

Cheltenham Borough Council
Cabinet 14 May 2019
Implementing Cheltenham's place vision (2)
The establishment of a Cheltenham Growth Board

Accountable member	Cllr. Steve Jordan; Leader of the Council
Accountable officer	Tracey Crews, Director of Planning
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; and 4. Where everyone thrives. <p>To support the thriving business and workforce agenda, the council wishes to collaborate closely with key business sectors and proposes to do this through the establishment of a Cheltenham Growth Board.</p>
Recommendations	<p>Cabinet agrees the following recommendations:</p> <ul style="list-style-type: none"> • That the council establishes a Cheltenham Growth Board to drive the economic growth agenda for Cheltenham • That cabinet delegates authority to the Director of Planning, in consultation with the Leader of the Council to prepare Terms of Reference for the Cheltenham Growth Board and to bring a report back to Cabinet for approval following initial meetings with the new Board.
Financial implications	<p>There are no direct financial implications of these recommendations, though in time the council may be expected to support the economic growth plan through its own investments.</p> <p>Contact officer: Sarah Didcote Finance Manager, Publica Group (Support Services) Ltd Deputy Chief Finance Officer – Cheltenham BC <u>Sarah.Didcote@cheltenham.gov.uk</u> 01242 264125</p>

Legal implications	There are no direct legal implications at this stage. Subject to the Terms of Reference of the new Board, consideration should be given to whether a formal partnership agreement would be advisable to set out the roles and responsibilities of each partner organisation and to clarify the governance arrangements. Contact officer: shirin.wotherspoon@teWKesbury.gov.uk, One Legal Tel: 01684 272017
HR implications (including learning and organisational development)	No direct HR implications identified as a result of this report
Property/Asset Implications	There are no property implications identified as a result of this report
Key risks	
Corporate and community plan Implications	Successful delivery of the project by the Cheltenham Trust will help the council deliver its corporate strategy outcome: <ul style="list-style-type: none"> • People live in strong, safe and healthy communities
Environmental and climate change implications	There are no environmental nor climate change implications identified as a result of this report

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. A separate report seeks agreement from cabinet to progress a cultural strategy for Cheltenham.

1.5 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 representatives from public and VCS partners.

2. The Cheltenham Growth Board

- 2.1** Our vision is that Cheltenham is a place where businesses and their workforces thrive, thereby creating economic successes for the town and its residents. Our ambition is to enable business growth by being better connected, to be a location of choice and establishing itself as a centre for cyber innovation.
- 2.2** Whilst Cheltenham can boast easily about its strengths, it also faces major challenges. These cannot be ignored if we are to strive towards meeting our ambitions and the vision of a place where everyone thrives, some of the challenges faced by Cheltenham includes:
- Cheltenham's economic and job growth is still below the national average, and worklessness rates in parts of Cheltenham remain higher than they should be. Annual rate of economic growth (0.7%) lags behind national average growth rates (1.9 %). Job growth rate (9.1 %) is higher than the average for England (7.6 %), but lower than Gloucestershire County as a whole (14.1 %, or 40,000 jobs).
 - We are not attracting a high enough number of young people. We need to attract and retain a young working age population.
 - Feedback from businesses highlights the difficulties of recruiting at both entry level and mid management levels.
 - The need for expansion space remains a significant hurdle for many businesses and is demonstrated by the number of Cheltenham businesses that have over recent decades sought expansion space at Tewkesbury and Brockworth
 - A lack of space for start-ups and growing companies, through our ongoing site assessment process we are challenged to find the right type of sites for modern business needs in the right locations, we therefore need to look strategically to meet our growth ambitions.
 - Cheltenham has some of the wealthiest areas in the UK, and yet we have three areas that fall within the nation's 10% most deprived. We need to creatively use economic growth to ensure that all of our communities benefit through easy access to skills and training.
 - Enabling our town centre to prosper in a highly competitive retail environment that is changing rapidly both on the high streets and online.
 - We have an ageing population with a body of evidence that forecasts a reducing working age population and a reduction in young people.
 - Cheltenham is unaffordable to many partly due to the high cost of housing and the lack of affordable, quality rented accommodation on secure tenancies, as well as access to jobs. We must ensure Cheltenham offers affordable, accessible, secure housing that can support the growth in employment.
 - Climate change has global impact and plans for growth in Cheltenham, as everywhere else, will be need to be considered in the light of tackling that impact.

- 2.3** Work has been undertaken on preparing a draft economic development action plan in collaboration with Gloucestershire Local Economic Partnership, Cheltenham Chamber of Commerce, Cheltenham Bid, Gloucestershire University, Gloucestershire College, Employment and Skills Board, Cheltenham Development Task Force and lead portfolio members of the Cabinet. However, following this engagement it became clear that to successfully address our challenges and build upon our opportunities, we needed a leadership vehicle to help drive the economic growth agenda.
- 2.4** Taking a lead from the successes of the Cheltenham Development Task Force, with a strong representation from the public, private and VCS sectors, a Cheltenham Growth Board would serve as a driver for change, an ideas generator and a sounding board for economic development efforts across Cheltenham. It would aid understanding of the key cross cutting strategic issues and their implications on the economic growth agenda, including transport, strategic development, inclusive growth, infrastructure and environmental agenda and create a platform for funding to support these outcomes.
- 2.5** A stepping stone opportunity exists with the call for evidence from the LEP for the Local Industrial Strategy (LIS). CBC with partners at the Chamber, BID and Task Force will provide a draft response to the LIS and share with local major employers as part of the wider engagement strategy, seeking views, corroborating issues and sharing evidence where available.
- 2.6** The structure of the Growth Board is yet to be finalised, but in principle it would include:
- CBC cabinet member
 - GCC cabinet member for infrastructure
 - Representative from Cheltenham Chamber
 - Local major employer representatives across a broad spectrum – eg Spirax Sarco, Kohler Mira, Supergroup, GCHQ, Cynam ; plus local professionals
 - Representative from Marketing Cheltenham
 - Representative from VCS
 - Representative from Cheltenham Culture Board
- 2.7** Following the launch of Marketing Cheltenham at the end of 2017, work has been progressing on delivering the five year strategy to grow the visitor economy that will also support the wider economic growth agenda. Five posts are now recruited to and will be focussed upon ensuring Cheltenham has a presence at a local, regional, national and international level; developing and driving the marketing of Cheltenham as a destination both for visitors and as a great place for inward investment to support the delivery of our ambitions. This vehicle will support the outcomes of the Cheltenham Growth Board.
- 2.8** 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.

3. Alternative options considered

- 3.1** While the Cheltenham Growth Board will be a useful addition, as it evolves we will need to further consider how it fits in with existing and emerging structures. This will include any new structures created to implement the Gloucestershire 2050 vision and the emerging Local Industrial Strategy. The town centre representational and promotional role is increasingly being delivered by the BID

and now this is supplemented by the activities of Marketing Cheltenham, with wider economic, transport and strategic agendas currently driven by the Cheltenham Development Task Force.

Report author	Contact officer: Tracey Crews Director Planning
Appendices	1. Risk assessment
Background information	

Risk Management – Leisure at Phase 1 Development – November 2017 – Key Strategic Risks

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 work collaboratively with business leaders and key stakeholders then there is a risk that the growth agenda for Cheltenham will not adequately address the key challenges effectively.	Director of Planning	3/5/2019	3	1	3	manage	1. Set up Cheltenham Growth Board	To be in place Autumn 2019	Director of Planning	Service risk register
<p>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</p>										