

APPENDIX 1: Place Strategy – Influences

Cheltenham Economic Strategy	LEP Growth Strategy	JCS	Cheltenham Plan	University of Gloucestershire Strategic Plan	Gloucestershire County Council Community Safety review
Key Recommendations / Direction of Travel					
<ul style="list-style-type: none"> Establish approach and mechanism for communication, business engagement & advocacy Establish cyber security cluster Enable the development and delivery of a choice of high quality business premises Review the value and current use of local authority and government owned assets Safeguard key assets & recognise opportunities for redevelopment Investigate alternative delivery models for delivering land, premises, housing and infrastructure Establish a project pipeline for the most important 2 or 3 infrastructure, land and property projects 	<ul style="list-style-type: none"> Target for growth above the national average Development of the growth hub establishment of a Gloucestershire centre of excellence in Renewable Energy, Engineering & Nuclear skills (GREEN) – potential supply chain benefits to Cheltenham and growth of sectors locally Expansion of employment at M5 J10 Facilitating new areas of housing and employment growth in response to the county’s emerging local plans, including the M5 Growth Zone Support for tourism sector business Accelerated growth for sectors of nuclear energy, high tech manufacturing and knowledge intensive service – for Cheltenham focus on cyber industries 	<ul style="list-style-type: none"> Delivery of strategic employment and urban extensions Focus on identifying strategic infrastructure Establishes an economic strategy which for Cheltenham recognises strength of retail, tourism business and manufacturing and emerging growth of cyber industries Establish a green infrastructure network Policy framework for shaping place – design and sustainability, mixed and balanced communities, health and community Infrastructure plan and delivery Transport network and interventions Establishes framework for local plans 	<ul style="list-style-type: none"> Part 1 being progressed – economic strategy, portfolio of development sites and Local Green Space Part 2 – to include relevant development management policies 	<p>Currently in preparation. To be completed November 2016</p> <p>Will look at expanding in sectors of:</p> <ul style="list-style-type: none"> Cyber STEM (light/creative industries) Nursing and health Public service <p>Establish goals for transformation to position the University within the top 25.</p>	<p>To make recommendations about how to improve Community Safety (including safeguarding) within the County so that greater outcomes are achieved.</p> <p>To make recommendations about how to create greater integration and interface between all Community Safety related partners, partnerships, strategies and plans.</p> <p>To make recommendations for potential opportunities for multi-agency co-commissioning</p> <p>To make recommendations about the creation of a strategic community safety partnership for the county and how it will link to local delivery.</p>
What can the Place Strategy Offer/Add Value?					
<ul style="list-style-type: none"> Co-ordination of key partners around key priorities Identification of key pipeline projects & infrastructure Consider opportunities for shared working and options for delivery vehicles Establish priorities for CDTF Act as a lobbying platform for government /external funding 	<ul style="list-style-type: none"> Co-ordination of key partners around key priorities Identification of key pipeline projects & infrastructure Act as a lobbying platform for government / external funding 	<ul style="list-style-type: none"> Co-ordination of key partners around key priorities Identification of key pipeline projects & infrastructure Set priorities for green space projects/interventions Provide local definition sitting underneath strategic JCS policy on definition of place and what it means for Cheltenham 	<ul style="list-style-type: none"> Inform preparation of part 2 of the Cheltenham plan which may lead to policy interventions on place shaping/ infrastructure priorities/master planning/green infrastructure provision 	<ul style="list-style-type: none"> Co-ordination of key partners around key priorities Link between economy and education Recognising important role university plays as an anchor within the region 	<ul style="list-style-type: none"> Coordination of CBC / partnership activities within Cheltenham to ensure a continued focus on community safety and safeguarding.

