

Delivery of our place vision

Summary

Cheltenham Borough Council wishes to engage a consultant to work with the council and its partners to gain collective commitment to delivering [Cheltenham's place vision](#). This will comprise the following:

- Working across partners to define our place vision priority actions and gaining collective commitment to them using the concept of place-based systems leadership.
- Help us co-create and articulate our ethos and principles that will help us deliver the place vision, capturing our way of working and culture in a way that we can use across all aspects of our work.
- Build this ethos into a range of shared commitments we are making with our customers, residents, stakeholders and businesses to help us deliver the place vision of a thriving economy, thriving communities and a thriving cultural offer.
- Reflect on how partners can work more collaboratively and organise themselves to deliver our collective place vision and support our way of working.

Background for the brief

In March 2018, the council adopted an ambitious [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.

The place vision also describes a set of four values are:

- Being environmentally-friendly;
- Being nurturing;
- Being pioneering; and
- Being connected.

In support of its community leadership role, the council convenes and supports a range of partnership groups that are aligned to the place vision and are support the delivery of better outcomes for Cheltenham residents.

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.

To support the cultural and creativity agenda in the place vision, the council has supported the creation of the [Cheltenham Culture Board](#). Its purpose is to collaboratively define and deliver measurable 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.

In May 2019, the council also agreed to establish the [Cheltenham Growth Board](#) that will bring a range of partners together to lead on the vision that Cheltenham is a place where businesses and their workforces thrive, thereby creating economic successes for the town and its residents. The 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.

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 reps from public and VCS partners.

This brief concerns the effective operation of our partnerships and our way of working.

Current Situation – [Peer Review](#)

In November 2018, Cheltenham Borough Council invited the LGA into the organisation to carry out a peer challenge. As part of the review process, a group of peers met with representatives of the Place Governance Group to explore its effectiveness. The peer challenge team concluded that the PGG was “still finding its feet” and the detailed actions set out in the Place Vision had yet to be translated into action plans nor monitoring mechanisms developed to review delivery against objectives. They recommended that it may be necessary for the council to work with the PGG to move this work forward to ensure that the work of this partnership vehicle is not jeopardised.

As a result, CBC has included the following action on its peer review action plan:

CBC will consider how best to enhance the place governance group and any other strategic partnerships deemed necessary in consultation with key partners.

Current situation – some key place projects

We are really proud of some of our achievements in delivering our place vision; these projects embody our ethos and commitments.

[No Child Left Behind](#)

[Festival of cycling](#)

[Cheltenham Remembers – WW1](#)

[Inspiring Families prospectus](#)

We are also mindful that there are some significant longer-term place-based projects / initiatives in development that we need to address through enhanced partnership working:

[Cyber central](#)

[Climate change emergency](#)

[Child poverty / tackling inequalities](#)

Current situation - willingness

At the last meeting of the place governance group, partners accepted the peer review findings and expressed willingness to refresh the PGG both in terms of objectives and membership and to work collectively to be clear who about how it can best deliver the vision of the place strategy.

Building blocks – the beginnings of our ethos

Through our work we have started to develop a way of working that we feel can form the core of our ethos. These need to be tested, shaped by best practice and co-created and owned by our place partners:

- Ensuring that what we do takes a **trauma informed approach** – predicated on being kind, compassionate and building hope whilst understanding the impact of previous life experiences on an individual or family
- Adopting a **restorative practice approach** that improves and repairs relationships between people and communities.
- Working to create **strengths-based relationships** with people and communities that builds on and strengthens their assets

- Building **resilience** in individuals, families and communities to support them achieve their potential in life.
- Being **inclusive** where people of all backgrounds, experiences, ages and abilities can thrive
- Being **sustainable** mindful of our resources and our impact on the environment

What we want

We think we've come a long way in terms of developing our partnership structures and our ways of working. We want to work with a consultant to take us to the next level in terms of our ability to deliver our place vision.

So within the context of our place vision and the principle of place-based systems leadership, we now want to engage a consultant to work with the council and its partners to gain collective commitment to delivering the place vision. This will comprise the following:

- Working across partners and partnerships to define our place vision priority actions and gaining collective commitment and ownership to ensure they are delivered.
- Help us co-create and articulate our ethos and principles that will help us deliver the place vision, capturing our way of working and culture in a way that we can use across all aspects of our work.
- Build this ethos into a range of shared commitments we are making with our customers, residents, stakeholders, businesses and visitors to help us deliver the place vision of a thriving economy, thriving communities and a thriving cultural offer.
- Reflect on how partners can collaborate effectively and organise themselves to deliver our place vision and support our way of working.

Some other areas that we'd be interested in:

- Framing questions and debates in ways that motivate people to take action
- Coaching and supporting people to strengthen their leadership capacity
- Connecting people and elements from different parts of the system
- Creating deeper understanding of shared issues and exploring possible solutions to address the issues
- Bringing people together to work differently and more effectively focused on the place vision and goals.

If you are interested in working with us, please supply a costed proposal and your methodology to:

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By 5.00pm Monday 14 October 2019

Budget

In the region of £10k