Cheltenham.
Place Vision.

#IloveCheltenham

Creating a Vision for Cheltenham.

Cheltenham is an amazing place. **From humble medieval origins to a buzzing borough of 115,000 people, Cheltenham is a place that has thrived through centuries of change. It is a place we are proud of and passionate about, and we are committed to helping it grow and prosper in years to come.**

Cheltenham is entering a period of significant change once again. Harnessing the opportunity for growth that this brings is absolutely critical for our town's future success. But we also acknowledge that Cheltenham's success is also dependent on the success of our neighbouring towns, cities and rural areas. We will use our place strategy to foster strong relationships beyond our boundaries that will help deliver our vision.

A range of organisations have come together to help define what Cheltenham should feel and look like in the future. We are calling this our vision for Cheltenham.

In this document, we'll guide you through our vision, including:

- **What** is our vision for the future of Cheltenham

- **Why** we need a vision

- **What** ambitions, aspirations and actions we will take to deliver our vision

- **How** we will guide our vision, through our values

- **How** we measure our success

What is our Vision for Cheltenham?

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.**

- **where everyone thrives.**

Cheltenham is a place where everyone thrives

Why a Vision for Cheltenham?

Cheltenham is approaching a decade of growth. The Gloucester, Cheltenham and Tewkesbury Joint Core Strategy sets out a target of 11,000 new homes and 55ha of new employment land for our town by 2031.

This is an incredibly exciting time for us. But, if we want to deliver our vision of Cheltenham being a town in which everyone thrives, we need to recognise the challenges our town faces and take action.

There are three key areas:

- **Business**
- **Culture**
- **Community**

Our Vision

Cheltenham is a place where everyone thrives

Business

Cheltenham has an affluent economy that supports 72,000 jobs in a range of industries including defence, aerospace, electronics and tourism. Our key growth sector is cyber industries, and our relationship with GCHQ puts us in a unique position to drive our ambition in super-fast digital connectivity and innovation in technology and productivity.

We have a strong educational sector with a range of providers. As Cheltenham engages with the growth agenda, there is an increasing demand for skills and apprenticeships.

But our rate of economic and job growth is still below the national average, and worklessness rates in parts of Cheltenham remain higher than they should be. Feedback from businesses highlights the difficulties of recruiting at both entry level and mid management levels. In addition, retail nationally is experiencing challenges in the current financial environment and impact of online shopping.

We need to increase the supply of employment land, encourage and nurture existing and new businesses and ensure that all our residents have access to a choice of high quality jobs, and the right education and skills training.

Our Vision

Business

Our vision is that Cheltenham is a place where **businesses and their workforces thrive**.

Cheltenham. Place Vision. **Why a vision for Cheltenham? Business.**

7

Cheltenham has identified 55 ha of new employment land.

But rates of job growth and productivity are below average.

Annual rate of economic growth (0.7 per cent) lags behind national average growth rates (1.9 per cent). Job growth rate (9.1 per cent) higher than the average for England (7.6 per cent), but lower than Gloucestershire County as a whole (14.1 per cent, or 40,000 jobs).

Photo: Mikal Ludlow Photography

Culture

Cheltenham has an international reputation as a thriving centre for culture, heritage and sporting events. We host world-renowned festivals such as the Cheltenham Literature Festival and the Cheltenham (Gold Cup) Festival, which enjoys ticket sales of over 250,000. Embracing culture in its broadest sense, we celebrate the best of literature, art, music, sport and science, from the most innovative to the most accessible.

We have the potential to build on this. We can use creativity as an inclusive tool to stimulate the local economy, attract visitors, engage young people and reach out to communities.

But as Cheltenham has to compete with other towns and cities to attract visitors, we must work together to promote ourselves as a world class visitor and cultural capital. We also need to address longer-term funding challenges for our cultural partners, and work to create a vibrant town that will attract and retain young people to visit, live and work here.

Our Vision

Our vision is that Cheltenham is a place where **culture and creativity thrives**.

Culture

Cheltenham. Place Vision. **Why a vision for Cheltenham? Culture.**

9

Cheltenham has a national and international reputation as a festival town.

250,000
people a year visit the four festivals across Cheltenham Festivals.

250,000
tickets sold for the Cheltenham (Gold Cup) Festival over the four days, that attracts **10,000** fans from Ireland.

Cheltenham's challenge is to strengthen and broaden our culture, food and drink offer to visitors, businesses and residents so that we grow our market share in a competitive market of UK destinations.

Photo: stillmovingmedia.co.uk

Community

We are proud of Cheltenham's strong and diverse communities. These are supported by a range of voluntary and community groups, resident associations, faith groups, partnerships and parish councils. Projects such as our Inspiring Families project, the St. Peters and The Moors Big Local Project and Midsummer Fiesta are just some of the building blocks on which we can build stronger, healthier and more inclusive communities.

But we know we need to do more. Cheltenham has some of the wealthiest areas in the UK, and yet some areas fall within the nation's 10% most deprived. We must also do more to keep our young people here. Forecasts tell us that by 2029 there will be proportionately fewer under 18s than over 65s living in Cheltenham. This is 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.

