

# ***Discussion Paper***

## **Overview and Scrutiny Committee**

**26 February 2018**

### **Development of the Place Strategy**

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 Council on 27th March 2017 agreed a place-making vision for Cheltenham and that this would form the basis of an action plan that would come back to Council in March 2018 along with the Council's Corporate Strategy 2018-19.
- 1.2 The agreed vision was:  
"We want Cheltenham to be a place where everyone thrives. We will do this by linking our heritage to an exciting future by being;
  - Creative
  - Pioneering
  - Nurturing
  - Connected and re-connected"
- 1.3 Council also agreed that the place strategy action plan will deliver the following four outcomes:
  - Businesses thrive in Cheltenham
  - Culture thrives in Cheltenham
  - People thrive in Cheltenham
  - Communities thrive in Cheltenham
- 1.4 Work has been progressing to develop the place strategy over the past few months; in terms of partner and stakeholder engagement the place strategy has been discussed at a Civic Society Conference held in June and at a number of partnership meetings held over the Summer and Autumn. We have also held discussions with local businesses and are about to hold discussions with cultural partners.
- 1.5 The place strategy outcomes are already helping to shape some of our key projects such as the 5 year tourism strategy, the Cheltenham Town Hall project and how we best improve our public realm.

#### **2. What is the place strategy**

- 2.1 Cheltenham's place strategy will set out:
  - A collective assessment of the challenges that the town faces, and the strengths we can build on.
  - A shared vision for Cheltenham –setting out our ambitions for the kind of town we want Cheltenham to be in the future.
  - A framework for action – what are the priority projects that will make the biggest impact on

our outcomes and ambitions

- 2.2** Whilst Cheltenham Borough Council will take the lead in its development, we want the strategy to be owned by everyone who has a stake in the success of Cheltenham. As such the strategy will:
- Harness the ambitions for success shared by local businesses, agencies and organisations
  - Reflect the pride that people living in Cheltenham feel for their town, and
  - Tell a story of ambition to the outside world, both nationally and internationally, to those people wishing to visit, study in or invest in Cheltenham.
- 2.3** Members of Overview and Scrutiny Committee may wish to refer to the March 2017 Council report to remind themselves of the engagement work undertaken to define the place-making vision.

### **3. The draft place strategy**

- 3.1** Last month's O+S Committee received a presentation about the key elements of the place strategy, namely:
- The key challenges that we want to address;
  - The proposed vision and outcomes;
  - The proposed key themes and ambitions for each outcome;
  - An analysis of key themes against the outcomes to identify a set of priority issues.
- 3.2** This was one of a number workshops held in the previous month. These included:
- CBC service managers 25.1.18
  - Cheltenham Strategic Leadership Group 29.1.18
  - Cultural providers 31.1.18
  - Partnership workshop 6.2.18
- 3.3** The comments received from these workshops have all helped to shape the latest draft of the place strategy which is attached as appendix A.
- 3.4** The structure of the place strategy has evolved to provide a more robust framework for the action plan. The structure is as follows:
- 3.5 A vision:**
- Cheltenham is a place where all our people and the communities they live in thrive
  - Cheltenham is a place where culture and creativity thrive and are celebrated and enjoyed throughout the year
  - Cheltenham is a place where businesses and their current and future workforces thrive
  - Cheltenham is a place where everyone thrives, without exception
- 3.6 Three ambitions:**
- Cheltenham is the most digitally enabled town
  - Cheltenham champions physical and mental wellbeing
  - Cheltenham has an international reputation for culture, heritage & sport
- 3.7 Nine aspirations based around the following themes:**
- Enabling resilient and welcoming communities
  - Housing
  - A feeling of safety

- Education and skills
- Digital and transport connectivity
- Business space & support
- Cultural assets
- Marketing
- Environment

### **3.8 Four values:**

- Being nurturing
- Being sustainable
- Being pioneering
- Being connected

**3.9** The action plan is structured around the vision, ambitions and values and sets out some indicative projects that will help deliver the vision.

**3.10** It is important to note that this is still a working document and there will be more work to do to finalise the document before it goes to Council at the end of March 2018.

## **4. Questions for Scrutiny**

**4.1** Does the proposed structure help identify the key actions.

**4.2** Do the ambitions feel like the right ambitions to prioritise within the place strategy.

**4.3** Do the actions feel like the right actions to be included within the place strategy.

## **5. CBC Corporate Strategy 2018/19**

**5.1** Development work on the 2018/19 corporate strategy is underway, though is not ready yet to share with Overview and Scrutiny. As the input of members is valued, it is proposed to organise a members' seminar in mid-March to ensure that members' view are captured as part of the process.

## **6. Next Steps**

**6.1** Comments from Scrutiny will be addressed in the revised place strategy and action plan which will go to Cabinet on 6 March 2018 before the final version goes to Council on 26 March 2018 for final approval.

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<b>Background Papers</b>	Place Strategy - Cheltenham Placemaking Vision – Report to Council; 27 March 2017
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<b>Accountability</b>	Leader of the Council
<b>Scrutiny Function</b>	All
<b>Attachments</b>	Appendix A – draft place strategy