

**Working draft
Cheltenham's Place Strategy
Overview and Scrutiny Committee
26 Feb 2018**

DRAFT

Cheltenham is an amazing place that many of us are incredibly passionate about.

We have grown from our humble medieval origins to a buzzing borough of 115,000 people

We are about to enter another period of significant change for the town, making the most of this growth is going to be absolutely critical for our future success.

A range of organisations have come together to help define what Cheltenham should feel like and look like in the future. We are calling this our Vision for Cheltenham

We hope you will take time to contribute your voice to the conversation.....

In this plan, you will find out more about the following:

- **What** our vision is for the future of Cheltenham
- The reasons **why** we need a vision for Cheltenham;
- The four values that help us think about **how** we are going to deliver the actions
- Three ambitions and nine aspirations that help us think about **what** actions we will need to take to deliver the vision
- An action plan that sets out **what** we are going to deliver the actions.
- **How** we will know whether we have been successful or not

WHAT is our vision for Cheltenham?

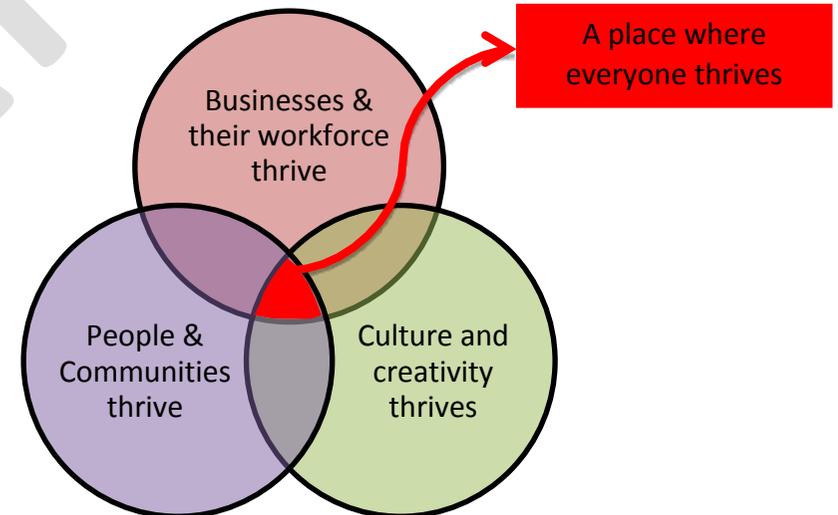
Our vision is:

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



WHY a vision for Cheltenham?

Over the next decade, Cheltenham is set to grow. The Gloucester, Cheltenham and Tewkesbury Joint Core Strategy sets out a housing target of at around 11,000 new homes to be built in Cheltenham up to 2031 along with a target of around 55ha of new employment land.

We believe that Cheltenham is an amazing place. But we have three issues where we believe Cheltenham can do better and, if we want to deliver our vision of Cheltenham being a place where everyone thrives, during a period of significant growth, we need to take action.

1) We have a relatively affluent economy that supports around 72,000 jobs in a range of industries including defence, aerospace, electronics and the visitor economy. Our key growth sector is cyber industries and given our relationship with GCHQ we are in a unique position to use this sector to drive our ambition in super-fast digital connectivity, innovation in technology and productivity.

We have a strong educational sector with a range of providers. As Cheltenham engages with the growth agenda there is an increasing demand for a skills and apprenticeships.

But we know we need to do more as our rate of economic growth and jobs growth is below the average. Worklessness rates in parts of Cheltenham remain higher than they should be. We also need to ensure that all our residents are able to access good quality jobs through having the right education and skills.

Our vision is that Cheltenham is a place where businesses and their workforce can thrive

2) Cheltenham already has an international reputation as a thriving centre for culture, heritage and sporting events. Our most famous festivals include the Cheltenham, Literature Festival with ticket sales of xx and the Cheltenham (Gold Cup) Festival that has ticket sales of approx. 250,000. Embracing culture in its broadest sense, we celebrate the best of literature, art, music, sport and science from the most avant-garde to the most accessible and mainstream.

There is so much potential to build on these, to use creativity as an inclusive tool to stimulate the local economy, attract visitors, engage young people, and reach out to all communities.

