interact with the Council. Whilst new digital services present huge opportunities we will continue to ensure we provide efficient services over the telephone and face to face, to ensure we remain accessible, responsive and helpful.

To ensure we can continue to invest in front line services, we will make more efficient and effective use of our assets, identify income generating opportunities and optimise investments to ensure community benefit and value for money for the taxpayer.



Goals

- ✓ We will make it easier for customers to contact the council and ensure their enquiries are resolved wherever possible at the first point of contact
- ✓ We will continue to use our assets for the benefit of our residents, businesses, staff and communities, stimulating a positive environment for inward investment in our place and people
- ✓ We will lead the economic recovery of our town and continue to invest in Cheltenham for the benefit of the town, both in terms of sustainable Council finances, but also the way we invest both commercially and for regeneration purposes



What we will do to be a more efficient and financial sustainable council

- ✓ We will introduce new digital services to make it easier for our customers to interact with the Council 24/7 and 365 days a year
- ✓ We will identify development opportunities that will help regeneration and provide a financial return
- ✓ We will ensure value for money for the tax payer by identifying commercial opportunities to increase our net income
- ✓ We will develop a car parking strategy that will contain a number of actions that we expect to bring real change in how we travel and how we help the Council deliver its wider ambitions for its communities, and its financial stability. The supply and provision of acceptable, accessible and good quality car parking is important to visitors, residents and business



How will Cheltenham residents, communities and business benefit

	How they will benefit
Residents	<ul style="list-style-type: none">✓ Make it easier for customers to interact with the Council 24/7 365 days a year✓ Reduce pressure on the taxpayer✓ Ensure frontline services have sustainable investment
Communities	<ul style="list-style-type: none">✓ Regeneration opportunities will provide community benefits
Businesses	<ul style="list-style-type: none">✓ Opportunities for the local supply chain



How success will be measured

- ✓ Number of digital transactions
- ✓ Resident satisfaction with Cheltenham as a place to live
- ✓ Balanced budget
- ✓ Savings made through process improvements
- ✓ Social, environmental and financial return on investments

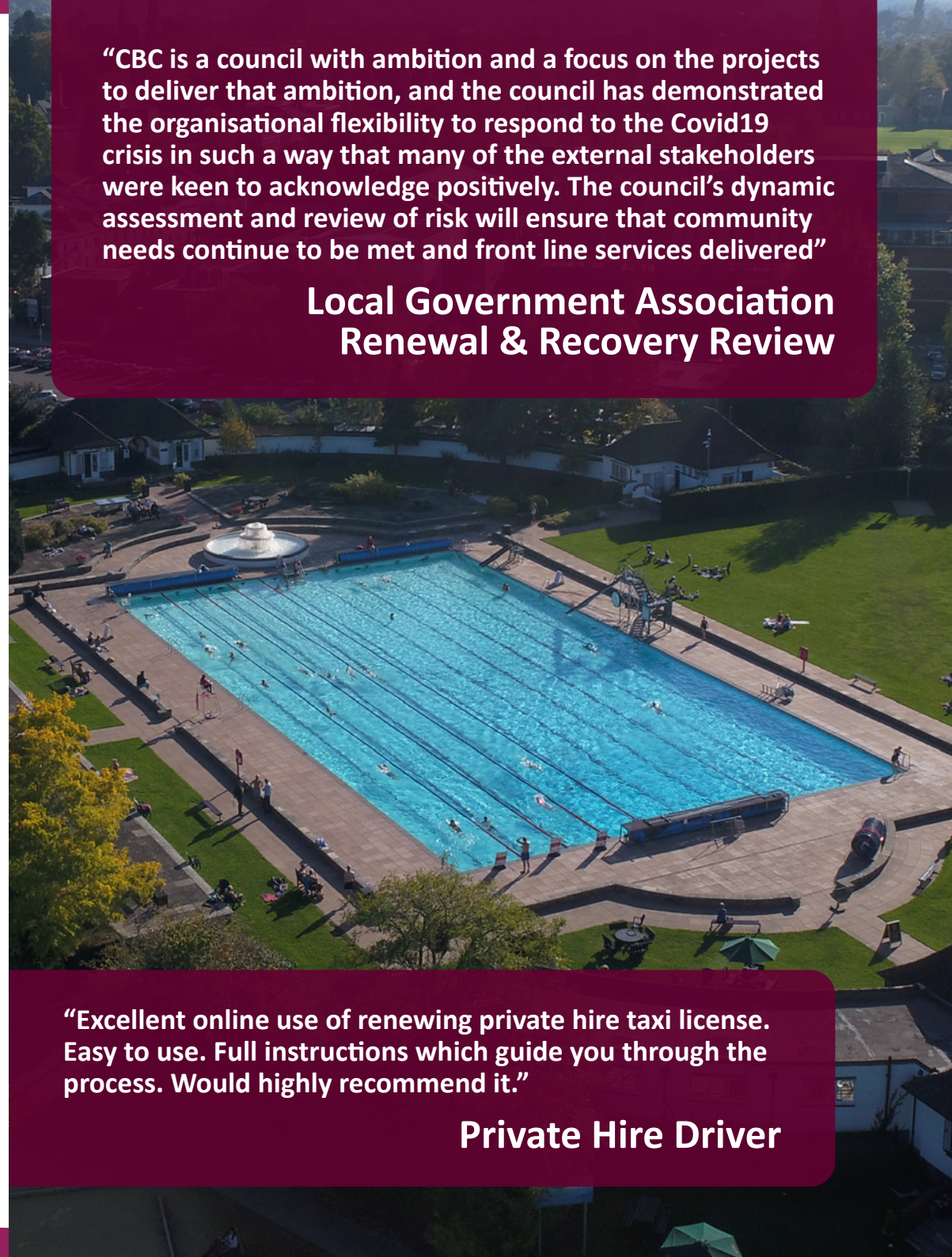


Where to find out more:

cheltenham.gov.uk

"CBC is a council with ambition and a focus on the projects to deliver that ambition, and the council has demonstrated the organisational flexibility to respond to the Covid19 crisis in such a way that many of the external stakeholders were keen to acknowledge positively. The council's dynamic assessment and review of risk will ensure that community needs continue to be met and front line services delivered"

Local Government Association Renewal & Recovery Review



"Excellent online use of renewing private hire taxi license. Easy to use. Full instructions which guide you through the process. Would highly recommend it."

Private Hire Driver



Just some of the organisations we work in partnership with

H B D X Factory

gfirst LEP
growing gloucestershire

THE
GOLDEN VALLEY
DEVELOPMENT

PRESTBURY
PARISH COUNCIL

UNIVERSITY OF
GLOUCESTERSHIRE

CHELTENHAM
BID
Local businesses
improving
our town

20 CH^{ELT}
ZE^{RO} 30

NO CHILD
LEFT BEHIND

CHELTENHAM
Festivals

GC
gloucestershire college

CYNAM

Cheltenham
Lottery

THE
CHELTENHAM
TRUST

CBH

mx

Local
Government
Association

family
space+

SPRINGBANK
COMMUNITY GROUP

An Inspiring Community
St Peter's & The Moors

VISIT
CHELTENHAM
THE FESTIVAL
TOWN

vision
21
Sustaining
Gloucestershire

CHELTENHAM
CHAMBER OF COMMERCE

ubico

Up
Hatherley
Parish Council

GCC

hub8

Cheltenham
Civic Society

SWAP
INTERNAL AUDIT SERVICES
Assuring - Improving - Protecting

ONE
legal

LECKHAMPTON WITH WARDEN HILL
PARISH COUNCIL

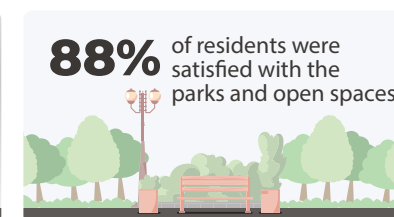
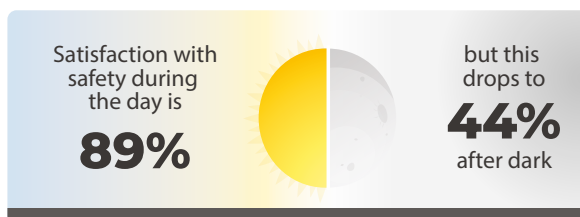
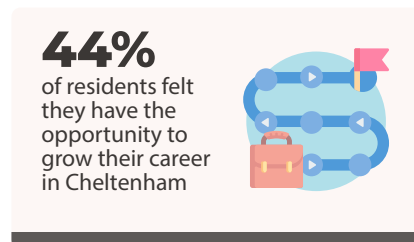
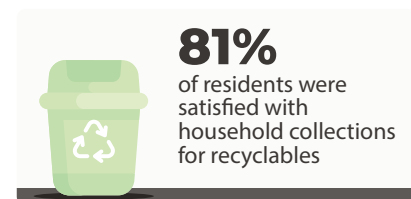
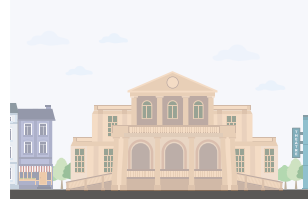
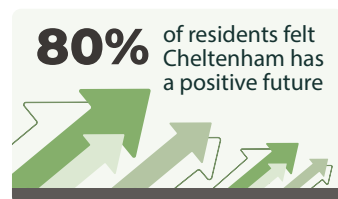
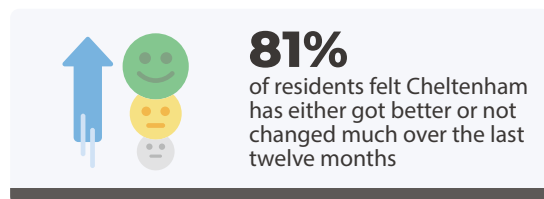
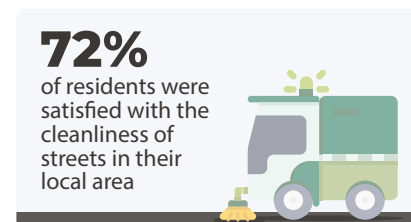
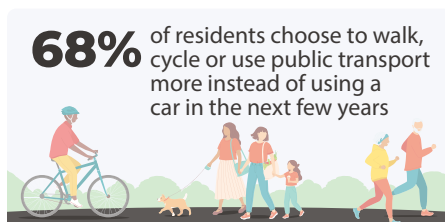
GLoucestershire
CONSTABULARY

Charlton Kings Parish Council

SWINDON PARISH COUNCIL

Cheltenham Arts Council
CHELTENHAM ARTS CULTURE

Summary of the 2022 Independent Resident Survey Satisfaction Results





cheltenham.gov.uk