Our Vision

Community

Our vision is that Cheltenham is a place where all **people and communities thrive**.

Cheltenham. Place Vision. **Why a vision for Cheltenham?** Community.

11

Cheltenham has a strong tradition of volunteering and community action.

11
Friends of Groups

20
Resident associations

5
Parish councils

! **Cheltenham** is generally a safe place to live, visit and do business. But when there is crime that causes concerns to local residents, this is subject to intensive work by local partners.

Despite falling crime rates there were 8,500 recorded crimes in the 12 months from Jan 2017 to Jan 2018.

Working together to address these long-term challenges and seize the opportunities that new growth will bring, we will make sure Cheltenham remains an amazing place, a place where everyone thrives.

Our Vision

Businesses and their workforce

thrive

Culture and creativity

People and communities

Delivering our Vision.

Actions driven by our Ambitions and Aspirations.

Our Place Vision is the start of a conversation about how we work together to realise the ambitions, aspirations and actions.

Over the next few months we will be putting in place a new partnership and developing more detailed action plans to make sure Cheltenham remains an amazing place, a place where everyone thrives.

You can follow our progress at:
cheltenham.gov.uk/place
#IloveCheltenham

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham is a place where **everyone thrives**

Our Ambitions

Taking the right actions to deliver our vision is key. To help inform the actions we take, we've committed to three ambitions for Cheltenham. These are ambitions that Cheltenham, its residents, businesses, and our organisation can be proud of. These are ambitions that Cheltenham will be known for.

Business

Cheltenham enables business growth by being better connected.

Businesses, residents and visitors benefit from improved transport connectivity both within the town and beyond, fast and secure digital infrastructure and improved-connections between businesses, education and local residents.

Culture

Internationally renowned for its culture, heritage, food and sport.

Cheltenham celebrates its cultural, heritage and sporting experiences, our food, drink and retail offer and our regency architecture, parks and gardens.

Community

Champions physical and mental wellbeing.

Cheltenham takes a preventative approach to addressing some of the longer-term health inequalities and related challenges that some of our residents face including housing needs, feeling safe and realising their potential.

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Community

Business

Culture

Cheltenham is a place where everyone thrives

Our Aspirations

For each ambition, we are proposing three supporting aspirations. These will form the basis of our actions.

Business

Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.

We have improved connectivity including our cycling, walking, public transport and digital infrastructure.

We have facilitated more flexible business space to help grow our economy and connect local residents to growth.

Culture

We have a sustainable future for our cultural organisations and buildings.

We have invested in marketing the town, nationally and internationally.

We have invested in our public spaces and our heritage.

Community

We ensure that all our residents, businesses and visitors feel safe.

We increase numbers of affordable, accessible, safe and secure housing

We build strong, healthy and inclusive communities.

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham is a place where **everyone thrives**

Community

Business

Culture

Our Actions.

For each ambition and for each aspiration, we are proposing clear action. Local partners will now work together to develop plans for how these actions are made into a reality.

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham
is a place where
everyone
thrives

Business

Vision:
Businesses and their workforce thrive.

Ambition:
Cheltenham enables business growth by being better connected.

Aspiration:
Education and skills pathways connect our primary, secondary, further education and higher education to our growing jobs market.

Action:
Through direct engagement with Learning and Skills Board, schools, colleges and University, bring forward practical actions to support our growth priorities.*

Aspiration:
We have improved connectivity including our cycling, walking, public transport and digital infrastructure.

Action:
Deliver a transport plan focussed on increasing connectivity across the town, and work with partners to bring about fast and secure digital infrastructure.

