



Notice of a meeting of Cabinet

**Tuesday, 14 May 2019
6.00 pm
Pittville Room - Municipal Offices**

Membership	
Councillors:	Steve Jordan, Flo Clucas, Chris Coleman, Rowena Hay, Alex Hegenbarth, Peter Jeffries and Andrew McKinlay

Agenda

		SECTION 1 : PROCEDURAL MATTERS	
1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Minutes of the meeting held on 5 March 2019	(Pages 3 - 8)
4.		PUBLIC AND MEMBER QUESTIONS AND PETITIONS These must be received no later than 12 noon on Wednesday 8 May 2019.	
		SECTION 2 : THE COUNCIL <i>There are no matters referred to the Cabinet by the Council on this occasion</i>	
		SECTION 3 : OVERVIEW AND SCRUTINY COMMITTEE <i>There are no matters referred to the Cabinet by the Overview and Scrutiny Committee on this occasion</i>	
		SECTION 4 : OTHER COMMITTEES <i>There are no matters referred to the Cabinet by other Committees on this occasion</i>	
		SECTION 5 : REPORTS FROM CABINET MEMBERS AND/OR OFFICERS	
5.		VOLUNTEERING POLICY AND PROCEDURES Report of the Cabinet Member Healthy Lifestyles	(Pages 9 - 40)

6.		IMPLEMENTING CHELTENHAM'S PLACE VISION (1) - THE DEVELOPMENT OF A CULTURAL STRATEGY FOR CHELTENHAM Report of the Cabinet Member Healthy Lifestyles	(Pages 41 - 54)
7.		IMPLEMENTING CHELTENHAM'S PLACE VISION (2)- THE ESTABLISHMENT OF A CHELTENHAM GROWTH BOARD Report of the Leader	(Pages 55 - 60)
		SECTION 6 : BRIEFING SESSION • Leader and Cabinet Members	
8.		BRIEFING FROM CABINET MEMBERS	
		SECTION 7 : DECISIONS OF CABINET MEMBERS Member decisions taken since the last Cabinet meeting	
		SECTION 8 : ANY OTHER ITEM(S) THAT THE LEADER DETERMINES TO BE URGENT AND REQUIRES A DECISION	
		SECTION 9 : LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS	
9.		LOCAL GOVERNMENT ACT 1972 - EXEMPT BUSINESS The Cabinet is recommended to approve the following resolution:- "That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely: Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
10.		A PROPERTY MATTER (1) Report of the Cabinet Member Development and Safety	(Pages 61 - 74)
11.		A PROPERTY MATTER (2) Report of the Cabinet Member Finance	(Pages 75 - 88)

Contact Officer: Bev Thomas, Democratic Services Team Leader 01242 264246
Email: democratic.services@cheltenham.gov.uk

Cabinet

Tuesday, 5th March, 2019
6.00 - 6.30 pm

Attendees	
Councillors:	Steve Jordan (Leader of the Council), Flo Clucas (Cabinet Member Healthy Lifestyles), Chris Coleman (Cabinet Member Clean and Green Environment), Rowena Hay (Cabinet Member Finance), Alex Hegenbarth (Cabinet Member Corporate Services) and Andrew McKinlay (Cabinet Member Development and Safety)

Minutes

1. APOLOGIES

Councillor Jeffries

2. DECLARATIONS OF INTEREST

There were none.

3. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 12 February were approved and signed as a correct record.

4. PUBLIC AND MEMBER QUESTIONS AND PETITIONS

There were none.

5. SETTING UP A CHELTENHAM LOTTERY

The Cabinet Member Healthy Lifestyles introduced the report which proposed the establishment of a Cheltenham Lottery to create a longer-term sustainable source of funds that would support our people, good causes and communities to thrive.

She reported that there were now over 60 councils operating or in the process of setting up a local Community Lottery as a means of accessing a new funding stream to support local good causes. Whatever the type of lottery, it was required to deliver a minimum of 20% of proceeds to good causes. It was proposed that 60% of the proceeds of the Cheltenham Lottery were allocated to good causes.

The Council would be the overall licence holder with two responsible officers named to administer it. The licence was renewable annually and the licence holders would be required to provide monthly returns to the commission.

The Cabinet Member reported that the beneficiary of the central fund was the No Child Left Behind year of action until at such point that Cabinet agreed a replacement good cause.

Finally, she wished to put on record her thanks to the Executive Director Finance and Assets, Paul Jones and the Strategy and Engagement Manager, Richard Gibson for enabling this to be established.

When asked what the incentive was for playing the Cabinet Member explained that this was principally to donate to good causes and people across Cheltenham would have the opportunity to decide which organisation they wished to support. There would, on a regular basis, be a lottery draw with small prizes of up to £25k. She emphasised that there was no 'instant' gratification or 'instant reward' to taking part.

Finally, the Leader added that the Cheltenham Lottery would provide another source of funding to community groups who were already eligible to apply for community pride funding, awarded by the council.

RESOLVED THAT

- a) **A Cheltenham Lottery be established to create a longer-term sustainable source of funds that will support our people and communities to thrive.**
- b) **the council submit an application to the Gambling Commission to be the licence holder and that the Executive Director Finance and Assets and the Strategy and Engagement Manager be appointed to be responsible for holding the licence and submit the necessary application to the Gambling Commission.**

6. DRAFT CORPORATE STRATEGY 2019-2023

The Leader introduced the report and explained that the starting point for the new plan was Cheltenham's Place Vision; the collective commitment to ensure that Cheltenham is a place where everyone thrives supporting by a thriving economy, a thriving cultural offer and thriving communities. The commitments in the corporate plan supported this vision. The strategy would be backed up by an annual action list. He welcomed the new style document and wished to emphasise the following :

- The plan would take the overall place strategy forward
- It incorporated the positive feedback from the Peer review challenge and references from Overview and Scrutiny had been included
- Reference to the Council motion declaring a climate emergency had been included in the sustainable ambitions and would be picked up in the action plans later in the year.

In terms of priorities these were as follows :

- Making Cheltenham the Cyber-Capital of the UK.
- Continuing the revitalisation and improvement of our vibrant town

centre and public spaces.

- Achieving a cleaner and greener sustainable environment for residents and visitors.
- Increasing the supply of housing and investing to build resilient communities.
- Delivering services to meet the needs of our residents and communities.

Finally, the Leader explained that the 3 year longer-term plan would be supported by a specific 1 year plan that would set out the details of the projects that would contribute to the delivery of the priorities and their supporting performance indicators.

RESOLVED THAT

the draft corporate strategy 2019-23 (appendix 2) be endorsed ahead of it going to Council for final approval.

7. URBAN GULLS STRATEGY

The Cabinet Member Development and Safety introduced the report and made reference to the scrutiny task group report which Cabinet had considered in December 2018 but at the time had not endorsed its specific recommendations. He reported that officers were currently working on costing the recommendations but at this stage Cabinet was requested to agree the additional £10k in the budget which was necessary to include further nest identification and egg oiling in time for the nesting season. He was aware of the issues for residents and wished to address these. He stated however that the recommendation to purchase a drone for the purposes of identifying nests would not be appropriate at this time given government guidelines on flying drones within a 5km radius of an airport. When asked whether sonic deterrents could be used in residential areas or in areas where gulls fed the Cabinet Member explained that officers would look into this. He highlighted the difficulty in finding what worked and what didn't work.

RESOLVED THAT

- 1) a £10k additional budget allocation for 2019-20 be agreed, funded from additional income generated in 2018-19; and**
- 2) the Enforcement Manager be instructed to develop and implement a costed action plan, within identified resources, in consultation with the Cabinet Member Development and Safety.**

8. MODERNISATION CASE FOR CHANGE

The Cabinet Member Corporate Services explained that the purpose of the modernisation programme was to deliver a positive customer experience by being a digitally enabled council whose employees have a commercial mind-set and appropriate expertise to deliver our priorities.

In practice this meant that by utilising existing technologies, the council could take a 'Digital by Design' approach, meaning residents and other customers could interact with the council in a manner that they preferred and at times that inconvenienced them. Digital by Design did not mean that other contact channels would not be available, but that digital would become the preferred choice for communicating and dealing with the council. This also meant that staff would have more meaningful data when setting priorities and would help them make more informed decisions when helping customers, members and other council employees.

The Cabinet Member explained that the versatility offered by being more digitally enabled meant a shift towards more flexible working practices for council staff could be promoted; enabling them to work from different locations and improve their work-life balance by giving them the option to work from home, reducing the council's office space requirements and the overhead costs associated with it.

It also meant that, in order to help us fulfil our ambitious agenda to improve our town and support local residents, the council needed to be working as efficiently and effectively as possible, so it was necessary to make sure the benefits that digital technology provided was maximised.

This also meant efficiency in how we utilise our financial resources, and the Cabinet Member reported that a number of potential savings had already been identified, such as an estimated £55,000 per year from a change in telephone contracts alone. As the council needed to continue to make savings to support objectives set out in the Medium Term Financial Strategy, a minimum target saving of £300,000 had been set which could be allocated for new or pre-existing projects, or could be reinvested back into the professional development and training of staff.

Finally, the Cabinet Member said that the modernisation programme was an exciting one, and he wished to thank all officers, in particular the Executive Director People and Change, for their hard work in putting this report together.

The Leader added that it was important that progress was made so the public could derive the benefits from modernisation.

RESOLVED THAT

the Modernisation Case for Change be approved.

9. BRIEFING FROM CABINET MEMBERS

The Cabinet Member Healthy Lifestyles informed Cabinet that the programme of activities for "No Child Left Behind" had now been finalised and the council would be working with schools with regard to the Cheltenham offer. Bids would be submitted for both local and national funding and this would be a good opportunity to make a difference to Cheltenham.

She also informed that this week the Period Poverty Project would be launched which would provide girls with the opportunity to access free sanitary protection in the town.

The Cabinet Member then reported that posters would be put up around the town next week (race week) advising women how to keep safe and how to access help should this be needed.

Finally she informed that alongside business colleagues in the EU she was working on a project on the rights of women and was considering the impact of this work on women in Cheltenham.

The Cabinet Member Clean and Green Environment reported that the new crematorium was officially opened last Wednesday and an open day was held at the weekend. Hundreds of residents attended and positive feedback was received. The project had been delivered on time and on budget and he was proud of officers on this achievement. He referred to the promotional video which had been produced on what represented the largest capital project this council had undertaken in 20 years.

He wished to put on record his thanks to officers and in particular the communications team.

The Leader took the opportunity to endorse these comments. This had been a massive project with a difficult background and he wished to thank all who had been involved.

He then referred to the briefing note on Brexit, highlighting that the council was working with others, particularly in relation to emergency planning. £35k had been allocated over 2 years albeit it was not clear at this stage how or whether this would be required.