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Gloucestershire County Council Strategic Plan	Cheltenham Partnerships Action Plan	Tourism Strategy	Restorative approach	Cheltenham Trust Strategic Plan	Housing & Homelessness Strategy
Key Recommendations / Direction of Travel					
<p>GCC has a 4-stage approach that describes how the Council works with individuals, families and communities to make sure that they are able to be there for the most vulnerable people when they most need our help.</p> <p>Being where we're needed most</p> <ul style="list-style-type: none"> • Providing specialist support for those who really need our help. • Targeting long-term care on people with complex needs. <p>Getting people back to independence</p> <ul style="list-style-type: none"> • Providing intensive support for a quick recovery following injury or trauma. • Effective short-term interventions that let families help themselves. <p>Active Communities</p> <ul style="list-style-type: none"> • Investing in community capacity and building on existing support. • Providing support for people to do more for themselves, their families and their communities. <p>Active Individuals</p> <ul style="list-style-type: none"> • Helping people to make the right life choices like being fit and healthy. • Signposting people to what they need within their own communities. 	<p>Cheltenham Partnerships are focusing their efforts on four key outcomes for 2016 and 2017 Our over-arching outcome:</p> <p>Strengthening the emotional wellbeing and resilience of all Cheltenham residents so that they can:</p> <ul style="list-style-type: none"> • Lead healthy lives • Live in strong and safe communities • Secure and sustain employment <p>Supported by three other outcomes:</p> <ul style="list-style-type: none"> • We will work to promote healthy lifestyles across all communities in Cheltenham • We will work to encourage more people to get actively involved in their communities so that people live in strong and safe communities • We will work to ensure that everyone has an opportunity to contribute to Cheltenham's economy 	<p><u>Working environments</u> - Cheltenham's visitor economy is strategically and sustainably developed and supported.</p> <p><u>Working partnerships</u> - Partnerships are active and dynamic in driving the vision and delivery for tourism in Cheltenham.</p> <p><u>Product development</u> - Refine and enhance Cheltenham's offer for visitors.</p> <p><u>Market development</u> - Grow the visitor economy through targeted marketing communications programmes & systems.</p>	<p>The restorative approach is a set of values and ideas about working with children, young people, families, communities, colleagues and partner organisations.</p> <p>Central to it is how we build, maintain and repair relationships and how we do things 'with' others not just 'to' or 'for' them. The restorative approach involves high support and challenge. It offers a common thread to tie together theory and practice in diverse fields including education, criminal justice, social work and organisational management. It is about being fair and inclusive and as a result, building trust and commitment, bringing cooperation and driving performance.</p> <p>Restorative 'practices' are practical interventions that apply this broader restorative approach. For example, restorative circle-time; mediation; restorative justice; Family group conferences; solution focused brief therapy; restorative responses to complaints and grievances etc.</p>	<p>The Trust deliver a set of three outcomes for CBC</p> <p>A. People in Cheltenham lead healthier, fulfilling and active lives</p> <p>A1. People take regular exercise A2. People make lifestyle choices to improve their own health and wellbeing A3. People can participate in activities regardless of age or ability</p> <p>B. People in Cheltenham are inspired to take part and gain valuable skills and experiences</p> <p>B1. People of all ages learn new skills and develop their knowledge B2. People of all abilities and backgrounds participate in learning activities B3. People contribute to the health and wellbeing of their communities</p> <p>C Cheltenham is seen as a world class place to live, work, study and visit</p> <p>C1. Cheltenham is recognised as an inspiring cultural and tourist destination C2. Cheltenham's heritage & cultural assets and environment are protected, enhanced and enjoyed C3. Cheltenham is open and accessible to all</p>	<p><u>The Vision</u> Our vision is for residents to be able to access and maintain suitable, affordable accommodation within communities that are safer, stronger and healthier.</p> <ul style="list-style-type: none"> • Priority 1: To increase the provision of Affordable Housing • Priority 2: To make best use of existing housing stock • Priority 3: To improve access into suitable, affordable accommodation and helping households to stay in their homes for longer • Priority 4: To tackle the causes of homelessness • Priority 5: To create stronger, safer and healthier communities
What can the Place Strategy Offer/Add Value?					
