

Cheltenham Borough Council

Cabinet 14 May 2019

Implementing Cheltenham's place vision (1)

The development of a cultural strategy for Cheltenham

Accountable member	Cllr. Flo Clucas; Cabinet Member Healthy Lifestyles
Accountable officer	Richard Gibson, Strategy and Engagement Manager
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is a place:</p> <ol style="list-style-type: none">1. Where all our people and the communities they live in thrive;2. Where culture and creativity thrives, celebrated and enjoyed throughout the year;3. Where businesses and their workforces thrive; and4. Where everyone thrives. <p>The commitment to develop a cultural strategy for Cheltenham is also outlined in the Council's 2019/2023 Corporate Plan.</p> <p>To support the cultural and creativity agenda, the council has supported the creation of a culture board for Cheltenham. Its purpose is to collaboratively define and deliver cultural impact; positioning Cheltenham's cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction. The scope will also include a consideration of the opportunity that sport can provide in taking forward this purpose.</p> <p>The Cheltenham Culture Board now wish to support the development of a cultural strategy for Cheltenham and this paper sets out the purpose of having this strategy and a number of recommendations to facilitate its development.</p>
Recommendations	<p>Cabinet agrees the following recommendations:</p> <ul style="list-style-type: none">• That the council works with the Cheltenham Culture Board to develop a cultural strategy in line with the mandate attached as appendix 2 for future adoption by the council. The draft strategy will be brought to Cabinet for agreement.• That the council carries out the procurement of external support for the development of the cultural strategy in line with the attached brief attached as appendix 3 noting that the award of the contract will be carried out by the Executive Director for People and Change in accordance with the council's scheme of delegation of functions.• That the council commits £35k as an initial commitment towards funding the cultural strategy for Cheltenham.

Financial implications	<p>The estimated cost of the cultural strategy is £35k. It is proposed that this is funded from the capital sum set aside to fund the Town Hall refurbishment project.</p> <p>The development of the cultural strategy will provide the strategic framework to guide decision making around investing in our cultural assets.</p> <p>Contact officer: Sarah Didcote Finance Manager, Publica Group (Support Services) Ltd Deputy Chief Finance Officer – Cheltenham BC Sarah.Didcote@publicagroup.uk 01242 264125</p>
Legal implications	<p>As the contract for the consultant described in this report will be engaged by the council, the procurement exercise described in this report will need to be undertaken in line with the contract rules contained in the council's constitution and in accordance with the Public Contract Regulations 2015. As the value of the consultancy contract is considered to be less than £50,000, a Director, Executive Director or the Chief Executive has delegated authority to award the contract under the Council's scheme of delegation of functions.</p> <p>The new cultural strategy once drafted will need to be approved and adopted by the council. The responsibility for the delivery of the objectives contained within it will remain with the council.</p> <p>The Culture Board is not a legal entity so is unable to hold money, enter into contracts and does not have any decision making powers; decisions will need to be taken by the council and the other members of the board in accordance with their respective decision making processes. It will need to be decided which partner applies for and is accountable for any funding.</p> <p>Contact officer: Donna Ruck One Legal Tel: 01684 272696 donna.ruck@tewkesbury.gov.uk</p>
HR implications (including learning and organisational development)	<p>No HR implications identified as a result of this report.</p>
Property/Asset Implications	<p>There are no property implications identified as a result of this report</p>
Key risks	<p>There are no risks currently identified with this initiative. The need for the strategy is supported by the partners of the culture board.</p>
Corporate and community plan Implications	<p>Successful delivery of the project by the Cheltenham Trust will help the council deliver its corporate plan key priority:</p> <ul style="list-style-type: none"> Continuing the revitalisation and improvement of our vibrant town centre and its public spaces <p>The commitment to develop a cultural strategy for Cheltenham is outlined in the Council's 2019/2023 Corporate Plan</p>

Environmental and climate change implications	There are no environmental nor climate change implications identified as a result of this report
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1. Background

- 1.1** In March 2018, the council adopted a place vision for Cheltenham. The vision is that Cheltenham is 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.
- 1.2** In support of its community leadership role, the council convenes a range of partnership groups that are aligned to the place vision and are support the delivery of better outcomes for Cheltenham residents.
- 1.3** Partners agreed to create a single partnership to lead on people and community outcomes – called the Communities Partnership, which met for the first time in November 2017. The partnership identifies and responds to the key risks preventing people and communities from thriving. Working and engaging with communities, the partnership is building a collective response to these key risks through building community resilience and capacity.
- 1.4** To support the cultural and creativity agenda in the place vision, the council has supported the creation of a culture board for Cheltenham. Its purpose is to collaboratively define and deliver cultural impact; positioning Cheltenham’s cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction.
- 1.5** The commitment to work with partners to develop a single cultural 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’
- 1.6** Partners also agreed to create a refreshed leadership group, called the Place Governance Group which met for the first time in June 2018. Its purpose is to use the Cheltenham place vision document as the basis for driving forward our strategic thinking about how best we can further develop Cheltenham as an amazing place where everyone thrives. It includes representatives of from the Communities partnership, the culture board, plus business groups along with reps from public and VCS partners.

