

Cheltenham's environmental quality and heritage is protected, maintained and enhanced					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
ENV 1 We will put in place the statutory development plan for Cheltenham, including adoption of the Joint Core Strategy (JCS) and preparation of the Cheltenham Plan	JCS adoption	Dec-17	Tracey Crews	Complete	Council on 11 December 2017 agreed to adopt the Joint Core Strategy
	Cheltenham Plan ready for submission	Dec-17	Tracey Crews	Amber	Consultation undertaken on the pre-submission which closed on 9 April 2018. Delay in progress due to having to align with JCS timescales. Responses being reviewed to determine whether there are any issues which require further Council decision making. Timetable for examination to be agreed with Planning inspectorate Summer 2018. Carried forward into 2018-19 corporate strategy
	Community Infrastructure Levy adoption	Mar-18	Tracey Crews	Amber	The CIL examination was held from Tuesday 15th to Thursday 17th May 2018. It is hoped that the examiner will recommend adoption. Council decision required to adopt CIL, but date is dependent on receipt of Inspectors report and recommendations she sets out. Carried forward into 2018-19 corporate strategy
ENV 2 Vision for Cheltenham's town centre and its public realm	Work with stakeholders to develop a vision for the town centre including a significant upgrade of the public realm in the High Street	Apr-17	Tracey Crews	Complete	Ongoing engagement with key stakeholders Agreement with Leader that no decision making in regard to this therefore will not be taken to Cabinet
	Implementation (part) of improvement works	Mar-18	Tracey Crews	Amber	Works started on site for Phase 1 High Street. Project is Amber as there are challenges in regard to works to buildings within Phase 1 Carried forward into 2018-19 corporate strategy
ENV 3 Cheltenham Transport Plan	Phase 3 works prior to phase 4 Boots Corner,	Mar-18	Tim Atkins	Complete	Phase 3 was implemented in January 2018 and phase 4 (Boots Corner trial) will now be implemented from 28 June 2018
	Cabinet agreement to car parking strategy	May-17	Mike Redman	Complete	Cabinet approved the new car parking strategy in June 2017.

	Cycling and walking strategy	Mar-18	Tracey Crews	Amber	Despite 2 rounds of advertisement for recruitment we have been unsuccessful in recruiting to transport officer post. Procurement undertaken on consultancy project 'connecting Cheltenham and modal shift' 9 bids were received and are currently being reviewed. Carried forward into 2018-19 corporate strategy
ENV 4 We will deliver CBC's commitments contained within the Joint Waste Committee plan and the Waste service redesign	Route optimisation and stakeholder engagement	Sep-17	Martin Stacy	Complete	Initial route optimisation work was completed and sense checked prior to launch, along with a continuous media/comms campaign has been underway to promote awareness of the service changes. Following implementation of the new service, and the unprecedented levels of recycling being presented at kerbside, further route optimisation work has been undertaken. This will be finalised during 18/19.
	Implement new service	Sep-17	Martin Stacy	Complete	Implementation was launched as planned on 16th October.
	Review of bring sites	Sep-17	Martin Stacy	Amber	Priority has been given to the review of the route optimisation work (above), and time was needed to allow for the new service to bed down. The review of the bring sites is now underway and will be finalised during 18/19. Carried forward into 2018-19 corporate strategy
ENV 5 We will progress the building of the new Crematorium	Obtain planning permission	May-17	Mike Redman	Complete	Planning consents from both CBC and TBC secured by 4th Aug 2017.
	Agree contracts for the construction of the new facility	May-17	Mike Redman	Complete	Contractual agreements for the main crematorium and road building were completed on 20th Sep 2017. Work started on site in October 2017 with the new crematorium building expected to be open in Spring 2019
ENV 6 Project Solace implementation – shared approach to ASB with the police, CBC and Gloucester City	Approval of business cases	Jun-17	Tim Atkins	Complete	Cabinet agreed the proposal for Cheltenham Borough Council to join the Solace partnership on 11 April 2018.
ENV 7 Working with GCC to develop a sustainable approach to managing highway matters in Cheltenham	As part of the Highways Collaborative working consultation, work with GCC to increase local influence in the management of highways matters in Cheltenham	Mar-18	Tim Atkins	Red	This work was being led by GCC as the Highways Authority. Phase 1 on the consultation was completed in March 2017. The first stage of stage 2 was commenced. CBC await the next steps to be initiated by GCC.

