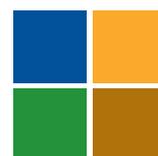


OUR FUTURE, OUR CHOICE

CHELTENHAM'S SUSTAINABLE COMMUNITY STRATEGY 2008 - 2011



CHELTENHAM STRATEGIC PARTNERSHIP



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INTRODUCTION

Welcome to Our Future, Our Choice, Cheltenham's sustainable community strategy which follows on from Cheltenham's first community strategy that was published in October 2003.

The strategy has been prepared by Cheltenham Strategic Partnership (CSP) which brings together core partners, thematic partnerships, community and voluntary sectors. The aims of the CSP are:

- To be the partnership of partnerships for Cheltenham, providing strategic co-ordination, ensuring linkages with other plans and bodies established at the regional, sub-regional and local level and agreeing a community strategy that sets the vision and priorities for the area and gaining consensus about the way forward;
- To develop and drive the effective delivery of the community strategy action plan through effective performance management and holding delivery partners and partnerships to account.

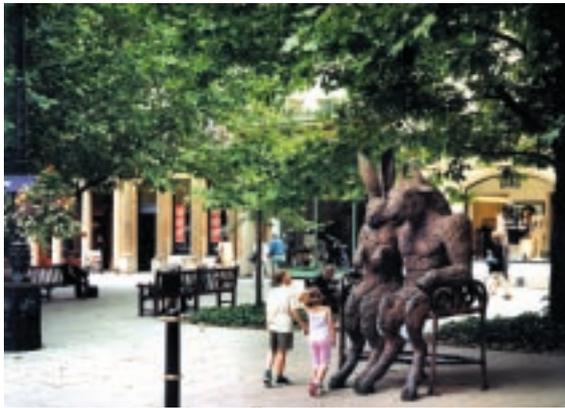
The strategy has four key aims;

- To set out local communities' needs and aspirations;
- To provide an assessment of the future challenges facing Cheltenham and what we collectively need to do to respond;
- To set out an aspirational long term vision for the achievement of sustainable development in Cheltenham; and
- To focus and shape existing and future activity of public, private, voluntary and community organisations that operate locally so that they effectively meet community needs and our longer term aspirations.

The strategy is rooted in the needs and aspirations of those that live and work in Cheltenham. During 2006, the CSP undertook an extensive programme of consultation called Cheltenham 2020 which led to the identification of key challenges and issues for Cheltenham that the CSP needs to tackle. Secondly, over the summer of 2007, it led a programme of consultation on the form and content of the draft strategy in order that there was agreement across all partners and stakeholders about how we work together to respond to the future challenges facing the borough.



INTRODUCTION CONTINUED



The strategy sets out a long-term, sustainable vision for Cheltenham backed up by cross-cutting principles and ambitions. This long term framework will influence all other plans and strategies produced by Cheltenham Strategic Partnership's partner organisations such as the borough council, county council, police, health and care services and our partners in the voluntary and community sector.

There is well-established relationship between the strategy and the emerging local development framework (LDF). The LDF will provide a spatial vision which will guide development proposals to meet the needs of Cheltenham, providing a vehicle to deliver the vision and ambitions of the community strategy in partnership with service providers. Preparation of the LDF will be informed by the views of the CSP and its respective partnership groups to ensure that the cross-cutting agenda of the community strategy is embodied within LDF policies and proposals.

The format of the strategy

The strategy starts by setting the context in which it has been prepared. First, we have looked at the here and now of Cheltenham which is supported by a summary of the results of the community consultation that was carried out in 2006. Second, we have looked to the future and assessed the risks and opportunities that Cheltenham is likely to face over the next twenty years.

Given this context, the CSP has prepared an aspirational long-term vision that sets out a course of action for all partners to work towards over the next 20 years. This is supported by three underlying principles that will underpin everything we do:

- The principle of community engagement and participation;
- The principle of tackling inequalities and promoting cohesion; and
- The principle of tackling climate change.

Having consulted widely with the community, we have identified the following longer-term ambitions where, over the next twenty years, we will take concerted and coordinated action through both partnership working and the local development framework to turn our vision into a reality:

- Promoting community safety;
- Promoting sustainable living;
- Promoting a strong and sustainable economy;
- Building healthy communities and supporting older people;



- Building stronger communities and supporting housing choice;
- A focus on children and young people;
- Investing in environmental quality;
- Investing in travel and transport; and
- Investing in arts and culture.

For each of these nine ambitions, the strategy sets out what the current situation is, what community views are, what our ambitions are, and where we feel that partnership working and the local development framework can make a difference.

There is a glossary of technical terms towards the back of the document and at the rear of the document there is a provisional action plan that sets out how the CSP will deliver its vision, principles and ambitions of the strategy for the period October 2007 to October 2008.

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THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY

Context - Cheltenham today

Until the late 1700s, Cheltenham was a small market town, but changed rapidly when it became a fashionable regency resort. Over the years it has attracted major employers and has developed the reputation as a festival town of international repute. This together with its architectural heritage, educational facilities and quality environment makes Cheltenham an attractive place to live, work and play.

Cheltenham itself is quite compact - it has the second smallest area of all the six Gloucestershire districts, but has the largest population of 111,500 (2006 mid-year estimates, ONS). We refer to Cheltenham as a borough, rather than as a town, as the area has had borough status since 1877 and there are also a number of villages within the borough with their own identity and their own specific needs which we have captured in this strategy.

The attractiveness of the borough and its surroundings has encouraged many organisations to locate here. Along with GCHQ, Cheltenham is home to the head offices of the Chelsea Building Society, and Kraft Foods. It has been voted the most desirable postcode in the results of a survey published in October 2006 by the property valuation website Propertypriceadvice.co.uk.

Cheltenham has an international reputation as a thriving centre for culture. It is home to a number of festivals that take place throughout the year which includes the world-renowned Jazz, Music, Science and Literature Festivals.

Cheltenham Racecourse is home to the National Hunt festival season and hosts sixteen events every year including the Gold Cup Festival. The borough also plays host to the Everyman Theatre and the Playhouse Theatre, both of which offer a rich and varied programme of professional and amateur performing arts. Cheltenham Art Gallery and Museum has national recognition as a museum with an outstanding collection.

The borough is home to many schools, further education and higher education establishments that are promoting lifelong learning and celebrating excellent levels of educational attainment. The University of Gloucestershire is also the leading English University in the field of sustainability.





Cheltenham also has a vibrant range of faith communities which play a critical role in the social and spiritual life of the borough. These communities also maintain a wide range of places of worship including St. Marys, which is the parish church of Cheltenham and dates mainly from the 13th and 14th centuries, a Synagogue, two Mosques, a Hindu temple and countless other buildings that are an intrinsic part of Cheltenham's physical fabric.

Lying at the foot of the Cotswold Hills, Cheltenham is often regarded as a garden town. Its parks, gardens and tree-lined boulevards have been nationally recognised as some of the best in the country. But these spaces are not evenly distributed across the borough and there are pockets of communities that are not within walking distance of green spaces.