10. CABINET MEMBER DECISIONS TAKEN SINCE THE LAST MEETING OF CABINET

Cabinet Member Housing	Arrangement with UKVI in their sourcing of private rented accommodation for households seeking asylum	https://democracy.cheltenham.gov.uk/ieDecisionDetails.aspx?ID=1194
------------------------	---	---

Chairman

This page is intentionally left blank

Cheltenham Borough Council Cabinet – 14 May 2019 Volunteering Policy and Procedures

Accountable member	Cllr Flo Clucas
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>Cheltenham Borough Council (CBC) has been supported by the good will of local volunteers offering their time to help events and projects for a number of years. There is a clear benefit to CBC in harnessing this much needed support, and to the volunteers themselves in being able to be part of activities where they can make a positive difference to their town. However, there has been no volunteering policy in place nor clear guidance on how CBC supports and is supported by volunteers to ensure a consistent and safe approach.</p> <p>A new Volunteer Policy is proposed that will ensure that the experience of those who volunteer is a safe and positive one, with the right amount of support and supervision. The policy is supported by a volunteer handbook and application forms for both individuals wanting to volunteer for CBC and groups wanting to provide volunteers.</p> <p>It is proposed that the Participation and Engagement Team Leader role will act as the central management and data storage point for volunteer information.</p>
Recommendations	<p>That Cabinet adopts the following:</p> <ul style="list-style-type: none"> • The NCVO definition of volunteering (see section 1.4) • Cheltenham Borough Council's Volunteer Policy (appendix 2) • Individual (appendix 3) and Group (appendix 4) volunteering application forms • Cheltenham Borough Council's handbook for volunteers (appendix 5) <p>Cabinet also authorises the Strategy and Engagement Manager to keep the Policy and supporting documentation under review and make such changes as are necessary to reflect best practice as well as legal and operational requirements</p>

Financial implications	<p>There are no financial implications identified as a result of these recommendations</p> <p>Contact officer: Jon Whitlock Business Partner Accountant - Business Support Services Jon.Whitlock@publicagroup.uk 01242 264354</p>
Legal implications	<p>The legal status of the relationship between a volunteer and the recruiting organisation is much different from that between a recruiting organisation and a 'worker' or 'employee' and to minimise the risk that a volunteer may claim to be an employee, the Council should have a robust volunteer agreement recognising the volunteer status. It should ensure that any payments made to the volunteer are strictly to cover expenses and that any training given should be no more than is absolutely necessary in order to comply with the duties outlined below.</p> <p>The Council has duties under the Health and Safety at Work Act 1974 to ensure that volunteers undertake tasks in safe conditions and are provided with competent advice on health, safety and welfare matters. Volunteers are expected to be health and safety conscious and continuously aware of their own safety and the safety of others when undertaking tasks.</p> <p>The Council also has safeguarding duties under the Safeguarding Vulnerable Groups Act 2006 and subsequently towards those who volunteer and those individuals or groups who come into direct contact with volunteers, and must ensure its safeguarding policy is adhered to at all times. To this end the Council will ensure that DBS checks are carried out, where necessary.</p> <p>The Council must also ensure that it considers its duty of care to all those who undertake work in respect of the Council and that it has adequate public liability insurance or that those groups who carry out voluntary activities on council land or property have such insurance.</p> <p>The Council should also undertake an Equality Impact Assessment to ensure that it complies with the public sector equality duty under S149 of the Equality Act 2010 which came in to force in April 2011.</p> <p>The policy, handbook and application forms will be formulated to ensure Data Protection compliance. Consent to process personal data will be obtained from prospective volunteers, unless another processing condition under the Data Protection Legislations applies to the processing.</p> <p>Iona Moseley One Legal E: iona.moseley@tewkesbury.gov.uk T: 01684 272067</p>

HR implications (including learning and organisational development)	<p>As the council has a duty of care to its volunteers, it is critical that the council demonstrates it has a consistent approach to managing its volunteers to ensure that they remain safe and valued at all times.</p> <p>Julie McCarthy HR Manager – Operations Business Support Services M: 07917534487 T: 01242 264355 E: julie.mccarthy@publicagroup.uk</p>
Key risks	<p>Without a Volunteer Policy in place, there is a risk that CBC is not protecting itself and volunteers from a health and safety, GDPR, safeguarding and insurance risk. There is also a reputational risk if CBC is seen to be falling short on how we manage the volunteering process.</p>
Corporate and place vision implications	<p>The council has recently adopted a vision that Cheltenham is a place where everyone thrives. Within our place vision we acknowledge the importance of volunteering, making an explicit statement that</p> <p><i>“People and our communities thrive when there are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place</i></p>
Environmental and climate change implications	<p>None identified</p>
Property/Asset Implications	<p>None identified</p>

1. Background

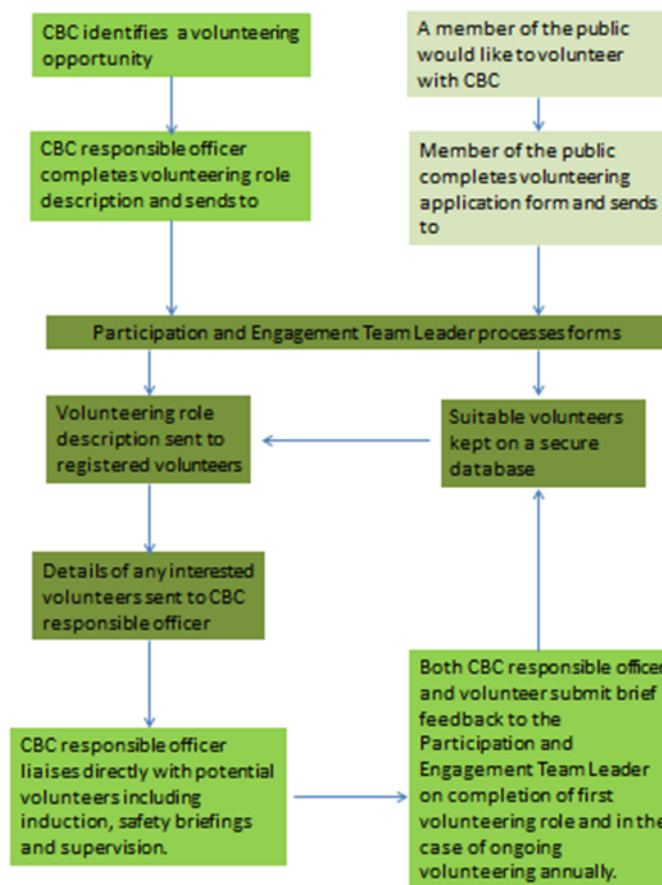
- 1.1 Cheltenham Borough Council (CBC) has been supported by the good will of local volunteers offering their time to help events and projects for a number of years. There is a clear benefit to CBC in harnessing this much needed support, and to the volunteers themselves in being able to be part of activities where they can make a positive difference to their town. However, there has been no volunteering policy in place or clear guidance on how CBC supports and is supported by volunteers to ensure a consistent and safe approach.
- 1.2 Across the organisation, different teams and departments have developed their own processes to manage volunteers and there has been no consistency across the organisation in how this process is managed.
- 1.3 In addition, the council has been fortunate to be supported by volunteer groups (such as friends of groups supporting work in our parks and gardens), but these have varied in their set up, some being constituted, some un-constituted, some with their own public liability insurance and some without. These groups have been managing their own volunteers but without a clear agreement on what their responsibilities are for the health and safety of these volunteers and for members of the public when working on CBC land.
- 1.4 The new Volunteer Policy (Appendix 2) seeks to rectify this and to provide a clear process for recruiting and managing volunteers. As part of this, CBC is being asked to adopt the National Council for Voluntary Organisations (NCVO) definition of volunteering which is:

Any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups).

Central to this definition is the fact that volunteering must be a choice freely made by each individual

This can include formal activity undertaken through public, private and voluntary organisations as well as informal community participation and social action. Everyone has the right to volunteer and volunteering can have significant benefits for individuals.

- 1.5 The flow chart below shows the process that CBC volunteers will follow:



- 1.6 All individual volunteers will be asked to complete a Volunteering Application Form (Appendix 3) which is then processed and progressed as shown in the above flow chart. This includes volunteers who are volunteering with a group (such as a 'friends of' group) which is not constituted and does not have its own public liability insurance.
- 1.7 Groups which can provide volunteers and which are constituted with their own public liability insurance can complete the Group Volunteering Application Form (Appendix 4), where the group leader signs a disclaimer on behalf of the group.
- 1.8 Volunteering application forms are processed and details stored centrally by the Participation and Engagement Team Leader.
- 1.9 Volunteers will be provided with a Volunteer Handbook (Appendix 5) which outlines what they can expect from CBC while they are volunteering and what CBC asks of them.

2. Reasons for recommendations

- 2.1 There are clear advantages to having a Volunteering Policy. It provides an opportunity to promote CBC as an organisation which welcomes volunteer support; aims to give staff greater confidence in introducing new volunteering opportunities safely and in a consistent way and it helps to define the role of volunteers within the organisation, and how they can expect to be treated.

2.2 The Volunteer Policy:

- Demonstrates the organisation's commitment to its volunteer programme and its individual volunteers.
- Ensures consistency and that all volunteers are treated equally and fairly. Being able to refer to a written policy ensures that decisions do not have to be made on an ad hoc basis.
- Allows volunteers to know where they stand; it offers some security, in that they know how they can expect to be treated, and where they can turn to if they feel that things are going wrong.
- Helps ensure that paid staff, senior management and councillors fully understand why volunteers are involved, and what role they have within the organisation.

The proposed new policy clarifies:

- How volunteer opportunities are identified
- The recruitment and selection of volunteers
- Induction and training
- Health and Safety
- Safeguarding
- Confidentiality and Data Protection
- Ongoing Support

2.3 Volunteers do not have the same rights as employees or workers. However, they should be treated fairly and consistently. A volunteer agreement between organisations and their volunteers is a useful way of clarifying the expectations of both parties.

2.4 CBC has, for a long time been without a volunteer policy or any clear process on how volunteers are recruited or supported. There has been no consistency in how volunteers are treated across the organisation and as such this has left CBC open to a number of risks associated with health and safety, insurance, safeguarding and data protection.

2.5 Disclaimer – A volunteer disclaimer is now included in both the individual and group volunteering application forms. The volunteer disclaimer between CBC and their volunteers / constituted groups managing volunteers is a useful way of clarifying the expectations of both parties.

2.6 GDPR – The new forms make clear that volunteer and group data is stored in line with the CBC volunteers' privacy statement. Within this statement it is made clear that their information is kept by the council for a maximum of 5 years following the conclusion of their participation in volunteering. It is recommended that the Participation and Engagement team leader role is responsible for the collation and storage of this information so that there is one central collection point for the organisation.

3. Alternative options considered

3.1 Currently there is no consistency across the organisation about how volunteers are recruited, managed or supported. CBC could continue with the status quo. However there is a risk associated with this from a health and safety, safeguarding, GDPR, insurance and reputational angle.

4. Consultation and feedback

4.1 Officers have been in regular contact with Angela Gilbert, Support and Services Manager – GRCC, to help develop the proposed policy and supporting documents. Angela has a great deal of experience in supporting the voluntary community sector in developing robust policies and procedures.

- 4.2** Officers have also referred to the volunteer policies and procedures of other councils to share best practice.

5. Performance management –monitoring and review

- 5.1** It is proposed that the Volunteer Policy and associated documents (application forms, staff guidance and volunteer handbook) is reviewed after 12 months to ensure it is working effectively.

