

# Cheltenham Recovery Strategy

A Local New Deal for Cheltenham



CHELTEMHAM  
BOROUGH COUNCIL

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# ***Now is the time to lead recovery***

Unique challenges require a unique response. Covid-19 has tested Cheltenham's communities, economy and way of life in a way that hasn't been seen since the Second World War. Our Borough has lost loved ones, business has been disrupted and we've all had to re-learn a new existence that tries to retain our human connections while being apart.

We give our grateful thanks to the thousands of key workers and volunteers across health and front-line services both in Cheltenham and nationally that have responded so selflessly to keep the country going and to care, protect and shield us from Covid-19. We are proud to witness the strength and resilience of our town in the face of this challenge.

Overcoming Covid-19 involves more than finding a medical cure, there will be difficult decisions to make and it will take time so we must also focus on how we can rebuild our economy and communities to be stronger than before. In Cheltenham, we remain just as committed to making our Borough the Cyber Capital of the UK and helping our town to continue to thrive. But the challenge of this global pandemic requires a response that is more innovative and ambitious and one that will be built on new foundations.

Following the Great Depression in 1933, Franklin Roosevelt famously launched a 'New Deal' to reignite the economy, improve national infrastructure and enhance wellbeing and growth in communities across America. We need a similarly bold vision to rebuild after Covid-19. In Cheltenham, we firmly believe we have the people, skills and local solutions to deliver a recovery that won't just repair the damage, but will deliver renewal, improvement and strong, sustainable communities for the future. Locally driven investment in projects, spaces and places will allow us to collectively deliver tailored responses to challenges and seize the opportunities in our town as part of the national effort to rebuild.

This is our proposal for a 'Local New Deal' for Cheltenham and we encourage all of our public, private, voluntary and government partners to join and invest in a positive future for our Borough.

***Cllr Steve Jordan***

*Leader of Cheltenham Borough Council*



# *Our principles that guide our approach to recovery:*



We will achieve inclusive growth so all our communities can benefit and prosper from investments made in the borough



We will provide strategic co-ordination across Cheltenham's agencies, partnerships and networks to drive social and economic recovery



We will continue to be commercially focused where needed so that we are financially self-sufficient



We will invest in and develop our people so they can continue to provide excellent services to residents and are prepared to meet the opportunities and challenges ahead



We will continue to have a strong leadership role in investing for growth



We will ensure our decision making and investment takes into account our aspiration for making Cheltenham Carbon Neutral



We will use data and technology and build on the foundations put in place throughout the crisis, including insight from our customers, residents, businesses and visitors to help us make the right business decisions



Action plans will underpin each of the priorities to manage delivery and to achieve the performance success criteria set out for each priority



# Key priority

## REVITALISING THE ECONOMY



Re-launch our plans to make Cheltenham the Cyber Capital of the UK and work with partners to ensure this remains an internationally recognised opportunity for investment and driver for economic growth



Present investment opportunities to partners to expedite and bring forward the development of the site to create jobs. This includes expanding land ownership in to maximise its potential and work with county and national partners on fast tracking infrastructure projects such as improvements to Junction 10



Allow greater flexibility for local borrowing/investment for the Council to take a greater ownership role in the high street such as supporting the development of Workshop Cheltenham



Work with Government to create the framework to enable a more creative use of high street premises



Encourage collaboration across our leisure and cultural partners to deliver a Cheltenham offer that will enable the sector to support the overall economy and to grow



Provide capacity and support for bids to Arts Council, Sport England and other national bodies for capital investment and to deliver creative projects that will increase footfall and support the local economy



Work with the creative and arts sector to creatively activate retail units and other spaces to encourage footfall and support the local economy



### HOW SUCCESS WILL BE MEASURED

- *Securing the investment to take forward Cyber Central and supporting infrastructure*
- *Increase in the jobs sustained and created in the borough*
- *Growth in visitor numbers and overall footfall to help support Cheltenham's retail, leisure and cultural offer*



# Key priority

## IMPROVED WELLBEING AND CREATING STRONG COMMUNITIES



Expedite and lobby government to bring forward significant investment in new and affordable homes to tackle the national shortage



Maintain the strength and presence of our voluntary sector in our communities to help support the most vulnerable including tackling child poverty



Review our partnership with Cheltenham Borough Homes to consider how to support our most vulnerable and isolated residents in our communities and take forward the £100m housing investment plan



Explore ways to further develop walking and cycling as primary modes of transport to improve air quality, reduce carbon footprint and reduce car ownership



Work with our cultural and leisure partners to deliver programmes that support re-connecting with our communities, building resilience and improving mental and physical health



Further encouraging use of public transport, walking and cycling to support a cleaner green Cheltenham



### HOW SUCCESS WILL BE MEASURED

- *No. of new homes directly delivered*
- *Value of social value achieved from spending and investments*
- *Participation in programmes and ongoing participation in leisure and /or cultural activities*
- *Achieve resident satisfaction of 85% or more*



The Jolly Joe

# Key priority

## A MODERN, EFFICIENT AND RESPONSIVE COUNCIL



Increase the use of technology to make services more responsive and efficient



Maximise shared use of council buildings and assets to unlock value and deliver efficiencies



Increase flexible and smart working and build on the use of innovative ways to keep our staff, partners and customers connected



Review how we work and the resource needed to deliver the recovery plan and the future needs of our borough



Capitalise on innovative solutions to make sure that every resident has the opportunity to access services and support



### HOW SUCCESS WILL BE MEASURED

- *Value of efficiency saving made*
- *Resident satisfaction with the Council will meet the Local Government Association benchmark*
- *Increase in the number of digital and self-service transactions*
- *High staff satisfaction levels*



# Key priority

## WORKING WITH OUR SERVICE DELIVERY PARTNERS



Encourage all partners to produce recovery plans that focus on creative opportunities to deliver commercial income, efficiency and improved services



Review existing partnership arrangements to ensure they will deliver the future ambitions of the Borough.



Encourage more apprenticeships and local employment opportunities



### HOW SUCCESS WILL BE MEASURED

- *Partners operate at a surplus*
- *New income streams created*
- *Reduction in Council subsidies*



# Key priority

## A SECURE FINANCIAL FUTURE



Work with local, regional and national government partners to secure a sustainable financial future for the Council and its commissioned partners



Offer a range of financial and investment opportunities to reignite the local economy, encourage business start-ups and entrepreneurs to help our town to grow and thrive



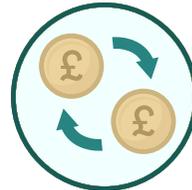
The new recovery environment provides an opportunity for the Council to re-think and re-set its commercial services to enable a greater role in supporting community and economic recovery



Review and fast track local infrastructure projects to create short and medium term jobs and longer term growth.



Prioritise investment projects that deliver inclusive growth and opportunities to deprived communities, reduce carbon footprint or support innovation and development of cyber and green technologies



Conduct a council wide review of expenditure and service provision to focus resource on recovery



### HOW SUCCESS WILL BE MEASURED

- *Increased income from commercial activity*
- *Balanced budget*
- *Income benchmarked against to pre-Covid-19 levels*



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