However, despite Cheltenham's economy outperforming the national economy and our per capita income standing some 23% above national average (Source GLMIU), this wealthy image sometimes obscures the fact that we have areas of poverty and multiple deprivation. The Indices of Multiple Deprivation 2004 (IMD) illustrate the extent to which some of our communities are falling behind the rest of the borough as the cumulative impacts of unemployment, poverty, crime, low educational attainment and poor health create a cycle of deprivation.

Context - Working in partnership for Gloucestershire

The Gloucestershire Local Area Agreement (LAA) is an agreement between the government and a partnership of local public and voluntary organisations, led by Gloucestershire County Council through the Gloucestershire Conference¹. The LAA sets out how local partners will use a range of government funding streams to deliver improvements in outcomes for local people. The Gloucestershire LAA is built around five important themes for Gloucestershire.

- Promoting safer and stronger communities
- Promoting healthier communities and supporting older people
- Improving the wellbeing of children and young people
- Supporting economic development and enterprise
- Improving and protecting the natural and built environment

The Gloucestershire Conference, produced their sustainable community strategy "Our place, our future" in 2007 which sets out a broad framework for collaborative working.

Cheltenham Strategic Partnership is committed to the successful delivery of the LAA and we have incorporated the five themes into our vision, principles ambitions and structure.

¹ Gloucestershire Conference is a partnership of partnerships which has the responsibility for developing a long-term vision and sustainable community strategy for the county.

THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY CONTINUED

We also support the county's sustainable community strategy and recognise our role in delivering its aims.

In addition, the developing Gloucestershire urban economic strategy provides the potential to drive forward collaborative working between four local authorities (Cheltenham, Gloucester, Tewkesbury and Stroud), their respective LSPs and other partners in the private, public and voluntary sector to enhance the economic wellbeing of the county. The strategy recognises that Gloucestershire is competing in a global market place, yet when seen from far away the county seems insignificant because its towns and cities are relatively small. Collaborative working is needed to put forward a cohesive vision for the county that is rooted in the contrasts and diversity that make Gloucestershire a special place and which will address the gaps in our "offer" to ensure that we can out-perform our competitors on the global stage.

Cheltenham Strategic Partnership supports the principles of collaborative working and will help shape the development of the urban economic strategy.

Context - Community needs and aspirations

Throughout 2006, we undertook a comprehensive programme of consultation to inform this draft strategy and the local development framework. The consultation programme was called 'Cheltenham 2020'

and people were asked to think about the borough in the future and what their long-term aspirations for the borough were.

We consulted with a wide range of people from different sections of the community, and the activities we held included:

Resident workshops

We consulted a representative sample of 70 residents about their priorities for the borough.

Household survey

We received 2,800 surveys back (6%) from residents from across the borough.

Neighbourhood roadshow events

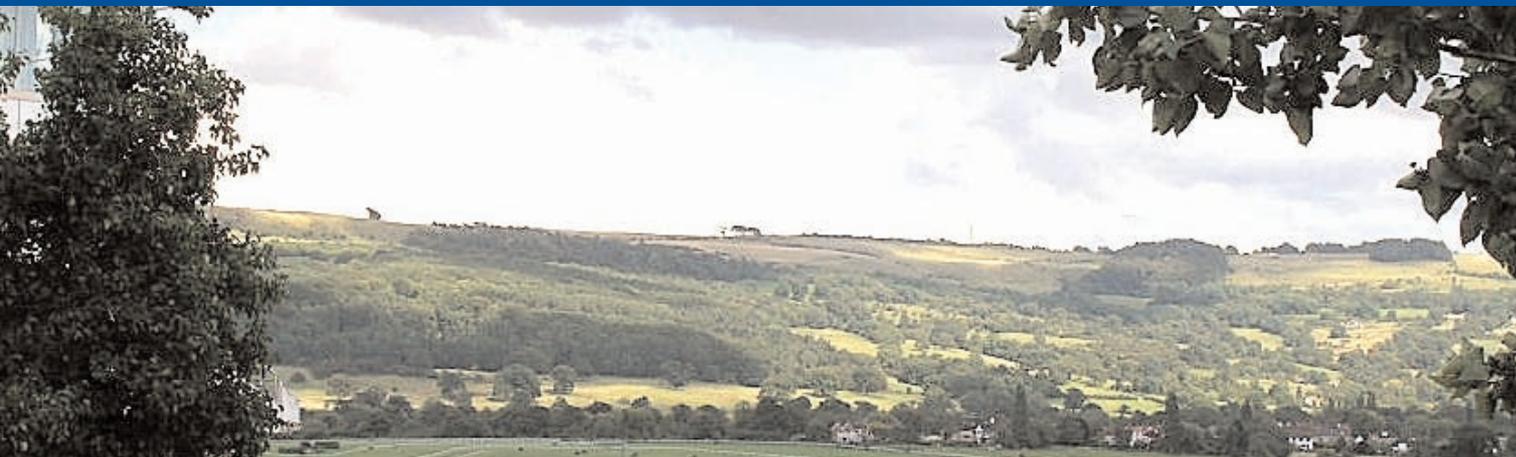
We held 20 roadshow events and talked to over 580 local people about their neighbourhoods.

Talking to young people through schools and youth clubs

We visited seven schools and one youth club and talked with a range of young people aged 12-25.

Talking to our communities through local groups, parish councils and residents' associations

We consulted all five parish councils as well as the pensioners' forum, disability forum, Indian Association and three residents' associations.



The results of the consultation confirmed that Cheltenham is regarded as a good place to live, and that the future should be about pushing the boundaries and improving standards. It was repeatedly stated that Cheltenham should aim to provide an excellent quality of life for all its residents, whilst also respecting its architectural, cultural and natural heritage.

The consultation identified the following key issues where local people and groups want more coordinated and concerted action:

- Action to ensure people feel safer in their communities;
- Action to enable more people to lead sustainable lifestyles;
- Action to ensure people lead healthy lifestyles and have access to local health services;
- Action to give children and young people can take part in a wide range of free-time activities in their communities; and
- Action to improve and protect Cheltenham's environmental quality.

As local people felt that taking action on these five issues will help create an excellent quality of life in Cheltenham, we have used these results as a basis for developing this sustainable community strategy.

The results also identified the challenges of accommodating new development and whilst there was general support for developing within the urban area, support for developing on greenfield sites and within the green belt was

limited. This will be a key challenge in the context of considering the most sustainable way to meet Cheltenham's long term needs as identified by the Regional Spatial Strategy for the South West².

More information on community views is provided for each of the nine long term ambitions.



² The Regional Spatial Strategy sets out the framework for development in the south west region in the context of sustainable development

THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY CONTINUED

Context - Future challenges

Cheltenham will be subject to much change over the next 20 years and an important role for this community strategy is to provide a vision that takes account of these future challenges whilst recognising the importance of continuing to deliver priorities arising from local communities.

Forum for the Future, a national sustainable development charity based in Cheltenham, organised a future-proofing event in May 2007 to help Cheltenham Strategic Partnership explore issues and challenges that could impact on Cheltenham over the next ten to twenty years, and consider how this strategy should respond.

The event identified the following risks and opportunities as key challenges facing Cheltenham.

