

Cheltenham Borough Council

Cabinet – 11 March 2025

Social Value Strategy v.2 - Golden Valley

Development

Accountable member:

Councillor Peter Jeffries

Accountable officer:

Paul Minnis

Ward(s) affected:

N/A

Key Decision: No**Executive summary:**

This report aims to inform the Cabinet about the revised Social Value Strategy for the Golden Valley Development (GVD), which is set to be formally incorporated into the Development Agreement (DA) held with our developers, HBD. This revised version two will replace version one in the DA. The updated strategy offers greater clarity and focus on how social value will be delivered throughout the development journey and aligns with the Council's priorities.

The revised strategy was developed collaboratively with HBD, Plexal, and internal CBC colleagues. During the summer of 2024, a series of community engagement consultations and internal CBC workshops were held to discuss social value priorities and explore the potential positive impacts of the Golden Valley Development. These meaningful discussions highlighted the need to update the original strategy. In line with the Development Agreement, the strategy may be revised at any time through mutual agreement between HBD and CBC.

The revised strategy introduces key changes from the original, including the Social Value Principles, clearly defined delivery milestones, and the addition of the Social Value Charter. It has been streamlined to outline our long-term vision and legacy, emphasise the newly developed GVD Social Value Principles, and set out the key social value delivery milestones — focusing on the construction phases and the Social Value Charter, which occupiers and businesses will be encouraged to commit to. These elements were not included in the original strategy, making this update a significant step forward in defining how and when social value will be achieved.

While the revised strategy introduces significant and positive changes, both the original and updated strategies reaffirm the commitment to monitoring and reviewing social value outcomes throughout the development. This ongoing evaluation remains a key priority, ensuring social value is consistently delivered and adapted as needed.

Recommendations: That Cabinet:

- **endorses the amendment of the current Development Agreement (DA) to incorporate the revised Social Value Strategy version 2.**

1. Implications

1.1 Financial, Property and Asset implications

There are no financial, property, or asset implications associated with amending the DA to incorporate the revised Social Value strategy. Social value activities will be carried out by our development partner, HBD, the successful contractors, or by occupiers and businesses that take tenancy at the Golden Valley site.

Signed off by: Andy Taylor, Principal Commercial Accountant,
andy.taylor@cheltenham.gov.uk

1.2 Legal implications

N/A

1.3 Environmental and climate change implications

This report is requesting Cabinet to note a change in the Development Agreement with HBD, specifically that the newly revised Social Value Strategy for the Golden Valley Development will replace the original version. As this is an update to an existing policy, an impact assessment tool is not required.

The revised strategy demonstrates the positive environmental impacts which are addressed in Social Value Principle 5, the long-term legacy, construction, and governance sections of the strategy.

Social Value Principle 5 states: *Protect and enhance Cheltenham's natural environment and biodiversity. Reinforces our role as stewards of the region's biodiversity, ensuring a positive ecological impact and mitigating any challenges from construction.*

In the long-term vision and legacy section of the revised strategy, the following commitment is outlined: *Caring for the Environment: Golden Valley is committed to environmental sustainability with green spaces, biodiversity programs, and eco-friendly design. These efforts will protect natural areas and create vibrant outdoor spaces for the community.*

Furthermore, the Social Value Charter, will outline the commitments occupiers must follow while operating within Golden Valley which includes the following environmental sustainability commitments:

- *Energy Efficiency: Committing to sustainable practices that reduce energy use, manage waste, and conserve water.*
- *Carbon Footprint Reduction: Taking action to reduce carbon emissions, including using renewable energy and promoting eco-friendly transport.*

The construction phases of the development will serve as a key milestone for delivering social value activities, which the strategy outlines as follows:

- *Reduced Carbon Footprint: We aim to use sustainable construction methods, energy-efficient materials, and minimising waste to protect the environment.*
- *Green Building Certifications: We want our contractors to work towards earning special eco-friendly certificates that show they are using the best sustainable building practices.*

The revised social value strategy also outlines some of the Key Performance Indicators we want to track throughout the developments journey:

- *Carbon Reduction: Track carbon offsets from energy-efficient practices and renewable energy.*
- *Waste and Recycling: Measure waste diversion and recycling rates.*
- *Green Space: Track the area of green space preserved and monitor biodiversity.*

Signed off by: Maizy McCann, Climate Officer, Maizy McCann@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Making Cheltenham the Cyber Capital of the UK
- Ensuring residents, communities and businesses benefit from Cheltenham's future growth and prosperity.