Sustain and grow Cheltenham's economic and cultural vitality					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
ECON 1 We will work in partnership with key stakeholders to develop a longer term strategy for place making	Further engagement on place strategy	To Dec 2017	Richard Gibson	Complete	Following consultation and engagement with a range of stakeholders, the Cheltenham Place Vision document was agreed by council in March 2018
	Implement key projects	Ongoing	Richard Gibson	Amber	<p>Nine actions identified within the place vision agreed in March 2018:</p> <ul style="list-style-type: none"> • Education and skills • Cycling, walking, public transport and digital connectivity • More flexible business space • Residents, businesses and visitors feel safe. • Increase numbers of affordable, accessible, safe and secure housing • Build strong, healthy and inclusive communities • A sustainable future for our cultural organisations and buildings. • Marketing the town, nationally and internationally. • Invested in public spaces and heritage. <p><i>All carried forward into 2018-19 corporate strategy</i></p>
ECON 2 Promote cyber-growth	JCS strategic allocation	Autumn 2017	Tracey Crews	Complete	Adoption agreed 11th of Dec 2017
	Implementation of Growth Deal 3 bid	Mar 2021	Tim Atkins	Amber	<p>The GD3 project is the development of road infrastructure for the new Cyber Business Park next to GCHQ. Work is progressing on this. Recent agreement with DfT that programme will be de-retained (i.e managed locally instead of by central government). LEP to take the role of managing the funding. Some challenges regarding defining schemes, but working with all relevant parties to move this forward.</p> <p><i>Carried forward into 2018-19 corporate strategy</i></p>
	Engaging with cyber-partners	ongoing	Tracey Crews	Green	<p>On-going with commercial interests and academia</p> <p><i>Carried forward into 2018-19 corporate strategy</i></p>

ECON 3 CDTF to support CBC with delivery on various key sites and themes including	Brewery II	Jun-17	Tim Atkins	Complete	The new look Brewery quarter was opened in Spring 2017
	John Lewis	Spring 2018	Tim Atkins	Complete	Planning consent granted, public realm scheme underway and John Lewis to be opened in October 2018.
	North Place	Ongoing	Tim Atkins	Amber	Homes England HIF bid submitted for Portland Street was successful and £3M grant provisionally awarded. Now requires the developer to bring the scheme forward. CBC negotiations regarding North Place continue, yet again this is a developer led scheme. The council will be reviewing the position in October 2018.
	Cheltenham Spa station	By 2020	Tim Atkins	Green	Works to extend northbound platform on site and public consultation on remainder of scheme underway.
	Honeybourne Place	Summer 2019	Tim Atkins	Green	Developer led scheme. Works started August 2017 and are proceeding to plan.
ECON 4 We will develop our strategic approach to tourism, work with the tourism partnership to ensure that there is alignment behind the strategy and agree appropriate delivery mechanisms	Development of brand platform	Jul-17	Tim Atkins	Complete	New branding for Marketing Cheltenham complete.
	Develop a sustainable tourism business model	Jul-17	Tim Atkins	Amber	Interim model in operation. Marketing Cheltenham being operated by CBC via Tourism partnership supported by a number of stakeholders. Options for longer term delivery model being investigated – target date for report – Sept 18 (with options for future of TIC) <i>Carried forward into 2018-19 corporate strategy</i>
	Consultant to deliver 5yr tourism strategy to CBC	Jul-17	Tim Atkins	Complete	The strategy was approved by Cabinet on 11 July 2017 and recommendations being implemented
ECON 5 Work in partnership with cultural providers to support investment into Cheltenham's cultural assets including the Town Hall and leisure@	Appoint consultants to undertake master plan scoping study for options for re-purposing the Town Hall.	Jun-17	Mark Sheldon	Complete	Focus consultants appointed. Benchmark visits to other venues undertaken. Joint outcomes proposition agreed by the Joint Commissioning Group (CBC and TCT)
	Approve preferred option for the re-development of the Town Hall.	Mar-18	Mark Sheldon	Amber	Concept ideas are being drafted which will be subject to stakeholder consultation. Target date for cabinet is September 2018 <i>Carried forward into 2018-19 corporate strategy</i>
	Procure contract for phase 1 redevelopment of leisure@	Jun-17	Mark Sheldon	Complete	In Dec 2017, Council agreed a revised programme of improvements to Leisure-at-Cheltenham with a total scheme cost of £2.5m.
	Complete phase 1 scheme.	Jul-18	Mark Sheldon	Green	The project is both on time schedule and on cost schedule – works to be complete in July 2018.