But cultural providers are worried by their longer term funding challenges and also feel that the town does not fully optimise the power and potential of the creative economy and cultural activities to be central to Cheltenham's success.

We want Cheltenham to be a place where culture and creativity thrives

3) We have many diverse communities in Cheltenham that are supported by a vast range of voluntary and community groups such friends of groups, resident associations, partnerships and parish councils. Working with community groups has delivered some fantastic outputs, for example the BMX pump-track in Leckhampton, the restoration of the Pittville gates and the annual Midsummer Fiesta.

But we know that we need to do more; whilst the borough has areas that are amongst the most affluent in the country, there are parts of the borough that are in the 10% most deprived areas nationally. But we know that we need to do more to retain our young people as forecast tell us that by 2029 there will be proportionally more older people (over 65s) than young people (18 and under) living in Cheltenham. This is not helped by the high cost of housing in Cheltenham and difficulties of affordable and quality rented accommodated on secure tenancies. We therefore need to bring forward the right type of housing to support the growth in employment; this includes delivery of housing that is affordable, accessible, safe and secure.

We want Cheltenham to be a place where people and communities can thrive

By addressing these long-term challenges, working together and seizing the opportunity that this new growth can bring, we will make sure Cheltenham remains an amazing place into the future and be a place where everyone thrives

Taking action to deliver our vision

Our ambitions

To help us think about the right actions we need to take to deliver our vision, we have committed to three ambitions for Cheltenham; these are ambitions that we want our residents, our businesses and our organisation to be proud of. These are the ambitions that we want Cheltenham to be known for.

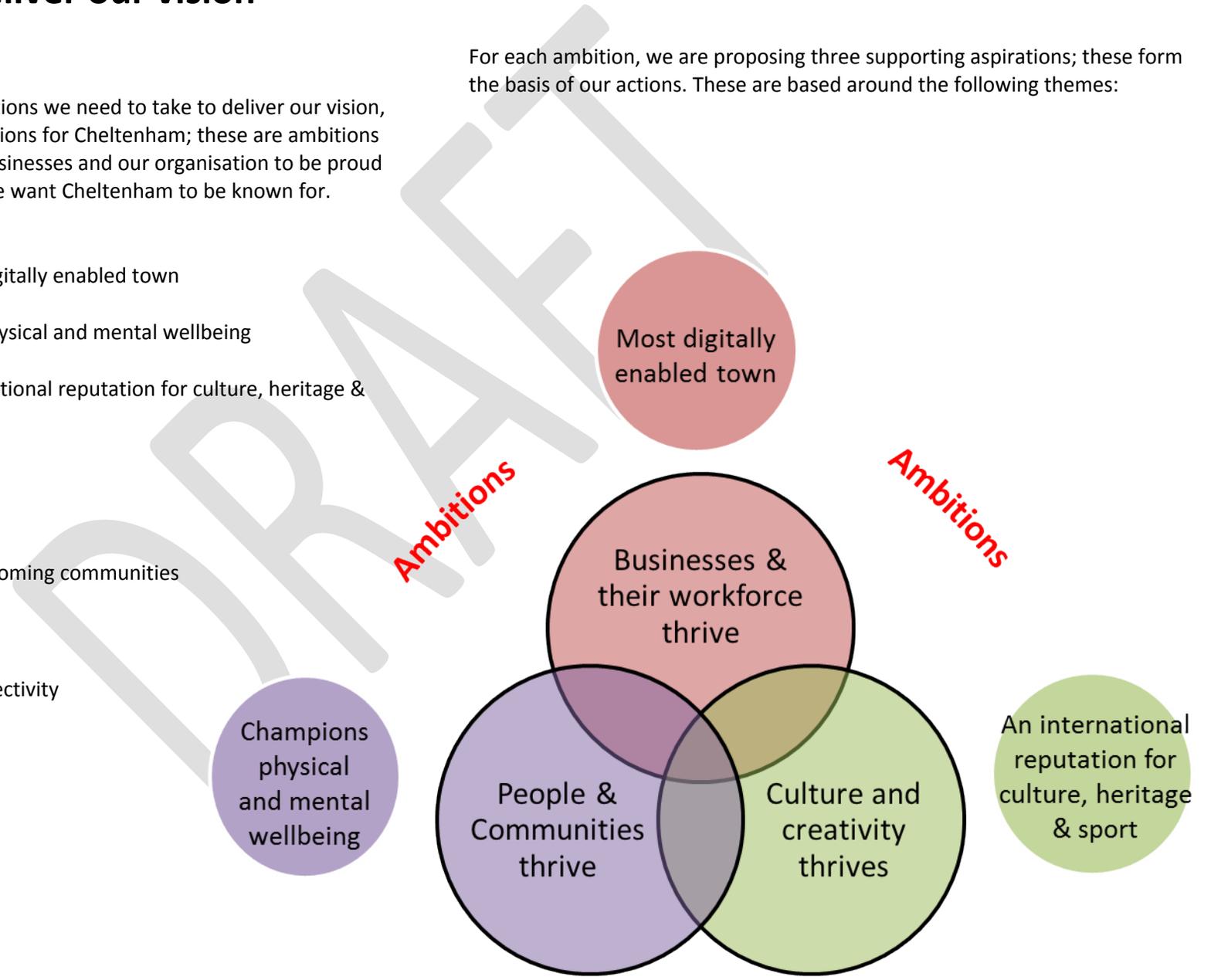
The ambitions are:

- Cheltenham is the most digitally enabled town
- Cheltenham champions physical and mental wellbeing
- Cheltenham has an international reputation for culture, heritage & sport

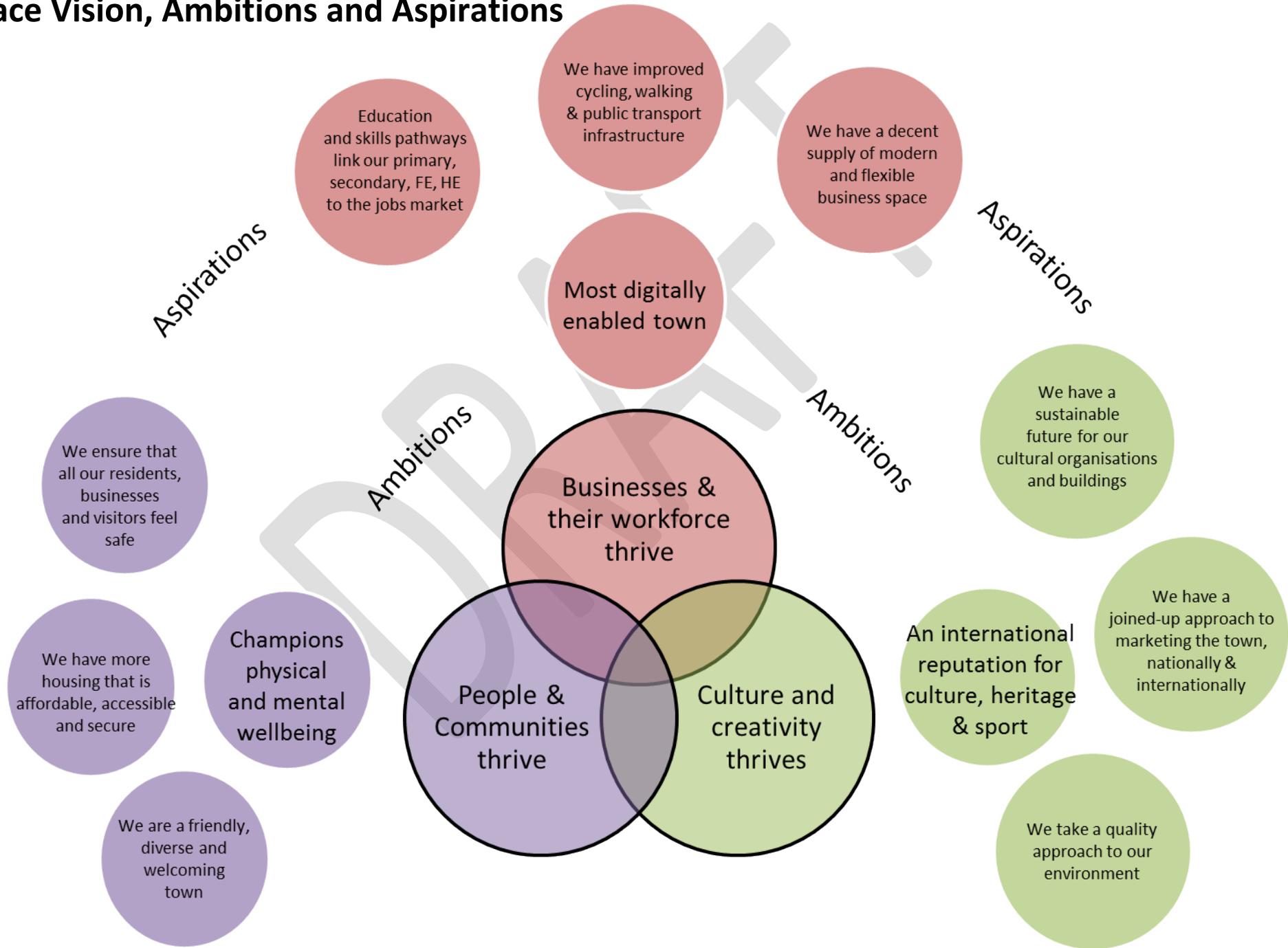
For each ambition, we are proposing three supporting aspirations; these form the basis of our actions. These are based around the following themes:

Our aspirations

- Enabling resilient and welcoming communities
- Housing
- A feeling of safety
- Education and skills
- Digital and transport connectivity
- Business space & support
- Cultural assets
- Marketing
- Environment



Place Vision, Ambitions and Aspirations



Place Strategy – proposed actions

Vision		Ambitions		Supporting aspiration		Possible actions	
Cheltenham is a place where everyone thrives	Businesses and their workforce thrive	Cheltenham is digitally enabled and better connected, where residents, businesses and visitors benefit from fast and secure digital infrastructure.	Facilitate the delivery of the national cyber security centre				
			Cheltenham invests in education and skills pathways that link our primary, secondary, FE, HE and community providers to the opportunities of the Gloucestershire economy	Create a pioneering cyber security skills pathway links the primary, secondary, FE and HE educational offer to the needs and resources of the new cyber security centre.			
			Cheltenham has a supply of modern and flexible business space to meet the demands of existing businesses and the demands from businesses wishing to relocate to the town	Through promoting inclusive growth, employment and training initiatives are created that link local residents to growth			
			In Cheltenham we have improved the connectivity and use-ability of our cycling, walking and public transport infrastructure so that motor vehicles no longer dominate Cheltenham's roads	Deliver a transport plan focussed on increasing connectivity across the town, easing congestion through encouraging modal shift			
	People and communities thrive	Cheltenham champions physical and mental wellbeing for all	Invest in the town's wellbeing infrastructure including opportunities for leisure-at Cheltenham to be a sporting hub and increase opportunities community based health and wellbeing projects				
			Cheltenham is committed to taking action to ensure that there is more housing that is affordable, accessible and secure	A review of options for a step-change in the pace of delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness			
			Cheltenham takes collective action to ensure that all our residents, businesses and visitors feel safe	Commitment to a joined-up approach to safeguarding children and adults that will nurture and support those that are most vulnerable through strengths-based approaches			
			Cheltenham is known as a friendly, diverse and welcoming town that is a product of our collective commitment to build strong, cohesive communities	Commitment to creating sustainable communities in both new residential developments and in our existing communities.			
	Culture and creativity thrive	We have an international reputation for our year round programme of cultural, heritage and & sporting events	Build on the opportunities of Cheltenham Festival of Cycling, the World War 1 centenary commemorations and festivals of light to aim for a year round programme of events.				
			Cheltenham takes a quality approach to the its environment, its parks, gardens and green spaces, its built environment and the public realm	Deliver significant investment into our town centre public spaces that will increase the enjoyment of using the town centre for residents, shoppers and visitors			
			By placing our cultural offer centre stage in our wider offer, Cheltenham creates a sustainable future of its cultural organisations and buildings	Develop a new vision and masterplan for Cheltenham Town Hall that enables a significant increase in our festival and events programme			
			Cheltenham benefits from a joined-up approach to marketing the town, nationally and internationally that appeals to both investors and visitors but that also builds civic pride for residents.	Create a new delivery model that supports collaborative action on how we best maximise the visitor economy through marketing Cheltenham as a world-class visitor destination			

Our values

To help us think about how we respond to the long-term challenges, we have developed four values that will guide how we work. Whilst the values are challenging and forward-looking, they are also part of the place, grounded in the history and heritage of Cheltenham.