Aspiration:
We have facilitated more flexible business space to help grow our economy and connect local residents to growth.
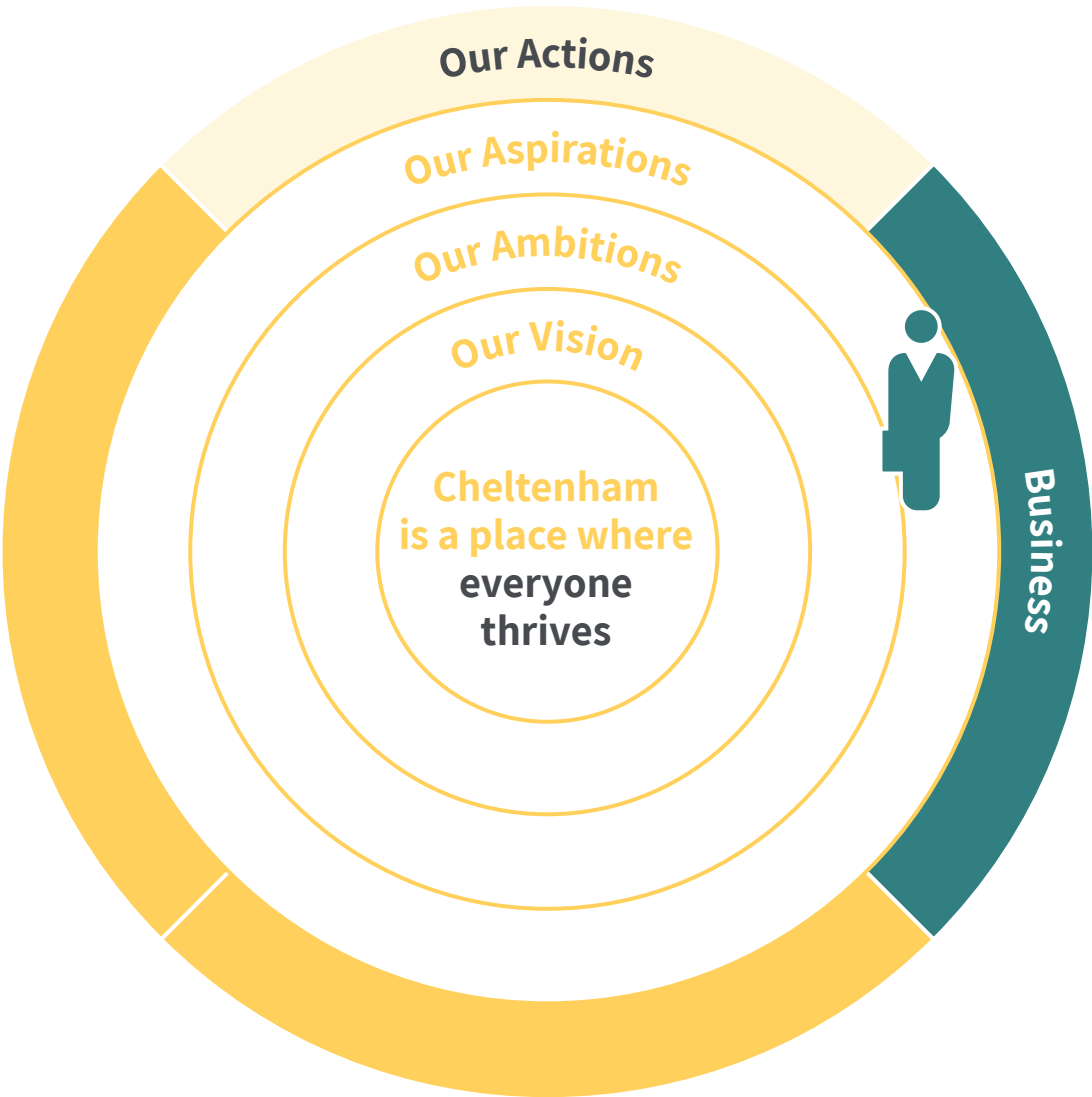
Action:
Facilitate the delivery of the UK Cyber Park that will create 45 ha of new employment space along with employment and training initiatives to benefit local residents.

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham is a place where **everyone thrives**

Business

* Action to be given early attention

Our economy supports
72,000 jobs.

But there are skill gaps between FE/HE and growth sectors.

Workers in Cheltenham have a high qualifications profile, but there is a lower percentage of people working in high skilled occupations. Average earnings are below the national average.

Cheltenham has an affluent, diverse economy: cyber, advanced engineering, defence, public sector and tourism.

Cheltenham economy supports c.72,000 jobs in a range of industries including defence, aerospace, electronics and tourism, generating between £2.4bn and £2.7bn in economic output.

But despite economic diversity, the health of Cheltenham's retail offer is poor.

Cheltenham does not feature on the list of top 50 retail centres (Vitality).

Culture

Vision:
Culture and creativity thrives.

Ambition:
Internationally renowned for its culture, heritage, food and sport.

Aspiration:
We have a sustainable future for our cultural organisations and buildings.

Action:
Develop a new vision and masterplan for Cheltenham Town Hall that enables a significant increase in our festival and events programme andalso create opportunities for Leisure-at Cheltenham to be a sporting hub.

Aspiration:
We understand what makes Cheltenham special and use this as the basis of marketing the town, nationally and internationally.

Action:
Create a new independent delivery model that brings together organisations throughout the town to promote Cheltenham as a world class place to visit, work, study and live.

Aspiration:
We have invested in our public spaces and our heritage.

Action:
Develop a vision for the town centre which delivers investment into the delivery of world class public spaces that link people, businesses and entertainment.

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham
is a place where
**everyone
thrives**

Culture

Cheltenham has a strong hospitality offer.

£154 million tourism economy in Cheltenham. Day and staying visitor numbers are growing. 11 restaurants featured in the Michelin 2018 guide, including a 2-star restaurant.

But visitors are not spending as much.

Day and staying visitor spend is declining. Decrease in overseas visitor numbers, against national growth in domestic and overseas visitors to the UK.

Cheltenham has a heritage of historic architecture and beautiful parks.

Cheltenham Central Conservation Area is one of the largest in the country, covering 599 hectares. Five parks and gardens have the Green Flag award, recognising they are among the best in the country.

But there are concerns about funding for cultural assets.

Community

Vision:
People and communities thrive.

Ambition:
Champions physical and mental wellbeing.

Aspiration:
We ensure that all our residents, businesses and visitors feel safe.