ECON 6 Event infrastructure / commercial opportunities	Tour of Britain	Sep-17	Tracey Crews	Complete	Event successfully delivered.
	Events infrastructure project	Dec-17	Tracey Crews	Amber	<p>Impact of resource to deliver the Tour of Britain impacted on key milestones for the events infrastructure project.</p> <p>Project re-scoped to focus on current priorities which are to:</p> <ol style="list-style-type: none"> 1. Develop event sites and services to support opportunities for Cheltenham to continue to expand as a national and international event destination by 2019 in line with the place-making, tourism and inward investment strategy 2. Increase income generation to support the provision of services from CBC by 2019 3. Expand opportunities for visitor and resident engagement through attendance at events dispersed across the borough by 2019 <p><i>Carried forward into 2018-19 corporate strategy</i></p>

People live in strong, safe and healthy communities					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
COM 1 Work with CBH to build more houses for rent and support community regeneration projects	Discussion with CBH to identify priority estates	Jun-17	Martin Stacy	Complete	CBC and CBH have reviewed site opportunities HRA and GF land and have developed a potential pipeline of supply, which includes a number of new garage sites. This pipeline will continue to be reviewed and developed as new opportunities emerge, and will be facilitated by the development of a Housing Investment Plan, to be brought to Cabinet and Council for approval during Sep/Oct 2018.
COM 2 - Housing strategy and enabling	Refresh housing and homelessness strategy	Jul-18	Martin Stacy	Green	Consultation undertaken on the draft housing and homelessness strategy and this is due to go to Cabinet in July for approval
COM 3 Estates Regeneration approach in West Cheltenham	Milestones to be developed pending outcome of bid	Apr-18	Tracey Crews	Amber	The master-planning exercise has begun and is on target to report in July 2018. A series of consultation events have taken place in Hesters Way. Engagement with stakeholders such as local members and neighbourhood groups was good but the level of the response from the general public was disappointing. Carried forward into 2018-19 corporate strategy
COM 4 We will update our safeguarding policy to reflect our wider work to safeguard people including recognition of DA, hate crime and modern slavery	Updated policy to cabinet	Jul-17	Richard Gibson	Complete	The updated safeguarding policy was agreed by Cabinet on 10 October. In addition, we have now established an internal officer safeguarding group that met for the first time in August 2017 and a cabinet member working group that is reviewing arrangements for safeguarding children following the Ofsted Inspection.
COM 5 We will work in partnership with Gloucestershire Constabulary to review town centre CCTV provision and associated monitoring arrangements.	Review and update public realm CCTV coverage requirements.	Apr-17	Mike Redman	Amber	Phase 1 of the project to reinstate CCTV coverage along part of the Honeybourne Line between Cheltenham Spa station and the Jubilee footbridge complete. Specification being drawn up for the works required to upgrade town centre public realm CCTV cameras from analogue to digital. The extent of the coverage will be dependent on the assessed costs of the project relative to the available budgets. Carried forward into 2018-19 corporate strategy
	Determine the feasibility of linking into the Brewery quarter CCTV system.	Jun-17	Mike Redman	Amber	Under consideration as part of public realm CCTV project phase 2. Carried forward into 2018-19 corporate strategy
	Update and sign Data Sharing Agreements.	Sep-17	Mike Redman	Amber	Draft CCTV agreement regarding responsibilities is close to completion with Gloucestershire Constabulary. It is anticipated that this will be available via a CBC website link once published. Carried forward into 2018-19 corporate strategy
COM 6 Install a Changing places toilet facility in Pittville park and another in a town centre location.	Engagement with user groups	Apr-17	Mark Sheldon	Complete	Initial consultation completed. Pittville park option agreed
	Complete design & build	Mar-18	David Roberts	Amber	Works to begin on site imminently with an expected end date of August Carried forward into 2018-19 corporate strategy