Report author	Contact officer: Richard.gibson@cheltenham.gov.uk, 01242 264280
Appendices	<ol style="list-style-type: none">1. Risk Assessment2. Volunteering Policy3. Volunteering Application Form4. Group Volunteering Application Form5. Volunteer Handbook

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If a volunteer has an accident and the relationship between the council and volunteer is not clear, nor has been properly inducted the volunteer, there is a risk that this may lead to sanctions from the health and safety executive	Pat Pratley	15/03/19	4	2	8	Reduce	Implement the new Volunteer Policy to ensure a consistent approach and mutual expectations between CBC and its volunteers.	From May 2019	Louise Forey / Helen Down	
	If a volunteer uses the opportunity to develop inappropriate relationships with children or vulnerable adults, the council could face legal challenge or sanction from external partners	Pat Pratley	15/03/19	5	2	10	Reduce	Implement the new Volunteer Policy to ensure sufficient safeguards in place to ensure volunteers are effectively supervised	From May 2019	Louise Forey / Helen Down	
	If CBC allows people to volunteer for the organisation without proper supervision in place and a subsequent issue arises it will cause a reputational issue for the Council	Pat Pratley	15/03/19	3	2	6	Reduce	Implement the new Volunteer Policy including guidance for recruiting and managing volunteers	From May 2019	Louise Forey / Helen Down	
	If a volunteer has an unsatisfactory experience volunteering for the council, this may impact on the reputation of the council and also affect recruitment of other volunteers.	Pat Pratley	15/03/19	3	2	6	Reduce	Implement the new Volunteer Policy to ensure a consistent approach and mutual expectations between CBC and its volunteers	From May 2019	Louise Forey / Helen Down	
	If the personal details of a volunteer (which could include sensitive health and/or criminal record information) are not stored correctly in line with our GDPR obligations, the council could face sanction from the Information Commissioners Office	Pat Pratley	15/03/19	4	2	8	Reduce	Implement the new Volunteer Policy will help ensure that volunteer's personal details are managed in line with data protection regulations.	From May 2019	Louise Forey / Helen Down	
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close											

Cheltenham Borough Council's Volunteer Policy

Introduction and Welcome

We are immensely proud of our volunteers who, through their efforts, are putting something back into society, working with our staff to make Cheltenham a better place, whilst also learning new skills and socialising with others. Volunteers complement and add value to the services the council provide and we are thankful for the time they give.

The council has recently adopted a vision that Cheltenham is a place where everyone thrives. Within our place vision we acknowledge the importance of volunteering, making an explicit statement that

"People and our communities thrive when there are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place."

What is volunteering?

CBC supports the NCVO definition of volunteering which is:

Any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups).

Central to this definition is the fact that volunteering must be a choice freely made by each individual

This can include formal activity undertaken through public, private and voluntary organisations as well as informal community participation and social action. Everyone has the right to volunteer and volunteering can have significant benefits for individuals.

What our volunteering policy seeks to do:

The council recognises the significant contribution that volunteers give to making Cheltenham and its organisations and communities a better place. In doing so, it has a duty to ensure that the experience of those who volunteer is a safe and positive one, with the right amount of support and supervision.

The council also recognises the benefits which volunteering provides its employees, and though the Council's own Employee Volunteering Policy supports employees to 'give something back' to their community, whilst at the same time enhancing flexibility and development opportunities for its staff.

The Volunteer Policy sets out the standard processes and procedures of the Council's volunteer programme. These include:

1. Identifying volunteering opportunities
2. Recruitment and selection of volunteers
3. Induction and training
4. Health and Safety
5. Safeguarding
6. Confidentiality and Data Protection
7. Ongoing Support

1. Identifying volunteering opportunities

Ideas for volunteering opportunities can come from either members of staff or from potential volunteers themselves. However the opportunity arises, it is important that the following steps are followed to ensure that the volunteering opportunity is a safe and positive one, for both the volunteer and for the Council.

2. Recruitment and Selection of Volunteers

The CBC volunteer supervisor (for the specific volunteering opportunity) should produce a volunteer role description. This will describe the role so that any potential volunteers can assess their suitability before applying. The role description should include:

- title of role
- purpose of role
- a broad outline of tasks and activities to be undertaken
- any targets or measurements of performance.
- the name of the person who the volunteer reports to
- location and volunteering hours
- how the role fits in with the work of the organisation
- expectations of behaviour and dress (if appropriate)
- any skills, qualifications and personal attributes required – essential and desirable

The role can then be advertised on the council's website:

https://www.cheltenham.gov.uk/info/78/job_vacancies

The CBC volunteer supervisor will also need to be mindful of the need to ensure that the purpose of the role is lawful and within the remit of Cheltenham Borough Council.

Individual volunteers

Volunteers should apply for roles using the CBC volunteer application form. The application form is critical as it enables the volunteer to set out the skills they could bring to the role, and set out any issues that might restrict their participation such as their health and wellbeing or their availability. The form also asks about criminal convictions, disclosure and barring service checks, plus gains consent from the applicant to ensure Data Protection compliance.

The form collects some personal data such as age and gender to support the council in ensuring we are creating a diverse and balanced volunteer base.

Completed forms will be returned to the Strategy and Engagement Team who will collate applications and share these with the lead CBC officer for the volunteering opportunity.

Group volunteering

Externally constituted volunteer groups, doing activities connected with CBC land (i.e. Friends of groups working in CBC parks/gardens), with their own public liability insurance, will need to complete the CBC group volunteering form as a disclaimer to confirm that they have their own safeguarding policy and insurance.

Groups (whether constituted or not) that have no public liability insurance will be asked to either get their own insurance or ensure that their volunteers register individually as CBC volunteers when undertaking CBC activities.

Hence the volunteer will need to complete the CBC volunteer application form and return to CBC online. CBC staff will then be responsible for supervising the activity and task.

One off volunteers from businesses, local organisations, and educational establishments will be required to have their own public liability insurance for volunteering and to complete a group volunteering form as a disclaimer.

Joint volunteering with partner agencies

Occasionally, if the council is working on a multi-agency project, the council may be asked to pool CBC registered volunteers with volunteers from other public sector partners. These partners would be limited to Cheltenham Borough Homes, Gloucestershire Constabulary and the Cheltenham Trust.

In this instance, personal information necessary to support the particular volunteering opportunity will be shared with these partners.

3. Induction and Training

The lead CBC officer for the volunteering opportunity must provide all volunteers with an introduction to the organisation as well as induction and training tailored to the volunteering opportunity. All volunteers will be provided with a copy of the volunteer handbook.

4. Health and Safety

We have a duty of care to avoid exposing our volunteers to health and safety risks. All volunteers will be made aware of our Health and Safety Policy and any practical safety concerns as part of their induction. Volunteers are expected to comply with the Council's Health and Safety Policy.

All volunteer roles will be risk assessed, covering both the tasks involved and the environment in which they will be conducted. In addition, where a volunteer makes us aware of a pre-existing medical condition or disability, an individual risk assessment may also be necessary.

Volunteers must sign the Volunteers Disclaimer on their application form. This provides them with basic accident cover and also indemnifies the volunteer against any claim made against them or the Council whilst carrying out their activity.

Where volunteers drive as part of their voluntary activity, and use their own vehicle, they must ensure they possess the relevant class of insurance. Further guidance should be sought from the Volunteer's own insurance company. Supervisors must check and record this documentation if use of a vehicle is required.

5. Safeguarding

All supervisors must ensure that volunteers are aware of, and have received appropriate training in the [Council's Safeguarding Policy](#).

Disclosure and Barring Service (DBS) checks will be carried out on any volunteer who in the course of their activity has regular, unsupervised, contact with the same group of children or young people. A DBS check will also need to be carried out on volunteers who care for or deal with the personal affairs of any adult. Further guidance can be found in the [Council's Safeguarding Policy](#).

6. Confidentiality and Data Protection

All supervisors must ensure that during induction volunteers are aware of Confidentiality and Data Protection Policies. If their role requires, volunteers must receive appropriate training, for example Information Governance training.

All information about volunteers and groups will be stored in line with the CBC volunteers' privacy statement. There is a commitment this information is kept by the council for a maximum of 5 years following the conclusion of the volunteering opportunity.

The statement also sets out that if the volunteer opportunity is on a multi-agency project, personal information may be shared with partner agencies such as the Cheltenham Trust, Gloucestershire Constabulary, Cheltenham Borough Homes. Only information necessary to support the particular volunteering opportunity will be shared.

The Participation and Engagement Team Leader role will be responsible for the collation and management of this information including keeping the list of volunteers and their consents up to date.

In addition, any volunteer can contact the Participation and Engagement Team Leader at any time to withdraw from the list of volunteers.

7. Ongoing Support

All volunteers will receive appropriate support and supervision in their activity. The level of supervision will match the nature of the role and the experience of the volunteer. All volunteers will have a nominated Volunteer Supervisor, someone they can have regular access to if problems arise or when help and support is needed.

As volunteers are not employees, they are unable to use the Council's Grievance Policy and Procedure. However, they are entitled to use the Council's Complaints Procedure.

Complaints by volunteers should be raised in the first instance with their Volunteer Supervisor, and dealt with informally where possible. Where appropriate, the complaint will be investigated fully by their Supervisor, or if the complaint is against their own Supervisor, by another Volunteer Supervisor or their line manager.

If a complaint is brought against a volunteer, this will be investigated by the relevant supervisor. Every attempt will be made to resolve the matter as quickly and informally as possible. If the issue cannot be satisfactorily resolved, then the volunteer may be told their services are no longer required with immediate effect.

8 Expenses

The Council is committed to paying reasonable 'out of pocket' expenses ensuring that potential volunteers are not excluded due to financial reasons. However, these need to be agreed in advance with relevant managers before the volunteer commences their activity. Where expenses are not agreed, volunteers must be made aware of this at the first opportunity in the recruitment process.

9 Volunteers in Receipt of benefits

It is the responsibility of the volunteer to establish whether volunteering is going to affect their entitlement to any social security benefits. Further advice should be obtained from the Department of Work and Pensions (DWP), Job Centre Plus, or Citizens Advice Bureau.

10 Moving On

The Council welcomes feedback and encourages volunteers to offer ideas for improvements. Volunteers who choose to stop volunteering at any time will also be invited to provide feedback before they move on.

Volunteers who are leaving the organisation and who have made a regular commitment to it should be offered an exit interview, reference and/or statement of their achievements to ensure that their services are properly and formally appreciated.

Where appropriate, the role and placement of the volunteers may be terminated by the supervisor at one week's notice, or immediately where inappropriate behaviour has occurred. In all cases, the volunteer will be entitled to an explanation of the decision and action taken.

11 Review

This policy will be reviewed within 12 months of its adoption.

DRAFT

This page is intentionally left blank

VOLUNTEER APPLICATION FORM

Thank you for your interest in becoming a volunteer for Cheltenham Borough Council. Throughout the year there are a number of events and projects when the council welcomes volunteers support.

There are a variety of tasks that volunteers can get involved in, for example; helping to set-up an event and/or helping to run the event, meeting and greeting visitors, acting as marshals, handing out leaflets, supporting community gardening and friends groups and much more.

