

# Cheltenham Borough Council Overview & Scrutiny Committee

**Meeting date:** 3 July 2023

**Meeting time:** 6.00 pm

**Meeting venue:** Council Chamber - Municipal Offices

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## **Membership:**

Councillor John Payne (Chair), Councillor Steve Harvey (Vice-Chair), Councillor Graham Beale, Councillor Nigel Britter, Councillor Jackie Chelin, Councillor Stephan Fifield, Councillor Tabi Joy, Councillor Julian Tooke, Councillor Suzanne Williams and Councillor Emma Nelson

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If you participate in the meeting, you consent to being filmed and to the possible use of those images and sound recordings for broadcasting and/or training purposes.

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**Contact:** [democraticservices@cheltenham.gov.uk](mailto:democraticservices@cheltenham.gov.uk)

**Phone:** 01242 264 246

## **1 Apologies**

## **2 Declarations of interest**

## **3 Minutes of the last meeting (Pages 5 - 8)**

Minutes of meeting held on 5 June 2023

## **4 Public and Member questions, calls for actions and petitions**

## **5 Cabinet Briefing**

Briefing from Councillor Hay, Leader

**Objective:** An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the work plan

## **6 Matters referred to committee**

## **7 Race Week (Pages 9 - 14)**

**20 mins**

**Objective :** Looking back on 2023 festival: what were the successes and lessons learnt ?

Louis Krog (Head of Public Protection), Inspector Mike Yates from Gloucestershire Police

## **8 Cheltenham's new Culture Strategy (Pages 15 - 40)**

**30 mins**

**Objective :** To understand the final version of the strategy, how it will be implemented and how success will be measured.

Richard Gibson (Head of Communities, Wellbeing and Partnerships), Ali Mawle (Chair of the Culture Board), Andrew Lansley (Culture Board Co-ordinator)

## **9 Feedback from other scrutiny meetings attended**

The Gloucestershire Economic Growth O&S Committee, Gloucestershire Police and Crime Panel and Gloucestershire Health Scrutiny Committee have not met since the last O&S meeting.

## **10 Updates from scrutiny task groups**

There are currently no active scrutiny task groups.

## **11 Review of scrutiny workplan (Pages 41 - 44)**

## **12 Date of next meeting**

4 September 2023

### **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)

Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

### **14 Exempt Minutes (Pages 45 - 54)**

- i. Exempt minutes of the meeting held on 17 April 2023
- ii. Exempt minutes of the meeting held on 5 June 2023

### **15 Minster Exchange (MX) update**

**20 mins**

**Objective** : Project learning, benefits realisation.

Verbal Update from the Chief Executive

### **16 Municipal Offices**

**30 mins**

**Objective** : Update on progress with the Municipal Offices

Presentation by the Executive Director Finance, Assets and Regeneration, Paul Jones

### **Informal de-brief**

What went well? Can we identify opportunities for improvement or training needs?

Gareth Edmundson  
Chief Executive

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# Cheltenham Borough Council Overview & Scrutiny Committee Minutes

**Meeting date:** 5 June 2023

**Meeting time:** 6.00 pm - 7.45 pm

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## **In attendance:**

### **Councillors:**

Steve Harvey (Vice-Chair), Nigel Britter, Jackie Chelin, Stephan Fifield, Tabi Joy, Emma Nelson and Julian Tooke

### **Also in attendance:**

Darren Knight (Executive Director of Place and Communities), Paul Minnis (Director of Major Development and Regeneration), Richard Gibson (Head of Communities, Wellbeing and Partnerships), Martin Chastney (Senior Development Manager, Place & Economic Development), Richard King (Construction Manager, Major Developments & Regeneration) and Sandra West

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## **1 Apologies**

Councillor Payne.

## **2 Declarations of interest**

There were none.

## **3 Minutes of the last meeting**

The minutes of the meeting held on 17 April were approved and signed as a correct record.

## **4 Public and Member questions, calls for actions and petitions**

There were none.

## **5 Cabinet Briefing**

There were no questions for the Cabinet Member Cyber, Regeneration and Commercial Income who was attending as the Leader had sent her apologies.

## **6 Matters referred to committee**

There were no matters referred to committee on this occasion.

## **7 Report of the Scrutiny Task Group on Tackling Multiple Deprivation**

The Vice Chair introduced the item and put on record his thanks to Harry Mayo, Democracy Officer, who had drafted the report on behalf of the task group. Cllr Willingham, Chair of the Scrutiny Task Group, thanked all Members who had participated, including substitutes. Thanks were also given to officers from Cheltenham Borough Council and Gloucestershire County Council (GCC) and other guests who had been invited to participate and who had provided a valuable insight into the issues. He highlighted that there were two areas in the borough which, based on the 2019 indices of multiple deprivation, were in 10% of the most deprived areas in the country, those being in St Marks and St Pauls. He added that there were other areas which were in the 20% most deprived areas.

He noted that tackling deprivation required partnership working and he made reference to the GCC levelling up funds granted to projects in St Marks and St Pauls as well as Hesters Way and West Cheltenham Partnership.

He highlighted that the report contained 21 recommendations which the council could deliver without extra funding, albeit additional funding would improve outcomes. Further issues were raised in the report which were beyond the control of the council, such as the nationwide shortages in teacher recruitment, access to transport, dental provision, tackling predatory lending and high strength, low cost alcohol.

It was imperative the council works with partners and he noted that councillor representatives sat on bodies such as the Gloucestershire Health Scrutiny Committee and the Police and Crime Panel.

The important message was for this to be acted upon which could involve lobbying organisations such as the LGA.

Members were given the opportunity to comment on the report and the following points were raised :

- Members thanked all external participants and officers, including the project sponsor, Richard Gibson, Head of Communities, Wellbeing and Partnerships.
- The report represented a comprehensive assessment of many of the issues and was timely in manner due to the current cost of living crisis. It was right that the council was accountable for things within its control and it was suggested that the relevant GCC Cabinet Members could be invited to the Council to outline their work in this area to facilitate more partnership working.

- Recognition of neurodiversity in education was highlighted, particularly traumas in early school life for which the right types of intervention and support were needed by national government and GCC, but noted that this was outside of CBC direct control
- Those on pre-payment meters were paying a premium and this should be addressed as a matter of equity. It was recognised that Cheltenham Borough Homes could provide advice in this respect to tenants
- The importance of recommendation 3 was flagged in terms of briefing borough councillors on signposting, referral and support routes throughout the cost of living crisis, through member seminars and ongoing support.
- An example of excellent work between the districts and the county council was given as the Gloucestershire Strategic Housing partnership on homelessness

The Vice-Chair thanked Members for their contributions and highlighted that whilst being mindful of what was within the council's remit, pressure can be applied to those who are in a position to make change.

It was suggested that some points arising from the debate be considered at the O&S Chairs group and that in any event a report on progress be brought back to O&S in a year's time.

### **RESOLVED THAT**

**The report be forwarded to Cabinet and brought back to Overview and Scrutiny in a year's time.**

### **8 Feedback from other scrutiny meetings attended**

The update from Councillor Bamford, CBC representative on the Gloucestershire Health O&S Committee (HOSC), was noted.

A Member raised the issue of funding for pharmacies in light of their role in acting as a first point of contact for common clinical conditions. He suggested that this could be raised by Cllr Bamford at the next meeting of HOSC.

### **9 Updates from scrutiny task groups**

There were no current scrutiny task groups.

### **10 Review of scrutiny workplan**

A Member suggested that Gloucestershire Highways be invited to a meeting in order for Members to understand their strategy for highways in the borough.

### **11 Date of next meeting**

3 July 2023

**12 LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION**

**RESOLVED THAT**

**“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)”**

**13 Gloucestershire Airport**

Members received a presentation from the Chair and Head of Finance of GAL and had the opportunity to raise questions.