Action:
Reduce vulnerability and harm through collaborative working to reduce crime and anti-social behaviour and through a joined-up approach to safeguarding children and adults that will nurture and support those that are most vulnerable through community-based approaches.*

Aspiration:
We increase numbers of affordable, accessible, safe and secure housing.

Action:
A review of options for a step-change in the pace of delivery of housing (including housing that is affordable) and a collective approach to reducing homelessness.*

Aspiration:
We build strong, healthy and inclusive communities.

Action:
Commitment to create socially sustainable communities in both new residential developments and in our existing communities and increase opportunities community-based health and wellbeing projects.

* Action to be given early attention

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Community

Cheltenham is a place where **everyone thrives**

Cheltenham has a wide range of diverse communities.

11.2% (12,940 people) of the population were born outside the UK, compared to 7.7% for the county and 13.4% nationally (2011 Census).

47% (6,130 people) of these were recent migrants, arriving since 2004.

! **But** some communities that are characterised by 'multiple deprivation'.

Parts of St. Marks, Hesters Way and St. Pauls are in the 10% most deprived areas nationally (Indices of Multiple Deprivation 2015).

Cheltenham has excellent educational establishments.

Two secondary schools rated as outstanding, three secondary schools rated good. Schools, further education and higher education establishments promoting lifelong learning and celebrating excellent levels of educational attainment.
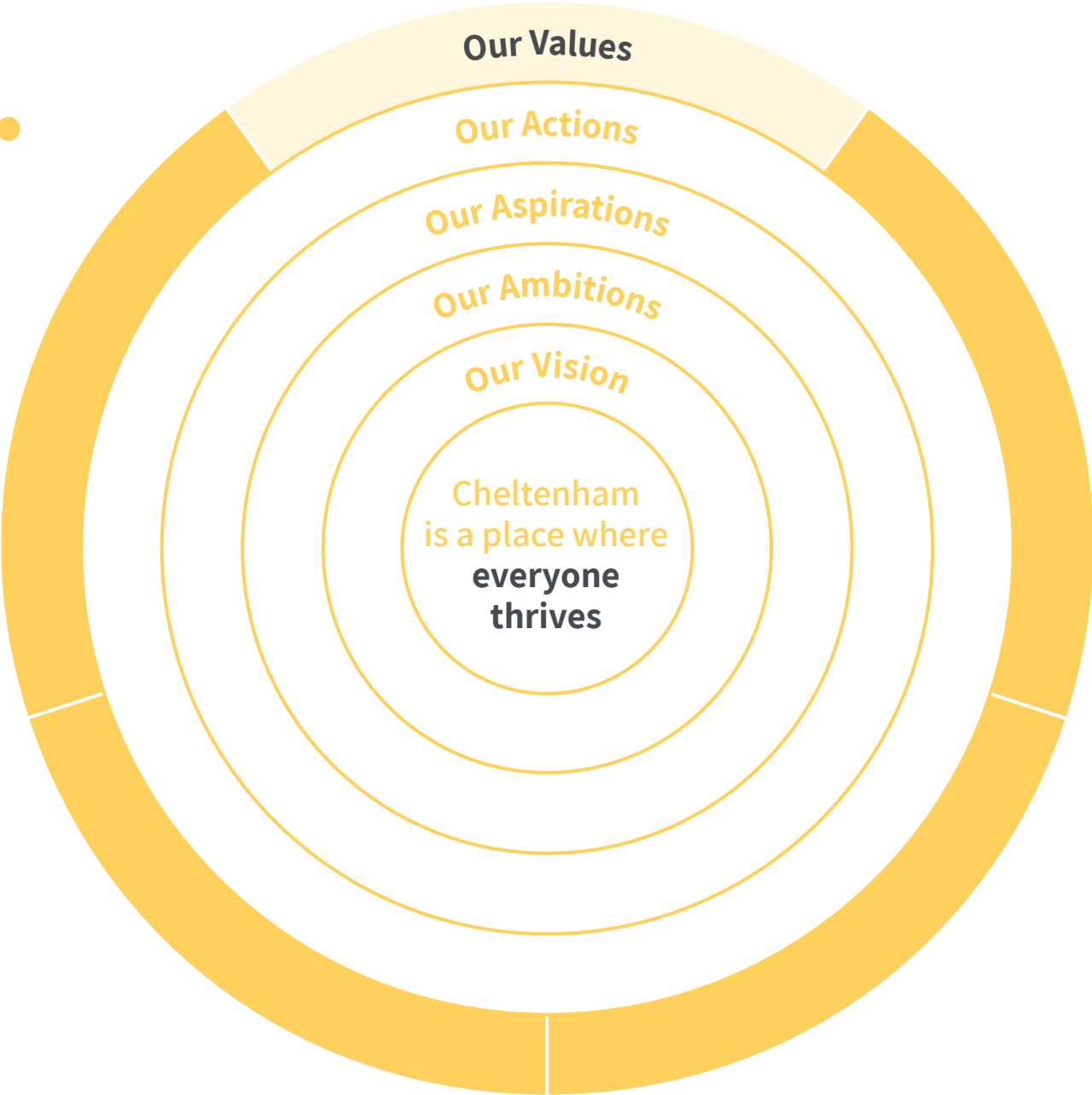
! **But** we are not attracting and retaining young people.