Volunteer Information

Name:	
Address:	
Mobile:	
Email:	

Emergency contact 1 :	
Relationship:	
Contact Number:	

Please ensure you have permission to pass on these details

Emergency contact 2 :	
Relationship:	
Contact Number:	

Please ensure you have permission to pass on these details

Do you have any health, support or access needs that we should be aware of?	Yes / No (Delete as appropriate)
If yes, please describe	

Are you applying for a specific volunteering role? If so please state which role here:

How did you hear about volunteering opportunities at Cheltenham Borough Council?

What interests you about volunteering with Cheltenham Borough Council?

Please indicate what type of volunteering roles you would like to be considered for. If you complete this box we may contact you in the future to let you know about volunteering opportunities in the areas you have expressed interest in:

Events - **YES / NO**

Community projects - **YES / NO**

Environmental activities - **YES / NO**

Administration roles - **YES / NO**

Other, please specify:

What relevant skills, qualities and experience do you have which you would bring to a volunteering role?

Please can you indicate your rough availability for volunteering (exact times will be discussed for each role). Please use the comments box to make us aware of any particular requests you would like to make i.e. 'I can only volunteer every other Monday afternoon' or 'Thursday evenings are ok, but only till 8pm'

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Mornings 9am-12pm							
Afternoons 12-5pm							
Evenings 5-10pm							
Comments							

Do you have a current Disclosure & Barring Service check:

Yes

No *(this will not preclude you from being given the opportunity to volunteer)*

If yes, which organisation applied for it?
(you may be requested to provide proof)

Criminal record declaration

Do you have any convictions, cautions, reprimands or final warnings which are not 'protected' as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013)?

Yes No

(By stating 'yes' this will not necessarily preclude you from being given the opportunity to volunteer)

If you have answered yes, you now have **two** options on how to disclose your criminal record.

Option 1: Please provide details of your criminal record in the space below.

Option 2: You can disclose your record under separate cover provided that you mark a cross on the line below and attach the details in an envelope stapled to this form. The envelope should be marked **CONFIDENTIAL** and state your name and the details of the post, this will only be read by the Council's Safeguarding and Partnerships Manager (or a deputy in their absence).

I have attached details of my conviction separately_____ (Please mark with an X if appropriate.)

Option 1:

Personal Information:

Age:	<input type="checkbox"/> 18 – 24 <input type="checkbox"/> 25 – 34 <input type="checkbox"/> 35 – 44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55 +
Gender:	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to say

Any other information you feel relevant:

Data Protection information:

I understand that the information I provide will be used by Cheltenham Borough Council to provide me with the opportunity to volunteer in line with their volunteer [privacy statement](#). Any health or emergency contact information is only collected to support the individual whilst volunteering or in case of emergency.

I consent to my data being used in this way (please select): YES / NO

I wish to be contacted by:

Email* Phone* SMS* Letter*
(*please delete the options that are not applicable)

Please note that if you do not provide consent you will not be able to volunteer for the council

I also understand that Cheltenham Borough Council occasionally works on projects and events in partnership with other agencies. If you volunteer on a multi-agency project, personal information may be shared (with your consent) with our partner agencies; the Cheltenham Trust, Gloucestershire Constabulary and Cheltenham Borough Homes. Only information necessary to support the particular volunteering opportunity will be shared.

I would be interested in volunteering on joint projects with other organisations and give my consent (please select): YES / NO

Please read and sign the below **Volunteers Disclaimer** to complete your application:

- I understand that I am personally responsible for my own health, well-being and safety, and will only perform tasks I am fit to undertake
- I accept that as a volunteer engaged in voluntary activities I have a General Duty of Care towards members of the public, fellow volunteers and Borough Council staff
- I agree to act with reasonable care and attention should I be required to use tools and equipment that are supplied by Cheltenham Borough Council or supplied by myself
- I understand that the activities I do as a volunteer will be agreed beforehand with the CBC staff member; and that I am only covered by the Council's Public Liability Insurance when I carry out these duties as directed.

Applicant's signature: _____ Date: _____

Please return this form to: volunteering@cheltenham.gov.uk or by post to Volunteering Application, Strategy and Engagement, Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham, GL50 9SA. If you are posting the form please mark the envelope 'Confidential'.

Please don't hesitate to call 01242 264272 / 264297 if you have any queries. **Thank you.**

CONSTITUTED ORGANISATION **VOLUNTEERING APPLICATION FORM**

Thank you for your interest in volunteering in support of Cheltenham Borough Council. Please complete this form if you are a constituted organisation with your own public liability insurance cover. If your organisation is not constituted, your members will need to complete individual volunteer application forms so that they are authorised to be on Council land and / or at Council run events and are covered by Cheltenham Borough Council's insurance.

Throughout the year there are a number of events and projects when Cheltenham Borough Council welcomes volunteer support, if any of your members would be interested in volunteering for any of these events, please ask them to complete an individual volunteering form, available by emailing volunteering@cheltenham.gov.uk

Contact Information

Organisation Name:	
Organisation Co-ordinator:	
Position in organisation:	
Organisation Address:	
Contact telephone:	Home: Mobile:
Email address:	

Organisation Insurance Details

Please include the policy start and end Date and attach a copy of your organisations certificate of insurance to this application	
---	--

Existing volunteers

Does your organisation already volunteer for the council? If so where do your volunteering activities take place?
If applicable, please indicate how often the volunteers are on Cheltenham Borough Council owned property:
a) On a regular basis – please give details:
b) On an occasional basis
c) On a one off basis (i.e. a specific event)

Interests and skills

What interests your organisation about volunteering with Cheltenham Borough Council? Are you applying for a specific role/task?

What relevant skills, qualities and previous experience do your organisation members have which they bring to a volunteering role?

Any other information you feel relevant:

Data Protection information:

*I understand that the information I provide will **only** be used by Cheltenham Borough Council to provide my organisation with the opportunity to carry out voluntary work on Council land and / or at a Council run event.*

Please read and sign the below **Disclaimer** to complete your application:

I (the organisation co-ordinator) agree on behalf of my organisation that:

- Our activities in volunteering as an organisation on Cheltenham Borough Council property and / or at Council run events are covered by our own public liability insurance policy and we will provide a copy annually to the Council
- Our organisation has an accurate and up to date safeguarding policy in place and has no reason to believe that any of our volunteers are barred from the volunteering activity in accordance with the provisions of the Safeguarding Vulnerable Groups Act 2006 or any subsequent amendment to that Act. A copy of our safeguarding policy is available to Cheltenham Borough Council on demand.
- Our organisation is responsible for the health, safety and wellbeing of our volunteers and for holding and storing their personal data including their health information and emergency contact details in accordance with current data protection legislation.
- Our organisation is responsible for ensuring that our members are aware that:
 - they are personally responsible for their own health, well-being and safety, and that they should only perform tasks that they are fit and able to undertake
 - as volunteers engaged in voluntary activities they have a General Duty of Care towards members of the public, fellow volunteers and Borough Council staff
 - they should act with reasonable care and attention should they be required to use tools and equipment that are supplied by Cheltenham Borough Council or supplied by our organisation
- if necessary we will enter into a licence with Cheltenham Borough Council to allow us to carry out our activities on council owed property.
- Voluntary activities that my organisation carries out will be agreed beforehand with the Council.

Applicant's signature: _____ **Date:** _____

Please return this form to: volunteering@cheltenham.gov.uk or by post to Volunteering Application, Strategy and Engagement, Cheltenham Borough Council, Municipal Offices, Promenade, Cheltenham, GL50 9SA. If you are posting the form please mark the envelope 'Confidential'.

Please don't hesitate to call 01242 264272/264297 if you have any queries. **Thank you.**

Volunteer Handbook

WELCOME

Thank you for choosing to volunteer with Cheltenham Borough Council (CBC). We are immensely proud of the volunteers who, through their efforts, are putting something back into society, working to make Cheltenham a better place, whilst also learning new skills and socialising with others.

Whether your interest in volunteering is in events, community projects, greenspace management or for another reason, we hope that you find it a rewarding experience.

The council has recently adopted a vision that Cheltenham is a place where everyone thrives. Within our place vision we acknowledge the importance of volunteering, making an explicit statement that:

“People and our communities thrive when there are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place.”

This handbook provides you with all the information that you will need, outlines some of the benefits you will gain, and our expectations of you as a volunteer. You will receive more detailed information about the project that you will be working on, and your role in it from your nominated supervisor who will be on hand to support you.

Thank you once more for offering to volunteer, we really do value our volunteers, many of whom have been with us for several years and who continue to champion the experience to others. If you are new to volunteering with us, we hope that you will feel the same.

We look forward to working with you.



Pat Pratley
Chief Executive

CONTENTS

WELCOME.....	1
A VISION FOR CHELTENHAM	3
Who volunteers for us?	3
Your Volunteer Agreement.....	3
VOLUNTEERING WITH US	4
What will my induction be like?	5
Learning and development.....	5
Availability	5
THE ESSENTIALS	6
Expenses	6
Breaks	6
Equipment and Clothing	6
Use of IT equipment	7
What COUNCIL POLICIES will I need to follow?	7
Volunteer Policy	7
Health & Safety.....	7
What does this actually mean for me?	7
Risk assessments	7
Managing risks	7
Emergencies	8
Insurance	8
Confidentiality and data protection	8
Safeguarding.....	8
Disclosure and Barring Service (DBS) checks	8
Equality and diversity	9
OTHER THINGS YOU SHOULD KNOW	9
When there is a problem	9
Volunteering whilst receiving benefits	9
Moving on.....	10
References	10
Contact Details	10
News and Events	11

A VISION FOR CHELTENHAM

Cheltenham is an amazing place. From humble medieval origins to a buzzing borough of 115,000 people, Cheltenham is a place that has thrived through centuries of change. It is a place we are proud of and passionate about, and we are committed to helping it grow and prosper in years to come.

A range of organisations came together in 2018 to help CBC define what Cheltenham should feel and look like in the future. We are calling this our vision for Cheltenham.

We want Cheltenham to be a place:

- where all our people and the communities they live in thrive
- where culture and creativity thrives, is celebrated and enjoyed throughout the year
- where businesses and their workforces thrive
- where everyone thrives

Within our place vision we acknowledge the importance of volunteering, making an explicit statement that

“People and our communities thrive when there are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place.”

Who volunteers for us?

There's no such thing as a typical Cheltenham Borough Council volunteer – volunteers like you join us for a variety of reasons and come from all walks of life.

Volunteers help us by:

- helping at events
- helping on community projects
- getting involved with environmental and outdoor activities
- administration roles
- and much more

For all our volunteer roles we require a minimum age of 18. We do not place an upper age limit on volunteers because we recognise the valuable contribution made by all of our volunteers. However, we would be irresponsible to permit volunteers to continue beyond a point where volunteering is detrimental to their own or other people's health and safety.

Your Volunteer Agreement

Arrangements with volunteers depend on trust and mutual understanding, and are not intended to be legally binding. Volunteering is an exchange, and we hope that your volunteering experience with us will provide you with new skills, experiences and friendships. Acceptance of this handbook will be deemed to be acknowledgement of, and agreement with, the principles outlined below.

