

Cheltenham Borough Council

Evening and Nighttime Economy Strategy

2026 - 2029



Ensuring safety, vibrancy & inclusivity in our ENTE



Cheltenham has successfully developed and maintained a thriving evening and nighttime economy (ENTE). This is largely the result of the broad appeal of the nighttime offer and the town's reputation as a good and safe night out, confirmed by the Purple Flag status awarded to Cheltenham every year since 2016.

A thriving evening and nighttime offer is fundamental in sustaining the vitality of our town centre. It attracts visitors and residents and encourages business growth within the sector. Spending by visitors and residents makes a substantial contribution to the local economy of the town. The evening and nighttime economy is a key element in promoting Cheltenham as a festival town and a competitive leisure destination.

Cheltenham Borough Council is also proud to have signed up to the Institute of Licensing's Partnership Charter for the night-time economy which is incorporated into our strategy.



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Our responsibilities

1 - Coordinate the ENTE Partnership Forum to provide oversight and the implementation of the strategy, monitoring its impact and sharing best practice.

2 - Coordinate the management of public safety in Cheltenham's evening and nighttime economy working in partnership with enforcement and support services and the facilitation of the Purple Flag priorities.

3 - Coordinate public realm services including public facilities and street cleansing to ensure they are appropriate and adequate to meet the needs and requirements of ENTE users.

4 - Work with statutory regulators to support businesses to achieve an appropriate level of operational compliance but equally recognising formal enforcement will be necessary and proportionate.

5 - We will work to improve engagement with and the involvement of residents and groups in the management of our evening and nighttime economy, creating space for greater local ownership.



Priority One

Safety & Security

A safe evening and nighttime economy is pivotal to its success and sustainability. It is important that visitors, residents and those working within the sector feel safe.

Public perception can sometimes be negative and at odds with the reality. These perceptions can have an impact on the ENTE, contributing to a lack of footfall in the town centre, therefore working in partnership with police, businesses and venues, we will enhance the towns reputation for safety and continue to promote the varied and alternative offers.



How will we achieve this

Work with police and security staff to increase visibility at peak hours.

Review crime data to identify themes and hotspot locations to influence action.

Maintain and modernise the CCTV network to ensure coverage, quality, and reliability.

Work with GCC to improve street lighting and remove dark spots to reduce fear of crime.

Memorandum of Understanding to strengthen the coordination between police, emergency response services and venues.

Develop an ENTE Charter with businesses and venues linked to safe spaces campaign and the safety of women and girls agenda.

Priority Two

Cleanliness & Infrastructure

With ongoing investment in CCTV, lighting, accessible public facilities, effective waste management, and attractive public spaces, we create an environment that is welcoming, inclusive, and enjoyable for all.

Cleanliness and a strong infrastructure are the foundations of a vibrant and sustainable nightlife, giving residents, businesses, and visitors confidence in Cheltenham as a leading Purple Flag destination.



*CBC - Cheltenham Borough Council

*GCC - Gloucestershire County Council

How will we achieve this

Work with CBC and GCC to ensure public spaces, streets, and parks are cleaned regularly to maintain an attractive town centre.

Work with CBC and GCC to ensure public toilets are clean, well-maintained, and accessible.

Work with CBC and GCC to provide clear way finding signage, improved lighting, and well positioned seating and street furniture to enhance visitor comfort and navigation.

Support a joined up approach between CBC, GCC, Cheltenham BID and businesses with sustainable and effective waste management practices keeping the high street clean and safe.

Priority Three

Transport

Cheltenham Borough Council is committed to ensuring public transport safety by working in partnership with operators to provide safe, accessible, and reliable late-night transport networks.

Robust inspection and enforcement, and the consistent delivery of safeguarding and equality training for taxi drivers will contribute to the protection of vulnerable individuals and inclusivity.

Cheltenham Borough Council is committed to making the town carbon neutral by 2030 by implementing environmentally sustainable transport strategies and reducing emissions to minimise the contribution to climate change.



*CBC - Cheltenham Borough Council

How will we achieve this

Work with transport operators to extend late-night bus and rail services, and ensure reliability, affordability and sustainability.

Support enhanced late-night taxi and licensed private hire provision, as well as safe e-scooter and cycling schemes.

CBC Licensing to undertake regular taxi regulation inspections and enforcement.

Ensure car parks are well-lit, signposted, and monitored to promote confidence and security.

Ensure consistent delivery of safeguarding and equality & diversity training to drivers.

Contribute to the 'Connecting Cheltenham' strategy to transition to a low carbon town.

Priority Four

Business & Marketing

Cheltenham celebrates a vibrant choice of leisure and entertainment for a diversity of ages, groups, lifestyles, cultures and incomes.

By maintaining a wide range of choice for residents and visitors in terms of places to eat, drink and other activities such as theatres, cinemas and other leisure facilities, Cheltenham holds its appeal of being inclusive to everyone, this includes promoting more alternative choices and options such as alcohol free and LGBT+ venues.



*CBC - Cheltenham Borough Council

How will we achieve this

Work in partnership with Visit Cheltenham and Cheltenham BID to showcase our diverse evening and nighttime offer beyond the pubs and clubs, to include theatres, cinemas, live music venues, family friendly activities, entertainment venues and cultural events.