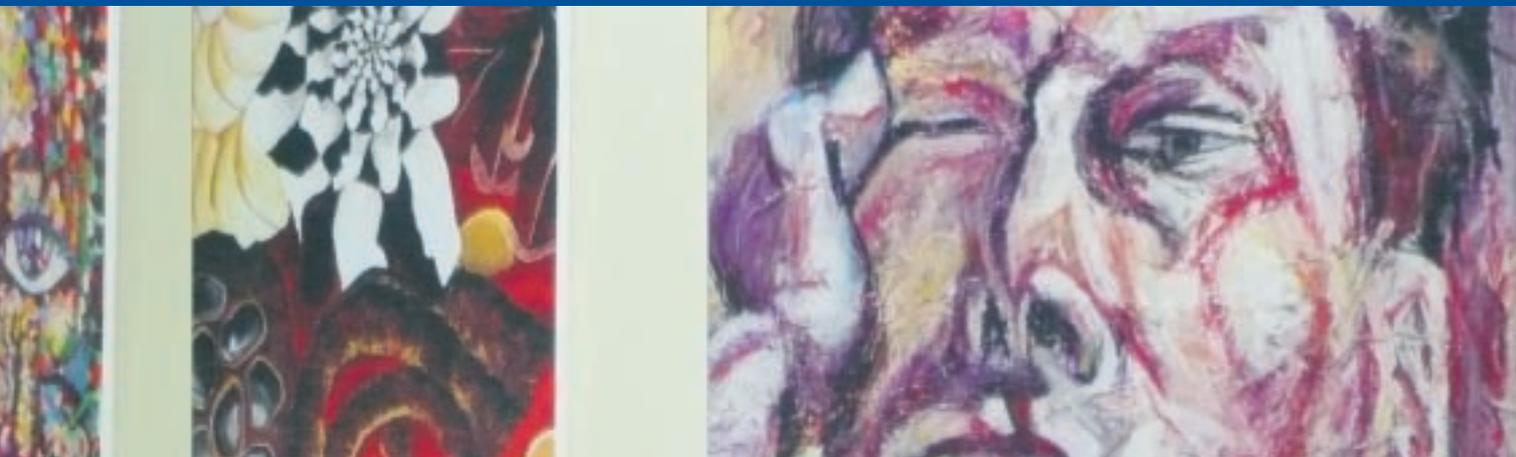
Risk - Access to energy supplies and climate change

The event identified access to energy supplies and the link to climate change as the single most important issue that will affect Cheltenham over the next 20 years. The assumption that oil and natural gas will remain plentiful and affordable has underpinned decision-making over the past few decades. Recent reports have emerged that cast doubt on this assumption and suggest that production of both oil and natural gas is likely to reach its

historic peak soon (or may already have done so) (Source: International Energy Agency, Worldwatch Institute among others). This phenomenon is referred to as "peak oil". Given the rise in global demand for oil-based products and the role they play in social and economic activities, the consequences of such an event are clearly significant. The latest figures comparing oil production and demand show that in 2005, the world produced 73.8m barrels per day with consumption standing at 83.6m barrels per day (Source Energy Information Administration).

There is overwhelming scientific evidence that carbon emissions from mankind's use of energy and in particular oil and natural gas is exacerbating climate change (Source, Stern Review: HM Treasury 2007). Measures that we take now to reduce our dependence on declining carbon-based energy sources will support our aims to reduce our impact on climate change. In Cheltenham, we have adopted a climate change strategy that will provide the framework for achieving this. What is needed now is to take this work to the next level where the need to reduce carbon emissions underpins everything we do.





The challenge for this strategy is to provide a long term framework for Cheltenham to reduce its reliance on carbon-based energy sources and make adaptations in response to the changes occurring through climate change. This requires a coordinated approach at many levels:

- Using land use planning frameworks and urban design to reduce travel and promote sustainable transport options
- Promotion of better building designs with a focus on becoming zero carbon
- Promotion of energy efficiency in all buildings
- Promotion of local and renewable sources of energy
- Promotion of local food production and distribution and encouraging less wasteful consumption of resources
- Positive ways of strengthening the local economy, building social and economic connections at the local level and increasing community self-reliance.

Risk - An ageing population

A population is said to be 'ageing' when older people account for an increasing proportion of the total. In the UK, the population is ageing due to a combination of falling birth rates, the ageing of the baby boom generations of the late 1940s and early 1950s and improved life expectancy. By 2040, it is predicted that the number of people over 64 in Britain is expected to grow from 9.5 million to 15 million with a decline in people under the age of 15 from 11.2 million to 8.7 million (Source: Catalyst Report). This can be seen in Cheltenham where currently 17.1% of people are aged 65 or over which will increase to 21% in 2026.

Whilst some of the impact of this change in the population structure will be mitigated by rising incomes and advances in medicine so that older people remain active for longer, there is still likely to be significant demands placed on health, social care and housing services with a corresponding demand placed on the public purse to service this demand. Falling birth rates when coupled with high house prices in Cheltenham could also lead to a reduction in the numbers of young people living and working in Cheltenham.

THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY CONTINUED

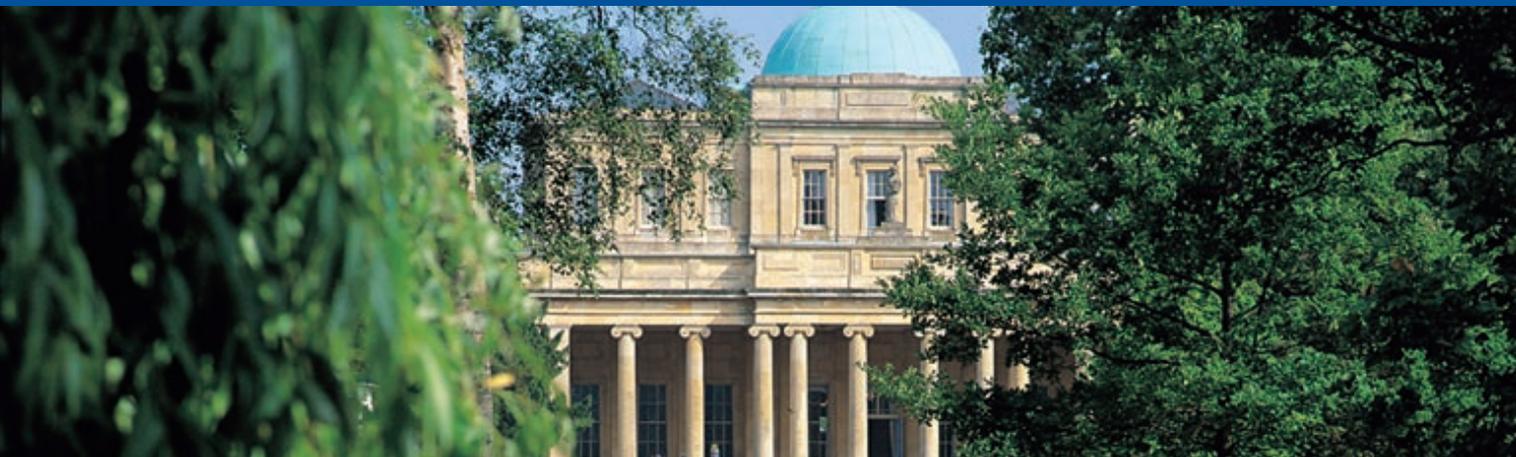
The challenge for the community strategy is to provide a long term framework to improve health and well-being, care and support and protection for older people, whilst providing appropriate housing, social, education, employment and transport services to meet their needs whilst also recognising the vital contribution they make to the ongoing life of the borough.