To 2039, Cheltenham is predicted to see an increase of 11,100 over 65s against an increase of 2,100 under 18s.

Our Values.

To guide our actions and our response to long-term challenges, we've identified four values that are challenging and forward-looking, but deeply grounded in Cheltenham's character and history.

Our Values

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham
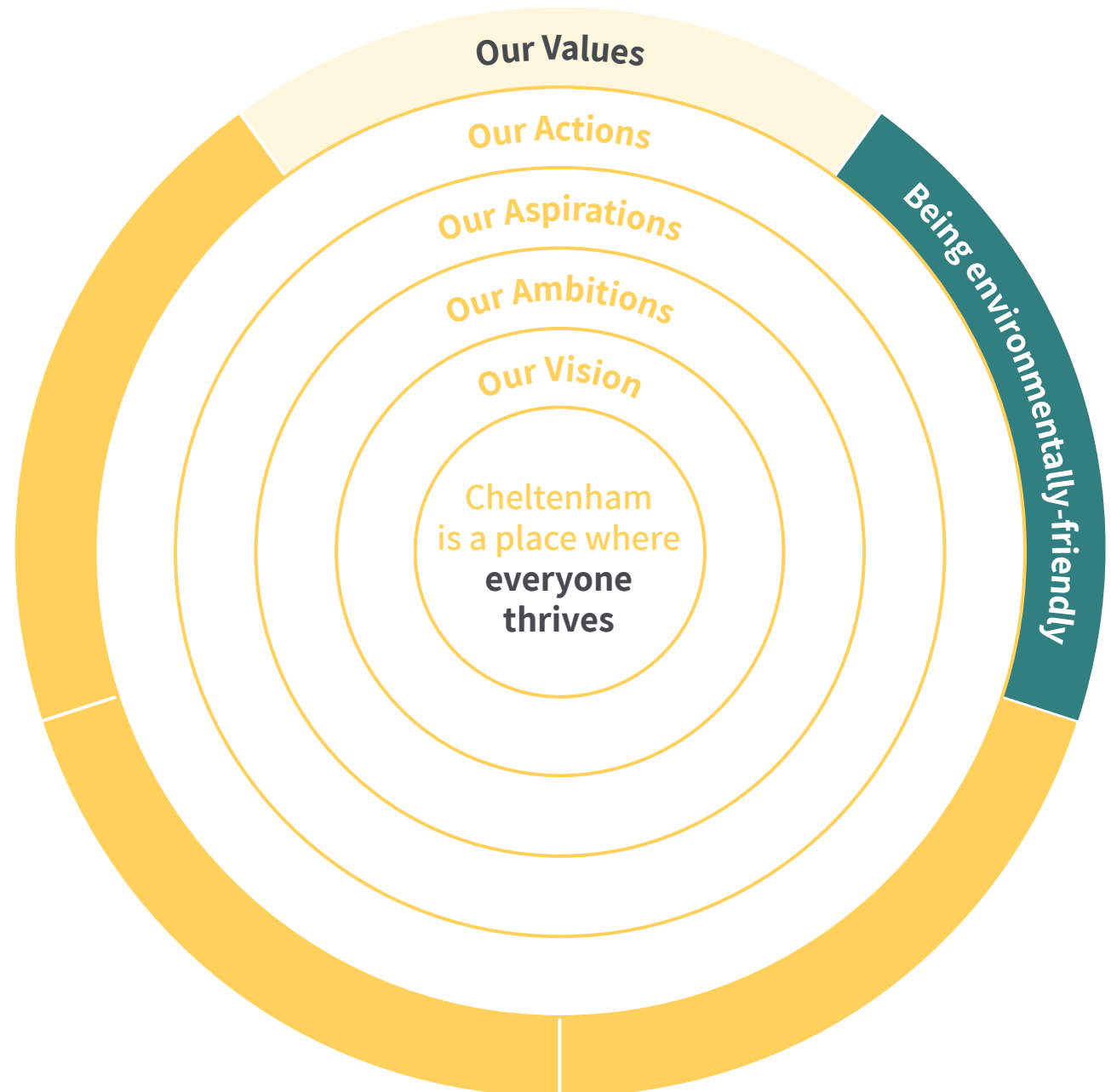is a place where
**everyone
thrives**

Being environmentally-friendly.

- **Resource-wise**
- **Low-carbon**
- **Bio-diverse**
- **Recycling**

Cheltenham has a long tradition of local environmental action. From the mid-90s, local charity Vision 21 promoted sustainable development in Cheltenham and beyond. Since the 1950s, Cheltenham Civic Society has been active in maintaining the special architectural qualities of Cheltenham and its environment.

Adopting the value of being environmentally-friendly means we recognise that the long-term success of our town relies on protecting and enhancing the environmental resources that underpin it.