We will:

- provide you with a clear explanation of what you will be doing and why
- explain the standards we expect and encourage you to maintain them
- provide a named volunteer supervisor who will guide and support you in your role
- ensure that you are treated with respect and dignity
- provide a safe working environment
- provide an induction and any training to help you carry out your volunteering
- try and resolve fairly any problems and difficulties you may have while you volunteer with us
- welcome your feedback, good or bad, so that we can improve what we do
- reimburse you for actual and reasonable expenses incurred, in line with our volunteer policy
- keep you updated about additional volunteering opportunities and developments at CBC
- recognise your contribution

In return we ask you to:

- complete the volunteer application form which includes signing the *Volunteers Disclaimer*:
 - *I understand that I am personally responsible for my own health, well-being and safety, and will only perform tasks I am fit to undertake*
 - *I accept that as a volunteer engaged in voluntary activities I have a General Duty of Care towards members of the public, fellow volunteers and Borough Council staff*
 - *I agree to act with reasonable care and attention should I be required to use tools and equipment that are supplied Cheltenham Borough Council or supplied by myself*
 - *I understand that the activities I do as a volunteer will be agreed beforehand with the CBC staff member; and that I am only covered by the Council's Public Liability Insurance when I carry out these duties as directed.*
 - *If any information provided on this form changes whilst I am registered as a volunteer for the council, it is my responsibility to make the council aware of the changes immediately*
- respect our aims and values
- perform your volunteering role and project responsibilities as outlined in your volunteer role description to the best of your ability and to attend any training required
- treat others with respect, consideration and appreciation, no matter who they are and where they come from
- read and adhere to relevant policies and procedures, brought to your attention in your induction
- work professionally and safely, both for your own sake and others
- not commit CBC to any expenditure other than your reasonable travel expenses previously agreed with your volunteer supervisor
- keep in touch with your volunteer supervisor, informing them if your circumstances or contact details change
- give reasonable notice if you are unable to attend so that we can make other arrangements
- provide regular feedback, including at the end of the project or your time with us

VOLUNTEERING WITH US

All volunteers will receive appropriate support and supervision in their activity. The level of supervision will match the nature of the role and the experience of the volunteer. All volunteers will have a nominated volunteer supervisor, someone they can have regular access to if problems arise or when help and support is needed, and we will provide you with their contact details.

It is important that you are well-briefed on the role you are to carry out. Your volunteer supervisor ultimately oversees your work and should give you sufficient guidance. We will provide you with a volunteer role description outlining the specific duties of the role.

What will my induction be like?

Your volunteer supervisor will help you get started and your induction will vary depending on your role, but a typical induction will include:

- a tour of the building or site
- an introduction to the team you will be working with
- health and safety advice
- practical guidance – you'll be shown where you'll sit and how to use any equipment necessary for your role (for example a computer).

Learning and development

We want you to be confident in your role so we'll provide you with any necessary learning and development opportunities, and the support you need to perform your role. If you are attending a single volunteering session, there will be an information briefing at the beginning of the session; longer-term roles will have a formal induction before duties begin. These will include general information about the Council and information specific to the service in which you are volunteering, relevant health and safety instruction, guidance on good practice (for example advised dress) and a detailed discussion of the duties as listed in the Volunteer Role Description.

Some roles will require further training such as shadowing CBC staff, carrying out duties with the support of staff or experienced volunteers, and learning skills via practical sessions. Refresher and extra training will also be provided as appropriate.

You may also be offered the opportunity to attend CBC courses, which are relevant to your volunteering role, free of charge.

If you feel that you need any specific training, please discuss this with your nominated volunteer supervisor.

Availability

How much time you give depends on your role, your project and your availability. Volunteering hours could involve mornings, afternoons, evenings or any days of the week. The role description will specify what constitutes a session within your role.

The role description will state the number of sessions you are expected to participate in and how long each session is. We ask that you make every effort to undertake these sessions.

Your volunteer supervisor will keep a record of the hours you volunteer. Depending on the role they may ask you to sign in and out of each session.

We recognise that as a volunteer you have offered your time freely, and as a result we will not enforce any obligations that would normally be found in an employment contract. We do not expect volunteers to work on demand, carry out certain tasks or commit a minimum amount of time. However we do appreciate it when volunteers help us with our projects by agreeing to regular attendance arrangements with your volunteer supervisor.

We hope that volunteers will make every effort to attend and arrive on time, but understand that unexpected events may on occasion prevent this from happening. If you are unable to attend on a certain day, please inform your volunteer supervisor as soon as possible so that alternative arrangements can be made.

THE ESSENTIALS

Expenses

We value the work carried out by our volunteers and the Council is committed to paying *reasonable* 'out of pocket' expenses ensuring that potential volunteers are not excluded due to financial reasons. However, these need to be agreed in advance with your volunteer supervisor before you commence your volunteering activity. Where expenses are not agreed, you will be made aware of this at the first opportunity in the recruitment process.

We will not accept liability for any expenses that result from activities that have not been agreed in advance.

Breaks

You will be able to arrange suitable breaks with your volunteer supervisor. Please let them know if you have any specific needs or timings which need to be taken into account.

In line with current legislation, smoking is not permitted within Cheltenham Borough Council buildings and vehicles. Designated smoking areas are available; please ask your volunteer supervisor for directions.

Equipment and Clothing

We will ensure that all volunteers have access to the necessary equipment to enable them to safely and effectively carry out the task in which they are engaged.

Any equipment or clothing provided by the Council must be acquired via the volunteer supervisor and returned to them at the end of the task. You should safeguard any equipment provided by the Council and ensure that it is kept in effective working condition.

Use of IT equipment

If your volunteering role requires access to our IT network and systems, we will ensure that you receive appropriate training to enable you to carry out your role and responsibilities. This will include an element of data security training. Normally we will not provide you with a Cheltenham Borough Council email account.

What COUNCIL POLICIES will I need to follow?

As a volunteer with the council we will expect you to follow all of our policies and codes of practice. Your volunteer supervisor will be able to give you more details on these during your induction but the main policies which you need to know about are:

Volunteer Policy

This emphasises the value we attach to volunteering and our relationship with our volunteers. It outlines how and why we involve volunteers including how we recruit, select and manage our volunteers, and our principles of best practice.

Health & Safety

We are committed to ensuring the health, safety and welfare of our volunteers. We want to make sure that you are aware of and understand the health and safety risks associated with your role. We will provide you with the appropriate information, instruction, supervision and training required to enable you to work safely while volunteering at CBC.

What does this actually mean for me?

As a volunteer you must:

- take reasonable care of yourself and others
- follow the health and safety policy and procedures of CBC
- cooperate fully with your volunteer supervisor
- report on any health and safety concerns you may have
- report any accidents/incidents you have while at the location of your volunteering role

Risk assessments

As with our Council employees, we carry out detailed risk assessments for each volunteer role in order to identify and address any potential hazards. These risk assessments are in line with current health and safety legislation and will be shared with you as appropriate.

Managing risks

If you have a disability or medical condition, you should disclose this in your application form and to your volunteer supervisor. This will help us to better ensure your health and safety at work and allow us to consider any reasonable adjustments, such as equipment or support, which you may need to fulfil your role to the best of your ability.

Emergencies

All volunteers are required, on application, to provide CBC with a partner, family member or close friend's contact details in case of an emergency. Please make sure they are happy to be your emergency contact.

Insurance

All volunteers engaged and managed by the council to work in connection with council business are automatically covered by the council's insurance policies. This includes coverage for Public Liability exposures, which covers damage or injuries to members of the public or their property caused by the negligent actions of our volunteers whilst under supervision of the council. The policies will also protect the volunteers under the council's Employers Liability coverage, should they suffer an injury in the course of their duties and where the council are found to have acted negligently.

We ask all of our volunteers not to bring valuable items to their volunteering site. If you do, please be aware that you do so at your own risk.

Confidentiality and data protection

As a volunteer you may become aware of confidential information about Cheltenham Borough Council, its staff, users and suppliers. You must not disclose this information or use it for your own (or another's) benefit without the consent of the party concerned. This does not prevent disclosure once the information is in the public domain.

Likewise, we will ensure that any personal information you supply us with is treated in confidence and is handled in accordance with Data Protection Legislation. Information you provide will only be used by Cheltenham Borough Council to provide you with the opportunity to volunteer in line with the volunteer [privacy statement](#). Any health or emergency contact information is only collected to support you whilst volunteering or in case of emergency. Please inform us of any changes in your personal details so that we can keep our records up to date.

Safeguarding

Safeguarding is a process of protecting children, young people and vulnerable adults from abuse, neglect or harm. All volunteers who come into contact with vulnerable groups have a duty of care to safeguard, protect and promote their welfare.

Should your volunteering role involve contact with vulnerable groups, you will receive training on safeguarding and child protection.

During your time as a CBC volunteer, whatever your role, should you become aware of any safeguarding issues you **must** disclose them to your volunteer supervisor immediately.

Disclosure and Barring Service (DBS) checks

DBS is short for the Disclosure and Barring Service, an organisation which checks for any crimes a person may have committed and any times when they have been involved with the police. Your volunteer role may require you to be DBS checked – if this is the case, we will ask you to complete a form and provide various items of identification. Successful checks are usually confirmed within a month, although this occasionally takes longer.

If at any time during your span as a volunteer you are notified or become aware that you may be subject to new police proceedings, or that you have been referred to the DBS, you **must** inform your volunteer supervisor as soon as possible. This circumstance does not automatically mean you can no longer volunteer, but the continuation of your role would have to be considered.

Equality and diversity

The council is committed to the elimination of discrimination and promotion of equality of opportunity for all citizens and will work towards this goal, both in the provision of services and employment. We will do everything reasonably practical to make volunteering available to everybody and to conform to all relevant legislation. We want to create a good and harmonious working environment in which you should not feel threatened or intimidated. We also expect our volunteers to treat other equally and respect diversity.

For further information on our equality policies, please follow the link [here](#).

OTHER THINGS YOU SHOULD KNOW

When there is a problem

We aim to make your volunteering enjoyable and worthwhile but occasionally problems do occur. As volunteers are not employees, they are unable to use the Council's Grievance Policy and Procedure. However, they are entitled to use the Council's [Complaints Procedure](#).

Complaints by volunteers should be raised in the first instance with their volunteer supervisor, and dealt with informally where possible. Where appropriate, the complaint will be investigated fully by their volunteer supervisor, or if the complaint is against their own volunteer supervisor, by another volunteer supervisor or their line manager.

If we have concerns about your behaviour or contribution as a volunteer, we will discuss them with you and agree steps to address the concerns. These may include additional training or mentoring. However, if these areas of concern cannot be resolved after additional formal discussions, your volunteering relationship with us may have to end. In all cases you will be entitled to an explanation of the decision and action taken.

Volunteering whilst receiving benefits

Volunteering can often improve your job prospects by providing useful work experience and training. You can continue to claim benefits, as long as the only money you receive is to cover your volunteering expenses.

