



CHEL TENHAM

BOROUGH COUNCIL

Notice of a meeting of Overview & Scrutiny Committee

Monday, 19 April 2021

6.00 pm

**Virtual WEBEX video conference via YouTube -
<https://www.youtube.com/user/cheltenhamborough>**

Membership	
Councillors:	Chris Mason (Chair), Paul Baker, Dilys Barrell, Nigel Britter, Iain Dobie, Sandra Holliday, Martin Horwood, John Payne, Jo Stafford and Klara Sudbury

The Council has a substitution process and any substitutions will be announced at the meeting

Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING 8 March 2021	(Pages 5 - 12)
4.		PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS	
5.		MATTERS REFERRED TO COMMITTEE	
6.	6.05pm	ONE LEGAL Borough Solicitor and the Head of Law – Litigation and Business Development (One Legal) and Darren Knight, Executive Director – People & Change (CBC) Objective: One Legal are a commissioned service like Ubico and Publica. This is an opportunity for members to understand what One Legal is doing well, where are the priorities for improvement and how the quality of service to clients, including Cheltenham Borough Council (CBC), is measured	(Pages 13 - 16)
7.	6.35pm	MARKETING CHELTENHAM David Jackson, Manager (Marketing Cheltenham)	(Pages 17 - 22)

		Objective: consider the performance, outcomes and the return on investment from Marketing Cheltenham ahead of a potential second phase of delivery beyond July 2021	
8.	7.05pm	RISK AND PERFORMANCE Darren Knight, Executive Director – People & Change Objective: the committee will review the scorecard in real time using Clearview	
9.	7.20pm	FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Gloucestershire Economic Growth O&S Committee (10/03) – update from Councillor Paul McCloskey (to follow) Gloucestershire Health O&S Committee (22/03) – verbal update from Councillor Horwood (to follow) Police and Crime Panel (23/03) - update from Councillor Jonny Brownsteen (to follow)	
10.	7.35pm	CABINET BRIEFING A verbal update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S work plan	
11.	7.45pm	UPDATES FROM SCRUTINY TASK GROUPS A verbal update from Councillor Payne on the O&S Review task group	
12.		REVIEW OF SCRUTINY WORKPLAN	(Pages 23 - 26)
13.		LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION The committee 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)	
14.		EXEMPT MINUTES OF THE LAST MEETING 8 March 2021	(Pages 27 - 30)
15.		DATE OF NEXT MEETING 7 June 2021	

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Overview & Scrutiny Committee

Monday, 8th March, 2021

6.00 - 7.50 pm

Attendees	
Councillors:	Chris Mason (Chair), Paul Baker, Dilys Barrell, Nigel Britter, Iain Dobie, Sandra Holliday, Martin Horwood, John Payne and Klara Sudbury
Also in attendance:	Councillor Atherstone (Cabinet Member Economy & Development), Councillor Clucas, Tracey Crews (Director of Planning), Councillor Hay (Leader of the Council), Mike Holmes (Head of Planning), Emma Morgan (Project Manager), Diane Savory (Chair of CERTF), Mark Sheldon (Director of Corporate Projects) Councillor Rowena Hay, Councillor Victoria Atherstone, Councillor Flo Clucas and Councillor Roger Whyborn

Minutes

1. APOLOGIES

None had been received. But Councillor Payne advised that he would need to leave at 7pm.

2. DECLARATIONS OF INTEREST

No interests were declared.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

RESOLVED that the minutes of the meeting held on the 18 January, be agreed and signed as an accurate record.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None were received.

5. MATTERS REFERRED TO COMMITTEE

There were no matters referred to committee.

6. CHELTENHAM ECONOMIC RECOVERY TASK FORCE

The Chairman welcomed Diane Savory, Chair of the Cheltenham Economic Recovery Task Force and Tracey Crews, the Director of Planning, Place & Growth. He reminded members that this was an opportunity to better understand the priorities and challenges for the task force. He reminded members that Diane was attending in her role as Chair of the Task Force and not as the Chair of the Local Enterprise Partnership.

Diane and Tracey talked through a PowerPoint presentation (Appendix 1).