Our Values

Being environmentally-friendly

Our Actions

Our Aspirations

Our Ambitions

Our Vision
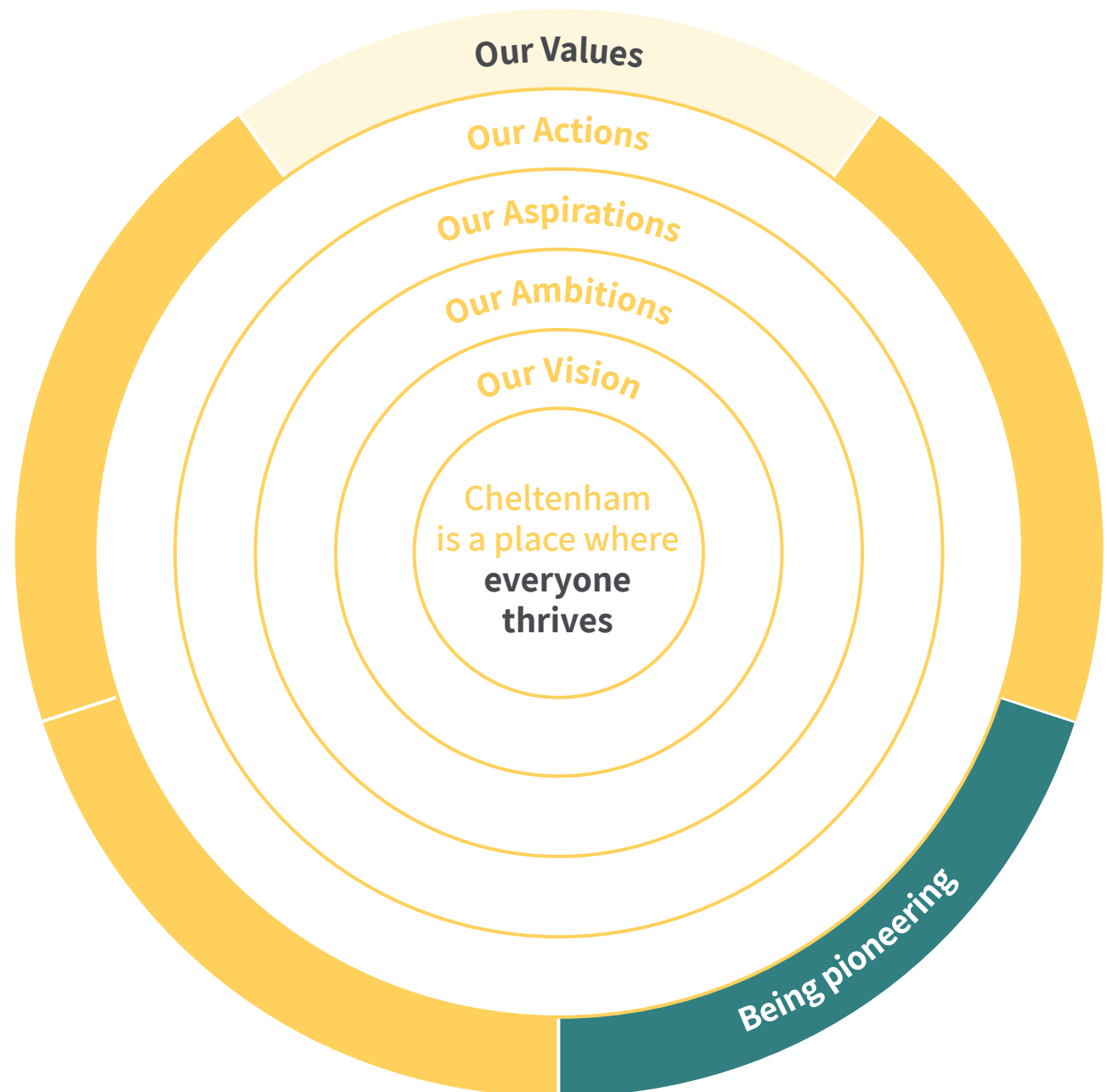
Cheltenham
is a place where
**everyone
thrives**

Being pioneering.

- **Enterprising**
- **Creative**
- **Aspirational**
- **Inventive**

A pioneering approach has made Cheltenham the town it is today. Captain Henry Skillicorne took an unassuming village on the edge of the Cotswolds and single-handedly began developing the spa and the town around it. In the late eighteenth century, Edward Jenner sent the first vaccines around the world from here. In the 1940s, George Wilkinson and John Moore began the longest running literature festival in the world. And in 2017, the first start-ups graduated from the GCHQ Accelerator programme.

Cheltenham was founded and thrives on this pioneering spirit. It's natural for us to continue this bold, pioneering attitude to guide our vision.