Risk and opportunity - Integration and cohesion

The UK today has 60 million people, speaking over 300 different languages, and practising at least 14 different faiths. It could be a richly diverse and stable society. However, there is evidence that diversity is dividing some communities and that attitudes towards people from different community groups are hardening. Net immigration into the South West will be 780,000 - 835,000 people in the next 20 years and is now seen as the main driver of population change in the UK (Source: Audit Commission 2007).

In Cheltenham, our ethnic profile from the 2001 census showed that our largest ethnic minority group was of Indian origin and numbered 1,100 and this group had been successfully present in Cheltenham for 50 years. However between 2003 and 2006, 2,675 migrant workers registered for work in Cheltenham, with 1,800 coming from Eastern Europe (Source: Gloucestershire County Council 2006). So in the space of four years, our ethnic profile has significantly changed. This diversity within Cheltenham brings advantages including increasing skills and availability of labour within our local economy, together with sharing different cultures but it also brings pressures including demands on the housing stock.

Despite our population being relatively wealthy, there are still problems of exclusion which have many causes both in terms of an individual's circumstances; unemployment, poor health, social housing, lack of learning opportunities etc. or maybe based on an individual's background; their race, gender, age, faith, sexual orientation, or whether they have a disability or not.



The challenge for this strategy is to provide a long-term framework which encourages those from all backgrounds, faiths and circumstances to have similar life opportunities, and to live and work confidently alongside each other. Our policies and projects must not exclude people, nor make access to services difficult for any section of the community and they must promote strong and positive relationships between people in schools, places of worship, in work places, in leisure and cultural activities and in neighbourhoods in general.

However, there are opportunities from new development particularly around the potential to provide significantly more affordable housing, improved support infrastructure for both new and existing communities, additional employment land and retail and leisure opportunities all within the context of low carbon development. The growth proposed by the RSS will need to be accompanied by associated infrastructure, investment into drainage and sewerage provision, services and facilities and we need to ensure that local people are able to access local jobs.

Risk and opportunity - Development

One of the most pressing issues that will affect Cheltenham over the lifetime of this strategy is the need for Cheltenham to accommodate substantial planned growth. The draft Regional Spatial Strategy (RSS) for the South West identifies Cheltenham as one of 21 urban areas which will play an important role in meeting the growth needs of the region. For instance, the RSS sets us a challenge of accommodating a provisional figure of 12,500 new homes over the next 20 years. The risk from this is that local people do not want to see the unique character of the borough and their local identity undermined by this additional growth.



THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY CONTINUED

The challenge for this strategy is to set out a sustainable vision for Cheltenham that will be taken forward in the preparation of Cheltenham's Local Development Framework (LDF) which will guide development proposals to meet the needs of Cheltenham while also retaining its unique character. We will do this through ensuring that any new developments meet latest eco-standards. By this we mean

- (i) ensuring that new communities are planned for in close consultation with existing communities taking into account the local and wider environment, character of existing communities and requirements for infrastructure. The focus will be on providing good links to the rest of the borough for jobs, leisure and services;
- (ii) ensuring that new developments and redevelopments take into account the sustainable code for housing and the aim of achieving zero-carbon developments. In larger developments, to be an exemplar in at least one area of environment technology;
- (iv) ensuring that at least 40 per cent of housing is affordable with a good mix of tenures and size of homes in mixed communities; and

- (v) where large new communities are required, ensuring that an appropriate not-for-profit delivery organisation manages the new community and its development and provides support for people, businesses and community services.

Opportunity - Improved health outcomes

Given that an ageing population is a risk for Cheltenham, the fact that health trends are improving was conversely identified as an opportunity. With growing life expectancy, people should be able to make a net contribution to society for longer; either through employment or through community work/volunteering and caring work. But we know that Cheltenham does have significant differences in life chances; a baby born in one part of the borough will die nine years before a baby born in a more affluent part of the borough (Source: South West Public Health Observatory).

The challenge for this strategy is to provide a long term framework which recognises the importance of improving health for all through a range of preventative measures, whilst ensuring that health inequalities across Cheltenham are reduced.



Opportunity - Popular support for environmental issues

Given that access to energy supplies and the link to climate change is a significant risk, increasing popular support for environmental issues is a significant opportunity that will ease the introduction of measures to reduce carbon emissions in Cheltenham. We know that from the 2020 consultation there is clearly an appetite among local residents for more activities to promote sustainable development. The high priority given to waste and recycling and to being at the forefront of green and sustainable innovation in the household survey provides this steer:

The challenge for this strategy is to provide a long term framework which builds on the popular support for measures to promote sustainable living. The strategy should be at the forefront of this movement and should set the framework for radical solutions to reduce Cheltenham's reliance on carbon-based energy sources. This may include consideration of becoming a transition town³.

³ Transition town - a network of towns and cities across the UK and Ireland that are developing plans to reduce their dependency on carbon-based energy sources

Floods and building resilience in Cheltenham

On 25 June 2007 Cheltenham was affected by torrential rain that led to localised flooding problems throughout the borough. 25 days later on 20 July Cheltenham was once again hit by torrential rain that resulted in flooding of 1,100 properties throughout the borough. This was compounded by floodwaters in the Rivers Severn and Avon rising to unprecedented levels which led to the flooding and subsequent closure of the Mythe Water Treatment work. Not only did the borough have to cope with the evacuation of many homes, closure of businesses and damage to infrastructure as a result of the floods but also the loss of fresh drinking water to its population for 16 days.

It is crucial to recognise that the changing climate may bring more extreme events such as this and that we need to learn from this experience and equip ourselves to cope better with other events and draw out the learning points.

- First and foremost there is a clear need to build resilience at individual, neighbourhood and at the borough level to reduce dependencies on support infrastructures that are beyond our control. There is an opportunity to build on the concept of localism not only in terms of giving communities more say in the decision-making process but also giving them the means of sustaining themselves in terms of employment, housing, food and energy supplies.

THE CONTEXT FOR THE DEVELOPMENT OF THE STRATEGY CONTINUED



- There is a need for a significant improvement in the maintenance regime of drains, ditches and culverts and also investment to increase the capacity of certain watercourses to prevent flash-flooding.
- There is a need to collect detailed information through a strategic flood risk assessment to inform the location of new development and develop solutions that can assist with minimising flood risk in areas that are already developed.
- Many community issues emerged; there were many positive experiences with communities rallying around and helping those more vulnerable people, but there were some concerns that there was a lack of understanding between different communities.

- There is a strong community desire to re-think the approach to providing new housing in Gloucestershire particularly in terms of building houses on the flood-plain and improving drainage arrangements to reduce flood risk. There is also an opportunity to incorporate grey-water recycling and renewable energy sources within new housing to build resilience.
- There is a need for improved business continuity measures with businesses and voluntary and community sector to improve their resilience in times of emergency.