1.5 Equality, Diversity and Inclusion Implications

Please see Appendix 2.

1.6 Performance management – monitoring and review

The Social Value strategy commits to developing and implementing key performance indicators (KPIs) to track social value outcomes. The GVD Social Value project team will monitor these KPIs, with HBD overseeing their management and providing quarterly progress reports.

2 Background

- 2.1 HBD developed the original Social Value strategy in 2022, which is included as an appendix to the Development Agreement.
- 2.2 In the summer of 2024, a series of community engagement consultations and internal CBC workshops took place to discuss Social Value priorities and explore the potential positive impacts that could be achieved through the Golden Valley Development. These insightful discussions highlighted the need for an update to the original strategy. As per the Development Agreement, the strategy can be revised at any time with mutual agreement between HBD and CBC.
- 2.3 Following discussions with HBD, it was agreed that CBC would develop a version 2 of the Social Value strategy, incorporating feedback from the consultations and making it more CBC-led. The revised strategy went through several iterations with key stakeholders to ensure it reflected a shared vision and was achievable. The final version was completed in December 2024 and submitted to the Overview and Scrutiny Committee for discussion at their January 2025 meeting. Positive feedback was received from the Committee which has driven the decision to now adopt the revised strategy into the Development Agreement.

Social Value Strategy Overview

- 2.4 The revised strategy provides a detailed framework outlining how the Golden Valley Development team, along with the businesses operating on the site, will work towards achieving social value goals and manage their contributions effectively. It emphasises a collaborative approach, ensuring that all actions taken are aligned with the broader objectives of the Council, including supporting initiatives like the No Child Left Behind charity. The strategy is designed to be

dynamic, with regular reviews to assess progress and make adjustments as needed, ensuring that it remains aligned with both the evolving needs of the community and the goals set by the Council and HBD. This ongoing evaluation will help guarantee that the social value initiatives continue to deliver meaningful and measurable impacts over time.

2.5 The appendices in the revised strategy provide a comprehensive list of proposed actions for inclusion in the Social Value Charter and the Social Value Plan, which will be implemented by the main successful contractors throughout the construction process. These actions reflect feedback and insights gathered from potential Golden Valley occupiers and local community groups.

Social Value Principles

2.6 The Social Value Principles were co-developed by CBC and HBD in 2024. The revised strategy outlines the five clear principles for GVD's Social Value:

- i. Provide life-changing employment and skills opportunities to increase aspiration, opportunity, and accessibility for Cheltenham's residents. Fostering accessibility and ambition.
- ii. Support Cheltenham's and the wider region's economy to thrive and prosper with a focus on innovation. Allows Cheltenham to thrive as a forward-thinking hub of progress.
- iii. Contribute to Cheltenham's rich cultural offering and invest in, and collaborate with, community partners to address key societal challenges. Enriching Cheltenham's vibrant social fabric.
- iv. Deliver exceptional standards of health, safety, and wellbeing. Ensures that the development is a safe and supportive environment for all.
- v. Protect and enhance Cheltenham's natural environment and biodiversity. Reinforces our role as stewards of the region's biodiversity, ensuring a positive ecological impact and mitigating any challenges from construction.

The full Social Value strategy can be found in Appendix 3.

3 Reasons for recommendations

3.1 The revised strategy has been finalised with input from the appropriate stakeholders. With Phase 1 construction approaching, we believe it is the right time to officially adopt the strategy into the Development Agreement, replacing the original version. This will mean the SV project team can begin to embed the

newly revised strategy into their objectives to ensure delivery.

4 Alternative options considered

4.1 The alternative is to continue with the original SV strategy outlined in the Development Agreement, developed by HBD in 2022. However, the revised strategy, created by CBC colleagues, better aligns with the methods and objectives for delivering Social Value in the development.

5 Consultation and feedback

5.1 The revised Social Value Strategy for the Golden Valley Development has undergone extensive feedback from HBD, Plexal, relevant CBC colleagues, and Councillors to reach its final version.

5.2 After being reviewed at the Overview and Scrutiny Committee on January 13, 2025, with positive feedback received, we believe the strategy is now ready to be adopted into the Development Agreement with HBD.

6 Key risks

6.1 Outlined in risk assessment in Appendix 1.

Report author:

Amy Keates – Construction Project Manager (amy.keates@cheltenham.gov.uk)

Appendices:

- i. Risk Assessment
- ii. Equality Impact Assessment – Screening – (to be included in all Cabinet and Council reports)
- iii. Golden Valley Development Social Value Strategy v.2

Background information:

Please see Appendix 3 for the revised Social Value Strategy version 2.