Our Values

Our Actions

Our Aspirations

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Our Vision

Cheltenham
is a place where
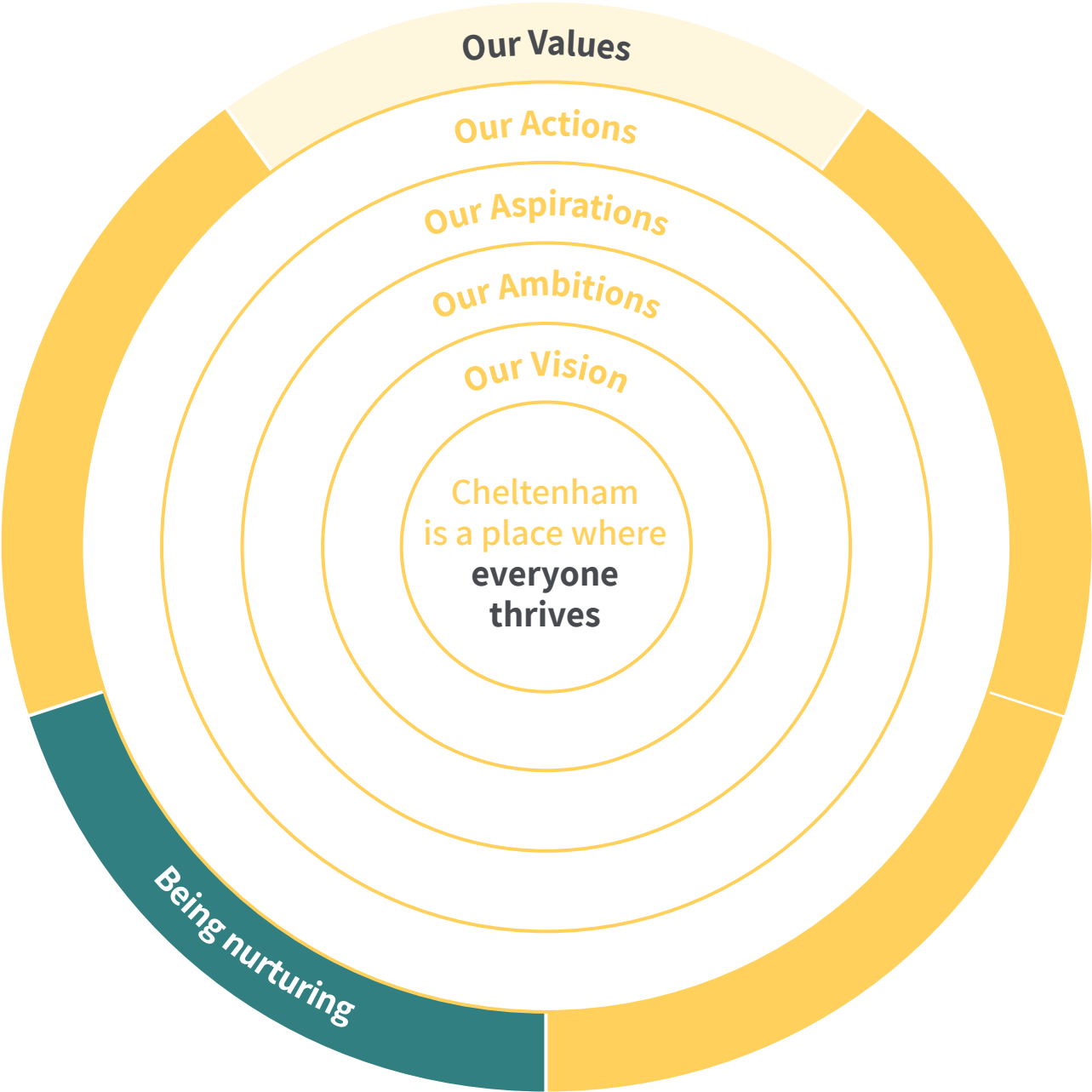**everyone
thrives**

Being pioneering

Being nurturing.

- **Enabling**
- **Inspiring**
- **Inclusive**
- **Kind**

Cheltenham is a famously beautiful, historic spa town based on the health giving nature of our waters. It's a nurturing, gracious, green town with broad streets and generous public spaces, fine educational establishments and an exceptional quality of family life.

We're building on and distributing this shared inheritance, through our festivals supporting and nurturing emerging and local talent, our business initiatives and our powerful network of charities.

We'll continue to guide our vision by nurturing, supporting and celebrating the local and visitor economy, our communities and young people.