Diane outlined her business background and accomplishments and some of the roles she holds at a local and national level. She had been pleased to have been given the opportunity to share some of her experience and passion for Cheltenham, as Chair of the Task Force and whilst there were undoubtedly challenges ahead, she felt it was important to focus on dealing with these challenges. The high street had been undergoing a slow decline, and though many imagined that this would take a few more years, Covid had exacerbated and accelerated the issue. The mantra was 'Be Bold. Be Swift. Be Brave.' and this was indeed what we needed to be in the coming months and years. Empty units, of which there were more each day, presented an opportunity to repurpose the high street, to reimagine Cheltenham, and embrace important topics such as green growth and carbon net zero. Through her strategic engagement on groups such as the BEIS Retail Sector Council, the Task Force has a potential route into innovative projects such as green streets. The Task Force looked to lead recovery but would be doing this in partnership, building on the success of the Development Task Force and testing new models. At a local level, the Task Force would be providing check and challenge to CBC and Diane would be promoting what we were doing in Cheltenham, at a national level, at every opportunity. She talked through those that were involved in the Task Force, all of whom were providing their time and efforts for free, with support from their public sector colleagues.

Tracey Crews outlined the Task Force business plan, which was informed by a business survey across the SME sector. This helped provide a snapshot of issues at September 2020. There was a range of positives and negatives and unsurprisingly raised a number of immediate issues around operating within Covid guidelines, as well as some important transitions for businesses in a digital context. There was quite a broad agenda in terms of what needed to be addressed and in acknowledgement that the Task Force couldn't do it alone, partnership working is therefore key. The first monitoring report had been circulated to members in advance of the meeting and this allowed the Task Force to check performance against the business plan, as well as assessing whether any changes were required. The workload was heavy and although the Task Force was meeting on a 6 weekly cycle, it was soon apparent that more focus was required on some topics and four sub-groups were duly formed.

- Town centre Vision - Tracey felt strongly that Covid this was not the death of the high street but also, that Cheltenham should not simply take a national blueprint and instead look at what was important at a local level. She advised that the Task Force was developing a positive narrative that would aim to dispel the perception that a town centre was defined only for retail, as this was simply not true. The task force were looking at zones of the town centre and undertake a deep dive of each, so that they could understand every zone and Bernice Thompson representing West end partnership was supporting that work for the Lower High Street area.
- Counter Culture - many urban areas were seeing the number of vacant units increase and Cheltenham was running higher than the national

average for the South West, at over 13%, but given the other urban areas within that region, she did not feel this should be surprising; but equally, neither was it something we could just hope would improve. Consideration was being given to a pilot, getting access to a vacant unit and bringing together culture community, commercial and communities and testing how transferrable it might be in other units across the town centre.

- Skills - GFirst LEP are really important as a partner and the question for the Task Force was, how could they add value. The inception meeting for this sub-group would be happening soon, where a work programme would be drafted and agreed.
- Hospitality - In recognition that the hospitality sector had been one of the hardest hit as a result of Covid, this sub-group would also be developing a specific work programme for this.

Before moving to questions, she took the opportunity to remind members that the 'moving to Cheltenham' platform had been launched and that all task Force related information would be shared on this website <https://movingtocheltenham.com/certif>.

She advised the committee that one project that the task force were trying to get off the ground was the possible temporary closure of Regent Street, which would allow hospitality to spill out into the street. A letter had been received from Government which urged planning authorities to look at how they could cut red tape, as part of the lifting of Covid restrictions, to enable people to access additional space and this could include a variety of uses, including markets and food, etc.

Some members had submitted questions in advance and these along with the responses from Diane, were attached at Appendix 2. Diane and Tracey then gave responses to questions from members and the Chair used his discretion to allow non-O&S members to ask questions also.

Of the four sub-groups, there was no mention of transport into and out of Cheltenham, so how would this marry into what was being done? Tracey reiterated that the GCC Cabinet Member for transport was supporting the Task Force. Diane highlighted that the challenge for the task force in terms of being able to take a lead on transport, was that it had a task and finish period of 18 months, so whilst transport was a conversation that ran through many priorities, there was no specific priority; so the group were leaning on existing conversations and key stakeholders.

On counter culture, what kind of activities were the task group looking to have, alternative hospitality, young people showcase, new business approach or social enterprise? Diane explained that counter culture had to be flexible and as such, could include a number of different things, it was absolutely not the case that one size would fit all. Tracey highlighted Gloucestershire Start & Grow initiative, which mentored entrepreneurs and counter culture could potentially provide a central space for them to test their business idea. It had to be said that the town centre at 5.30pm in the evening, was not an exciting place to be and therefore it needed to include options which could cross over from day and

night and this would require a level of innovation. The Minster Project was an exciting example of this and would be out of the ground but the end of the year.

Similarly to this incarnation, the Development Task Force had a good strategy, but it also had sharp tactical ability to talk to developers and rail companies, etc, on particular sites and move them forward, which sometimes worked and sometimes didn't; but would this task force have the same light-footed tactical approach? A standing agenda item for the task force was 'catalyst sites' and developers were invited along at an early stage to provide check and challenge. The Quadrangle site was cited a great example of the enabling and tactical abilities of the task force.