OUR VISION, PRINCIPLES AND AMBITIONS

Our vision

Our 20 year vision statement sets out our aspirational goal for the long-term future of Cheltenham. We want Cheltenham to deliver a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural and natural heritage, reduces our impact on climate change and does not compromise the quality of life of present and future generations.

By a sustainable quality of life we mean a place where:

- We have a strong, healthy and just society, and
- We all live within the environmental limits of our planet.

We will achieve this by:

- Building a strong, stable and sustainable economy;
- Promoting good citizenship; and
- Investing in sustainable infrastructure.

Achieving a sustainable quality of life is an overarching theme of this community strategy and is one that all partners will be working towards. We will take action locally to ensure

that we build a stronger society in Cheltenham without increasing our ecological footprint, aiming to be a carbon-neutral borough.

Our principles

To deliver this vision, Cheltenham Strategic Partnership has identified three principles that partners will use to underpin their policy development and decision-making processes. We will be using an agreed assessment process to ensure that our policies and projects align with these principles. More information is set out in the action plan.

The principle of community engagement and participation

We want Cheltenham to be a place where all our communities feel engaged and where there is participation by local people, groups and businesses across the borough in the long term stewardship of their community. The people of Cheltenham should be actively engaged in the democratic process and have a right to be kept informed and consulted on the major issues that face our borough.



OUR VISION, PRINCIPLES AND AMBITIONS CONTINUED



To deliver this principle, we commit to the following:

- Develop a shared approach to consultation with all communities across the borough in a community engagement strategy.
- Develop a neighbourhood management approach to consultation and engagement which will be based around the police's neighbourhood policing structures.
- Improve the CSP's working relationships with parishes, faith communities and with businesses.
- Ensure that the CSP, its partner organisations and delivery partnerships adhere to the principles of Hear By Right⁴ to inform engagement with children and young people.
- Support collaborative working across the county to support the delivery of the local area agreement, the urban economic strategy and the development of local development frameworks.

The principle of tackling inequalities and promoting cohesion

We want Cheltenham to be a place where everyone across the borough has similar life opportunities regardless of where they live or their background or circumstances. We will continue to tackle deprivation wherever it occurs in the borough through a co-ordinated approach to physical, social and economic regeneration.

To deliver this principle, we commit to the following:

- Ensure that the CSP's activities support improvements in quality of life for people who live in our most disadvantaged neighbourhoods.
- Develop an integration and cohesion group that will create a clearly defined and widely shared sense of the contribution of different individuals and different communities make to delivering our community vision for Cheltenham.
- Ensure that the CSP and its constituent partners and partnerships all adopt equality impact assessment processes and a common set of standard equality and demographic monitoring and evaluation procedures.

⁴ Hear by Right is a standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people



The principle of tackling climate change

Recognising that climate change is a key issue for Cheltenham, we will strive for Cheltenham to be a carbon-neutral borough where all our residents, businesses and community organisations do their bit to live within the environmental limits of our planet, and are able to adapt to the inevitable consequences of the changing climate. We will therefore make sure that all of our actions contribute to this ambitious goal.

To deliver this principle, we commit to the following:

Partners will ensure that issues such as reducing carbon emissions and our dependency on carbon-based energy sources, and adapting to the inevitable consequences of climate change are embedded into their decision-making processes, especially for:

- Purchasing decisions, particularly for local goods and services;
- Travel and transport;
- Waste and recycling;
- Building projects;
- Energy and water use; and
- The use, development and management of land assets.

Our long-term ambitions

Having consulted widely with the community, we have identified the following ambitions where, over the next twenty years, we will take concerted and coordinated action through partnership working and the local development framework to turn our vision into a reality:

- Promoting community safety;
- Promoting sustainable living;
- Promoting a strong and sustainable economy;
- Building healthy communities and supporting older people;
- Building stronger communities and supporting housing choice;
- A focus on children and young people;
- Investing in environmental quality;
- Investing in travel and transport; and
- Investing in arts and culture.

In order to tackle these ambitions we need to identify what the important issues are within each one, and what we can do to make things better. The next section focuses on the challenges that face the borough within each of these ambitions, and our proposals to respond to these.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM

Promoting community safety

The situation

From the 2002 consultation, it emerged that increasing community safety and reducing the fear of crime were high priorities for residents in Cheltenham. The latest fear of crime survey carried out by Cheltenham Community Safety Partnership shows that 90% of people asked feel safe during the day, but only 41% feel safe at night. Both these figures are below the county rate.

In terms of actual crimes, the period 2003-04 to 2006-07, personal robbery rates increased by 29%, (84 crimes in 2003-04 to 108 crimes in 2006-07) which in the main is attributable to thefts of mobile personal devices. Common assault was up by 22%, (565 crimes to 689 crimes) which in the main is attributable to the crimes associated with the night-time economy and domestic violence. Theft from vehicles was up 24% (939 crimes to 1161) which can be attributable to the increase in thefts of satellite navigation systems from vehicles.

In comparison, over the same period domestic burglary was down by 2% (771 crimes to 758 crimes), theft of vehicles was down 40% (651 crimes to 390 crimes), and vehicle interference was down 25%. (201 crimes to 151 crimes) (Source: Home Office).

Criminal damage remains the most frequent crime type in Cheltenham with around 3,000 offences per year which includes vandalism and damage to homes and vehicles. There were 119 racial incidents in the period April 2006 to April 2007 with the majority of offences committed during the evening/night period with alcohol being a constant factor.

The priority crimes identified by the Community Safety Partnership are tackling criminal damage, reducing anti-social behaviour, reducing violent crime, reducing vehicle crime.

The priorities for this area of work will now be influenced by the Gloucestershire Local Agreement (LAA) which has, as one of its thematic blocks, Safer and Stronger Communities. Current priorities include reducing Anti Social behaviour, Reducing the Fear of Crime, Drugs and Alcohol and targeting our priority crime categories.

Community views

Community safety came out as a top priority in nearly every consultation activity that was carried out with Cheltenham residents. Key concerns for local people were minor crimes such as vehicle damage, alcohol and substance misuse, and anti-social behaviour. Many of these were linked to the problem of young people not having enough to do. This is backed up by the latest fear of crime survey (Glos County Council 2007) which shows that residents are concerned with teenagers hanging around the



streets, parents not being made to take responsibility for the behaviour of their children and people not treating other people with respect and consideration.

Prevention was felt to be the most effective way of tackling crime, primarily with young people but also through providing additional support for parents and families. Relationship-building between the police and communities was also felt to be an important tool for tackling crime and disorder.

The introduction of the new Neighbourhood Policing Model in 2007 has led to the identification of 14 community areas in Cheltenham that will be used as the building blocks for a new approach to community policing allowing the police to work directly with local people in identifying the problems that are most important to them, thereby giving the public influence over policing priorities. This structure will also provide the opportunity for enhanced partnership working and augmenting service delivery of key agencies including the borough council, county council and community and voluntary sector. The new approach will also provide opportunity for closer community engagement with County, Ward and Parish Councillors.