Our Values

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham
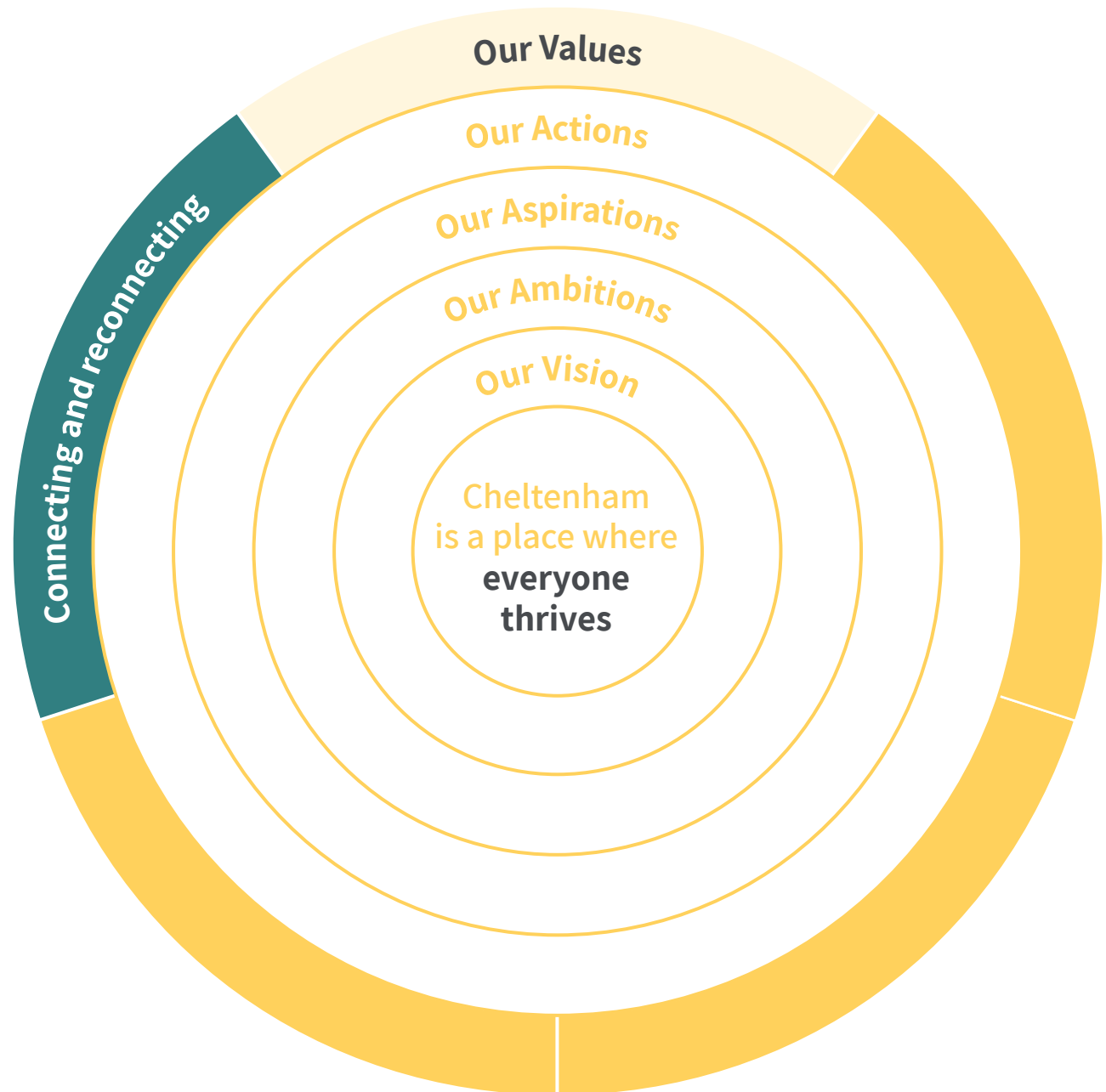is a place where
**everyone
thrives**

Being nurturing

Connecting and reconnecting.

- **Linking**
- **Uniting**
- **Community**
- **Relationships**

Connectivity has always been of real value to our town. With the launch of the Cheltenham Cyber Hub and the influence of GCHQ, our digital and tech connectivity is assured. Cheltenham and Gloucester are the first towns in the UK to trial high street digital hubs.

Our arts, science and sporting festivals create unique opportunities for people to connect with one another, exchange ideas and build relationaships.

This value of connectivity guides our vision and gives us a strong platform to explore opportunities, reach out, connect and reconnect everyone to a thriving future.

Our Values

Connecting and reconnecting

Our Actions

Our Aspirations

Our Ambitions

Our Vision

Cheltenham is a place where **everyone thrives**

Measuring our impact.

We want our vision, values, ambitions, aspirations and actions to have a real impact on the businesses, culture and communities of Cheltenham. These are some examples of how can measure our success. Our new place partnership will develop plans on how best to measure our impact.

Businesses and their workforce thrive when:

- Cheltenham has grown its economy and increased its productivity rate.

- The rewards of economic growth are shared inclusively across the town with more local residents and young people having the skills and support to get into employment.

- The number of journeys made by on foot and by bike increases.

- New employment land and premises have been developed to cater for growth in business.

Culture, creativity and our environment thrives when:

- We have achieved 5% growth in the value of the visitor economy year on year from a baseline of £154 million.

- Our festival and events offering is broader, more frequent and more diverse

- We have increased numbers of domestic overnight stays and overseas visitors.

- We have improved the environment of the town centre and this has led to an improvement in our retail rankings

People and our communities thrive when:

- The health and wellbeing of all Cheltenham residents has improved with more opportunities for people to be physically active and more support for those suffering with mental health problems.

- We have helped more people rent or buy housing that meets their needs.

- Cheltenham is known as a safe and friendly, town, accessible to all, where everyone is welcomed.

- There are more opportunities to volunteer, to give time and effort to making Cheltenham and its organisations and communities a better place.