2. The Cheltenham Culture Board and the mandate

- 2.1** As mentioned above, the role of the Cheltenham Culture Board is to collaboratively define and deliver cultural impact; positioning Cheltenham’s cultural offer further locally, regionally, nationally and internationally; therefore engaging diverse audiences and developing the cultural offer with ambition and conviction.
- 2.2** Current membership is as follows:
- Cheltenham Festivals
 - Everyman Theatre
 - The Cheltenham Trust
 - Cheltenham Borough Council

- 2.3 It is also now planned to include an officer from Marketing Cheltenham to the membership list.
- 2.4 The Cheltenham Culture Board and its stakeholders are ambitious to attract and retain creative talent, leading to a rich and growing creative ecosystem that embeds arts and culture in all aspects of life and is resolutely international and diverse in outlook. The Board wishes to leverage strategic funding nationally, regionally and locally in order to deliver the future culture strategy to meet the needs of diverse audiences.
- 2.5 The Council recognises the potential connection between culture and sport and has asked the Cheltenham Culture Board to include an exploration of the role of sport in taking forward its ambition within the brief for the cultural strategy.
- 2.6 The board also recognises the importance of a cultural strategy to deliver this ambition and wishes to commission a place-based Cultural Strategy which will complement the town's broader strategy (Cheltenham's Place Strategy) and GFirst LEP's Industrial Strategy for Gloucestershire. There is a clear link between the agenda of the Cheltenham Cultural Board and the Cheltenham Growth Board given the clear evidence of the role of culture as an economic driver.
- 2.7 The Cheltenham Culture Board is now seeking a mandate from the Council to develop the Culture Strategy to support the implementation of the Cheltenham Place Vision.

3. About the proposed culture strategy

- 3.1 The Board have highlighted three priority impacts that the implementation of the strategy should achieve:
- Using culture and creativity to increase the visitor economy
 - Using culture and creativity to attract and retain young people
 - Using culture and creativity to secure inward investment and growth opportunities
 - Using culture and creativity to promote social inclusion and tackling inequalities
- 3.2 The Strategy will also provide the catalyst and roadmap for a more financially sustainable cultural offer based on financially sound organisations and buildings. It is expected that there could be some re-shaping of the cultural infrastructure in order to achieve the identified priorities.
- 3.3 The board is looking to Cheltenham Borough Council to procure external support for the development of the cultural strategy in line with the attached brief.
- 3.4 The anticipated cost of the Cultural Strategy is estimated to be in the region of £35k. It is proposed that CBC provides funding up to this level on the expectation that the three other members of the culture board support the development of the strategy through contributing their expertise in-kind.

4. Why is a single Cultural Strategy for Cheltenham needed?

- 4.1 Representatives from the Culture Board acknowledge that by having a single cultural strategy for Cheltenham with a shared purpose will avoid duplication of effort, maximise opportunities for inward investment and boosting the visitor economy, sharing of expertise and ensure resources are focused around initiatives that will make the biggest difference, which have been based around a valid evidence base.

5. Performance management – monitoring and review

- 5.1 The cultural strategy will identify a series of key performance indicators that will enable the

delivery of the cultural strategy to be managed and monitored by the Council and its partners.

- 5.2** The culture board will keep cabinet members updated on a regular basis and will be available for Scrutiny via Overview and Scrutiny Committee and will also present updates to all elected members via briefing and/or member seminars.
- 5.3** The progress of the cultural strategy will also be monitored through the Council's corporate plan performance reporting.

6. Recommendations

- 6.1** The recommendations include:
- That the council works with the Cheltenham Culture Board to develop a cultural strategy in line with the mandate attached as appendix 2 for future adoption by the council. The draft strategy will be brought to Cabinet for adoption.
 - That the council carries out the procurement of external support for the development of the cultural strategy in line with the attached brief attached as appendix 3 noting that the award of the contract will be carried out by Executive Director for People and Change in accordance with the council's scheme of delegation of functions.
 - That the council commits £35k as an initial commitment towards funding the cultural strategy for Cheltenham.
- 6.2** Once drafted, the draft Cultural Strategy for Cheltenham will be brought to Cabinet for consideration, approval and to agree next steps.

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Appendices	1. Risk Assessment 2. Culture Board Mandate 3. Cultural strategy brief.
Background information	Corporate Plan 2019/2023 https://www.cheltenham.gov.uk/info/19/corporate_priorities_and_performance/790/our_corporate_strategy

Risk Assessment

Appendix 1

The risk			Original risk score (impact x likelihood)			Managing risk				
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 support the development of a cultural strategy, there is a risk that as a town we do not build on what is best about our cultural offer or make the most of national and international opportunities.	Darren Knight	28.4.19	3	3	9	Reduce	1. Work with the culture board and cabinet member to bring a report to cabinet agreeing the mandate and brief for the development of the cultural strategy.	Dec 2019	Richard Gibson	
If the council does not support the development of a cultural strategy, there is a risk that our cultural organisations do not become more financially sustainable	Darren Knight	28.4.19	3	3	9	Reduce	1. Work with the culture board and cabinet member to bring a report to cabinet agreeing the mandate and brief for the development of the cultural strategy.	Dec 2019	Richard Gibson	
Explanatory notes Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) Control - Either: Reduce / Accept / Transfer to 3rd party / Close										