

Cheltenham Borough Council

Cabinet Member for Development and Safety – 10 September 2019

A strategy for the management of Cheltenham’s evening and night-time economy

Accountable member	Councillor Andrew McKinlay, Cabinet Member for Development and Safety
Accountable officer	Mike Redman, Director of Environment
Ward(s) affected	Lansdown, College, All Saints, St Pauls
Key/Significant Decision	No
Executive summary	<p>Cheltenham has an award winning night-time economy. As a result of work and investment by the council and its partners, Cheltenham has successfully developed and maintained a thriving evening and night-time economy (ENTE).</p> <p>It has been recognised however that Cheltenham’s ENTE lacks a clear strategic and longer term plan to build on the success already achieved. To this end, the council has been working with its partners to develop a strategy for the management of Cheltenham’s ENTE.</p> <p>This report briefly outlines the proposed strategic approach to be adopted to support Cheltenham’s ENTE and recommends that Cabinet approves the strategy for adoption.</p>
Recommendations	<p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Approve the draft strategy for the management of Cheltenham’s evening and night-time economy for adoption by the Authority.

Financial implications	<p>The majority of actions within this draft strategy do not require funding or are funded through current budgets; any additional items will need funding through external means which are being explored. These items will not be able to be delivered unless this funding is in place.</p> <p>Contact officer: Andrew Knott, Andrew.knott@publicagroup.uk, 01242 264121</p>
Legal implications	<p>All decisions taken by or on behalf of the Council must (a) be within the legal power of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.</p> <p>Contact officer: Vikki.fennell@tewkesbury.gov.uk, 01684 272015</p>

HR implications (including learning and organisational development)	No direct HR implications arising from this report. Contact officer: Clare Jones, Clare.Jones@publicagroup.uk
Key risks	As identified in Appendix 1.
Corporate and community plan Implications	The draft ENTE strategy contributes to the following corporate priorities: a) Continuing the revitalisation and improvement of our vibrant town centre and public spaces. b) Achieving a cleaner and greener sustainable environment for residents and visitors.
Environmental and climate change implications	The draft ENTE strategy sets out a number of climate change proposals: a) We will adopt and implement strategies to ensure the availability of safe and environmentally sustainable transport access to and from the town centre. b) As licensing authority, Cheltenham Borough Council will explore the feasibility of implementing a forward limit on emissions and a move to electric vehicles for taxis and private hire vehicles licensed to operate within the Borough of Cheltenham.
Property/Asset Implications	N/A Contact officer: Dominic.Stead@cheltenham.gov.uk

1. Background

- 1.1 Cheltenham has an award winning night-time economy. As a result of work and investment by the council and its partners, Cheltenham has successfully developed and maintained a thriving evening and night-time economy (ENTE). Cheltenham's ENTE has the largest nightlife scene between Bristol and Birmingham, exceeding that of towns comparable to Cheltenham in terms of population size and demographics.
- 1.2 It has been recognised however that Cheltenham's ENTE lacks a clear strategic and longer term plan to build on the success already achieved. To this end, the council has been working with its partners to develop a strategy for the management of Cheltenham's ENTE.
- 1.3 This report briefly outlines the proposed strategic approach to support Cheltenham's ENTE and recommends that the Cabinet Member for Development and Safety approves the strategy for adoption.

2. Cheltenham's ENTE

- 2.1 Cheltenham's ENTE has been recognised and externally assessed as safe, well managed and offering a broad appeal. The town has been accredited as a Purple Flag¹ town since 2016.
- 2.2 The evening and night-time economy is crucial to Cheltenham and never more so than now. With the shopping experience progressively moving online, a thriving evening and night-time offer will be fundamental in sustaining the vitality of our town centre. It will attract visitors and residents to the centre and will encourage business growth within the sector. Spending by visitors and residents makes a substantial contribution to the economy of the town. A thriving ENTE will be a key element in plans to promote Cheltenham as a festival town and leisure destination.

3. A strategy for the management of Cheltenham's ENTE

- 3.1 A copy of the draft ENTE strategy is attached at Appendix 2.
- 3.2 Nationally, evening and night-time economies have gone through difficult times in recent years. The prevalence of pre-loading (drinking alcohol at home before going out), competing with the off-trade, behavioural shifts towards drinking and socialising at home and cultural shift towards more healthy choices have all played a part in creating a difficult trading environment.
- 3.3 The growing realisation and acknowledgement of the social and economic importance of the ENTE has also led to increased competition from other towns and cities across the county and wider region. This is resulted in people, who might previously have travelled to Cheltenham for a night out, now having a greater choice of destination.
- 3.4 Cheltenham's ENTE, whilst still performing well, has not been immune to the difficulties faced by ENTEs and increased local competition. It is important therefore that the council and its partners work proactively to ensure that Cheltenham's ENTE remains resilient in the current climate and continues to thrive through adopting a more structured and strategic approach to the way it is managed.
- 3.5 The draft strategy's vision for Cheltenham is for the evening and night-time economy to "*...be a place that is accessible and appealing to every sector of the population, catering for all ages, interests and income groups and above all it should be safe.*" To this end, the draft strategy sets out a number of ambitions for Cheltenham's ENTE. These are:

¹ Purple Flag is a national accreditation scheme managed by the Association of Town & City Management which on an annual basis assesses and recognises town and city centres that are committed to raising standards and broadening their appeal, specifically between the hours of 5.00pm and 5.00am

- a) Safe: A safe night out for all
- b) Well managed: an ENTE that works for everyone
- c) Sustainable: An evening and night-time economy that will last
- d) Accessible & inclusive: An ENTE for all to enjoy
- e) Data: An evening and night-time economy we understand

3.6 Clear and specific actions in the draft strategy set out the work the council and its partners will undertake to meet the ambitions set out in the draft strategy.

4. Funding & resources

4.1 There is acknowledgement that some of the actions proposed in the draft strategy will require funding beyond existing resources. With the demise of the late night levy in Cheltenham, the business improvement district has taken over responsibility for the funding of projects and activities in the ENTE.

4.2 In addition, the proposed ENTE governance group will take responsibility for identifying funding and other opportunities to implement the actions set out in the ENTE strategy.

5. Consultation and feedback

5.1 The draft ENTE strategy has been drawn up with support from a range of partners. These are:

- a) Gloucestershire Constabulary
- b) Cheltenham BID
- c) University of Gloucestershire Student's Union
- d) Cheltenham Safe
- e) Voluntary sector
- f) Licensed trade
- g) Office of the Gloucestershire Police and Crime Commissioner

4.2 Further consultation has also been undertaken with One Legal, Director of Environment, Cheltenham Borough Council's planning policy team and Public and Environmental Health Team Leader.

6. The next steps

6.1 Overall oversight for the adopted ENTE will be the responsibility of Cheltenham Borough Council's ENTE Coordinator.

6.2 There is full acknowledgement however that the implementation of the ENTE strategy must be a partnership approach. No one partner can solely be responsible for the delivery of the strategy. As set out in the ENTE strategy, a multi-agency governance group will be set up to act as the strategic oversight of Cheltenham's ENTE including the implementation of this strategy and monitoring its impact.

7. Reasons for recommendations

7.1 To ensure Cheltenham's ENTE continues to grow and thrive.

8. Alternative options considered

8.1 The Cabinet Member for Development and Safety can decide not to adopt an ENTE strategy for the town. However, for the reasons outlined in this report it is not recommended.

9. How this initiative contributes to the corporate plan

9.1 The ENTE strategy contributes to the following corporate priorities:

- a) Continuing the revitalisation and improvement of our vibrant town centre and public spaces
- b) Achieving a cleaner and greener sustainable environment for residents and visitors

10. Performance management –monitoring and review

10.1 The draft strategy proposes the use of the existing Purple Flag performance indicators to provide a sound statistical base for evaluation of the progress and success of this strategy.

10.2 In addition, the draft strategy also sets out an ambition to develop a better statistical understanding of the Cheltenham's ENTE. The outcomes from this will also be used to supplement the Purple Flag performance indicators.

Report author	Contact officer: Louis Krog, louis.krog@cheltenham.gov.uk, 01242 262626
Appendices	1. Risk Assessment 2. A strategy for the management of Cheltenham's evening and night-time economy
Background information	Service records

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 adopt a strategy, there will be no structured strategic oversight of Cheltenham’s ENTE and this could prove detrimental to the town and particularly its evening and night-time economy as referenced in the report.	Licensing Team Leader	August 2019	2	3	6	Accept	Adopt the ENTE strategy.	10 September 2019	Director of Environment	N/A
<p>Explanatory notes</p> <p>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)</p> <p>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)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											