If you are unemployed and claiming benefits you should tell your benefits adviser that you intend to volunteer before starting. It is your own responsibility to establish whether volunteering is going to affect your entitlement to any benefits. Further advice should be obtained from the Department of Work and Pensions (DWP), Job Centre Plus, or Citizens Advice Bureau as Cheltenham Borough Council cannot be held responsible for any losses you may have.

Moving on

You can stop volunteering whenever you wish, although we will of course be sorry to lose you! Please give us as much notice as you can, so that we can make alternative arrangements and ensure that the project is not delayed.

At the end of your time as a volunteer, it would be helpful if you would take the time to provide us with some feedback – this will help us improve future volunteer projects. We will ask you to complete a feedback form to gather your opinions on your time as a whole, which will help us identify what has worked well and opportunities for improvement. This feedback will be used to help shape future projects and ensure that they are successful. Your volunteer supervisor will talk you through the final arrangements.

If your volunteer placement is coming to an end and you would like to keep volunteering with us, please speak to your volunteer supervisor. We are keen to help our volunteers develop new skills and experience, and may be able to identify another project that may be suitable for you.

References

If you require an academic, professional or character reference, your volunteer supervisor will be able to provide you with one. This could detail the training you have received and any skills you have acquired or updated.

Contact Details



We hope you will enjoy your time with us and if you have any issues or concerns, please speak to your volunteer supervisor who is always your first point of contact. However, if you have any questions about your application, forms you need to complete or other documents, or if you would like to talk to someone in the volunteering team, please contact the volunteering team:

Louise Forey (Mon – Wed) / Helen Down (Wed – Fri)
volunteering@cheltenham.gov.uk
01242 264297 / 264272

Volunteering Team, Strategy and Engagement
Cheltenham Borough Council
Municipal Offices
Promenade
Cheltenham
GL50 9SA.

News and Events

As one of our volunteers, it's important we keep in touch with you. We have various ways of letting you know what's going on in the council, in your region and in your community.

- **Our website**
You can go online at cheltenham.gov.uk to find out more about what we do.
- **Social media**
See what's happening in the borough, or send a tweet and join the conversation.
 Cheltbc  cheltenhamBC
- **Paid employment**
Paid roles are advertised on the CBC [website](#)

Thank you!

Thank you for taking the time to read this handbook. Whilst it is fairly lengthy it attempts to answer most of the questions our volunteers have. The volunteering team is here to facilitate your activity with the council, so please contact us if you have any queries.

Finally, a huge thank you to all our volunteers; your willingness and enthusiasm to support your local town really is greatly appreciated.

Whilst relevant to all Council services, the information in this handbook is not intended to be comprehensive; individual services may occasionally differ in their requirements and implementation. Any such deviations will be covered by the service in the role description or in your training

Cheltenham Borough Council

Cabinet 14 May 2019

Implementing Cheltenham's place vision (1)

The development of a cultural strategy for Cheltenham

Accountable member	Cllr. Flo Clucas; Cabinet Member Healthy Lifestyles
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is a place:</p> <ol style="list-style-type: none"> 1. Where all our people and the communities they live in thrive; 2. Where culture and creativity thrives, celebrated and enjoyed throughout the year; 3. Where businesses and their workforces thrive; and 4. Where everyone thrives. <p>The commitment to develop a cultural strategy for Cheltenham is also outlined in the Council's 2019/2023 Corporate Plan.</p> <p>To support the cultural and creativity agenda, the council has supported the creation of a culture board for Cheltenham. Its purpose is to collaboratively define and deliver cultural impact; positioning Cheltenham's cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction. The scope will also include a consideration of the opportunity that sport can provide in taking forward this purpose.</p> <p>The Cheltenham Culture Board now wish to support the development of a cultural strategy for Cheltenham and this paper sets out the purpose of having this strategy and a number of recommendations to facilitate its development.</p>
Recommendations	<p>Cabinet agrees the following recommendations:</p> <ul style="list-style-type: none"> • That the council works with the Cheltenham Culture Board to develop a cultural strategy in line with the mandate attached as appendix 2 for future adoption by the council. The draft strategy will be brought to Cabinet for agreement. • That the council carries out the procurement of external support for the development of the cultural strategy in line with the attached brief attached as appendix 3 noting that the award of the contract will be carried out by the Executive Director for People and Change in accordance with the council's scheme of delegation of functions. • That the council commits £35k as an initial commitment towards funding the cultural strategy for Cheltenham.

Financial implications	<p>The estimated cost of the cultural strategy is £35k. It is proposed that this is funded from the capital sum set aside to fund the Town Hall refurbishment project.</p> <p>The development of the cultural strategy will provide the strategic framework to guide decision making around investing in our cultural assets.</p> <p>Contact officer: Sarah Didcote Finance Manager, Publica Group (Support Services) Ltd Deputy Chief Finance Officer – Cheltenham BC Sarah.Didcote@publicagroup.uk 01242 264125</p>
Legal implications	<p>As the contract for the consultant described in this report will be engaged by the council, the procurement exercise described in this report will need to be undertaken in line with the contract rules contained in the council's constitution and in accordance with the Public Contract Regulations 2015. As the value of the consultancy contract is considered to be less than £50,000, a Director, Executive Director or the Chief Executive has delegated authority to award the contract under the Council's scheme of delegation of functions.</p> <p>The new cultural strategy once drafted will need to be approved and adopted by the council. The responsibility for the delivery of the objectives contained within it will remain with the council.</p> <p>The Culture Board is not a legal entity so is unable to hold money, enter into contracts and does not have any decision making powers; decisions will need to be taken by the council and the other members of the board in accordance with their respective decision making processes. It will need to be decided which partner applies for and is accountable for any funding.</p> <p>Contact officer: Donna Ruck One Legal Tel: 01684 272696 donna.ruck@teWKesbury.gov.uk</p>
HR implications (including learning and organisational development)	<p>No HR implications identified as a result of this report.</p>
Property/Asset Implications	<p>There are no property implications identified as a result of this report</p>
Key risks	<p>There are no risks currently identified with this initiative. The need for the strategy is supported by the partners of the culture board.</p>
Corporate and community plan Implications	<p>Successful delivery of the project by the Cheltenham Trust will help the council deliver its corporate plan key priority:</p> <ul style="list-style-type: none"> Continuing the revitalisation and improvement of our vibrant town centre and its public spaces <p>The commitment to develop a cultural strategy for Cheltenham is outlined in the Council's 2019/2023 Corporate Plan</p>

Environmental and climate change implications	There are no environmental nor climate change implications identified as a result of this report
--	--

1. Background

- 1.1** In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is a place:
- Where all our people and the communities they live in thrive;
 - Where culture and creativity thrives, celebrated and enjoyed throughout the year;
 - Where businesses and their workforces thrive; and
 - Where everyone thrives.
- 1.2** In support of its community leadership role, the council convenes a range of partnership groups that are aligned to the place vision and are support the delivery of better outcomes for Cheltenham residents.
- 1.3** Partners agreed to create a single partnership to lead on people and community outcomes – called the Communities Partnership, which met for the first time in November 2017. The partnership identifies and responds to the key risks preventing people and communities from thriving. Working and engaging with communities, the partnership is building a collective response to these key risks through building community resilience and capacity.
- 1.4** To support the cultural and creativity agenda in the place vision, the council has supported the creation of a culture board for Cheltenham. Its purpose is to collaboratively define and deliver cultural impact; positioning Cheltenham’s cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction.
- 1.5** The commitment to work with partners to develop a single cultural strategy for Cheltenham was part of the Council’s 2019/2023 Corporate Plan under the aim of ‘Continuing the Revitalisation and Improvement of our vibrant Town Centre and Public Spaces’
- 1.6** Partners also agreed to create a refreshed leadership group, called the Place Governance Group which met for the first time in June 2018. Its purpose is to use the Cheltenham place vision document as the basis for driving forward our strategic thinking about how best we can further develop Cheltenham as an amazing place where everyone thrives. It includes representatives of from the Communities partnership, the culture board, plus business groups along with reps from public and VCS partners.

2. The Cheltenham Culture Board and the mandate

- 2.1** As mentioned above, the role of the Cheltenham Culture Board is to collaboratively define and deliver cultural impact; positioning Cheltenham’s cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction.
- 2.2** Current membership is as follows:
- Cheltenham Festivals
 - Everyman Theatre
 - The Cheltenham Trust
 - Cheltenham Borough Council

- 2.3** It is also now planned to include an officer from Marketing Cheltenham to the membership list.
- 2.4** The Cheltenham Culture Board and its stakeholders are ambitious to attract and retain creative talent, leading to a rich and growing creative ecosystem that embeds arts and culture in all aspects of life and is resolutely international and diverse in outlook. The Board wishes to leverage strategic funding nationally, regionally and locally in order to deliver the future culture strategy to meet the needs of diverse audiences.
- 2.5** The Council recognises the potential connection between culture and sport and has asked the Cheltenham Culture Board to include an exploration of the role of sport in taking forward its ambition within the brief for the cultural strategy.
- 2.6** The board also recognises the importance of a cultural strategy to deliver this ambition and wishes to commission a place-based Cultural Strategy which will complement the town's broader strategy (Cheltenham's Place Strategy) and GFirst LEP's Industrial Strategy for Gloucestershire. There is a clear link between the agenda of the Cheltenham Cultural Board and the Cheltenham Growth Board given the clear evidence of the role of culture as an economic driver.
- 2.7** The Cheltenham Culture Board is now seeking a mandate from the Council to develop the Culture Strategy to support the implementation of the Cheltenham Place Vision.

3. About the proposed culture strategy

- 3.1** The Board have highlighted three priority impacts that the implementation of the strategy should achieve:
- Using culture and creativity to increase the visitor economy
 - Using culture and creativity to attract and retain young people
 - Using culture and creativity to secure inward investment and growth opportunities
 - Using culture and creativity to promote social inclusion and tackling inequalities
- 3.2** The Strategy will also provide the catalyst and roadmap for a more financially sustainable cultural offer based on financially sound organisations and buildings. It is expected that there could be some re-shaping of the cultural infrastructure in order to achieve the identified priorities.
- 3.3** The board is looking to Cheltenham Borough Council to procure external support for the development of the cultural strategy in line with the attached brief.
- 3.4** The anticipated cost of the Cultural Strategy is estimated to be in the region of £35k. It is proposed that CBC provides funding up to this level on the expectation that the three other members of the culture board support the development of the strategy through contributing their expertise in-kind.

4. Why is a single Cultural Strategy for Cheltenham needed?

- 4.1** Representatives from the Culture Board acknowledge that by having a single cultural strategy for Cheltenham with a shared purpose will avoid duplication of effort, maximise opportunities for inward investment and boosting the visitor economy, sharing of expertise and ensure resources are focused around initiatives that will make the biggest difference, which have been based around a valid evidence base.

5. Performance management – monitoring and review

- 5.1** The cultural strategy will identify a series of key performance indicators that will enable the

delivery of the cultural strategy to be managed and monitored by the Council and its partners.

- 5.2** The culture board will keep cabinet members updated on a regular basis and will be available for Scrutiny via Overview and Scrutiny Committee and will also present updates to all elected members via briefing and/or member seminars.
- 5.3** The progress of the cultural strategy will also be monitored through the Council's corporate plan performance reporting.