Members also requested that further information be provided by the Airport with respect to the pre-submitted questions.

It was noted that GAL would be requested to attend Overview and Scrutiny in a year's time.

**14 Golden Valley update**

The Golden Valley team introduced themselves and referred to the exempt discussion paper circulated with the agenda.

Members had the opportunity to ask questions of the officers and thanked them for their attendance.



# Briefing Note – Race Week

**Committee name: Overview & Scrutiny**

**Date: 3 July 2023**

**Responsible officer: Head of Public Protection**

This note provides information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the officer indicated.

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This briefing note updates Members of the Overview & Scrutiny Committee on the impact of the 2023 races planning arrangements. In particular, O&S requested an update on what worked (successes), what didn't work, and how can we learn from this moving forward.

## **Background & Summary**

The 2023 Cheltenham Festival was held between Tuesday 14 March and Friday 17 March 2023.

Due to a number of factors, including the ASB witnessed during the 2022 Festival, the Jockey Club reduced the numbers of spectators.

In 2023, the racecourse anticipated more than 250,000 racegoers over the four days of the festival. They had made some changes to capacities across all four days, limiting numbers to 68,500 (a reduction of more than 5,000 on Gold Cup day) to alleviate some of the pressures experienced last year and improve the experience for customers and residents.

This year's event was affected by train strikes on Thursday (16/05) and Saturday (18/05). The racecourse estimates that approx. 66,000 people arrive by train.

The new LRF Chair, Deputy Chief Constable Shaun West, stood up a precautionary SCG for the event. This was the first time an SCG has been stood up for the Festival.

## **2023 Planning Context**

Planning arrangements for the 2023 March Festival included a raft of additional planning measures in light of increased public urination and other forms of ASB during the 2022 Festival.

Members are reminded that these additional measures included the Jockey Club's "Love your Turf" campaign, additional police & PCSO presence at key times along key ingress and egress routes and additional CBC resourcing to support the police deployment along with additional toilet units around the town centre.

Members can refer to the [January](#) 2023 & [February](#) 2023 O&S Briefing papers for further context.

Representatives from the Constabulary and the Jockey Club have been invited to attend this meeting to provide updates for their respective agencies. This briefing note therefore is limited to information held and reported from a CBC perspective.

## Successes

### The “War on Wee”

During the 2023 Festival, the authority launched its “War on Wee” campaign. Through this campaign, the authority rolled out additional temporary toilets, a public awareness campaign and supported local businesses by making fluid repellent paint available for use to mitigate and deter public urination.

For reference, the authority was able to supply 23 residential properties and business premises with fluid repellent paint.

The “War on Wee”, along with the other measures implemented, played an important part in seeing a substantial reduction in the number of complaints received by the authority.

### Complaints received directly by CBC

<b>2023*</b>
Alleged unlawful street trading – 5
Parking related – 2 (relating to multiple issues)
ASB/Public Urination – 4

\* Note complaints would have been made directly to the racecourse as well but CBC is unable to compare year on year because we do not hold this information. Officers emailed Members from Pittville, Swindon Village and Prestbury requesting information of complaints made directly to them. This data includes the feedback from Members.

Members can compare the number of complaints above with the numbers received during the 2022 Festival included at Appendix 1. Members will note a noticeable and positive difference.

## Improvements for 2024 & lessons learnt

The authority and partners, individually and collectively, undertake comprehensive planning reviews and debriefs to assess the effectiveness of planning arrangements for the Festival.

On the whole, authority and its partners considers the delivery of the 2023 March Festival a success. We do however recognise that there continues to be areas for improvement:

1. Whilst the additional temporary toilets addressed public urination in the town centre, public urination remains an issue particularly along alleyways off the High Street, Post Office Lane and alleyways off Ormond Place.
2. The designated Stage Coach loading area on the High Street continues to cause problems with long queues obstructing pedestrians, littering and reports of anti-social behaviour by race goers. There is also the additional problem of the county council suspending the Pittville Taxi Rank which acts as a feeder location for Stage Coach busses.

3. Away from the town centre, there were several issues arising from the traffic management arrangements, summarised below:

<p>Park &amp; Ride – taxi pick up/drop off</p>	<p>There were several issues reported by taxi and private hire drivers accessing the new pick up and drop off point by the park and ride. These related to being denied access to the most suitable roads leading to it (i.e. Albert Road), the entrance blocked by cars and busses and pedestrians on Evesham Road (at the Albemarle Gate junction where the barriers ended) which unnecessarily prolonged journeys.</p> <p>This meant that taxi and private hire drivers eventually gave up trying to service the racecourse.</p>
<p>Saville Close &amp; Hilltop Road</p>	<p>Complaints of out of town taxis and busses blocking causing an obstruction on Saville Close &amp; Hilltop Road, parking on the footway and blocking resident’s drives.</p> <p>Residents reported these drivers being “unapologetic”, blaming GCC for the traffic management arrangements.</p>
<p>Tatchley Roundabout/ Bouncers Lane</p>	<p>SEP marshals directing traffic out of Bouncers Lane, but ignored the other junctions.</p>
<p>Paddocks Lane/Tommy Taylor</p>	<p>SEP marshals on the Swindon Lane junction did not challenge entry to closed roads (Swindon Lane junction).</p> <p>No SEP marshals to police the Traffic Regulation Order.</p> <p>The race course commented that doing a better job protecting the likes of Walnut Close and West Approach have created elevated pressure on Paddocks Lane and Tommy Taylors Lane in particular and “these two roads will need significant attention when we come to planning next year.”</p>

4. Park Stores was again a focus for public urination. Unlike last year there was no multi-urinal facility parked in the lay-by – this was replaced by two single units positioned behind the large sign for the Pittville Campus. This falls within scope of the “Love your Turf” campaign and will be feedback to the Jockey Club.

5. Whilst the fluid repellent paint assisted local residents and businesses, the initiative was rushed for a number of reasons beyond the control of officers. If the authority intends to roll out a similar initiative, it will assist officers to make such a decision early.

Contact Officer: Louis Krog  
 Email: [louis.krog@cheltenham.gov.uk](mailto:louis.krog@cheltenham.gov.uk)

## Appendix 1 - 2022 Complaints received directly by CBC

Location	Complainant	Issues
Pittville – Park and surrounding area	Public, Elected Members x 3	Numerous complaints of public urination
Town centre	Public, Elected Members & CBC staff	Numerous complaints of public urination
New Barn Lane	MPs office on behalf of a constituent	“...a proportion of racegoers left litter, vomit and urine in their wake, with foul and abusive language directed at anyone who would dare challenge them.”
No specific location	Member of the public	Excessive littering and public urination
Lexington Square	CBC Elected Member	“Following the Festival Meeting there is always some complaints from residents about anti-social behaviour etc. but this year I have never known so many complaints particularly from Lexington Square, where a number of racegoers decided it was a public convenience.”
Swindon Lane and Paddocks Lane	CBC Elected Member (part of same complaint as above)	“Swindon Lane and Paddocks Lane residents have complained about racegoers using their gardens as toilets, and taxis dropping off customers in Paddocks Lane so as to avoid the

		racecourse.”
Swindon Lane	CBC Elected Member (part of same complaint as above)	“Failure of the racecourse to ensure that litter was removed from Swindon Lane in particular.”
Portland Street	Local business	Excessive noise from popup bars.
Walnut Close	Local residents	“taxi’s parking and race goers with damage to a wall”.
Gloucester/Roman Road	CBC Elected Member	Overcrowding on the public pavement, some consumption of alcohol on the street.
Town centre car parking	Public via social media	In previous years, CBC offered free parking in its car parks after 13.00 to encourage people/local residents to still come in to the town centre.  It has been reported that on social media many local residents did miss this offer.