CBC Licensing to support and encourage restaurants, bars, and cafés in exploring incentives to extend operating hours and flexible licensing.

Influence and encourage alternative evening and nighttime activities which could include themed nights, regular markets, and pop-up cultural programming to draw varied audiences and broaden participation.

Priority Five Community Engagement

Community engagement ensures that local voices inform priorities, policies, and practical solutions. By addressing concerns around safety, accessibility, and diversity, this creates a shared ownership in the nighttime offer.

This collaborative approach will support a balanced economy that meets community needs, reduces harm, and enhances the quality of the nighttime experience.



How will we achieve this

Provide clear feedback channels (digital platforms, surveys, forums) for residents and visitors to report experiences, concerns, and suggestions to influence change.

Strengthen the collaboration between the Purple Flag Group, Cheltenham Borough Council, police, local businesses, cultural institutions, and community and volunteer groups to develop activities that cater to a wide demographic, from families to older residents, ensuring inclusive accessibility.

Inform and influence alcohol and entertainment licensing and planning policy reviews to ensure alignment with ENTE objectives.

Priority Six

Health & Wellbeing

The evening and nighttime economy should contribute positively to the health, safety, and wellbeing of all who live, work, and spend time in our town.

This will be achieved by promoting safer socialising through well designed spaces, proactive licensing and reducing anti-social behaviour.

Creating inclusive, welcoming nighttime environments that reduce stigma, social isolation and encourages diversity for all.



How will we achieve this

Support the delivery of awareness campaigns on responsible drinking, drug prevention, and tackling spiking.

Encourage and promote alternative options including alcohol-free and low-alcohol social venues through marketing.

Highlight accessibility of trained first-aid staff and Safe Spaces based in the town centre on a weekend.

Memorandum of Understanding with non-statutory partners operating in Cheltenham's ENTE to agree service wellbeing standards and operational boundaries to support the ENTE community.



Key Priority Indicators



Priority One Safety & Security

CCTV

- Review quarterly incident & response data
- Review quarterly operator inactivity data
- Review quarterly footage retrieval & evidence handling requests data

Anti social behaviour

- Quarterly Town Centre ASB report data from Police, CBC NT and Solace - Community Safety Partnership ASB priority
- Public perception results - Purple Flag and OPCC surveys



Key Priority Indicators



Priority Two

Cleanliness & infrastructure

Street cleaning

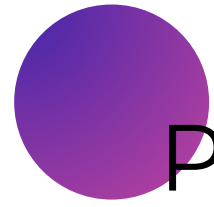
- Public realm complaints & response time
- Frequency of cleaning inc. bin locations, collection times etc.
- Quarterly Environmental reporting data

Stakeholder engagement

- Business feedback - Cheltenham BID
- Public Realm feedback - Street Pastors
- Public perception survey - Purple Flag Assessment & OPCC Safety Survey



Key Priority Indicators



Priority Three Transport

Training

- 100% delivery of safeguarding and Equality & Diversity training to taxi drivers.
- 100% annual compliance check of Ask for Angela at licensed venues.

Accessibility

- Alternative transport usage data e.g VOI scooters
- No. of taxi/private hire operating in evenings
- No. late night bus services and routes



Key Priority Indicators



Priority Four Business & Entertainment

Town Centre Engagement

- Quarterly Footfall data
- Quarterly licensing applications - approval rates, refusals etc.
- Business satisfaction - Cheltenham BID
- Quarterly Social media engagements - Visit Cheltenham

ENTE Offer

- Mapping venue diversity of ENTE offer
 - Annual attendance uplift to venues
 - Creation and promotion of 3 itineraries to provide visitors with information about Cheltenham's ENTE
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Key Priority Indicators



Priority Five Community Engagement

Representation

- Diverse and inclusive representatives at ENTE meetings
- No. of activities designed to be inclusive of priority demographics
- Accessibility compliance data

Engagement

- Annual Purple Flag Perception Survey
- No. Purple Flag meetings held annually
- No. policy consultations and impacts facilitated by ENTE Group
- Annual ENTE strategy review
- Accessibility Forum -Accessibility walk assessments



Key Priority Indicators



Priority Six

Health & Wellbeing

Raising Awareness

- Launch and review of ENTE Charter
- No. of campaigns per year
- No. Police Operations - spiking, drug testing
- Joint communication strategy with Police and ENTE partners

Community Wellbeing

- Quarterly engagement data from ENTE services - Cheltenham Guardians, Night Hub & Street Pastors
- Quarterly A&E admissions due to drugs and alcohol

Evaluation & Monitoring



What we will do

Review and challenge levels of crime data.
Awareness of business performance indicators.
Monitor town footfall in ENTE areas.
Collate public perception survey results.
Utilise media and marketing engagements.
Monitor engagements in training offers.

Hold bi-monthly ENTE Forum meetings to monitor and where required, escalate operational challenges to the Community Safety Partnership. Appendix 1.

Conduct annual reviews to develop the strategy to fit the need.

Benchmark Cheltenham's progress against other Purple Flag towns and regional participants.

Our Partnership