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1	If inadequate resource is applied to delivering the strategy or it is insufficiently prioritised then the potential benefits will not be fully realised.	Paul Minnis	3	2	6	Reduce the risk	CBC has established an SV project team that meets monthly. The team's objective is to manage and monitor all SV activities within GVD to ensure successful delivery	Amy Keates	12/11/24 [date project team was established]
2	If the strategy generates technical or financial difficulties that prove too challenging, then compromises may need to be reached on the ambition.	Paul Minnis	4	2	8	Reduce the risk	The strategy has received significant input from our partner, HBD, who are fully supportive and confident that it can be delivered. As the strategy is high-level with delivery outcomes yet to be finalised, it will be regularly reviewed by both HBD and the Social Value project team to ensure ongoing alignment and progress. If difficulties arise, adjustments to the strategy can be made, ensuring that the original objectives are still pursued as much as possible, but	Amy Keates	Ongoing

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							with flexibility to make compromises where necessary.		
3	If the public is not supportive of the strategy, then this could lead to media backlash and disengagement from the community.	Paul Minnis	4	2	8	Reduce the risk	The strategy has been developed based on feedback from community partners, ensuring that its focus is solely on enhancing SV outcomes for the public.	Amy Keates	Ongoing

Appendix 2: Equality Impact Assessment (Screening)

1. Identify the policy, project, function or service change

a. Person responsible for this Equality Impact Assessment

Officer responsible: Amy Keates	Service Area: Major Development and Regeneration Team
Title: Construction Project Manager	Date of assessment: 10/2/25
Signature: A.Keates	

b. Is this a policy, function, strategy, service change or project?

Strategy

If other, please specify:

c. Name of the policy, function, strategy, service change or project

Golden Valley Development Social Value Strategy V.2

Is this new or existing?

**Already exists
and is being
reviewed**

Please specify reason for change or development of policy, function, strategy, service change or project

We are advising that the revised strategy is to be adopted into the Development Agreement held with HBD as the newly revised strategy now incorporates key stakeholder feedback and ensures alignment with CBC's corporate priorities.

d. What are the aims, objectives and intended outcomes and who is likely to benefit from it?

Aims:	The aim of the revised social value strategy is to maximise the positive impact on the local community, economy, and environment. This includes supporting local employment, fostering community engagement, and promoting sustainability.
Objectives:	<p>1) Provide life-changing employment and skills opportunities to increase aspiration, opportunity, and accessibility for Cheltenham's residents.</p> <p>2) Support Cheltenham's and the wider region's economy to thrive and prosper with a focus on innovation.</p>

	<p>3) Contribute to Cheltenham's rich cultural offering and invest in, and collaborate with, community partners to address key societal challenges.</p> <p>4) Deliver exceptional standards of health, safety, and wellbeing.</p> <p>5) Protect and enhance Cheltenham's natural environment and biodiversity.</p>
Outcomes:	<ul style="list-style-type: none"> - Create jobs and improve local skills - Build stronger communities - Care for the environment - Promote inclusivity - Support Cheltenham's culture - Boost local economy
Benefits:	<ul style="list-style-type: none"> • Community Benefits: Creating jobs and offering skills training to improve life for local people. • Environment: Using sustainable practices to reduce waste and protect the planet. • Inclusivity: Making sure everyone can take part and benefit, no matter their background or ability. • Partnerships: Working with local schools, businesses, and groups to support community goals. • Long-term Impact: Creating lasting benefits that make the community stronger. • Quality of Life: Improving the well-being of individuals and families in the area.

e. What are the expected impacts?

Are there any aspects, including how it is delivered or accessed, that could have an impact on the lives of people, including employees and customers.

No

Do you expect the impacts to be positive or negative?

No impact expected

Please provide an explanation for your answer:

The Social Value strategy aims to outline how and when the Golden Valley Development can positively impact the local and wider communities of Cheltenham and Gloucestershire.

However, the recommendation in this report is to acknowledge that the revised strategy will be incorporated into the Development Agreement, which is held in partnership with our developer, HBD. This should have little to no impact on the partnership or the progress of the Golden Valley Development.

If your answer to question e identified potential positive or negative impacts, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

f. Identify next steps as appropriate	
Stage Two required	No