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# ***Information/Discussion Paper***

**Committee name: Overview and Scrutiny Committee**

**Date: 3 July 2023**

## **Cheltenham's new culture strategy**

**Accountable member: Cllr Max Wilkinson, Cabinet Member Economic Development, Culture, Tourism and Wellbeing**

**Accountable officer: Richard Gibson, Head of communities, wellbeing & partnerships**

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.

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### **Why has this come to scrutiny**

In April this year, Cabinet endorsed a culture strategy for Cheltenham (**see appendix 1**).

Alongside the strategy, Cabinet also:

- Agreed that the council should work alongside partners on the Cheltenham Culture Board to develop a robust action plan for the next 12 months;
- Noted that whilst the Council will be involved in working with partners to deliver the outcomes in the action plan and is providing support in the form of one-off funding for a co-ordinator, the Cheltenham Culture Board is a distinct entity in itself.

Overview and Scrutiny now wish to understand the final version of the strategy, how it will be implemented and how success will be measured.

### **Background to the strategy**

The commitment to work with partners to develop a Culture 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'.

In May 2019, Cabinet gave its approval for the council to work with a shadow Cheltenham Culture Board to develop a cultural strategy and to procure external support for the development of the cultural strategy.

Following a procurement exercise, consultants were appointed and began work in January 2020. A series of workshops and meetings were held from January 2020 up to March 2020. But due to the pandemic, the work was put on hold and was picked up again later that year. Throughout 2021, a number of workshops were held to engage a wide cross-section of cultural organisations in the process.

A new-look culture board had its first meeting in July 2021 and took on the responsibility of shaping the strategy through its representative structure.

The first draft of the culture strategy was endorsed by Cabinet in April 2022. This was then used as the basis for consultation and engagement over the summer utilising the Citizen Space platform.

The Culture Board then carried out further refinement of the strategy over the Autumn, and signed off the final draft at a meeting earlier this year.

Recognising that the strategy belongs to Cheltenham Culture Board, and not the Council, the final strategy was endorsed by Cabinet in April 2023.

## The Cheltenham Culture Board

Cheltenham Culture Board was set up to connect the cultural sectors together and to take on the role of producing the cultural strategy for Cheltenham. The terms of reference for the Board are attached as **appendix 2**

Although its first meeting was only in July 2021, the board has made significant headway in building a strong alliance across Cheltenham's cultural and creative communities with a strong commitment to its role to advocate that culture and creativity should be central to the economic and social life of Cheltenham.

The aim of the Culture Board is to set and deliver a cultural strategy for Cheltenham which makes demonstrable progress towards the Board's longer-term vision for the town:

The board is proud that it has developed a representative structure, drawing people together with a diverse range of skills, knowledge and expertise to give their perspective in areas of culture, business, community and academia. The sectors that are represented include:

- Festivals
- Visual arts
- Heritage
- Theatres
- Music and performance
- The voluntary and community sector
- Diversity groups
- Accessibility and inclusivity
- Creative / cyber industries
- Sustainability focused organisations
- Further education / higher education
- Secondary Schools

The board also has individual membership from the Cheltenham Trust, Cheltenham Borough Council and the libraries team at Gloucestershire County Council.

## The Cheltenham Culture Strategy (see appendix 1)

In producing the strategy, the board consulted widely with cultural partners and key stakeholders across the town all of which endorsed an assessment of Cheltenham as a place with powerful cultural and heritage assets that need to be celebrated and nurtured.

What also emerged from the consultations was the need for a cultural vision that would shift a gear in our approach to developing and deepening the cultural offer, establishing Cheltenham as a truly innovative creative place and destination, fostering creative expression alongside much greater community engagement.

### **The board's vision is therefore:**

*Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive*



To meet this cultural vision the board has agreed six objectives that provide the focus for this strategy and the board's draft action plan:

- Forge partnerships and collaboration across heritage, cultural and digital sectors.
- Use culture and creativity to improve the life chances of our young people.
- Promote equity of opportunity to help build inclusive and creative communities.
- Celebrate and nurture our community, grass-roots creative talents and ambitions.
- Drive our visitor economy and wider place brand.
- Use culture, creativity and innovation to contribute to the Cheltenham Zero and work collectively to address the climate emergency.

### The Board's draft action plan (see appendix 3)

The Board's action plan has taken shape over the past couple of months. For each of the objectives listed above, it sets out:

- The scale of the board's longer-term commitment (up to 2027);
- A baseline assessment;
- A sense of what the board will do in the next 12 months, broken down into definites and aspirations (where the action might be dependent on fund-raising or securing additional capacity);
- Who will be responsible; and
- Potential measures.

It is noted that the action plan is in draft awaiting final sign-off by the Board at its meeting on 12 July.

### What has the Board Achieved to date

The Committee might be interested in a short summary of the benefits that the Board has brought to cultural life in Cheltenham against the six objectives

Objective	Progress
Forge partnerships and collaboration across the heritage, cultural and digital sectors.	<ul style="list-style-type: none"> <li>• Facilitated supportive relationships between board members and subgroups e.g. volunteers shared between Chelt Festivals and Chelt Comedy Fest, and a free venue provided by the Playhouse for the Poetry Festival.</li> <li>• Board members collaborated towards Arts Council England bid for Holst 2024 celebrations (CBC, Everyman, University, Chelt Festivals).</li> <li>• Facilitated engagement and fed in to Golden Valley social value plans.</li> </ul>
Use culture and creativity to improve the life chances of our young people.	<ul style="list-style-type: none"> <li>• Developed work experience opportunities for Uni of Glos students generated by Chelt Festivals &amp; the Playhouse.</li> <li>• Formed a Learning and Participation sub-group to coordinate experiences and participatory opportunities for young people via the Cheltenham Education Partnership.</li> </ul>
Promote equity of opportunity to help build inclusive and creative communities.	Development of a doughnut Toolkit (based on <a href="#">doughnut economics</a> model) as a leading cultural accessibility framework and developed working relationships with Creative United, Drake Music, Inclusive Music Consortium.
Celebrate and nurture our community, grass-roots creative talents and ambitions.	Selected as a candidate for UNESCO Cultural Cities Network - Cheltenham has been proposed within the <i>Literature</i> category.

<p>Drive our visitor economy and wider place brand.</p>	<p>Coordinating the planning and delivery of digital delivery platforms to support our visitor strategy via Visit Cheltenham, Open Studios, Cheltenham BID and Cynam.</p>
<p>Use culture, creativity and innovation to contribute to the Cheltenham Zero and work collectively to address the climate emergency.</p>	<ul style="list-style-type: none"> <li>• The sustainability working group is developing a strategy for the culture board to work collectively towards Cheltenham Zero and shared targets.</li> <li>• Organised and hosted Cycle Hub network meeting, developing a culture concept to be incorporated into cycle hub plans.</li> </ul>

**Contact Officer:**  
**Richard Gibson**  
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**Email: [Richard.gibson@cheltenham.gov.uk](mailto:Richard.gibson@cheltenham.gov.uk)**

# Cheltenham Culture Board



**Culture Strategy  
2023-2027**



# Introduction

This is a moment for pioneering action consistent with Cheltenham's history of innovation. Economic recession and the deep inequalities in our town require us to make bold changes to the way we work as a cultural sector in order to find sustainable solutions. Working together with a coordinated and concerted focus provides the conditions for creative solutions. Cheltenham's Culture Board has an important and urgent imperative to which we are fully committed.

*Ali Mawle*

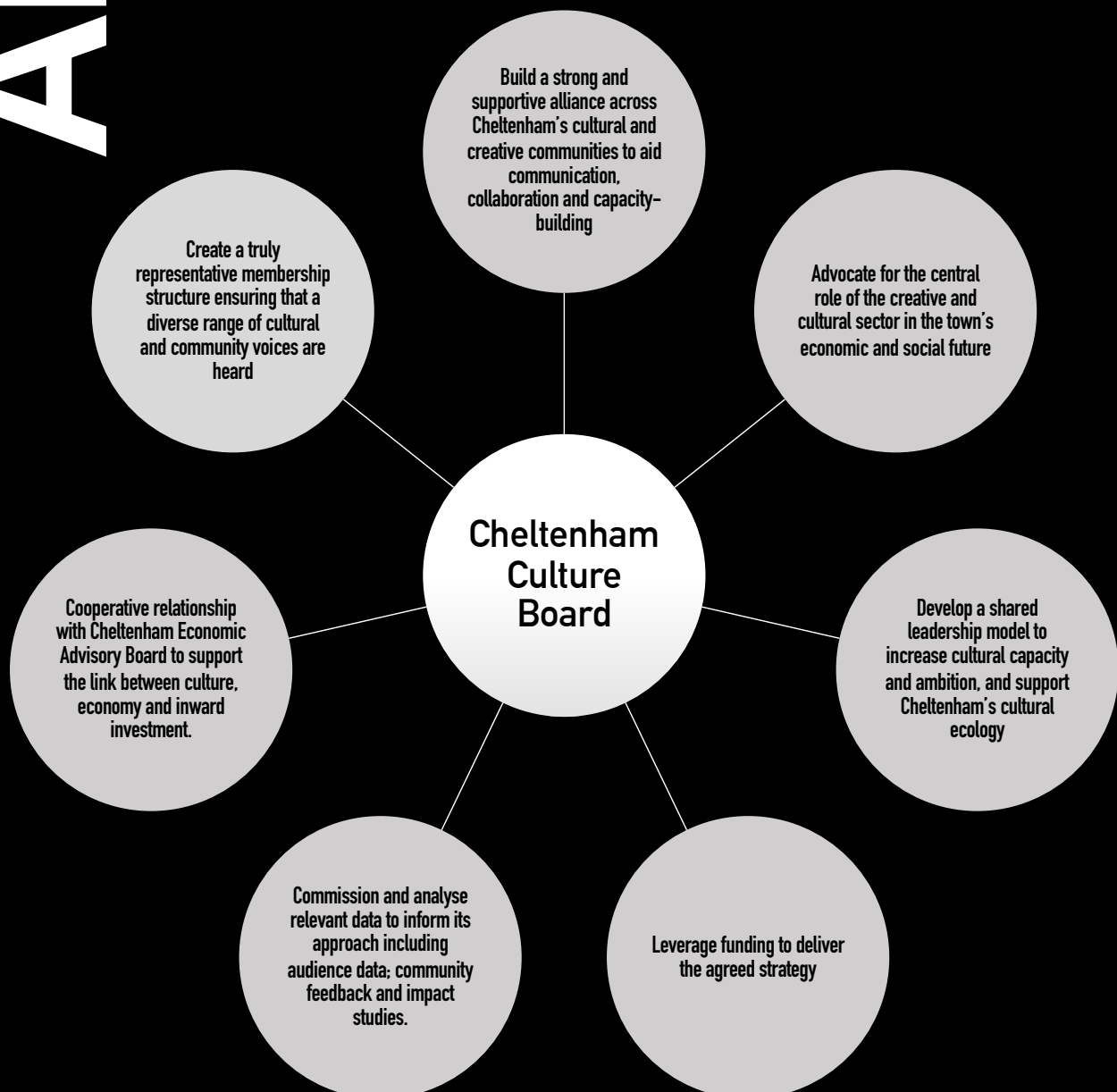
*Chair of Cheltenham Culture Board  
Co-CEO Cheltenham Festivals*



# About Us

Cheltenham Culture Board was created to unite the cultural sector (both larger organisations and grassroots creatives), the community and wider stakeholders in business, academia and the public sector behind a common vision for the town, working together to provide creative and cultural experiences which enable the town and its residents to thrive.

Taking a strategic, coordinated approach, the Board:

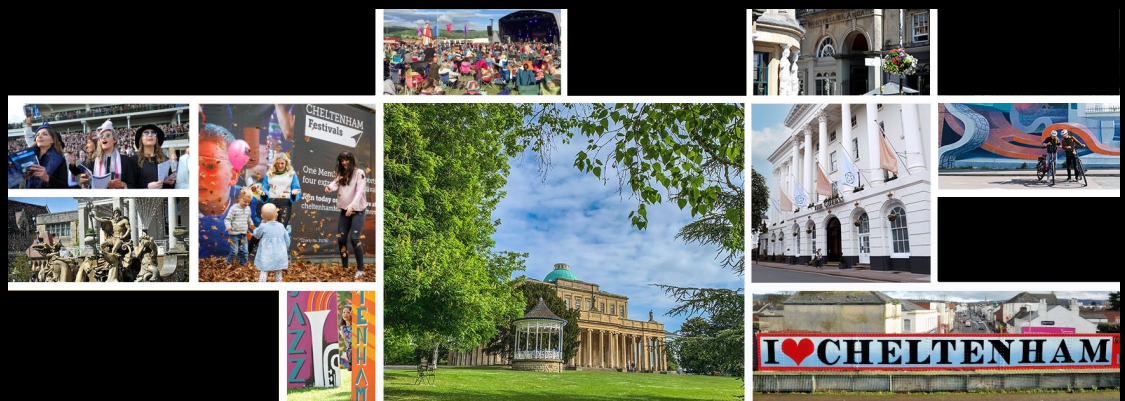


# About Cheltenham

Cheltenham has a rich and pioneering cultural history, from hosting the world's first Literature Festival to building the first British jet-powered plane.



The town is also one of the largest innovation districts in the UK with the vibrant and fast-growing cyber-tech ecosystem and the Golden Valley development. This creates potential for fusing our creative, cultural and digital capital in ways that can remake how we live, work and play.



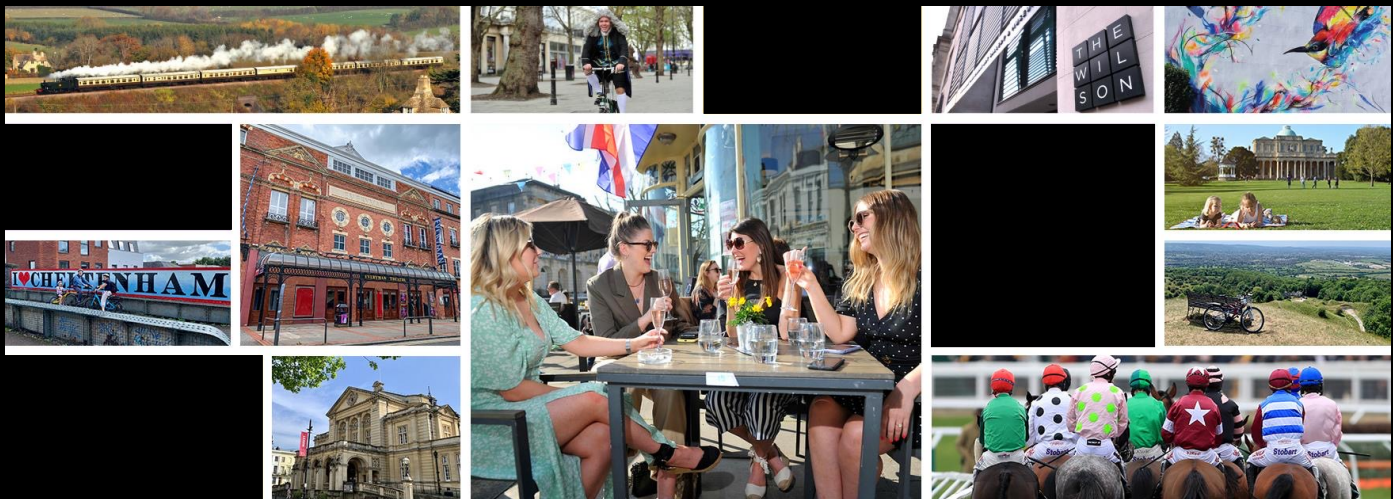
Culture brings significant value to the town and its people, not least £27 million visitor expenditure.



This has not always meant that culture and creativity have positively impacted on all our communities and residents, young and old.



We must work collectively to make Cheltenham a truly creative place where no one is left behind, and where everyone has the opportunity to play their part in shaping its future.



Creativity and ingenuity are at the core of finding powerful solutions to the current economic and social challenges. As cultural partners we need to share insight, ideas and resources where possible, with each other and across sectors, in order to build operational resilience and maximise the social and economic value we create.



# Our Vision

*Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive*



# Our Strategy for Culture

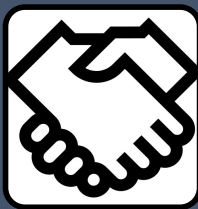
In producing the Culture Strategy we have consulted widely across the town through conversations and digital surveys. Continuity in the following messages emerged from across the community:

- The assessment of Cheltenham as a place with powerful cultural assets that need to be preserved and built upon
- The need to maintain and grow the town's national and international links, ensuring that Cheltenham remains open to new thinking and ideas that can fuel creative innovation and our collective recovery from the pandemic
- The opportunity for Cheltenham to capitalise on the next wave of digital innovation
- A common belief in the powerful role Cheltenham's cultural offer can play in positively impacting upon health and wellbeing; on community pride and cohesion; and on individual aspiration and attainment
- The need for the sector to shift gear in its approach to developing and deepening the cultural offer, working together to make Cheltenham a truly innovative, creative place and destination where creative expression is fostered across the town and greater community engagement is enabled

The community also stated strongly that there needs to be:

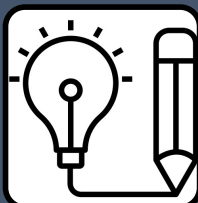
- More diverse expressions of culture and greater support for ethnically diverse communities locally
- Greater accessibility to venues and events, both financial and practical
- Better and more comprehensive marketing of cultural opportunities
- More space for cultural activity
- Greater involvement of young people in designing the cultural offer
- More live music

# Our Commitments



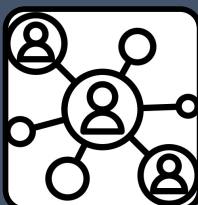
## *Forge partnerships and collaboration across the heritage, cultural and digital sectors*

- Technology is used creatively to bring Cheltenham's diverse social stories to life
- The heritage, cultural and tech communities collaborate to produce innovative and relevant events and experiences



## *Use culture and creativity to improve the life chances of our young people*

- Secondary school students across the county have a creative and tech careers offer which links them with a range of Gloucestershire organisations
- School-aged young people from diverse backgrounds report positive impact from participating in a range of creative and cultural activities



## *Promote equity of opportunity to help build inclusive and creative communities*

- Collaboration across cultural organisations enables greater inclusive practice
- A range of regular, creative opportunities are facilitated across the town which are inclusive by design and accessible to all



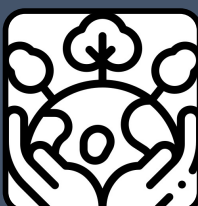
## *Celebrate and nurture our community, grass-roots creative talents and ambitions*

- The cultural quarter is a vibrant hub which supports and promotes local talent and participation
- Young people contribute to the design and production of cultural activities across the town



## *Drive our visitor economy and wider place brand*

- Cheltenham can quantify the value of the cultural sector to the local economy (social & economic)
- Cheltenham's cultural offer is communicated in ways which are compelling and coherent to residents and visitors



## *Use culture, creativity and innovation to contribute to the Cheltenham Zero and work collectively to address the climate emergency*

- Coordination between local sustainability groups enables a collective approach to planning, evaluation and reporting of progress towards Cheltenham Zero
- A range of creative and cultural initiatives inform and empower the community to take measurable steps to address the climate emergency

# Mechanisms & Measures

The Culture Board meets with person six times a year. Page 27

Each member of the Board gives a voice to the specific sector or interest group they represent (e.g. secondary schools, voluntary & charity sector organisations, music stakeholders). They are a point of contact, an ambassador, an agent for inclusion, a bridge-builder, and a catalyst for action within their sector.

The Board is supported by sub-groups (eg Festivals, Music, Strategy, Communications) which meet between meetings to progress Board actions and to share key issues, priorities, opportunities and initiatives.

Annual Action Plans detail how the Strategy will be progressed, monitored and evaluated. Annual Reports will detail the progress made.

Understanding and communicating the impact of the Board is an important element of the Strategy and supporting Annual Action Plans. Indicators will include:

- Case studies of individuals and groups
- Number of projects and programmes
- Funding achieved for collaborative place-based activity
- Positive impacts noted through surveys and interviews
- Social and economic impact
- Number of venues used for culture

# Who we are

Current membership is as follows:



*Ali Mawle  
Co-CEO Cheltenham  
Festivals  
(Chair of Cheltenham  
Culture Board)*



*Hilary Simpson  
Chair of Trustees  
Holst Victorian House*



*Louise Bardgett  
Project Manager &  
Programme Lead  
Create Gloucestershire*



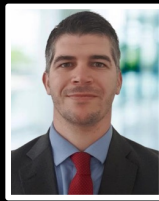
*Paul Milton  
Creative Director  
Everyman Theatre*



*Prof. Jackie Labbe  
Deputy Vice Chancellor,  
University of  
Gloucestershire*



*Lisa Edgar  
Head of Culture  
The Cheltenham Trust*



*Heath Gunter  
CEO  
Cheltenham BID*



*Sarah Bowden  
Director  
Hardwick Gallery*



*David Evans  
Advisor  
Cheltenham Education  
Partnership*



*Andy Hayes  
VCS Representative  
West Cheltenham  
Partnership*



*Reid Derby  
Director of Strategy &  
Community Engagement  
Cynam*



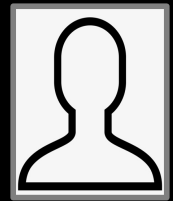
*Richard Gibson  
Head of Communities,  
Wellbeing & Partnerships  
Cheltenham Borough Council*



*Anna Saunders  
Director  
Cheltenham Poetry Festival*



*Niki Whitfield  
Cheltenham Open  
Studios*



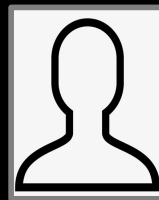
*Shivan Mistry  
Artist Development  
The MusicWorks*



*Florence Nyasamo-Thomas  
Founder / CEO  
Lives Of Colour*



*Curtis Fulcher  
Development Manager  
Libraries & Information*



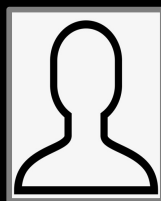
*Sue Silcock  
Chair  
Cheltenham Art Council*



*Cllr Max Wilkinson  
Cabinet member for Economic  
Development, Culture,  
Tourism and Wellbeing  
Cheltenham Borough Council*



*Helen Mole  
Head of Place Marketing  
& Inward Investment  
Marketing Cheltenham*



*Kieron Milsom  
General Manager  
Cheltenham*



*Claire Thayers  
Cheltenham Chamber of  
Commerce*

We hope the strategy inspires you to get in touch, get involved, and encourages as many people as possible to participate in making Cheltenham a place which celebrates creativity in all its guises; creates pioneering new work; contributes to our visitor economy; and is rich in opportunity for everyone.

*Ali Mawle  
Chair of Cheltenham Culture Board  
Co-CEO Cheltenham Festivals*



## TERMS OF REFERENCE

<b>Version</b>	<b>Changes</b>	<b>Author</b>	<b>Date</b>
1.1	Original	CCB	14/05/19
1.2	Revised	RG/AW/AL	31/10/22
1.3	Revised post board meeting	RG / AW / AL	24/11/22
1.4	Revised with Subgroup amendments	AL	12/01/23
1.5	Final Draft for approval @ board (09/02)	RG/AL	26/01/23

## 1. WHAT THE BOARD WILL DO

### The aim of the board is:

To set and deliver a cultural strategy for Cheltenham which makes demonstrable progress towards the Board's longer-term vision for the town:

*Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive*

### The board will achieve this aim through:

Creating a truly representative membership structure ensuring that a diverse range of cultural and community voices are heard

Building a strong and supportive alliance across Cheltenham's cultural and creative communities to aid communication, collaboration and capacity-building

Advocating for the central role of the creative and cultural sector in the town's economic and social future

Developing a shared leadership model to increase cultural capacity and ambition, and support Cheltenham's cultural ecology

Leveraging funding to deliver the agreed strategy

Commissioning, and analysing relevant data to inform its approach including audience data; community feedback and impact studies.

Cooperative relationship with [Cheltenham Economic Advisory Board](#) to support the link between culture, economy and inward investment.

### The board's values will underpin everything we do. The board will be:

- Supportive and collaborative in our work in order to drive forward the vision.
- Open to constructive challenge and discussion
- Accountable for the decisions it takes
- Outcomes orientated
- Environmentally aware doing all it can to minimise its impact on emissions and the on the wider environment
- Proactive in promoting inclusion and diversity across all its activities

The Culture Board is voluntary apart from the part-time Culture Board Facilitator role which is funded in 2023 by Cheltenham Borough Council. The Board is non-hierarchical although leadership is provided by a nominated Chair. Additional place-based funding may be sought in order to achieve the outcomes of the Strategy. This will be led by the most obvious organisation/individual and specific to the project, and devolved accordingly.

## **2. STRUCTURES AND ROLES – HOW THE BOARD WILL ORGANISE ITSELF TO DELIVER ITS AIM**

The board will create a representative membership structure ensuring that a diverse range of cultural and community voices are heard

In building this representative structure, it will draw together representatives with a diverse range of skills, knowledge and expertise to give their perspective in areas of culture, business, community and academia.

This will be achieved through setting up a number of board sub-groups. These sub-groups will help build a broader alliance and ensure delivery of the strategy alongside providing additional perspectives that will complement the work of the board.

It is also important that the board looks beyond its core membership and has an active relationship with other key stakeholders.

**Annex 1** lists current board membership

**Annex 2** lists current composition and membership of CCB Sub Groups

### **Expectations**

Board members will be expected to

- Provide valuable insight into the cultural issues affecting Cheltenham, as well as identifying best practice and learning from the wider sector.
- Give voice to the specific sector or organisation that they represent. They are a point of contact, an ambassador, an agent for inclusion, a bridge-builder, and a catalyst for action within their sector.
- Share the values of the board
- Send a well-briefed deputy if they are unable to attend a partnership meeting
- Be accountable for any actions that they agree to undertake on behalf of the partnership
- Attend a healthy proportion of meetings

### **Action planning**

The Board will develop an action plan that will set out how the Board will deliver against its agreed cultural strategy in order that the Board can demonstrate that it is making progress towards the Board's longer-term vision for the town.

The action plan, which will be refreshed on an annual basis, will set out what actions will be taken under each of the objectives and shared commitments. The actions will be identified for those to be taken in the next year, in the medium term and in the longer term.

The plan will also identify which person / organisation is responsible for the action and a timescale.

Progress against the action plan will be monitored via Board meetings at which those that are accountable for actions will be asked to supply updates.

**Chairing arrangements**

Ali Mawle CEO, Cheltenham Festival has agreed to be the initial Chair for an interim period until the strategy is agreed.

Following the agreement of the strategy, it is proposed that the chair is elected from partnership members and is then re-elected every 3 years

**Culture Board Co-ordinator role**

If funds permit, the board will appoint a co-ordinator. The purpose of the role is to support Cheltenham Culture Board shape its strategy and foster a truly collaborative approach to its successful implementation - engaging with a wide range of partners, making connections, identifying opportunities and securing resources and funding.

**3. MEETINGS & COMMUNICATION**

Meetings shall be held at least six times a year. Additional meetings may be called as required.

The agenda and minutes will be circulated within a reasonable timescale for members; internal communication will be through email correspondence and external communication will be shared as appropriate to the needs of the board.

Supporting the Board will be relevant sub groups focussed on operational delivery and are detailed in Annex 2

The board is not a decision-making body, however where decisions are required to progress the outcomes of CCB, this will be reached by a simple majority of voting members present.

If decisions are required, the board will need to be quorate, and a quorum will consist of at least half the number of members of CCB.

The Chair will be responsible for establishing meeting dates, agendas and attendance.

In addition, any board member may request a meeting, giving appropriate details and notice to members.

Draft notes and actions of each meeting will be circulated promptly to members for comment. The Chair will agree final notes and actions.

**Reporting**

The Board shall, at least once a year, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the members for approval. Once approved these will be made available to the public.



**CONFIDENTIALITY AND CONFLICTS OF INTEREST**

Members of the Board are subject to a duty of confidentiality and a duty to avoid conflicts of interest, in particular the exploitation of any property, information or opportunity.

Members are required to declare any conflict of interest in respect of relevant business interests, other appointments or connections with commercial bodies. The declaration is required on appointment and at any time during the execution of the board business, where a conflict of interest may arise.

If any member believes there is a conflict of interest, the relevant member will recuse themselves from relevant meetings for as long as is appropriate, at the discretion of the Chair.

**APPENDIX 1 MEMBERSHIP**

Current Membership of the Board

**Key cultural sectors:**

Festivals representatives	Anna Saunders
Visual arts representatives	Niki Whitfield and Sarah Bowden
Heritage representatives	Hilary Simpson and Laura Kinnear
Theatres / performing arts representatives	Paul Milton and Kieron Milsom
Music representatives	Shivan Mistry
Cross-cutting	Louise Bardgett and Sue Silcock
Tech representative	Reid Derby
Sustainability	Via Co-ordinator

**Key organisations**

GCC Libraries	Andy Shapcott
Cheltenham Trust	Lisa Edgar
CF	Ali Mawle
Cheltenham BID	Heath Gunter
Marketing Cheltenham	Helen Mole
Chamber of Commerce	Claire Thayers

**Voices of the community**

Elected VCS representative	Andy Hayes
Young person representative	TBA
Equitable futures representative	Florence Nyasamo-Thomas
CBC elected representative	Cllr. Max Wilkinson

**Education**

HE representative	Jackie Labbe – Glos Uni
Secondary Schools rep	David Evans Via Chelt Ed Partnership

Primary Schools rep	TBA Via Chelt Learning Partnership
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**Facilitation / Support**

CBC	Richard Gibson
Co-ordinator	Andrew Lansley

**The membership will be reviewed periodically, determined by a timescale agreed by the board, and relevant to the strategic direction of the Culture Board.**

## ANNEX 2

Current Membership of CCB Subgroups (as of 12/01/23)

Subgroup	Members	Role
Festivals	Anna Saunders <b>(Chair)</b>	Cheltenham Poetry Festival
	Ali Mawle	Cheltenham Festivals
	Graeme Merifield	Wychwood Festival
	Florence Nyasamo-Thomas	Lives of Colour Culture Fest
	Fiona Crouch	Performing Arts
	Andy Davies	Cheltenham Paint Festival
	Leslie Sheldon	Cheltenham Film Festival
Visual Arts	Louise Bardgett	Create Gloucestershire
	Florence Nyasamo Thomas	Lives of Colour
	Niki Whitfield	Cheltenham Open Studios
	Sarah Bowden	Curator, Hardwick Gallery
	Oliver Tipper/Lisa Edgar/Megan Humphries	Cheltenham Trust
Heritage	Hilary Simpson <b>(Chair)</b>	
	Laura Kinnear	Holst Victorian Society
	Caroline Waller	The Wilson
	Andrew Booton	Cheltenham Civic Society
	David Elder	Chelt. Local History Society
	Lisa Edgar	Cheltenham Trust
Music	Shivan Mistry <b>(Chair)</b>	The MusicWorks
	Tom Cleaver	Frog & Fiddle
	Michael Duffy	Cheltenham Festivals
	Liv Hudson Haddoway	Artist/Promoter
	Joe Barton	Independent Promoter
	Keanan	Artist
	Rachel Waters	Gloucestershire Music
Equitable Futures	Florence Nyasamo Thomas <b>(Chair)</b>	Lives of Colour
	Lucy Kalindawalo	CARE
	Naomi Ngosa	
	Lauren	GCHQ
Theatre/Performing Arts	Paul Milton	Everyman
	Kieron Milson	Playhouse
	Louise Bargett	Create Glos
	TBC	Chelt Com Choir
	TBC	Savoyards/CODS
	TBC	Phoenix Dance
	TBC	Leckhampton?
Tech	Reid Derby <b>(Chair)</b>	Golden Valley
	Hannah Brady	Squid Soup
	Devon Geary	CBI
	Illyana Mullins	Hub8
	Emma Whittle	Cheltenham Festivals
		Growth Hub

<b>Sustainability</b>	Andrew Lansley	Various (chair)
	Raechel Kelly	Planet Cheltenham / Vision21
	Becki Sillence	Cheltenham Zero
	TBC	Youth Network
	TBC	EF subgroup /CARE

<b>Feed in organisations with existing nomination processes</b>	
Sue Silcock	Cheltenham Arts Council
Andy Hayes	VCS
David Evans	CEP
Louise Bardgett	Create Gloucestershire
Various	Cheltenham Trust
Ali Mawle	Cheltenham Festivals & representative of Cheltenham Economic Advisory Board)
Andy Shapcott	Gloucestershire Libraries
Heath Gunter	Cheltenham BID

Objectives	Shared Commitments - by the end of 2027:	Where are we now?	What we will do over the next year (delivered 2023/24)	Who will do this?	Potential measures for the board
<p><b>Forge partnerships and collaboration across the heritage, cultural and digital sectors</b></p>	<p>Technology is used creatively to bring Cheltenham’s diverse social stories to life.</p> <p>The heritage, cultural and tech communities collaborate to produce innovative and relevant events and experiences</p>	<p>Cheltenham has rich heritage assets including a rich community heritage.</p> <p>Golden Valley Development is the opportunity to nurture the interaction of creative, cultural, and digital innovation.</p> <p>Realising the benefits for local talent, skills development and our wider creatives industries is going to be a critical measure of success for this strategy.</p> <p>The board is excited by its vision which entwines our heritage assets and organisations with our digital ambitions and be a place where arts, digital and heritage meet, and creative innovation happens.</p>	<p><b>DEFINITES</b></p> <p>Convene and coordinate a working group that will explore funding and planning options for the delivery of Cheltenham’s Holst celebrations in 2024</p> <p>Explore longer term funding options for coordinator role.</p> <p>Work with organisers to explore options to secure financial sustainability for Cheltenham Paint Festival</p>	<p>Holst 2024 Working Group</p> <p>Culture Board Coordinator</p> <p><i>Aline Jeffrey</i> <i>Reid Derby</i> <i>Niki Whitfield</i> <i>Louise Bardgett</i></p>	<p>No of collaborative projects developed and nurtured by the board</p>
			<p><b>ASPIRATIONS</b></p> <p>Identify ways of connecting and celebrating public and street art in Cheltenham via public art mapping / digital trail finding.</p> <p>Networking &amp; support for the launch of the Oakley digital story-telling centre – opening in late 2023.</p> <p>Identify opportunities for collaboration on a social story programme, including funding.</p> <p>Board input into the development of the social value proposition for Golden Valley.</p> <p>Board input into the development of a Cheltenham Heritage strategy.</p>		
<p><b>Use culture and reativity to improve the life chances of our young people</b></p>	<p>Secondary school students across the county have a creative and tech career offer which links them with a range of Gloucestershire organisations.</p> <p>School-aged young people and students from diverse backgrounds report positive impact from participating in a range of creative and cultural activity,</p>	<p>Consultees told us there needs to be a greater emphasis on giving young people greater ownership of their creative and cultural outputs, which is vital if we are to attract and retain young talent.</p> <p>This in turn will require the Culture Board be serious about the representation of young people on the Board.</p> <p>The board must also increase its work to support creative and cultural practice in local schools.</p> <p>An important foundation of future success will be how we connect the taught curriculum to the town’s cultural eco-system via talent development pathways.</p>	<p><b>DEFINITES</b></p> <p>The board will contribute to a working group between creative sectors and schools via CEP / LEAG / CEAB with a focus on pathways / apprenticeships.</p>	<p>Culture Board Coordinator</p> <p><i>Claire Thayers</i> <i>Louise Bardgett</i> <i>David Evans</i> <i>Education/Outreach sub-group:</i></p>	<p>No of projects which are being led by young people</p> <p>No of young people on the board</p> <p>No of projects developed in collaboration with local schools</p>
			<p><b>ASPIRATIONS</b></p> <p>Create a process to ensure young people are represented on the board.</p> <p>Explore joint comms and engagement process with primary and secondary schools in Cheltenham.</p>		

		The new Minster Exchange, gives us the opportunity to change the narrative and create a dynamic cultural space where young people are central to the programming and delivery of artistic output.			
<b>Promote equity of opportunity to help build inclusive and creative communities</b>	<p>Collaboration across cultural organisations enables greater inclusive practice</p> <p>A range of regular, creative opportunities are facilitated across the town which are inclusive by design and accessible to all</p>	<p>Consultation feedback requested that the board take cultural inclusivity in Cheltenham to a much higher level.</p> <p>The need is for long-term programmes of work, ensuring projects are inclusive, co-produced and empowering.</p> <p>Accessible community spaces can be a particularly important part of community engagement efforts. These can engage all our communities including those who do not usually participate in the arts and enable people to enjoy a quality and diverse cultural experience.</p>	<p><b>DEFINITES</b></p> <p>Build a collaborative approach to improving accessibility and inclusion using the doughnut advisory toolkit events (DATE)</p> <p>Carry out audit of cultural spaces and agree practical steps to improve accessibility and inclusion for following years</p> <p><b>ASPIRATIONS</b></p> <p>Continue to support the equitable futures subgroup in representing diverse voices across Cheltenham</p>	<p>Culture Board Coordinator</p> <p><i>Helen Mole Heath Gunter Lisa Edgar Florence Nyasamo-Thomas</i></p>	No of community engagement projects developed and nurtured by the board
<b>Celebrate and nurture our community, grassroots creative talents and ambitions</b>	<p>The cultural quarter is a vibrant hub which supports and promotes local talent and participation</p> <p>Young people contribute to the design and production of cultural activities across the town</p>	<p>There are a number of community and grassroots networks that are connected to the culture board via the sub groups.</p> <p>Ongoing work is being undertaken to review and refine the various organisations and stakeholders represented within this network.</p>	<p><b>DEFINITES</b></p> <p>Facilitate a public meeting to engage the community and grassroots talent in its wider strategy and action plan.</p> <p>The culture board will have an established online presence, and will have published its strategy and subsequent annual reports.</p> <p><b>ASPIRATIONS</b></p> <p>Board members and subgroups will commit to amplifying grassroots creative talents within their communities</p> <p>Work with Hub8 /Plexal to encourage community use and that youth led programming is embedded within its business model when MX opens in 2023</p>	<p>Culture Board Coordinator</p> <p><i>Louise Bardgett Andy Hayes Niki Whitfield Sarah Bowden Chelt Festivals Shivan Mistry</i></p>	No of grassroots and creative projects developed and nurtured by the board in order to enable progression
<b>Drive our visitor economy and wider place brand</b>	Cheltenham can quantify the value of the cultural sector to the local economy (social & economic)	<p>Growing our visitor economy will be enhanced by growing the quality, diversity, reach and coherence of our cultural sector to creatively animated year-round.</p> <p>The opportunity is to create a bigger sweet spot in terms of offers that work equally well for</p>	<b>DEFINITES</b>	<p><i>Head of Place Marketing &amp; Inward Investment</i></p> <p>Culture Board Coordinator (AL)</p>	Progress made to achieve year-round programming

	<p>Cheltenham's cultural offer is communicated in ways which are compelling and coherent to residents and visitors</p>	<p>visitors and residents by finding the best balance of unmissable cultural provision for visitors with the needs of residents</p> <p>And there is an opportunity to be creative in the spaces we use for culture, and make more creative use of the town's parks and gardens and empty retail units.</p> <p>Deeper collaboration will unlock greater future value from these assets for Cheltenham as a cultural hub, and cultural destination.</p>	<p><b>ASPIRATIONS</b></p> <p>Support the growth of Visit Cheltenham as the platform for sharing cultural / heritage / digital opportunities.</p> <p>Contribute to the National Tourism Provision review to ensure that Cheltenham culture is represented regionally, nationally and internationally.</p> <p>Board members and subgroups will commit to amplifying the cultural offer of Cheltenham.</p>	<p><i>Lisa Edgar / Cheltenham Trust</i></p>	
<p><b>Use culture, creativity and innovation to contribute to Cheltenham Zero and work collectively to address the climate emergency</b></p>	<p>Coordination between local sustainability groups enables a collective approach to planning, evaluation and reporting of progress towards Cheltenham Zero</p> <p>A range of creative and cultural initiatives inform and empower the community to take measurable steps to address the climate emergency</p>	<p>The board supports the target for Cheltenham to be a carbon neutral town by 2030.</p> <p>Cultural partners are committing, via this strategy to play their part in helping the town reach this goal and is excited to unlock the potential of culture to tackle climate change. This could create cohesion in ways that enable community-building and collective action.</p> <p>Artists and cultural voices drive public awareness and action; their work can be a powerful tool for climate mobilisation.</p> <p>Through public accessibility and trust, cultural institutions provide platforms for listening to communities and hubs of diverse and inclusive exchange, capacity building, and knowledge-sharing.</p>	<p><b>DEFINITES</b></p> <p>Establish sustainability sub-group to ensure a focus on the climate emergency throughout culture board discussions.</p> <p>Build a collaborative approach to improving sustainability using the doughnut advisory toolkit events (DATE)</p> <p>Carry out audit of cultural spaces and agree practical steps to improve sustainable practice for following years.</p> <p><b>ASPIRATIONS</b></p> <p>Collaborative comms between cultural organisations on the importance of addressing the climate emergency</p>	<p>Culture Board Coordinator</p>	<p>No of projects developed and nurtured by the board that contribute directly / indirectly to Cheltenham Zero</p>

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Overview and Scrutiny Committee work plan – 2023/24

Monday 4 <sup>th</sup> September 2023 (deadline 22 <sup>nd</sup> August)			
UBICO Annual Report	To consider the annual performance report, where Ubico are performing well, what challenges and risks they are facing and how these are being mitigated	Discussion paper	Karen Watson (Environmental Partnerships Manager), Cllr. Iain Dobie (Cabinet Member Waste, Recycling and Street Services), UBICO
Climate change pathway	To consider the progress of the pathway to net zero: what has been achieved, and what are the next set of initiatives?	Discussion paper	Laura Tapping (Climate Emergency Programme Officer), Cllr. Alisha Lewis (Cabinet Member Climate Emergency)
CBH emissions	To consider Cheltenham Borough Homes' report on their carbon footprint.	Discussion paper, emissions report	CBH officer/s, Cllr. Alisha Lewis (Cabinet Member Climate Emergency), Cllr. Victoria Atherstone (Cabinet Member Housing)
End of year performance review	Consider the end of year performance: have we achieved what we set out to, and if not, why?	Discussion paper	Ann Wolstencroft (Head of Performance, Projects & Risk)
Annual report	To consider the O&S Annual Report for 2022/23 before it goes to Council on 16 <sup>th</sup> October.	Annual report	Darren Knight (Executive Director Place and Communities)
Monday 2 <sup>nd</sup> October 2023 (deadline 20 <sup>th</sup> September)			
Monday 30 <sup>th</sup> October 2023 (deadline 18 <sup>th</sup> October)			
Tourism	To consider CBC's current tourism provision, how effective it is and what plans there are for further development.	Discussion paper, visitor economy data	Helen Mole (Head of Place Marketing and Inward Investment), Tracey Birkinshaw (Director of Community & Economic Development), Cllr. Max Wilkinson (Cabinet Member Economic Development, Culture, Tourism and Wellbeing)

# Overview and Scrutiny Committee work plan – 2023/24

<b>Monday 15<sup>th</sup> January 2024 (deadline 20<sup>th</sup> December)</b>			
<b>Monday 26<sup>th</sup> February 2024 (deadline 14<sup>th</sup> February)</b>			
<b>Monday 25<sup>th</sup> March 2024 (deadline 13<sup>th</sup> March)</b>			
<b>Monday 3<sup>rd</sup> June 2024 (deadline 21<sup>st</sup> May)</b>			
<b>Monday 1<sup>st</sup> July 2024 (deadline 19<sup>th</sup> June)</b>			

# Overview and Scrutiny Committee work plan – 2023/24

Items for future meetings			
Title	Objective	Format and expected date	Author
Public Art Panel	Consider its effectiveness, successes and difficulties faced	To be scheduled SWOT has been concluded	Tracey Birkinshaw (Director of Community & Economic Development) and Chair of Public Art Panel
North Place and Portland Street	Update on these sites	TBD	Paul Jones (Executive Director of Finance, Assets and Regeneration)
Business continuity	To consider the robustness of CBC business continuity arrangements in the event of a cyber incident, and update the cyber business continuity plan	TBD Discussion paper, FAQ responses	Darren Knight (Executive Director People and Change), Ann Wolstencroft (Program Manager, HR), John Chorlton (Chief Technology Officer, Publica)
Accessibility	How does the council ensure that accessibility is always carefully considered in CBC's decision-making, and implemented wherever possible?	TBD Discussion paper	TBD
Building Control	General overview and performance review	TBD	Ian Smith (Building Control Manager)
Community Infrastructure Levy Neighbourhood Panels	Cabinet Member Customer and Regulatory Services answers questions on the decisions over allocations, and presents a report evidencing the impact of allocations made with the investment.	Annual item (towards the end of the year)	Cllr. Martin Horwood (Cabinet Member Customer and Regulatory Services), Tracey Birkinshaw (Director of Community & Economic Development)

Annual Items		
Budget proposals for coming year	January	Chair of the Budget Scrutiny Working Group
End of year performance review	July	Ann Wolstencroft ( Head of Performance, Projects and Risk)
UBICO annual report	September	Karen Watson (Environmental Partnerships Manager), Cllr. Iain Dobie (Cabinet Member Waste, Recycling and Street Services), UBICO representative
Overview & Scrutiny annual report	September	Democracy Officer
Annual report of the Police and Crime Commissioner	September	PCC (Chris Nelson)
Publica annual report	October (after Publica AGM)	Jan Britton (Managing Director), Bill Oddy
CIL Neighbourhood Panels	Towards the end of the year	Cllr. Martin Horwood (Cabinet Member Customer and Regulatory Services), Tracey Birkinshaw (Director of Community & Economic Development)

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