Our ambition

We will take action to ensure that our residents feel safe, that crime and disorder is kept to a minimum and where investment is made in preventative measures to deter people from committing crime, but that is backed up by a vigorous enforcement regime.

Where partnership working can make a difference

The CSP and Cheltenham Community Safety Partnership will lead on initiatives to address the following issues:

- Reducing anti-social behaviour;
- Promoting more preventative work with young people to reduce youth crime;
- Reducing alcohol and substance misuse;
- Tackling criminal damage;
- Reducing violent crime; and
- Reducing vehicle crime.

Where we expect the local development framework to make a difference

- Taking measures to ensure that new developments take account of best practice in urban design practices and are built to the "Secured by design" standards.
- Encouraging community-based facilities, particularly youth centres and clubs supported by support workers within existing and new developments, especially in areas that are deficient in facilities for young people.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

Promoting sustainable living

The situation

If everyone on the planet used as many resources as we do in Cheltenham we would need three planets to support life on earth (measured in terms of our ecological footprint). We need to shift towards 'one planet' consumption with more resource efficient lifestyles so that we do not consume the earth's resources at a faster rate than they can be replenished. In addition, our energy consumption overall is growing. Virtually all of our energy comes from outside the borough with very little electricity generated from renewable sources. Activities in the borough are estimated to contribute 642,000 tonnes of CO₂ each year (2004/5 data).

We therefore need to ensure that we reduce and recycle waste, conserve energy and natural resources in the way we live, work and play, and reduce the need to travel by encouraging walking and cycling, use of local shops and investment in our local economy. We also need to reduce our dependency on carbon-based energy sources to improve our security over energy supplies and to reduce our carbon emissions and the impact on climate change. This is an ambitious agenda, but support for environmental issues was identified as a key community priority in the 2020 consultation which should help to drive this agenda forward.

We need to rethink the way that we construct new buildings and refurbish existing ones to ensure that their impact on the environment and carbon emissions is minimised, and that they are resilient to the impacts of climate change. This means encouraging developers to use sustainable construction techniques so that they consider issues such as the building materials they use, how waste is dealt with during construction and occupation, designing for energy and water efficiency and incorporating renewable energy schemes. We should also be trying to maximise opportunities to use our local labour force in development schemes.





Partners on Cheltenham Strategic Partnership have considerable spending power and the purchasing decisions we all make, whether at home or at work, have an impact on our planet. We all need to move towards more sustainable procurement and purchasing where we consider not only value for money, but also the social, economic and environmental impacts of those decisions. This could include buying local goods and services to reduce environmental impacts and benefit the local economy, buying ethically to ensure that we do not harm people or the environment or simply deciding whether we actually need something.

Recycling has been a key priority for Cheltenham Borough Council for the past few years and kerbside collections have been rolled out across the borough. Figures collected from April 2006 to March 2007 show that 30% of all waste collected was recycled or composted (18% recycled, 12% composted), but there is more we need to do as a society to reduce the amount of waste we create.

Community views

In the household survey, there was clearly an appetite among local residents for more activities to promote sustainable living. The high priority given to waste and recycling and to being at the forefront of green and sustainable innovation in the household survey provides this steer:

In terms of waste minimisation and recycling, Cheltenham was felt to be lagging behind and more investment in kerbside plastic and cardboard recycling would be welcomed. The possibility of extending the service to offer more commercial recycling was also suggested.

Comments linked to sustainable living also covered the ways in which new developments could make a contribution to sustainable living. Concerns were also raised over the trend for exclusive housing developments rather than building affordable housing, but the practice of building on brownfield sites was welcomed and encouraged to continue.

Our ambition

We want to make Cheltenham a leader in taking action to mitigate the impact of climate change through a commitment to reduce carbon emissions and our dependency on carbon-based energy sources. We will also encourage and support sustainable construction techniques and sustainable energy processes and raise awareness of more sustainable ways of living. We will minimise our impact on the environment through the sustainable management of resources and delivery of services, where little waste is sent to landfill and most is re-used, recycled and composted and where food and goods produced locally are readily available.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

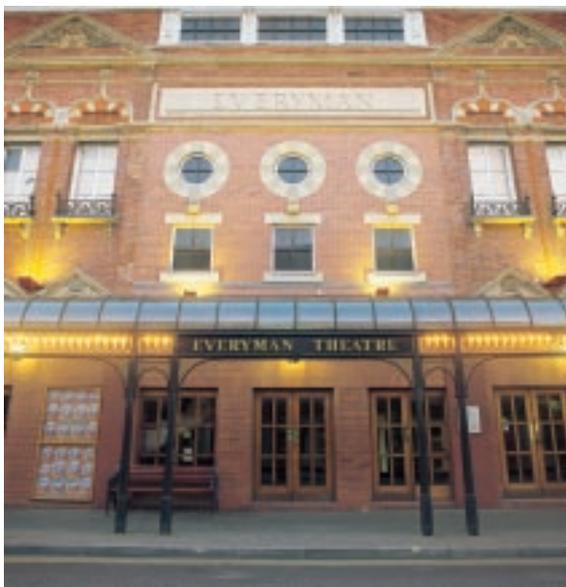
Where partnership working can make a difference

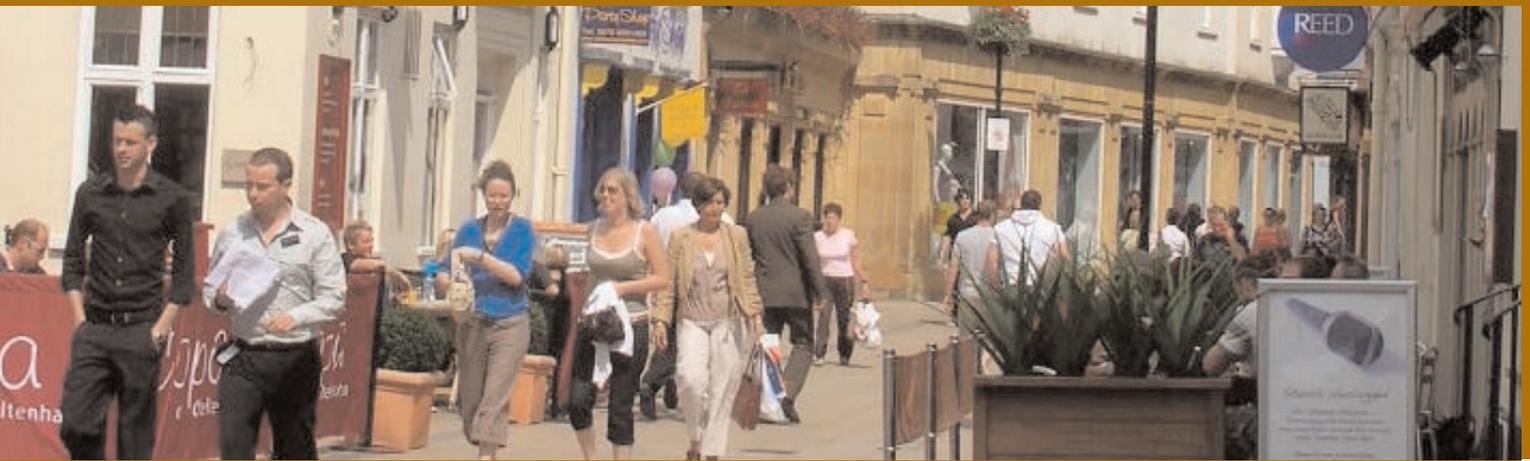
The CSP and Low Carbon Partnership will lead on initiatives to address the following issues:

- Promoting steps to reduce the impact of climate change;
- Reducing the amount of waste we create;
- Promoting sustainable construction;
- Promoting sustainable procurement and purchasing, especially food and other local products;
- Promoting sustainable energy; in terms of saving energy and encouraging the use of renewable sources of energy to reduce dependency on carbon-based energy sources; and
- Promoting the concept of personal responsibility to ensure that Cheltenham's residents have an understanding of what they can achieve in their own right.

