

Cheltenham Cultural Strategy Brief

Context

A Culture Board* for Cheltenham was established in 2018 to define and deliver an ambitious and coherent cultural offer for the town which:

1. Engages and enriches the community irrespective of age, ability or background
2. Increases the number of visitors to the town
3. Positions Cheltenham as a vibrant contributor to the local, regional, national and international cultural landscape
4. Supports the growth of the local economy

By working strategically and collaboratively to cultivate the arts and cultural of Cheltenham, we believe that the economic and social value of both investment and outcomes will be maximised.

Why a Cultural Strategy?

The Cheltenham Culture Board wants to commission a place-based Cultural Strategy, the purpose of which is to focus future resource so that Cheltenham realises the ambitious and coherent cultural offer outlined above.

It will complement the town's broader strategy (Cheltenham's Place Strategy) and GFirst LEP's Industrial Strategy for Gloucestershire, and will take account of the recent Economic Impact Study of culture in Cheltenham.

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. It is keen to attract enough funding to be able to make the necessary investment so that culture and the arts are available to everyone, irrespective of background, age or ability. As a result the Board have highlighted four priority areas:

- a. Attraction and retention of young people
- b. Investment. Specifically the Board are keen for opportunities for the growth of creative businesses/start-ups
- c. To reduce inclusion
- d. To increase the visitor economy

The Strategy will provide the catalyst and roadmap for a sustained and sustainable cultural programme which achieves the KPIs against its three aims (1, 2, 3 above) with specific focus given to the strategic priorities (a, b, c above). It is expected that there will be some re-shaping of the cultural infrastructure (physical and human) in order to achieve the identified priorities, including that of the Culture Board.

Brief

The Cheltenham Culture Board is looking for consultants with successful experience in arts and cultural strategy design and consultation to produce an ambitious Cultural Strategy for Cheltenham which will provide a catalyst for the next phase of the town's development.

*The Board consists currently of representatives from Cheltenham Borough Council, Cheltenham Festivals, The Cheltenham Trust, Everyman Theatre and GFirst LEP.

i) Methodology

Consultants should identify the process and timetable for producing the strategy. The methodology may include for example publication research, interviews, surveys and will include both new and existing information. We are open to creative or unusual methods of collecting information and data. The tender should outline suggested methodologies most suitable for the project, objectives and timeframe.

ii) Resources

The Strategy will make reference to and respond to: consultation (eg with local cultural organisations and local communities); current stakeholder strategies and data sets; learnings from similar collaborations in other areas of the UK and abroad; and relevant national and international research and evaluation.

iii) Structure

The strategy document should begin with an evidence-based synopsis of local cultural provision and its impacts, followed by an articulation of a shared 10-year vision which will direct resource and investment for the coming years. The Board expect that the Strategy will provide both a catalyst and support for competitive large-scale cultural investment bids.

Key objectives, actions, KPIs and milestones will be identified within the body of the Strategy, together with a top-line delivery plan which must include communications. Initiatives and /or projects which could be implemented immediately will be identified as will suggestions for possible streams of funding.

A methodology for monitoring and evaluating the efficacy of implementation will be included, for which the Culture Board will be responsible.

The strategy will explore the potential to embrace sport with culture or if the sports agenda is too broad and requires its own governance and strategic approach outside of the culture board and culture strategy.

The strategy should also provide recommendations for the future governance arrangements for the delivery of the strategy

iv) Stakeholder management

Stakeholders will be consulted at each point of the process including those who do not currently participate in the cultural offer of the town. The role of key stakeholders will be identified in the Strategy and associated delivery plan.

The strategy will be signed off by the Cheltenham Culture Board and ratified by Cheltenham Borough Council.

v) Document

The Cheltenham Culture Board require a Strategy document which can be shared with stakeholders, from community groups to politicians. The Strategy document will be accompanied by a

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presentation. Creative and accessible, it should be able to be adapted to a range of audiences without compromising the integrity of the content.

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