Our values...being sustainable

- Resource-wise
- Low-carbon
- Bio-diversity
- Recycle

Cheltenham has a long tradition of stimulating local environmental action; from the mid90s, local charity Vision 21 was at the forefront of promoting sustainable development in Cheltenham and beyond.

By adopting the value of sustainability we are recognising that our long term success as a town relies on both protecting and enhancing the environmental resources that underpin it, and paying due regard to social needs.

Our values....being pioneering

- Enterprising
- Creative
- Aspiring
- Inventive

Cheltenham's founding father, the Manx-born Captain Henry Skillicorne, took an unprepossessing village on the edge of the Cotswolds and by the sheer pioneering force of his will began developing the spa and the town around it.

At the end of the eighteenth century, Edward Jenner sent the first vaccines around the world from here. In the 1940s, George Wilkinson and John Moore starting the longest-running literature festival in the world.

The list goes on. Cheltenham was founded by and thrives on these pioneering spirits. It is natural for us to continue this work, taking similarly pioneering, bold, risk-taking approaches to help everyone to thrive here.

Our values...being nurturing

- Enabling
- Inspiring
- Inclusive
- Kindness

Cheltenham is a beautiful, historic spa town based on the health giving nature of our waters, it's a gracious, green town with broad streets and generous public spaces, fine educational establishments and an exceptional quality of family life.

We're not complacent. We're building on and distributing this shared inheritance, through our festivals supporting and nurturing emerging and local talent, our business initiatives and our powerful network of charities. We will support, celebrate and nurture the local and visitor economy, our communities and young people, so that everyone thrives.

Our values...connecting & re-connecting

- Linking
- Uniting
- Community
- Relationships

We've always prided ourself on our connectivity. Always an important staging post, we had the fastest train route in the world in the 1930s with the "Cheltenham Flyer". Our digital and tech connectivity is assured with the influence of GCHQ and the launch of the Cheltenham Cyber Hub. It's no coincidence that Cheltenham and Gloucester were chosen as the first towns in the UK to trial high street digital hubs.

Our unique sporting, arts and science festivals continue to create incredible opportunities for people to connect to one another, to exchange ideas and, of course, have fun.

Our legacy of connectivity gives us a really strong platform to explore and embrace as many opportunities as possible, to reach out, connect and re-connect everyone to a thriving future

Measuring our impact

This document has set out our vision, values, ambitions, aspirations and actions – these are the areas where we want to make a difference. This are some ideas for how we will measure the impact of our new vision.

Cheltenham is a place where everyone thrives

- The rewards of economic growth are shared inclusively across the town with more local residents being supported into employment.
- Through apprenticeship schemes, business support and mentoring, there are more opportunities for people to have a stake in the success of the town.
- Through fostering their ideas, innovation and creativity more young people are involved in putting on events and activities.
- People feel safe living in Cheltenham; there is less crime and we have collective approach to safeguarding that means that there are less vulnerable children and adults being referred to social care.

Businesses and their workforce thrive

- Cheltenham has grown its economy
- It has increased its productivity rate
- Our retail ranking has improved through a total quality approach to the town centre
- New employment land and premises has been developed to cater for this growth in business.

Culture, creativity and our environment thrives

- Cheltenham benefits from a 5% growth in the value of the visitor economy year on year from a baseline of £154 million
- Our festivals and events offer is broader, more frequent and more diverse to enable a growth in domestic overnight stays

- Through better international marketing and connections, we have increased the number of overseas visitors holiday trips
- Through a more coherent conference offer to UK businesses, we have encouraged an increase in the number of business tourists.

People and our communities thrive

- Cheltenham is known as a friendly, caring town, accessible to all, where everyone is welcomed
- There are more opportunities to volunteer, to give their time and effort to making Cheltenham and its organisations and communities a better place.
- The health and wellbeing of all Cheltenham residents is improved giving everyone the chance to be physically active and emotionally resilient.
- We have an investment framework that ensure that our communities and our environment benefit from economic growth

Our place framework