Where we expect the local development framework to make a difference

- Ensuring sustainable construction takes place via the implementation of the code for sustainable homes ensuring that all types of new development and redevelopment meet the latest eco-standards (see page xx);
- Promoting sustainable energy by maximising the energy efficiency of all types of new developments and encouraging renewable energy;
- Identify sustainable sites to meet Cheltenham's development needs;
- Making the most efficient and appropriate use of land;
- Ensuring that waste minimisation and recycling opportunities are integrated into communities; and
- Promoting a mix of uses in new developments and existing developments to reduce the need for car dependency and making provision for walking and cycling.





Promoting a strong and sustainable economy

The situation

Cheltenham has a relatively affluent economy. In 2004 Cheltenham's Gross Value Added (GVA) at basic prices stood at £2,384 million and GVA per head in Cheltenham stood at £21,480, 123% of the national average (source: GLMIU 2007). Cheltenham's rate of growth for the period 1994 to 2004 was similar to national rates rising at an average of 5.4% per annum compared to a growth rate of 5.5% per annum for Great Britain. But in order for the borough to secure a sustainable and prosperous future, it is important that Cheltenham and its surrounding areas to complement each other and build on their strengths.

Finance and business sectors contribute the most to our economy in Cheltenham with new technologies changing the nature of products and services with economic value based increasingly on knowledge. New sectors, such as environmental technologies and creative industries are growing and it is anticipated that these will contribute more to our prosperity in the future.

Tourism is an important element of the Cheltenham economy which as a sector employs around 8,000 people bringing in some £235m to the local economy. It attracts national and international visitors to its various sporting and cultural festivals as well as for its parks

gardens and shops. Our town centre for instance has a long-standing reputation for quality shopping, eating and drinking and in November 2005 the Promenade was voted as Britain's favourite high street in an online vote organised by search directory Touch Local. The impact of this volume of tourism on Cheltenham's environment however needs to be recognised especially in terms of the need to reduce carbon emissions.

But the economy of Cheltenham is facing new challenges, and changes in global, national, regional and local economic conditions will impact on Cheltenham and affect the prosperity and quality of life of the businesses and residents of the borough. It is critical that Cheltenham remains competitive and is able to attract and embrace new opportunities. Economic development also needs to reflect climate change issues and the need to reduce carbon emissions so that our prosperity can be enjoyed by future generations.

We also need to foster a culture of innovation and provide continued investment in skills development to enable these businesses to flourish. Cheltenham has relatively highly qualified residents with 27,600 (40.4%) with qualifications relating to NVQ4 (higher education level) which is significantly above the South West and national percentages of qualified residents at this level which, for both areas, are 26.5%. But there are significant numbers of low-skilled adults not currently

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

in employment but who want to work, or who will be required to work as access to benefits is reduced. In addition, the ageing population of the borough presents challenges around re-skilling an older population, and the decline in traditional industries will also provide challenges for the borough's economy.

What our community wants

Although important to people in the borough, the economy of Cheltenham was felt by most of the community to be on the right track and not in need of major investment or improvement. However, these views do not necessarily reflect Cheltenham's role and the contribution it makes to the economy of the South West.

Results from the residents' workshops showed a clear desire for future development of sports, leisure and entertainment based buildings as well as a greater mixture of retail options in the borough. Festival events and other cultural pursuits were also felt to be integral to the character of the borough and something that needs to be enhanced further and promoted.

Although unemployment was not felt to be a major issue in Cheltenham, it was felt that there is a gap in the 'mid-range' jobs - lower white collar/upper blue collar. Generally the graduate economy was valued and seen as the future for ongoing economic development in the borough. There was also a strong feeling that Cheltenham

should not turn into another generic shopping centre and should retain its independent retail character.

Our ambition

We will take action to ensure that Cheltenham has a vibrant and sustainable low carbon economy with a diverse employment base and a commitment to excellence and innovation in our key sectors and in our growth sectors. We will need to ensure that growth respects environmental limits and the need to reduce carbon emissions and the dependency on carbon-based energy sources, while also taking into account the development needs of the business community now and in the future. We will engage, inform and support businesses in the borough helping them grow and we will work to provide a first class education system to ensure skills development and lifelong learning opportunities are available to all residents to enhance their economic prosperity and quality of life.



Where partnership working can make a difference

The CSP and Strategic Economic Partnership will lead on initiatives to address the following issues:

- Increasing business investment including skills development, lifelong learning and reskilling;
- Engaging and informing businesses, helping them to grow and develop in Cheltenham in a sustainable way;
- Ensuring employers are able to meet their future business needs by being able to help shape the skills development of young people, while also helping older people find new employment opportunities;
- Supporting growth sectors, including creative industries and green industries;
- Creating an entrepreneurial culture to support small business growth; and
- Reducing the carbon footprint of existing economic activity.

Where we expect the local development framework to make a difference

- Ensuring that the economy develops in a sustainable way which reflects environmental limits and the need to reduce carbon emissions;
- Helping to ensure that Cheltenham is an attractive environment where businesses can grow, develop and invest;
- Providing sufficient land to enable flexibility to the local economy and attract new businesses to Cheltenham;
- Promoting adaptable employment space that is responsive to changing needs and technological advances;
- Ensuring continued and sustainable investment into our tourism infrastructure which reflects the need to reduce carbon emissions; and
- Ensuring Cheltenham and Gloucester are complementary in their roles.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

Building healthy communities and supporting older people

The situation

Cheltenham is perceived as being a healthy place to live, and many of the statistics related to health outcomes support this perception. Results from the 2001 Census show a higher proportion of people in Cheltenham being in 'good health' compared to the rest of Gloucestershire and the proportion of the district's population providing some form of unpaid care was below the county and national average. Overall life expectancy is increasing for both men and women and infant mortality rates continue to fall in line with national expectations. Death from the 'big killers' such as circulatory disease and cancer continue to fall, although deaths from suicide and accidents require further effort if we are to meet national targets by 2010. Other measures of health behaviour such as the number of people who smoke and the number of people eating 5 portions of fruit and veg a day all show favourable signs of improvement when compared with other districts in Gloucestershire and the England average.