COM 7 Enable a range of community building and celebration events through taking a facilitative role to working with community groups and organisations	Coordinate & deliver the Children's Festival	May-17	Richard Gibson	Complete	Successfully delivered; three day festival around the end of May bank holiday weekend
	Coordinate & deliver the Midsummer Fiesta	Jul-17	Richard Gibson	Complete	A very successful Fiesta held this year, 58 volunteers helped out, attendance was between 7 and 8,000 people, 70 stall holders, 21 acts, 45 ratings of 5 stars on facebook
	Support Black History Month	Oct-17	Richard Gibson	Complete	BHM 2017 comprised 10 community events held over the month gave BME communities to opportunity to share their stories and experiences in recognition that our diverse history is something to be celebrated
	World Mental Health Day	Oct-17	Richard Gibson	Complete	WMH day was celebrated at an event at the Municipal Offices that also marked the end of Heads Up Cheltenham, our year long programme of events to raise awareness of mental health issues. The WMH event was attended by the Council's three elected mental health champions
	Support Inter-Faith week	Nov-17	Richard Gibson	Complete	Successful inter-faith event held on 15.11.17 that was hosted by the University of Gloucestershire
	Domestic abuse awareness week	Dec-17	Richard Gibson	Complete	A number of events were held in Cheltenham to mark the 16 days of action including; The War on Women in Bosnia event on 2.11.17; GRASAC Reclaim the Night March on 24 November and a Soroptimists Event on 28 November - a forum on violence against women being held at the Muni
	Support Holocaust Memorial Day	Jan-18	Richard Gibson	Complete	Successful Holocaust Memorial Day held on 25 January in the Council Chamber
	LGBT history month	Feb-18	Richard Gibson	Complete	The Cheltenham LGBT Partnership group took the lead on this with a high profile social media campaign, the Council marked the month by flying the rainbow flag our side our offices.
	International Women's Day	Mar-18	Richard Gibson	Complete	Successful event held on Saturday 10.3.18 which involved schools, the Everyman, the Trust, Armed Forces, Police and other employers. 340 people attended
COM 8 Organise a programme of events to mark the Centenary commemorations of the end of WW1.	Event co-ordinator recruitment	Jun-17	Richard Gibson	Complete	WW1 project coordinator now in post
	Website redevelopment	Oct-17	Richard Gibson	Complete	The new Cheltenham Remembers website went live on May 3 2018
	Events programme Commences	Apr-18	Richard Gibson	Complete	The events programme has been developed and published in a booklet and online. The first event was held at the Jet Age Museum on 27 March
	Dedication Ceremony	Nov-18	Richard Gibson	Green	Plans for the Centenary Commemoration day are taking shape including the Civic Service and Parade at the War Memorial, a performance at the Everyman a festival of remembrance at the Town Hall and lighting a beacon at the Town Hall
	Events programme completed	Dec-18	Richard Gibson	Green	All events currently on target Carried forward into 2018-19 corporate strategy
COM 9 Undertake a community governance review to decide whether there should be a parish council for Pittville	Agreement to ToR	Mar-17	Richard Gibson	Complete	Council agreed revised terms of reference on 24 July
	Consultation	Jul-17	Richard Gibson	Complete	Consultation completed with a closing date of 8 October. Over 3000 responses were received with an average turn-out of 32%
	Recommendations to council	Nov-17	Richard Gibson	Complete	The recommendations for revised boundaries for Charlton Kings, Leckhampton with Warden Hill and Up Hatherley were agreed by council on 11 December 2017 with the Reorganisation Orders being agreed in January 2018.

Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents					
Priority actions	Key milestones	Dates	Lead	R-A-G	Commentary
VFM 1 Implementation of the PED Transformation project to provide a clear commercial focus for the division delivering the MTFS savings, smarter working and income streams will enable delivery of priority work-streams to assist in the delivery of the place strategy.	Implementation of a Business Management Framework	Jun-17	Tim Atkins	Complete	Delivery programme now being developed around performance framework, business support, marketing etc.
	Design and production of management reporting suite	Jun-17	Tim Atkins	Complete	Project complete.
	Development of a Marketing Strategy to identify internal and external business goals, leading to the production of a strategic plan.	Jul-17	Tim Atkins	Complete	Marketing strategy being shaped and implemented. New programme to be scoped for next iteration of plan.
	Report on progress to cabinet	Jul-17	Tim Atkins	Complete	Financial targets and improvements delivered.
VFM 2 2020 Partnership/Publica	Create and agree specifications for services delivered by Public Business Support Company.	Oct-17	Mark Sheldon	Complete	Work complete to develop the legal agreement between partner councils and Publica to include specification of the functions to be provided, approach to annual service plans, service standards and KPI's
	Go live for new company	Oct-17	Pat Pratley	Complete	Publica went live on 1 November.
VFM 3 Review the space needs of the current tenants at the Depot and develop a masterplan for its future use including investment needs and identify options for delivering savings or additional income to support the MTFS.	Evaluate future needs of current occupiers	Apr-17	Mark Sheldon	Complete	All users requirements are captured including TCT storage requirements.
	Identify and evaluate options for space use	Jun-17	Mark Sheldon	Complete	Business case completed which includes evaluation and financial modelling of a number of options.
	Make recommendations on masterplan proposal	Jul-17	Mark Sheldon	Amber	Initial proposals completed and presented to Executive Board who requested that other commercial opportunities be explored. Carried forward into 2018-19 corporate strategy
	Scope location options for a public sector hub for development of a business case	Apr-17	Mark Sheldon	Amber	Option for a public sector hub included as an option in the business case. Carried forward into 2018-19 corporate strategy
VFM 4 Review CBC's accommodation requirements and options including the development of a potential public sector hub with other public sector partners	Evaluate options and develop business case	Sep-17	Mark Sheldon	Amber	Delta Place not available until 2023 but exploring options. Prudent investment in the Municipal Offices until then. Roll-out of smart-working to reduce our foot-print and to provide staff with the equipment to work more flexibly Carried forward into 2018-19 corporate strategy
	Make recommendations for delivery of option	Oct-17	Mark Sheldon	Amber	as above
VFM 5 Review CBC's property portfolio and make recommendations for investment / disinvestment or development opportunities in order to deliver additional income to support the MTFS:	Review the nursery and make recommendations for its future including options for delivering existing or alternative planting regimes.	Jun-17	Mark Sheldon	Amber	Council now agreed revised planting approach which has now been reflected in revised modelling of the business case. Recommendations to come to cabinet in July 2018 Carried forward into 2018-19 corporate strategy
	Strategic review of existing property portfolio.	Dec-17	Mark Sheldon	Complete	Review completed and considered by Executive Board. Review identifies assets which should be retained, reviewed or disposed of.

	Review of the existing property investment property portfolio and make recommendations for disinvestment and investment proposals to increase the size of the portfolio	Mar-18	Mark Sheldon	Complete	Review completed and considered by Executive Board. Recommendations will be considered by the AMWG.
	Review Airport Business strategy and make recommendations for improving the return on the shareholders' investment.	Mar-18	Mark Sheldon	Complete	The governance review is complete and agreed at a shareholder forum in September 2017. The 10 year business plan has been agreed. GAL proposed management structure presented and considered by shareholders who have made recommendations to GAL board. Changes to and recruitment of independent Non-Executive Directors roles also complete.
VFM 6 Create an Organisation Development programme that supports the delivery of our vision for place, reflecting our values and behaviours and make recommendations as to how we support staff in transforming the organisation.	Conclude the review of the CBC senior management re-structure as proposed by Council in January 2016	Mar-18	Pat Pratley	Complete	Informal meetings took place with Chair of A&R, Leader, Group Leaders, informal cabinet. A&R committee. Council agreed executive board restructure on 19 February.
	Develop and approve an operating model and business case for customer service delivery across CBC including other potential partners	Sep-17	Mark Sheldon	Amber	The work to deliver the organisational development programme to create a modern workplace with a sustainable future operating model is progressing Carried forward into 2018-19 corporate strategy
	Create and approve a programme which uses the results of the Investors in People re-accreditation so that staff have the relevant leadership and management capabilities to deliver the council's outcomes in the future	Jul-17	Mark Sheldon	Amber	As above Carried forward into 2018-19 corporate strategy
	Develop a business case for smarter/agile working initiatives, using the Place and ED Project as a pilot area, to support the creation of a more flexible working environment which meets the needs of the customer and CBC	May-17	Mark Sheldon	Complete	Initial phase 1 work completed and reviewed for three teams. Now agreed to move to phase 2 of the project.
VFM 7 Develop proposals for delivering a sustainable MTFs which closes the projected budget gap	Develop options for delivering additional savings or income	Jul-17	Paul Jones	Complete	A balanced budget was agreed by Council in February 2018
	Cabinet to approve budget strategy incorporating preferred approach to bridging the funding gap	Oct-17	Paul Jones	Complete	Through our new commercial strategy, investment in growth and regeneration, and strategic approach to maximising the potential of the Council's extensive asset portfolio, the Council has an ambition to be self-financing by 2022. The revised Medium Term Financial Strategy which included the commercial strategy was agreed by Cabinet in December 2017.