

# Cheltenham Borough Council

Council – 26 March 2018

## Place Vision

### Report of the Leader of the Council

<b>Accountable member</b>	Leader of the Council, Cllr. Steve Jordan
<b>Accountable officer</b>	Strategy and Engagement Manager, Richard Gibson
<b>Accountable scrutiny committee</b>	All
<b>Ward(s) affected</b>	All
<b>Key Decision</b>	No
<b>Executive summary</b>	<p>At March Council last year, Council agreed an initial draft place-making vision for Cheltenham with the expectation that a final place strategy and action plan would come back to Council in March 2018.</p> <p>This report sets out the progress to date in bringing the final document to council for approval.</p>
<b>Recommendations</b>	<p><b>Council approves the place vision document for Cheltenham attached as appendix 2.</b></p> <p><b>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council to make subsequent changes to the place strategy as a result of this Council meeting.</b></p> <p><b>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council to establish a place governance group to be evolved from the existing Cheltenham Strategic Leadership Group.</b></p>
<b>Financial implications</b>	<p>There are no direct financial implications arising in respect of this report. However financial resources will be required for the delivery of the place strategy actions, and funding for any CBC actions will be considered as part of a business case, and the impact on the medium term financial strategy considered at this time.</p> <p><b>Contact officer: Paul Jones, Chief Finance Officer.</b> <b>E-mail: paul.jones@cheltenham.gov.uk</b> <b>Tel no: 01242 775154</b></p>

<b>Legal implications</b>	There are no legal implications directly arising from this report.  <b>Contact officer: Peter Lewis</b> <b>E-mail: Peter.Lewis@teWKesbury.gov.uk</b> <b>Tel no: 01684 272012</b>
<b>HR implications (including learning and organisational development)</b>	There are no HR implications directly arising from this report.  Capacity to deliver the council's commitment will be identified through the corporate planning process.  Service managers and project managers are responsible for identifying capacity shortfalls and escalating those that cannot be resolved.  <b>Contact officer: Julie McCarthy</b> <b>Strategic HR &amp; Client Manager</b> <b>E-mail: julie.mccarthy@cheltenham.gov.uk</b> <b>Tel no: 01242 264355</b>
<b>Key risks</b>	Risks are detailed at appendix 1 of this report.
<b>Corporate and community plan Implications</b>	The Place Strategy is a priority action as identified in the 2017-18 corporate strategy  <b>ECON 1</b> – We will work in partnership with key stakeholders to develop a longer term strategy for place making and growth.
<b>Environmental and climate change implications</b>	The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.

## 1. Introduction – what is a place strategy

1.1 In the report to Cabinet in October 2016, the purpose of the place strategy was defined as being a document that sets 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 actions that will make the biggest impact on our outcomes and ambitions.

1.2 It was also acknowledged that whilst Cheltenham Borough Council would take the lead in its development, we would 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. Progress

2.1 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.

2.2 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”

**2.3** 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

**2.4** Since last March, work has been progressing to develop the place strategy in consultation with key stakeholders and partners. These discussions have included:

- The Civic Society Annual Conference held in June;
- Four partnership workshops;
- Two meetings of Cheltenham Strategic Leadership Group;
- Two meetings of the Cheltenham VCS Forum;
- A cultural partners workshop;
- Two discussions at Overview and Scrutiny Committee;
- Four staff sessions;
- Eight meetings with local businesses including with the Chamber of Commerce;
- Cheltenham Tourism Partnership.

**2.5** These discussions have helped us reflect on the vision that was agreed by Council and evolve it to provide a more robust framework for the action plan. The proposed structure is as follows:

**2.6 A vision:**

**2.7** Partners have come together to help define what Cheltenham should feel and look like in the future. The vision is:

We want Cheltenham to be a place:

- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

**2.8 Three ambitions:**

**2.9** These are ambitions that Cheltenham, its residents, businesses, and our organisation can be proud of. These are ambitions that we want Cheltenham to be known for.

- Cheltenham enables business growth by being better connected.
- Champions physical and mental wellbeing.
- Internationally renowned for its culture, heritage, food and sport.

**2.10 Nine aspirations:**

**2.11** For each ambition, we are proposing supporting aspirations. These will form the basis of our actions.

- Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.
- We have improved connectivity including our cycling, walking, public transport and digital infrastructure.
- We have facilitated more flexible business space to help grow our economy and connect local residents to growth.
- We ensure that all our residents, businesses and visitors feel safe.

- We increase numbers of affordable, accessible, safe and secure housing.
- We build strong, healthy and inclusive communities.
- We have a sustainable future for our cultural organisations and buildings.
- We have invested in marketing the town, nationally and internationally.
- We have invested in our public spaces and our heritage.

**2.12** The place strategy also sets out a number of proposed actions that are structured around the vision, ambitions and aspirations. To guide the delivery of these actions and our collective response to long-term challenges, four values have been identified that are challenging and forward-looking, but deeply grounded in Cheltenham's character and history. The four values are:

- Being environmentally-friendly;
- Being nurturing;
- Being pioneering; and
- Being connected.

### **3. Next Steps**

**3.1** Assuming that the place strategy is agreed by Council, the focus of activity will now switch to establishing a place governance group that will evolve out of the existing Cheltenham Strategic Leadership Group. The group will provide strategic co-ordination, ensuring linkages with members own organisational plans and priorities, plus linkages with other plans and bodies at national, county and local levels to gain consensus about the way forward. It will also develop and drive the effective delivery of the place vision and actions through effective performance management and holding delivery partners to account.

**3.2** The membership of the place governance group will need to ensure fair representation from business, culture and community sectors. It will also be held accountable through the democratic processes of the partner organisations, including through Cheltenham Borough Council.

**3.3** The Place Vision should also be seen as a living document. It is a high level statement of intent and ambition but one that must move and develop as the town around us does, particularly as we understand the impacts of external factors and influences that we do not have direct control over. The place governance group will therefore test and develop our thinking on some of these issues; strengthening some areas and amending others as required and bringing updated versions back to council as required to ensure it remains relevant.

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<b>Appendices</b>	1. Risk assessment 2. Place Vision

## Risk Assessment

## Appendix 2

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	If the Council does not structure its strategy-strands within an overarching Place Strategy, then there is a possibility of a divergence in strategic approaches with the potential to impact on economic growth.	TC	Oct 2016	4	2	8	Reduce	Produce Place Strategy in partnership with key stakeholders and wider community which provides a coherent and expression of the ambition for Cheltenham.	Summer 2017	TC	Corporate
	If the Council does not effectively engage with its communities in the preparation of the Place Strategy, then it runs the risk of failing to bring with it organisations and communities vital to the Strategy's delivery and isolating parts of its community.	TC	Oct 2016	5	2	10	Reduce	Undertake engagement as set out in the main report.	Summer 2017	TC	Corporate