6. Recommendations

- 6.1** The recommendations include:
- That the council works with the Cheltenham Culture Board to develop a cultural strategy in line with the mandate attached as appendix 2 for future adoption by the council. The draft strategy will be brought to Cabinet for adoption.
 - That the council carries out the procurement of external support for the development of the cultural strategy in line with the attached brief attached as appendix 3 noting that the award of the contract will be carried out by Executive Director for People and Change in accordance with the council's scheme of delegation of functions.
 - That the council commits £35k as an initial commitment towards funding the cultural strategy for Cheltenham.
- 6.2** Once drafted, the draft Cultural Strategy for Cheltenham will be brought to Cabinet for consideration, approval and to agree next steps.

Report author	Contact officer: Richard Gibson Strategy and Engagement Manager Richard.gibson@cheltenham.gov.uk 01242 235 354
Appendices	1. Risk Assessment 2. Culture Board Mandate 3. Cultural strategy brief.
Background information	Corporate Plan 2019/2023 https://www.cheltenham.gov.uk/info/19/corporate_priorities_and_performance/790/our_corporate_strategy

Risk Assessment

Appendix 1

The risk			Original risk score (impact x likelihood)			Managing risk				
Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
If the council does not support the development of a cultural strategy, there is a risk that as a town we do not build on what is best about our cultural offer or make the most of national and international opportunities.	Darren Knight	28.4.19	3	3	9	Reduce	1. Work with the culture board and cabinet member to bring a report to cabinet agreeing the mandate and brief for the development of the cultural strategy.	Dec 2019	Richard Gibson	
If the council does not support the development of a cultural strategy, there is a risk that our cultural organisations do not become more financially sustainable	Darren Knight	28.4.19	3	3	9	Reduce	1. Work with the culture board and cabinet member to bring a report to cabinet agreeing the mandate and brief for the development of the cultural strategy.	Dec 2019	Richard Gibson	
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close										

Cheltenham Culture Board: Mandate for producing and delivering a Cultural Strategy.

This paper sets out the case for Cheltenham Borough Council to approve a mandate for the Cheltenham Culture Board to be the group that is accountable for the development of a Cultural Strategy of Cheltenham and the delivery there in.

This paper summarises the purpose of the Cheltenham Culture Board, its current members and its governance and then summarises an examples of key goals a Cultural Strategy would look to achieve.

1. Purpose and Governance of the Culture Board:

Purpose

To collaboratively define and deliver cultural impact; positioning Cheltenham's cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction whilst supporting the growth of the economy of Cheltenham and quality of life of residents.

Current Culture Board Members:

1. Cheltenham Borough Council – Member and Officer
2. Cheltenham Festivals – Chair and Executive
3. Everyman Theatre – Chair and CEO
4. The Cheltenham Trust – Chair and CEO

The Cheltenham Culture Board would look to appoint an independent chair to the Culture Board.

It is not the intention that above members are the only members of the Cultural Board. It would for example, moving forward, look to have other cultural sectors represented on the group. However, it should be acknowledged that the group would need to maintain certain leanness in order to be most productive at this stage. As with all boards the members are not there to represent themselves or their employer but to apply their knowledge and experience for the greater purpose of the board and the goals of the Cultural Strategy.

Transparency

The Cheltenham Culture Board would have a 'critical friend' relationship with the Place Governance Group. Consultation with this group will ensure the Cultural Strategy complements the Cheltenham Place Vision and its objectives:

- where all our people and the communities they live in thrive
- where culture and creativity thrives, is celebrated and enjoyed throughout the year
- where businesses and their workforces thrive
- where everyone thrives

The Cheltenham Culture Board will keep cabinet members updated on a regular basis and will be available for Scrutiny via Overview and Scrutiny Committee and will also present updates to all elected members via briefing and/or member seminars.

Wider Sector and Industries:

The Cheltenham Culture Board is committed to engaging with a wide cross-section of stakeholders to inform the production of the cultural strategy. This would likely take the form of a minimum of two community annual stakeholder forums to which cultural sector partners will be involved in forming a cultural strategy.

Through ongoing engagement and representation, the board will seek to persuade key partners (including CBC) to align their cultural investment to support the objectives of the cultural strategy.

Whilst the cultural strategy is being developed there will be a minimum two forums a year to which all stakeholders will be invited.

Values:

1. Open and progressive relationship between partners
2. Results orientated collaborative partnership
3. Focus on ambition and delivery of ambition
4. Collaborative across and with others as appropriate

Scope:

(A) The Cheltenham Culture Board will consider geographic reach as follows:

1. Cheltenham in the context of Gloucestershire and the Cheltenham Place Strategy
2. Gloucestershire – positioning culture in the 2050 landscape

3. Wider regional, national and international opportunities (B) Level of Ambition and Strategic Approach:

The Board will work in partnership with a wide range of partners that cross boundaries, regions and art forms to shape and develop a vibrant cultural destination. The Board will leverage strategic funding nationally, regionally, locally and internationally in order to deliver the agreed strategy to meet the needs of diverse audiences.

(C) Operations:

The Board will seek efficiencies across organisations where this makes sense and deliver.

The Board will consider audience data; impact; reach; profile; commerciality; quality; supporting development of artistic and cultural talent; fundraising opportunities (and is not limited by this list).

The Board would seek the opportunity to work with Cheltenham Borough Council to help align its current and future support of Culture to the Cultural Strategy.

A Cultural Strategy

The below goals are examples of what could be included as goals of a Cultural Strategy for Cheltenham. The actual goals would be formed following comprehensive consultation with key stakeholders. The examples given below compliment the Place Strategy objectives.

1. Partnership

Create a new partnership approach to cultural growth, which ensures access and sustainable funding for a wide range of cultural organisations activities and events across the town. This partnership brings together the Council, communities, academic institutions, local businesses and charities, and the professional and amateur cultural sectors to maximise resources, infrastructure, innovation and investment.

2. Education & Skills

All children and young people have an entitlement to the arts and digital creativity in schools and in their community which is not limited by family income, location or age. There are opportunities for all generations to learn from and develop through the arts. Talent is recognised, developed and supported through to early careers in the cultural and creative industries and beyond.

3. Inequality and diversity

Communities and individuals are empowered to celebrate and share their heritages, cultures, abilities and identity and participate in the cultural life of the city. Use culture to tackle inequality particularly for those who are cultural isolated.

4. Wellness

Arts and culture are core to the health and wellbeing of the town. Participation in and enjoyment of town-wide professional and community arts programming responds to the needs of all generations and combats isolation and mental health in our most vulnerable communities. Culture makes a major contribution to encouraging healthy lifestyles and physical activity.

5. Economic Growth

Cheltenham is a culturally vibrant, attractive and prosperous town that enriches the lives and environment for all residents. The town is a major tourist destination and successfully attracts new businesses and investment, particularly in high-tech creative industries such as the Cyber Park, talent development and cultural production. Culture is recognised as a major economic opportunity to increase the education, employment, reputation, training and investor opportunities within the town, county and beyond.

Risk

It is suggested by the Cheltenham Culture Board that if we don't move forward with a Cultural Strategy, strategic investment decisions won't be aligned and the Council would be unable or unlikely to deliver elements of the Place Strategy, possibly resulting in Cheltenham falling further behind on the Arts Council's priorities of towns and cities in the region.

Recommendation

The Cheltenham Culture Board seek a mandate from the Council to develop a Culture Strategy to support the implementation of the Cheltenham Place Vision.

List of cultural partners, business groups, community organisations as well as key statutory partners

Cultural

Cheltenham Festivals
Everyman Theatre
The Cheltenham Trust
Playhouse
Create Gloucestershire
Cheltenham Arts Council
Holst Birthplace Museum
Festival of Performing Arts
Wilson Arts Collective
Marketing Cheltenham
Creative England
Create on the Square
Civic Society
Cheltenham Paint Festival
Cheltenham Film Festival
Cheltenham LGBT partnership
African Community Foundation
Cheltenham Together
Cheltenham Open Studios
Cheltenham Christian Arts Festival
Gardens Gallery
The Guild of Craftspeople

And any other organisation that seeks to be involved, who fall under the 'definition of culture' by The Arts Council:

"Culture means different things to different people, and creativity can be expressed in many different ways. ... through painting or papercraft, hip hop or coding, joining a book club or their local choir... we think we need to widen our focus ... to support new forms of culture, including those developed using new technologies." (Arts Council, 2030 strategy draft).

Business

Cheltenham BID
Chamber of Commerce
Glos LEP

Community

Via Cheltenham VCS Forum
Via Gloucestershire Rural Community Council

Statutory

Cheltenham Borough Council
Cheltenham Borough Homes
Gloucestershire Constabulary
Prospects – Youth Service
Gloucestershire County Council – Public Health / Childrens Services
Clinical Commissioning Group
Regional and national collaborations will be sought as part of the Cultural Strategy.

This page is intentionally left blank

Cheltenham Cultural Strategy Brief

Context

A Culture Board* for Cheltenham was established in 2018 to define and deliver an ambitious and coherent cultural offer for the town which:

1. Engages and enriches the community irrespective of age, ability or background
2. Increases the number of visitors to the town
3. Positions Cheltenham as a vibrant contributor to the local, regional, national and international cultural landscape
4. Supports the growth of the local economy

By working strategically and collaboratively to cultivate the arts and cultural of Cheltenham, we believe that the economic and social value of both investment and outcomes will be maximised.

Why a Cultural Strategy?

The Cheltenham Culture Board wants to commission a place-based Cultural Strategy, the purpose of which is to focus future resource so that Cheltenham realises the ambitious and coherent cultural offer outlined above.

It will complement the town's broader strategy (Cheltenham's Place Strategy) and GFirst LEP's Industrial Strategy for Gloucestershire, and will take account of the recent Economic Impact Study of culture in Cheltenham.

The Cheltenham Culture Board and its stakeholders are ambitious to attract and retain creative talent, leading to a rich and growing creative ecosystem that embeds arts and culture in all aspects of life and is resolutely international and diverse in outlook. It is keen to attract enough funding to be able to make the necessary investment so that culture and the arts are available to everyone, irrespective of background, age or ability. As a result the Board have highlighted four priority areas:

- a. Attraction and retention of young people
- b. Investment. Specifically the Board are keen for opportunities for the growth of creative businesses/start-ups
- c. To reduce inclusion
- d. To increase the visitor economy

The Strategy will provide the catalyst and roadmap for a sustained and sustainable cultural programme which achieves the KPIs against its three aims (1, 2, 3 above) with specific focus given to the strategic priorities (a, b, c above). It is expected that there will be some re-shaping of the cultural infrastructure (physical and human) in order to achieve the identified priorities, including that of the Culture Board.

Brief

The Cheltenham Culture Board is looking for consultants with successful experience in arts and cultural strategy design and consultation to produce an ambitious Cultural Strategy for Cheltenham which will provide a catalyst for the next phase of the town's development.