In the past, Cheltenham was sold as a top shopping destination, but if retail wasn't to be the main attraction of the town centre in the future, what would be, food, entertainment, education, green space; what would draw people and businesses to Cheltenham? Retail was not dead, but the way people shopped was changing, even before Covid. Consumers, having already found what they wanted online, wanted to go into store for an experience and this was the challenge for retailers; one that national retailers struggled to meet given their relatively fixed business models. Interestingly, the 'shop local' movement had seen places like Bath Road and Coronation Square do quite well throughout Covid and whilst retailers would need to adopt an enhanced digital presence, there would still be a place for bricks and mortar. It was suggested that this might be the somewhat of a cleansing exercise, which would see a reinvented, more eclectic high street in Cheltenham. The Lower High Street had also benefitted from the pandemic because of the variety of takeaway food outlets, but the opportunity now is can we change the way in which this area was viewed. It is a vibrant part of the town centre

Cavendish House was a much loved, iconic, town centre building; how would the task force approach this issue? Interestingly, Diane said, Cavendish House was a discussion item at an upcoming meeting and she was sure that something impressive could be done there over a period of time.

There was no mention of sporting hospitality and there really should be engagement with not only the football club, but also the racecourse, who bought a lot to the town. Diane admitted that this was not something that had been considered, but completely agreed that it should be added to the work of the hospitality sub group.

There was no mention of accessibility, not just for those with physical disabilities, but also for those with sensory disabilities, as there was often conflict between the two. Another member suggested that Dave Evans from Cheshire Homes could be a useful resource for the task force in terms of knowledge around accessibility. Diane also flagged digital deprivation which was high on her list of priorities, an issue which Covid had brought to the fore.

A member stressed the importance of retail to the town centre, suggesting that an attractive and successful town centre could not rely on cafes and entertainment alone, it needed shops.

A number of members welcomed the varied skills and experience of those on the task force and commended the innovative and exciting business plan.

The Chairman thanked Diane and Tracey for what he felt had been an informative and interesting discussion and looked forward to future updates.

7. COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE ARRANGEMENTS

The Chairman introduced Mike Holmes, Head of Planning, and reminded members that this was an opportunity for them to understand the legislative requirements for governance and reporting of Community Infrastructure Levy (CIL), as well as giving a steer in terms of preferred options.

The Head of Planning introduced his paper, which set out the legislation, which admittedly was quite complicated, as well as all the different regulations which applied. The Government had announced, last year, their intention to change them in the longer term; but for the moment these were the regulations which constrained where and how the CIL monies could be spent. There was however, an opportunity for this authority to decide how we spent the money locally and how we would pass the money on to those that were responsible for the major elements of infrastructure, and in our case, that was solely GCC in terms of transport infrastructure only, as set out in our Infrastructure Funding Statement approved by Council last December. Though, this could change in the future.

The following responses were given to member questions:

- He agreed with the suggestion for a register for CIL, which showed monies held and those allocated (what for and details of the decision). The Leader pointed out that figures for Section 106 monies were included in the outturn report, though admittedly there was no detail as to how and when the decision had been taken to spend any of this money. The issue being that Section 106 agreements were very prescriptive in terms of what the money attached to them could be spent on and creating a backdated register would take some time and mean that resources would have to be diverted from elsewhere. This was not to say that it couldn't be done, but he would need to look at a couple of examples to see how long it would likely take to complete this task, before committing to a timeframe for its production.
- It was within CBC's gift to determine where CIL monies were spent, but obviously within the remit of helping cope with development; but this did not necessarily have to be focussed in the area from which it came.
- The Head of Planning had done nothing more than research in terms of Crowd Funding and was aware that Dorset had done some interesting work. The Cabinet Member Economy & Development advised that she was due to have an exploratory discussion with Dorset to better understand their approach.
- He made clear that GCC were not requesting CIL monies for education facilities and reminded members that the current Infrastructure Funding Statement set out that only transport infrastructure would be covered by CIL monies. Not schools or hospitals. Whilst charging schedules appeared to suggest that education infrastructure could be included in future statements, GCC had been explicit; they did not want CIL

contributing to education facilities. He stressed that no CIL monies had yet been passed to GCC, as no decision had been made about how that arrangement would be organised (whether GCC would approach each individual charging council or whether there would be a joint arrangement). However, through work on the JCS, it was clear that there would not be enough monies coming forward through CIL or other means to actually satisfy the transport infrastructure set out in the JCS, so there would be need for further discussions in the future.

- It was the case that GCC were seeking S106 monies for the new school facility and this formed part of a wider issue of what contributions were sought from developments. GCC were keen that there be a review of the CIL process for a number of reasons including, viability, but also whether contributions should increase in line with inflation.

Members thanked the Head of Planning for what was a highly informative and very interesting paper.

The Chairman thanked the Head of Planning for his attendance.

No decision was required.

8. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

A written by Councillor Clucas from the 8/2 meeting of the Police & Crime Panel had been circulated with the agenda. The written updates on recent meetings of the Gloucestershire Economic Growth O&S Committee and Health Overview & Scrutiny Committee had been circulated by email and were attached at Appendix 3.

In the absence of Councillors Clucas and McCloskey, members were asked to contact them directly with any questions.

Councillor Horwood took the opportunity to explain that the cycle of HOSC meetings ran almost in tandem with the cycle of these meetings, and as such, he could never meet the publication deadline. In terms of the update, he was pleased to advise this committee that he had been successful in securing a special HOSC meeting on the 22 March, to review the decision that will have been taken about the future of hospital services in Cheltenham and Gloucester on the 11 March. He noted that there was a growing number of concerns about this and having seen a report by the South West Clinical Senate, an expert panel, which questioned compatibility with the long term future of A&E at Cheltenham, whether or not there was sufficient bed capacity at Gloucester and raised concerns about the consultation having been done during a pandemic; when the lessons from that pandemic had not yet been learned. He suggested that Councillor Clucas, as the relevant Cabinet Member, may like to consider asking to be a public representative at that meeting, which would be held at 10am.

In response to a question from a member of the committee, Councillor Horwood confirmed that the temporary closure of the maternity services at Cheltenham during the pandemic, had been extended until June, though they had been assured that this would not be extended again. And there was a possibility that A&E (as it was before the pandemic) would be back up and running before that.

The Chair reminded members that he had attended a meeting with joint O&S chairs to consider whether more formal arrangements should be put in place. Publica gave a well thought out presentation but were clear that whilst they were happy to attend meetings and answer questions, they were not answerable to these committees. His counterpart at another council was looking to secure delegated authority but he personally felt that this was unnecessary and instead chose to support the proposal to hold informal joint meetings, which he would attend as and when they happened. He reassured members that Public would continue to be invited along to meetings of this committee, when required.

9. CABINET BRIEFING

In addition to the briefing that had been circulated with the agenda, the Leader advised that at the same time the joint chairs of O&S had met with Publica, she had met with the shareholders and agreed that following the Campbell Tickell report, they would reinvigorate the Shareholder Forum, meeting informally as shareholders but then also more formally with Chief Executives. She confirmed that a new chair had been appointed to Publica, as well as a new chair of Audit and she hoped that these changes clearly demonstrated that Publica was not an entity unto itself and was in fact a teckal company with four shareholder authorities.

She did comment that she felt that the suggestion that a joint O&S chair group become a decision making body was a little ironic, given that it would somewhat take away from their role to undertake scrutiny.

There were no questions.

10. REVIEW OF SCRUTINY WORKPLAN

The work plan had been circulated with the agenda. There were no amendments, but the Chair did highlight that he had requested an update on North Place, which was likely to come to the June meeting.

11. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION

Upon a vote it was unanimously

RESOLVED 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)

At this point, the live stream was stopped.

12. PROJECT ECLIPSE - MUNICIPAL OFFICES OPTIONS APPRAISAL UPDATE

The committee received an update on Project Eclipse, the Municipal offices options appraisal.

13. DATE OF NEXT MEETING

The next meeting was scheduled for the 19 April 2021.

Chris Mason
Chairman

Information/Discussion Paper

Overview and Scrutiny Committee - 19 April 2021

One Legal

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed.

1. Why has this come to scrutiny?

- 1.1 The Overview and Scrutiny Committee has asked for a report about the current position and future plans of One Legal.

2. Summary of the Issue

- 2.1 The purpose of the paper is to enable the committee to consider what One Legal is doing well, where are the priorities for improvement and how the quality of service to clients, including Cheltenham Borough Council (CBC), is measured.

3. Summary of information

- 3.1 Members of the Committee requested that the following be covered in the paper:
- What is One Legal and what does it do?
 - What is One Legal doing well?
 - What is One Legal prioritising for improvement?
 - What are the challenges for One Legal?
 - What are One Legal's plans for the future?

What is One Legal and what does it do?

One Legal started in November 2009 as a shared legal service between Tewkesbury Borough Council and Cheltenham Borough Council. In 2015, Gloucester City Council joined the One Legal partnership followed, in October 2020, by Stroud District Council.

The shared arrangement operates under a section 101 agreement whereby the councils agreed to the discharge of their legal function by One Legal. Tewkesbury Borough Council hosts the service and is the main office location for One Legal staff.

One Legal's governance is provided by a Joint Monitoring and Liaison Group (JMLG) that consists of 2 Members, 1 Client Officer each from each partner council and the One Legal Finance Officer. The group meets 4 times per year.

One Legal currently has 35 permanent members of staff.

One Legal provides legal services across contracts and procurement, property and land transactions, planning, environmental, housing, licensing, leisure and culture, information management, corporate governance and elections. This 'day to day' legal work is provided to the partner councils, including Cheltenham Borough Council as part of the agreed legal budget.

One Legal also undertakes legal support ("Extraordinary Work") for one-off projects, Planning Inquiries (Hearings for 2 days or more), major contracts e.g. development / re-development and other work identified in consultation with senior managers. When commissioning Extraordinary Work, a separate amount is payable.

In addition to its partner councils, One Legal provides legal support to-

- Cheltenham Borough Homes
- Ubico
- Gloucestershire Constabulary
- Gloucester City Homes

One Legal charges third parties (including the above) when undertaking legal work for them.

What is One Legal doing well?

One Legal is a unified multi authority shared legal service that delivers financial savings, service efficiencies and resilience for partners.

One Legal provides a high quality legal service for Cheltenham Borough Council together with its other three partner councils and third party clients. In past 12 months, One Legal has:-

- Successfully expanded the service and welcomed Stroud District Council
- Continued to provide high quality legal advice and support across all areas of work
- Supported its partner councils across all Covid related work
- Developed a new case management system

In relation to Cheltenham Borough Council One Legal has:-

- Supported major redevelopment / regeneration project contracts e.g. CBC/ CBH new build programme
- Undertaken major land transactions including complex site assembly, various acquisitions & disposals, both freehold, leasehold and land exchanges e.g. Maud's Elm Swindon Road, MIE/Workshop,
- Provided support to Cheltenham Borough Council, Cheltenham Borough Homes and SOLACE to deal with anti-social behaviour across the borough
- Provided advice and support to the Council's planning policies, development management, CIL and responded to a High Court challenge to the Local Plan adoption

What is One Legal prioritising for improvement?

One Legal needs to review and implement a new Business Plan. The focus of the new business plan will be on supporting the partner councils to deliver their priorities, continue to improve services, deliver efficiency savings and increase third party income.

One Legal needs to complete the implementation of its new case management system. This will include a client portal. The client portal will improve the system for submitting new instructions and enable effective case management and updating between One Legal and its instructing officers at its partner councils.

Once One Legal has implemented its new case management system One Legal will need to establish agreed performance indicators with its partner councils implement and monitor those performance indicators and report the results to JMLG. Subject to the results, One Legal will need to implement any service improvements.

What are the challenges for One Legal?

One Legal will need to ensure that its operating model is 'fit for purpose' for the changing needs and visions of its partner councils, including Cheltenham Borough Council.

As Cheltenham Borough Council undertakes and implements its own review of its organisation, One Legal will need to be able to respond and meet any increased demand for legal services from Cheltenham Borough Council together with its other partner councils.

One Legal needs to increase its third party income.

What are One Legal's plans for the future?

To carry out a 1 year refresh of the Business Plan.

To undertake a review of the One Legal Operating Model with a view to providing the partner authorities with options on the future shape / scope of the service.

One Legal will need to work to ensure that it continues to embrace the benefits of technology and its case management system to provide high levels of support, both on-site and virtually.

4. Next Steps - possible next steps for the committee to consider e.g further report

- 4.1** The Borough Solicitor and the Head of Law (Litigation and Business Development) will attend the meeting and answer any questions.

Background Papers	None
Contact Officer	One Legal legal.services@teWKesbury.gov.uk

Discussion Paper

O&S Committee – 19 April 2021

Marketing Cheltenham

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

1. Why has this come to scrutiny?

- 1.1 A discussion paper appraising members of the purpose of Marketing Cheltenham, its areas of focus and how delivery and success would be measured was presented to this Committee in February 2020. A recommendation from this discussion was that a subsequent paper be presented at a suitable future point to consider the performance, outcomes and the return on investment from Marketing Cheltenham ahead of a potential second phase of delivery beyond July 2021.
- 1.2 This paper presents both a review of performance and delivery over the past year, whilst also appraising members of the process that is underway to undertake a service review of Marketing Cheltenham (in the context of the wider organisational review) that will set out a clear business case for its future.

2. Summary of the Issue

- 2.1 Following recommendations made in the 2015 'Strategic Tourism Outcomes' report, the subsequent 2016 Cheltenham Visitor Economy Strategy and ultimately the Cheltenham Place Vision for a new delivery body to lead the growth of Cheltenham's visitor economy and wider place ambitions, Marketing Cheltenham was created by CBC in 2017. Initially outsourced to a team of consultants, Marketing Cheltenham has been in its current form, comprising an internal team of 5 FTE, since mid-2019.
- 2.2 As presented at the February 2020 O&S Committee meeting, with the initial funding commitment from CBC only in place through to July 2021, there has always been a need for Marketing Cheltenham to demonstrate clear added-value to Cheltenham and CBC in a relatively short space of time – and to therefore secure the necessary confidence in its delivery and financial commitment to its longer term future.
- 2.3 In the intervening year, the impact of Covid-19 has naturally changed the landscape considerably and, coupled with the challenging financial climate that the Council is operating within, there are now additional implications to consider, both in terms of corporate priorities, the town's economic recovery and how the future funding case is packaged.

3. Summary of evidence/information

3.1 Financial Performance

- 3.1.1 The original business case for Marketing Cheltenham set a notional CBC base budget of £130,800 in 2018/19 and £148,800 in the remaining two years (19/20 and 20/21) See table 1 below. This was based on Marketing Cheltenham securing sufficient commercial income streams – from partnerships, sponsorships, new

events, a membership scheme (businesses paying an annual fee to access services and marketing benefits) and advertising sales – to fund/offset this budget from CBC and to steadily increase this income over its initial term, leading to a more sustainable and resilient financial model that would become self-funding.

Table 1

	2018/19	2019/20	2020/21 (forecast)	
Original CBC Budget	130,800	148,800	148,800	
Commercial Income	92,256	176,672	128,232	
	223,056	325,472	277,032	
Expenditure	144,284	346,117	344,126	
Gain/Loss	78,772	-20,645	-67,094	-8,967

3.1.2 Whilst Covid-19 has had an inevitable impact on income in 2020/21, this summary demonstrates that Marketing Cheltenham was in fact performing very close to budget in both 2018/19 and, more specifically 2019/20, once the full in-house team had been established. In fact, in each of these years, Marketing Cheltenham returned a better financial position than the original approved projections had predicted.

3.1.3 Building on the performance in 2019/20, Marketing Cheltenham was therefore approaching the 2020/21 year with momentum – and with confidence in hitting its budget projections. With almost a year under the team’s belts and with delivery having accelerated rapidly over this time, there was every expectation that the projected financial performance in 2020/21 (and target income of £208,750) would be met, if not exceeded.

3.1.4 However, as Covid-19 hit and the impact of the lockdowns and restrictions took hold, it became increasingly clear that 2020/21 would be a very different year – with the visitor economy sector – on which much of Marketing Cheltenham’s projected income relied - being amongst the hardest hit.

3.1.5 The subsequent cancellation of almost all of Cheltenham’s 25+ annual festivals and events along with the decimating impact of Covid-19 on the town’s tourism, retail, cultural and hospitality businesses meant that Marketing Cheltenham’s commercial income streams largely disappeared for the majority of the year. Little or no advertising was taking place and many of Marketing Cheltenham’s members were no longer in a position to open or operate, hence many delayed or deferred their membership renewals for the year.

3.1.6 Given the unprecedented challenges and market conditions over the course of the 2020/21 year therefore, this forecast end-of-year position and overall performance over the three years represents a relatively modest loss to CBC compared to the original forecast of a modest gain.

3.2 Operational Performance

3.2.1 As illustrated in the KPI summary (provided as a background paper below), Marketing Cheltenham has delivered above-target performance on a number of performance metrics, while externally, it is recognised and respected as being an effective and trusted delivery body:

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Quote from Dev Chakraborty, Deputy CEO of GFirst LEP: *The team at Marketing Cheltenham have been fully supportive of numerous countywide LEP initiatives. The team are creative, proactive, collaborative and a pleasure to deal with. We see them as a real asset to Cheltenham, but also to the whole of Gloucestershire.*

- 3.2.2** Much has been achieved in a relatively short space of time therefore, representing a good platform on which to build on-going economic recovery work. Achievements and outcomes over the past 18 months are summarised below:

Economic Development & Recovery

- Pre-Covid, Marketing Cheltenham was on track to achieve on/above target growth in the value of Cheltenham's visitor economy (£172m in 2019 – up 6% on 2018 and an 18% uplift since 2014).
- Played a significant role in supporting and articulating the Council's response to economic recovery and the wider growth agenda, including the Reopening High Street Safely Fund; provision of business support, information and signposting; engagement with strategic partners including GFirst LEP and support of the new Cheltenham Economic Recovery Task Force.
- Mobilised quickly to provide marketing and comms support to the Golden Valley/Cyber Central project, from a virtual launch in May through to shortlisted developers now.
- Devised, developed and delivered Cheltenham's 'We're Open' recovery campaign, including related public information and signage in line with Cheltenham's Reopening High Streets Safely (RHSS) funding. Saw record traffic to visitcheltenham.com in July and August 2020 (up 35% on 2019). Town centre footfall was also up considerably on 2019.
- Developed and led the new inward investment and business growth initiative We're Moving to Cheltenham, which launched in September 2020. This has received an overwhelmingly positive response from the business community and has been widely recognised as another example of CBC leading a step-change in the town's ambitions and direction.
- Produced new Cheltenham Events Strategy (approved by Council in June 2020) which provides an important enabling mechanism for both existing and new events and the subsequent Culture Strategy which is set to follow.

Destination Marketing (Visitor Economy, Culture, Hospitality)

- Launch and roll-out of The Festival Town branding, which has created a much stronger identity and narrative for Cheltenham's visitor economy and cultural sector and continues to be adopted by partners across the town.
- Refreshed visitcheltenham.com website and supporting social media channels. In both 2019 and 2020 (despite Covid), visitcheltenham.com received more than half a million visitors – a huge 67% increase on 2018, while our social media following and reach has doubled in the past year.
- Secured more than 100 pieces of national and international PR and media coverage for Cheltenham, from The Times and FT to some of the most influential online influencers and bloggers.

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- Delivery of a range of marketing campaigns for Cheltenham BID and CBC. Campaigns and event marketing to date have included major Christmas campaigns in 2018 and 2019; Light Up Cheltenham in 2019 and 2020; Cheltenham – We're Open/Welcome Back and the new Great Taste of Cheltenham campaign – both 2020.
- Partnered with Cotswolds Tourism on a major overseas tourism project, securing £250k from Visit Britain to grow international visitors into the region. A further extension to this project secured a further £120k in 2020/21.
- Launched a new Meet in Cheltenham (MIC) conference and venue finding service to grow the volume and value of business tourism in the town (visiting Cheltenham for meetings, incentives, conferences and exhibitions).
- Actively engaged in related strategic groups, including Cheltenham Culture Board, Cotswolds Tourism Partnership and the GFirst LEP Visitor Economy Sector Group.
- Recognised by Visit Britain and Visit England as the official Destination Marketing Organisation for Cheltenham and actively engaged in the national destinations forum (and post-covid Regional Task Force).

Partnerships & Collaboration

- Partnership agreements and funding commitments secured from Cheltenham BID and The Jockey Club with shared marketing and event programmes.
- Marketing Cheltenham membership scheme established, with c.100 businesses in membership, plus a further 350+ retailers and hospitality businesses via an affiliate scheme with BID levy payers.
- Actively engaged in related strategic groups, including Cheltenham Culture Board, Cotswolds Tourism Partnership and the GFirst LEP Visitor Economy Sector Group.
- Recognised by Visit Britain and Visit England as the official Destination Marketing Organisation for Cheltenham and actively engaged in the national destinations forum (and post-covid Regional Task Force).

3.2.3 Reflecting on this performance and outcomes, despite the impact of Covid-19, Marketing Cheltenham has demonstrated its ability to be a versatile in-house asset and skill set – able to support and add real value to CBC in a range of areas whilst also securing the support and goodwill of industry and the business community.

3.3 2021/22 – Service Review and Future Business Case

3.3.1 In recent weeks, in readiness for a more formal service review in 2021/22, there has been an ongoing dialogue with ELT on the future of Marketing Cheltenham which has sought to reflect on activities and performance together with engagement with stakeholders internally and externally. From this process, it is clear that there is consensus in the value of Marketing Cheltenham, not least in continuing to play an important role in supporting the town's reopening and recovery and to provide valuable capacity and continuity during this challenging period. As such, it has been agreed that Marketing Cheltenham staff contracts,

currently ending on 31 July 2021, be extended to 31 March 2022.

- 3.3.2** During this extended period, a formal service review of Marketing Cheltenham will be undertaken (commencing April 2021) feeding into and forming part of CBC's wider organisational review. This will include a review of job roles, skills and functions in light of Marketing Cheltenham's broadening and increasingly sector-blind outlook.
- 3.3.3** It will also provide an opportunity to review the scope of CBC's communications and marketing activity and ability to deliver a town-wide approach. Equally, it will provide an opportunity to explore a model that supports both CBC commercial services as well as external partners (both new and existing - such as Cheltenham BID), opening up wider sales and commercial opportunities and allowing Marketing Cheltenham to become more agile and inclusive in its approach and agnostic in terms of working with all and any businesses.
- 3.3.4** An outcome of the service review of Marketing Cheltenham will be a clear and robust business model for the service from 2022/23 onwards. The required financial commitment from CBC for 2022/23 and future years will therefore be determined as part of this review and will be subject to a subsequent recommendation at that point.
- 4. Next Steps - possible next steps for the committee to consider eg potential witnesses, further report, site visit etc.**
- 4.1** To continue to recognise the value of Cheltenham's visitor economy and culture in place shaping, economic development and recovery and in creating a place where people want to live, work, visit and invest.
- 4.2** To note the service review that is due to commence in April and to therefore consider the need for a further paper to this Committee on the outcomes of this review and future Business Case for 2022/23 onwards.

Background Papers [Marketing Cheltenham KPI Summary 2019 & 2020](#)

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Accountability Cllr Victoria Atherstone

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Overview and Scrutiny Committee work plan – 2019/20 and 2020/21

Item	Outcome	What is required?	Author/presenter
Monday 19 April 2021 (deadline: 7 April)			
One Legal - commissioned service	How are One Legal performing against their Service Level Agreement / what's changed since we entered agreement (new clients, etc), what are their plans for the future? Consider the review from two years ago and if they have made any improvements	Discussion paper	One Legal / Darren Knight (Client Officer) / Cabinet Member??
Marketing Cheltenham	Data relating to return on investment (from a CBC standpoint) / strategy update and also include review phase 1 and consider phase 2	Discussion paper	David Jackson
Risk and Performance	Look at risk and performance scorecard on Clearview	Real time data shown on Clearview (no paper)	Darren Knight, Executive Director People & Change
Monday 7 June 2021 (deadline: 26 May)			
End of year performance review	Consider end of year performance and comment as necessary	Discussion paper	Richard Gibson, Strategy and Engagement Manager
New Homes and Regeneration Strategy	Consider the draft cabinet report and comment as necessary?	Draft report?	David Oakhill,
Solace process	Understand the process for housing homeless people in Cheltenham and identify opportunities for improvement		Officers and Cabinet Member Housing (Cllr Jeffries)
North Place	Update on progress at this site	EXEMPT	Paul Jones
Monday 5 July 2021 (deadline: 23 June)			
UBICO annual report	Consider annual report from Ubico – how are they performing / what are their plans / meet the new MD (Beth Boughton)	Discussion paper	Ubico and Cabinet Member
Air Quality / Schools	Consider the new AQMA action plan and data from the GCC 'Streets for Schools' project	Discussion paper	Gareth Jones and GCC officer(s)

Overview and Scrutiny Committee work plan – 2019/20 and 2020/21

Monday 2 August 2021 (deadline: 21 July)			
Community Infrastructure Levy	Has the register been implemented (monies collected/held/spent and details of how the decisions were made)		
Monday 6 September 2021 (date tbc)			
The future of the Municipal Offices	Has the project concluded and what are the next steps		
BID??	Assuming BID are successful in the ballot, invite the Chair along to present the business plan		Alex Rose (tbc)
Monday 4 October 2021 (date tbc)			
Transparency??	Council meetings on YouTube		
BID??	Assuming BID are successful in the ballot, invite the Chair along to present the business plan		Alex Rose (tbc)
Monday 17 January 2022 (date tbc)			
Monday 28 February 2022 (date tbc)			
Monday 28 March 2022 (date tbc)			
Monday 6 June 2022 (date tbc)			
Monday 4 July 2022 (date tbc)			

Overview and Scrutiny Committee work plan – 2019/20 and 2020/21

Monday 1 August 2022 (date tbc)

Monday 1 August 2022 (date tbc)			

Overview and Scrutiny Committee work plan – 2019/20 and 2020/21

Items for future meetings (a date to be established)			
Public Art Panel	Consider what is it, is it effective, what has it done, what difficulties does it face	To be scheduled once SWOT has been concluded (chased TC for date 25/02/20)	Tracey Crews and Chair of Panel
Waiver(s)	Consider recent instances where the O&S Chair has been asked to waive his right to call-in and the reasons behind these requests		Consider if this is still necessary

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Plan	February	Richard Gibson, Strategy and Engagement Manager
Publica annual report	tbc	Dave Brooks (Chair) and MD
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
UBICO annual report	July	Ubico and Cabinet Member
Scrutiny annual report	September	Democracy Officer
Police and Crime Commissioner (circulate his annual report in advance)	September	P&CC
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

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