<ul style="list-style-type: none"> • Link this approach to our thinking on health and care provision within the overall theme "<i>People choose to live in thriving communities</i>" 	<ul style="list-style-type: none"> • Ensure linkages between the theme "<i>People choose to live in thriving communities</i>" and the work-streams set out in the action plan 	<ul style="list-style-type: none"> • The place strategy should enable us to articulate a joined-up vision that links tourism strands with economic development, culture, education and living 	<ul style="list-style-type: none"> • This approach is becoming widespread in Gloucestershire and we could adopt this way of thinking into the way we approach the theme "<i>People choose to live in thriving communities</i>" 	<ul style="list-style-type: none"> • The Trust is a key partner. The Place Strategy offers the opportunity to align activities against key outcomes 	<ul style="list-style-type: none"> • The place strategy needs to ensure that there is joining up between the economic growth and housing agendas

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Cheltenham Corporate Strategy	Strength-based working	Cheltenham Asset Management Plan	GCC LTP (2015 – 31)	Cheltenham transport Plan	Civic Pride Urban Design Framework SPD
Key Recommendations / Direction of Travel					
<p>For the purposes of corporate strategy 2016-17, we have focused our efforts on three high-level outcomes covering the issues that matter most to our residents, businesses and visitors. We also have an internal “transformation” outcome covering commissioning, asset management and financial management. The outcomes are:</p> <ul style="list-style-type: none"> • Cheltenham's environmental quality and heritage is protected, maintained and enhanced • Sustain and grow Cheltenham’s economic and cultural vitality • People live in strong, safe and healthy communities • Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents 	<p>The gap is around preventing people from getting to the cliff-face in the first place and we are committing to use and learn from the strengths-based community development approach on projects that will build on the skills, power and resources in local communities to create true citizen-led projects.</p> <p>A strengths-based approach starts from a place of possibilities, strengths and capacities as opposed to problems and deficiencies. Our local communities have significant skills, power and resources that can be harnessed to make Cheltenham a better place.</p>	<ul style="list-style-type: none"> • Bridging the Gap • Helping making a more beautiful & vibrant place • Support for economy, culture & voluntary sector • Housing growth • To use our assets to sustain and grow Cheltenham’s economic and cultural vitality and make a positive contribution to people’s lives. 	<ul style="list-style-type: none"> • Countywide strategy • Connecting places strategy • Thematic policy • 4 objectives – economy; community connectivity; environment; health. 	<ul style="list-style-type: none"> • Introduction of 2-way working to calm speeds; break the 1-way ring; offer easier access to key car parks; • Calmer traffic movement giving easier pedestrian and cycle access. • Better bus access – reduced journey distances and times. • Release of space for public realm 	<ul style="list-style-type: none"> • Statutory basis for co-ordinated approach to UD, Transport and Public Realm in town centre. • UD principles • Movement strategy • Green structure • Public space opportunities • Street furniture quality principles • Public art in public spaces • CBC town centre property opportunities
What can the Place Strategy Offer/Add Value?					
<p>The place strategy will set a wider vision and outcomes for the health and wealth of Cheltenham. Within this, CBC will identify its own priorities for action and produce and sign-off an action plan and associated performance measures</p>	<p>Ensure place strategy helps build better communities by providing support so that groups can:</p> <ul style="list-style-type: none"> • Identify and mobilise existing, untapped or undiscovered assets; • Build better and deeper relationships, • Harness the attributes and skills behind informal networks and local associations. 	<ul style="list-style-type: none"> • Direction for property initiatives which deliver place objectives – land use; quality; community enrichment; development opportunities; street furniture management. 	<ul style="list-style-type: none"> • The local economic basis for transport initiatives • Local direction for creating places for people, and robust environmental application of principles. • Local opportunities for management and delivery. 	<ul style="list-style-type: none"> • Co-ordination of key partners • Inform use and design of public space made available • Guide transport mode choices. 	<ul style="list-style-type: none"> • Co-ordination of key partners • Identify and define objectives for further key projects • Update principles

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Cheltenham Car Parking Strategy	Cheltenham Festivals Strategic Plan	Gloucestershire Airport Business Plan 2015 -2018	Health – Sustainability & Transformation Plans	Cheltenham Green Space Strategy	Cheltenham & Tewkesbury Social, Sport & Open Spaces Study
Key Recommendations / Direction of Travel					
<ul style="list-style-type: none"> Work in preparation 	Not on website	<p><u>Vision</u> <i>“Manage the operation and development of the Airport in a manner aimed at delivering environmentally sustainable and profitable growth, supporting the sub-regional economy and delivering financial returns to the shareholders”</i></p> <p>Business plan is a 3 year growth based plan with priorities to;</p> <ul style="list-style-type: none"> provide more high quality hangarage to support growth in the number of based aircraft and growth in the business overall support aerospace related development growth with regard to targeted commercial air services 	<p>The STP for Gloucestershire has 4 emerging priorities</p> <ul style="list-style-type: none"> Enabling active communities Clinical programme approach Reducing clinical variation One Place, One Budget, One system <p>The EAC framework has three priorities:</p> <ul style="list-style-type: none"> Creating a culture of utilising opportunities - using our existing assets e.g. our workforce, our buildings and our existing services / community hubs Creating a knowledgeable community - building knowledge and resilience within individuals and communities and to ensure effective provision of advice and information Developing local solutions – working with communities to identify local needs and how these might be better met using new or existing partnerships. 	<p>Provides an audit of green space and biodiversity across the Borough. The strategy joins-up the various elements of green space provision and management with strategic land management, sustainability, biodiversity, and resilience to climate change. The document is used to inform assessments of playing pitch provision and open spaces; and helps guide management and investment decisions relating to green spaces made by the Council.</p> <p>The strategy was published in 2009, covering a period to 2024. Key parts of this strategy will be replaced by the Cheltenham & Tewkesbury Social, Sport & Open Spaces Study.</p>	<p>Study in preparation.</p> <p>Borough wide assessment of open spaces and community facilities to include;</p> <ul style="list-style-type: none"> Needs and assets assessment Policy recommendations Recommendations on governance <p>The study will include separate analysis for identified strategic sites.</p> <p>The outcomes will provide a clear baseline for playing pitches, open spaces and community facilities which in turn informs future policy and investment decisions.</p>
What can the Place Strategy Offer/Add Value?					