*The Board consists currently of representatives from Cheltenham Borough Council, Cheltenham Festivals, The Cheltenham Trust, Everyman Theatre and GFirst LEP.

i) Methodology

Consultants should identify the process and timetable for producing the strategy. The methodology may include for example publication research, interviews, surveys and will include both new and existing information. We are open to creative or unusual methods of collecting information and data. The tender should outline suggested methodologies most suitable for the project, objectives and timeframe.

ii) Resources

The Strategy will make reference to and respond to: consultation (eg with local cultural organisations and local communities); current stakeholder strategies and data sets; learnings from similar collaborations in other areas of the UK and abroad; and relevant national and international research and evaluation.

iii) Structure

The strategy document should begin with an evidence-based synopsis of local cultural provision and its impacts, followed by an articulation of a shared 10-year vision which will direct resource and investment for the coming years. The Board expect that the Strategy will provide both a catalyst and support for competitive large-scale cultural investment bids.

Key objectives, actions, KPIs and milestones will be identified within the body of the Strategy, together with a top-line delivery plan which must include communications. Initiatives and /or projects which could be implemented immediately will be identified as will suggestions for possible streams of funding.

A methodology for monitoring and evaluating the efficacy of implementation will be included, for which the Culture Board will be responsible.

The strategy will explore the potential to embrace sport with culture or if the sports agenda is too broad and requires its own governance and strategic approach outside of the culture board and culture strategy.

The strategy should also provide recommendations for the future governance arrangements for the delivery of the strategy

iv) Stakeholder management

Stakeholders will be consulted at each point of the process including those who do not currently participate in the cultural offer of the town. The role of key stakeholders will be identified in the Strategy and associated delivery plan.

The strategy will be signed off by the Cheltenham Culture Board and ratified by Cheltenham Borough Council.

v) Document

The Cheltenham Culture Board require a Strategy document which can be shared with stakeholders, from community groups to politicians. The Strategy document will be accompanied by a

*The Board consists currently of representatives from Cheltenham Borough Council, Cheltenham Festivals, The Cheltenham Trust, Everyman Theatre and GFirst LEP.

presentation. Creative and accessible, it should be able to be adapted to a range of audiences without compromising the integrity of the content.

Cheltenham Borough Council

Cabinet 14 May 2019

Implementing Cheltenham's place vision (2)

The establishment of a Cheltenham Growth Board

Accountable member	Cllr. Steve Jordan; Leader of the Council
Accountable officer	Tracey Crews, Director of Planning
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is a place:</p> <ol style="list-style-type: none"> 1. Where all our people and the communities they live in thrive; 2. Where culture and creativity thrives, celebrated and enjoyed throughout the year; 3. Where businesses and their workforces thrive; and 4. Where everyone thrives. <p>To support the thriving business and workforce agenda, the council wishes to collaborate closely with key business sectors and proposes to do this through the establishment of a Cheltenham Growth Board.</p>
Recommendations	<p>Cabinet agrees the following recommendations:</p> <ul style="list-style-type: none"> • That the council establishes a Cheltenham Growth Board to drive the economic growth agenda for Cheltenham • That cabinet delegates authority to the Director of Planning, in consultation with the Leader of the Council to prepare Terms of Reference for the Cheltenham Growth Board and to bring a report back to Cabinet for approval following initial meetings with the new Board.
Financial implications	<p>There are no direct financial implications of these recommendations, though in time the council may be expected to support the economic growth plan through its own investments.</p> <p>Contact officer: Sarah Didcote Finance Manager, Publica Group (Support Services) Ltd Deputy Chief Finance Officer – Cheltenham BC Sarah.Didcote@cheltenham.gov.uk 01242 264125</p>

Legal implications	There are no direct legal implications at this stage. Subject to the Terms of Reference of the new Board, consideration should be given to whether a formal partnership agreement would be advisable to set out the roles and responsibilities of each partner organisation and to clarify the governance arrangements. Contact officer: shirin.wotherspoon@teWKesbury.gov.uk, One Legal Tel: 01684 272017
HR implications (including learning and organisational development)	No direct HR implications identified as a result of this report
Property/Asset Implications	There are no property implications identified as a result of this report
Key risks	
Corporate and community plan Implications	Successful delivery of the project by the Cheltenham Trust will help the council deliver its corporate strategy outcome: <ul style="list-style-type: none"> • People live in strong, safe and healthy communities
Environmental and climate change implications	There are no environmental nor climate change implications identified as a result of this report

1. Background

- 1.1** In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is a place:
- Where all our people and the communities they live in thrive;
 - Where culture and creativity thrives, celebrated and enjoyed throughout the year;
 - Where businesses and their workforces thrive; and
 - Where everyone thrives.
- 1.2** In support of its community leadership role, the council convenes a range of partnership groups that are aligned to the place vision and are support the delivery of better outcomes for Cheltenham residents.
- 1.3** Partners agreed to create a single partnership to lead on people and community outcomes – called the Communities Partnership, which met for the first time in November 2017. The partnership identifies and responds to the key risks preventing people and communities from thriving. Working and engaging with communities, the partnership is building a collective response to these key risks through building community resilience and capacity.
- 1.4** To support the cultural and creativity agenda in the place vision, the council has supported the creation of a culture board for Cheltenham. Its purpose is to collaboratively define and deliver cultural impact; positioning Cheltenham's cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction. A separate report seeks agreement from cabinet to progress a cultural strategy for Cheltenham.
- 1.5** Partners also agreed to create a refreshed leadership group, called the Place Governance Group which met for the first time in June 2018. Its purpose is to use the Cheltenham place vision document as the basis for driving forward our strategic thinking about how best we can further

develop Cheltenham as an amazing place where everyone thrives. It includes representatives of from the Communities partnership, the culture board, plus business groups along with representatives from public and VCS partners.

2. The Cheltenham Growth Board

2.1 Our vision is that Cheltenham is a place where businesses and their workforces thrive, thereby creating economic successes for the town and its residents. Our ambition is to enable business growth by being better connected, to be a location of choice and establishing itself as a centre for cyber innovation.

2.2 Whilst Cheltenham can boast easily about its strengths, it also faces major challenges. These cannot be ignored if we are to strive towards meeting our ambitions and the vision of a place where everyone thrives, some of the challenges faced by Cheltenham includes:

- Cheltenham's economic and job growth is still below the national average, and worklessness rates in parts of Cheltenham remain higher than they should be. Annual rate of economic growth (0.7%) lags behind national average growth rates (1.9 %). Job growth rate (9.1 %) is higher than the average for England (7.6 %), but lower than Gloucestershire County as a whole (14.1 %, or 40,000 jobs).
- We are not attracting a high enough number of young people. We need to attract and retain a young working age population.
- Feedback from businesses highlights the difficulties of recruiting at both entry level and mid management levels.
- The need for expansion space remains a significant hurdle for many businesses and is demonstrated by the number of Cheltenham businesses that have over recent decades sought expansion space at Tewkesbury and Brockworth
- A lack of space for start-ups and growing companies, through our ongoing site assessment process we are challenged to find the right type of sites for modern business needs in the right locations, we therefore need to look strategically to meet our growth ambitions.
- Cheltenham has some of the wealthiest areas in the UK, and yet we have three areas that fall within the nation's 10% most deprived. We need to creatively use economic growth to ensure that all of our communities benefit through easy access to skills and training.
- Enabling our town centre to prosper in a highly competitive retail environment that is changing rapidly both on the high streets and online.
- We have an ageing population with a body of evidence that forecasts a reducing working age population and a reduction in young people.
- Cheltenham is unaffordable to many partly due to the high cost of housing and the lack of affordable, quality rented accommodation on secure tenancies, as well as access to jobs. We must ensure Cheltenham offers affordable, accessible, secure housing that can support the growth in employment.
- Climate change has global impact and plans for growth in Cheltenham, as everywhere else, will be need to be considered in the light of tackling that impact.

- 2.3** Work has been undertaken on preparing a draft economic development action plan in collaboration with Gloucestershire Local Economic Partnership, Cheltenham Chamber of Commerce, Cheltenham BID, Gloucestershire University, Gloucestershire College, Employment and Skills Board, Cheltenham Development Task Force and lead portfolio members of the Cabinet. However, following this engagement it became clear that to successfully address our challenges and build upon our opportunities, we needed a leadership vehicle to help drive the economic growth agenda.
- 2.4** Taking a lead from the successes of the Cheltenham Development Task Force, with a strong representation from the public, private and VCS sectors, a Cheltenham Growth Board would serve as a driver for change, an ideas generator and a sounding board for economic development efforts across Cheltenham. It would aid understanding of the key cross cutting strategic issues and their implications on the economic growth agenda, including transport, strategic development, inclusive growth, infrastructure and environmental agenda and create a platform for funding to support these outcomes.
- 2.5** A stepping stone opportunity exists with the call for evidence from the LEP for the Local Industrial Strategy (LIS). CBC with partners at the Chamber, BID and Task Force will provide a draft response to the LIS and share with local major employers as part of the wider engagement strategy, seeking views, corroborating issues and sharing evidence where available.
- 2.6** The structure of the Growth Board is yet to be finalised, but in principle it would include:
- CBC cabinet member
 - GCC cabinet member for infrastructure
 - Representative from Cheltenham Chamber
 - Local major employer representatives across a broad spectrum – eg Spirax Sarco, Kohler Mira, Supergroup, GCHQ, Cynam ; plus local professionals
 - Representative from Marketing Cheltenham
 - Representative from VCS
 - Representative from Cheltenham Culture Board
- 2.7** Following the launch of Marketing Cheltenham at the end of 2017, work has been progressing on delivering the five year strategy to grow the visitor economy that will also support the wider economic growth agenda. Five posts are now recruited to and will be focussed upon ensuring Cheltenham has a presence at a local, regional, national and international level; developing and driving the marketing of Cheltenham as a destination both for visitors and as a great place for inward investment to support the delivery of our ambitions. This vehicle will support the outcomes of the Cheltenham Growth Board.
- 2.8** There is a clear link between the agenda of the Cheltenham Cultural Board and the Cheltenham Growth Board given the clear evidence of the role of culture as an economic driver.

3. Alternative options considered

- 3.1** While the Cheltenham Growth Board will be a useful addition, as it evolves we will need to further consider how it fits in with existing and emerging structures. This will include any new structures created to implement the Gloucestershire 2050 vision and the emerging Local Industrial Strategy. The town centre representational and promotional role is increasingly being delivered by the BID

and now this is supplemented by the activities of Marketing Cheltenham, with wider economic, transport and strategic agendas currently driven by the Cheltenham Development Task Force.

Report author	Contact officer: Tracey Crews Director Planning
Appendices	1. Risk assessment
Background information	

Risk Management – Leisure at Phase 1 Development – November 2017 – Key Strategic Risks

The risk			Original risk score (impact x likelihood)			Managing risk				
Risk description	Risk Owner	Date raised	Impact 1-5	Likeli- hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
If the Council does not work collaboratively with business leaders and key stakeholders then there is a risk that the growth agenda for Cheltenham will not adequately address the key challenges effectively.	Director of Planning	3/5/2019	3	1	3	manage	1. Set up Cheltenham Growth Board	To be in place Autumn 2019	Director of Planning	Service risk register
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close										

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank