



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	<p>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 4th 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.</p>															
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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Golden Valley Development: developing and delivering an ambitious social value plan	<p>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.</p>															
Expanding local cyber eco-system through Minster Exchange (MX)	<p>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.</p>															

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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