<ul style="list-style-type: none"> Set the strategy in a broader context and give direction to initiatives 		<ul style="list-style-type: none"> Recognise role of airport in the strategic infrastructure of economy of Cheltenham Align priorities for growth 	<ul style="list-style-type: none"> Help co-ordinate activities of partners in the context of understanding local needs 	<ul style="list-style-type: none"> Recognising importance of green environment in defining place and how this is interpreted within the context of Cheltenham 	<ul style="list-style-type: none"> Recognising importance of green environment in defining place and how this is interpreted within the context of Cheltenham Take forward key deliverables through place strategy action plan

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CDTF Business Plan 2016 – 2019	Latham studies	A Local Model for Sustainable Communities	M5 Junction 10 Task Group	Community Infrastructure Levy	
Key Recommendations / Direction of Travel					
<ul style="list-style-type: none"> Support Cheltenham’s economy & sustainable devt. by bringing together private and public sector Property opportunities (public and private) Transport enhancements Public realm quality 	<ul style="list-style-type: none"> Civic pride goal -‘make Cheltenham the most beautiful town in England’ Improve ‘gateways’ into the town Improve pedestrian movement in the town Improve vehicle flow around the town Identifies individual public realm improvement opportunities <p>Ambitions-</p> <ul style="list-style-type: none"> ‘a place that attracts’ ‘an historic town that looks to the future’ ‘an accessible & walkable town’ ‘a place for working, learning, living & leisure’ ‘a community at ease with itself’ 	<p>Model work up through partnership working with CBH, Bromford and Sovereign. The purpose of the document is to establish a framework within which to support conversations with developers and landowners on the building blocks of creating sustainable communities - decent housing and good transport connections, non-physical factors like strong social networks and personal wellbeing make the real difference between a community succeeding and flourishing or not.</p> <p>The model establishes an approach to place making including examples of intervention, governance etc.</p>	<p>Partner task force established chaired by CEX of Tewkesbury borough. Includes representative of Cheltenham Borough Council, LEP, business community, Highways England and Gloucestershire County Council.</p> <p>Work commissioned to establish the business case for an all movements junction.</p>	<p>As almost all development has some impact on the need for infrastructure, services and amenities, this tariff-based approach is an effective, quicker and fairer framework to fund new infrastructure to support growth.</p> <p>Progress being made on Cheltenham CIL with examination scheduled November 2016.</p>	
What can the Place Strategy Offer/Add Value?					
<ul style="list-style-type: none"> Co-ordinate key partners Establish direction of travel across a broader range of themes Give CBC focus on CDTF objectives & initiatives 	<ul style="list-style-type: none"> Provide a coordinated approach & rationale for public realm changes Provide a methodology for delivery Link public realm improvements into a wider agenda 	<ul style="list-style-type: none"> Take forward the key themes of sustainable communities Build these themes into the Place Strategy action plan and help facilitate co-ordination of partners to help delivery. 	<ul style="list-style-type: none"> Identify priorities for strategic infrastructure and help facilitate the delivery. 	<ul style="list-style-type: none"> Inform future discussions with members on priorities for spend of CIL Inform discussion with local communities on priorities for spend of CIL 	