However, good health is not universally shared by everyone living in Cheltenham. Geographical variation of health differs considerably, for example, 9% of areas in Cheltenham rank alongside the 20% of most deprived areas in England with 16% of children living in low income households. There is an average 5.3 years

difference in life expectancy in people living in the fifth of most healthy electoral wards compared to the fifth of least healthy electoral wards. In addition, research from the Commission for Race Equality shows that ethnic minority groups generally have poorer health, lack access to some form of health provision, and have lower levels of satisfaction with health provision.

The national Active People survey conducted on behalf of Sport England showed that 22.5% of adults in Cheltenham participated in the recommended 3 x 30 minutes of moderate intensity physical activity, which is slightly above the national and regional average. When analysed, the figure is shown to be higher for men than women, and there are also very significant variations between different age groups, socio-economic groups and for people with a limiting disability.

We must accept that people have a part to play in maintaining and improving their own health and well being and where we can we must ensure that we make it easier for people to choose good health. For instance, health is an important factor in designing and planning new developments and therefore we should ensure that these encourage greater levels of walking and cycling and use of open spaces which are important factors in improving health and well being of residents.



As noted above, Cheltenham has an ageing population with 17.1% of people aged 65 or over compared to just 16.2% nationally and this figure is likely to increase as more older people live longer and as young people continue to move out of Cheltenham. On current trends the population aged 65 and over will increase by 2,600 people between 2001 and 2026 to 21,700 which is 21% of the population compared to 17.4% in 2001. The overall effect of these changes (in conjunction with a decline in the under 65 age group) is to age the population of the Cheltenham Borough over the next 20 years. By 2026, just over a fifth of the population in Cheltenham will be aged 65 or above, compared to 17% in 2001 (source Gloucestershire County Council 2006)

We know that in 2005, over 3,000 adults aged over 65 had been referred to social services, indicating the degree of vulnerability in this age group. In addition we know that in the 2007 flood and water crisis, the borough council alone supported over 800 vulnerable older people who were not in a position to fend for themselves. A key priority for this strategy is to provide better support for older people so that they can lead independent lives in their own homes.

Community views

Health care, and in particular local community-based health care, emerged as a high priority for many residents who were consulted. It came second only to community safety in the

household survey, as well as the consultations with parish councils, schools and the pensioners' forum. It also featured in the top three of the disability forum results.

Although people in Cheltenham generally have access to good health and social care services, having local services that all communities can access was felt to be very important to local people, with access to hospitals being of particular concern. But we need to ensure there is greater opportunity to work together to provide choice and when required highly responsive services that are closer to home.

Tackling substance misuse was another key area, and consultees proposed that authorities would need to work together to address the longer-term problems associated with this issue.

The potential to link healthy lifestyles to the provision of local food and increasing the use of allotments to improve fitness, and provide fresh and healthy food, was highlighted as well as the need to ensure that sport and active leisure opportunities are affordable and accessible.

Our ambition

We will take action to ensure that everyone, from cradle to grave has equitable access to locally-provided community based health and care services and provide investment in promoting active and healthy lifestyles, whilst working in partnership to tackle health inequalities.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

Where partnership working can make a difference

The CSP and Health and Wellbeing Partnership will lead on initiatives to address the following which will be delivered in partnership with organisations in the public, private and voluntary sector:

- Reducing health inequalities;
- Reducing obesity and increasing physical activity;
- Reducing smoking and drinking;
- Improving mental health;
- Improved sexual health; and
- Supporting independent living for older people.

Where we expect the local development framework to make a difference

- Creating opportunities in new and existing developments to improve access to local health and care facilities;
- Through encouraging walking and cycling and access to green spaces;
- Increasing sport and active leisure opportunities particularly in those communities who do not have sufficient provision;
- Promoting the provision of lifetime homes⁵;
- Exploring the opportunities for a dedicated care village for older people in partnership with Gloucestershire County Council; and
- Ensuring that all major developments are subject to a health impact assessment.

Building stronger communities and supporting housing choice

The situation

We know that Cheltenham is a borough with a great diversity of communities. We have well established neighbourhood-based communities which have a range of structures to represent them including resident and tenant associations, neighbourhood projects and parish councils. We also have many communities of interest; including those that have representation through established groups such as Cheltenham Disability Forum, Making a Difference Young People's Council, Cheltenham Inter-Faith forum and Cheltenham Pensioners Forum but there are also many communities of interest that do not have any representation. We have recognised the need to support black and other minority ethnic communities in the borough and the council employs an outreach worker to improve links with both well-established groups and the emerging communities from the eight eastern-European accession states.

We also know that despite Cheltenham being a relatively affluent borough, there are still residual problems of poverty that particularly affects those who are excluded or who are the weakest in the labour market including older people, disabled people, lone parents, the

⁵ Lifetime Homes incorporate 16 design features that improve accessibility and adaptability to enable the elderly and disabled people to remain in their homes for longer.



unskilled, the homeless and those suffering from discrimination. These groups are therefore more likely to suffer than those in work and who have an income.

The Indices of Multiple Deprivation 2004 clearly shows a broad band of deprivation running from Hester's Way and Springbank and crossing the town centre through St. Pauls and then across to Oakley, but that within that, there are five deprivation hot-spots that are amongst the 20% most deprived areas in the country. These hotspots are found in St Paul's, Springbank, Oakley and two in Hester's Way. These areas correspond closely to areas of social housing, and in this we can see a direct correlation between housing tenure and concentrations of deprivation which is a result of the relationship between people's earning power and where they live. The promotion of home-ownership and the view that those in greatest need must have priority to council stock has led to concentrations of deprivation on council estates and latterly in housing association property.

The stronger communities theme responds directly to these challenges through setting out the importance of partnership working to improve community cohesion, promote lifelong learning, reduce inequalities, improve community engagement, promote volunteering and support community regeneration for all our communities.

The CSP has taken the opportunity to link stronger communities with housing choice, which recognises the importance of housing to supporting our communities. In terms of housing choice, Cheltenham has a well documented lack of affordable housing and increasing supply is a huge challenge for the borough; a housing needs study carried out in 2004 concluded that to meet the demand for affordable housing 2,675 affordable dwellings would have to be built every year for the next five years (source: Cheltenham Borough Council 2004). Figures from the Land Registry show the average house price in Cheltenham between April - June 2007 was £239,985.

The continued attractiveness of the borough is a contributory factor to population growth. The demand for housing is increasing due to in-migration and increasing number of single person households, increasing the demand for access to all choices of housing. Mainly due to the constrained environment established by the Cotswolds Area of Outstanding Natural Beauty and green belt surrounding Cheltenham the demand for affordable housing has not been met. A key factor in delivering affordable housing is negotiation on sites delivering market housing as part of the planning process. However many development sites in Cheltenham are on sites of less than 15 houses and therefore are not required to provide affordable housing.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

As set out in the Regional Spatial Strategy, over the next 20 years Cheltenham will need to identify sites to accommodate 12,500 new homes to meet the needs of both existing communities and new residents. As set out above this proposed development provides both risks and opportunities for Cheltenham; the risks being that local people do not want to see the unique character of the borough and their local identity undermined by this additional growth and the opportunities being to provide significantly more affordable housing, improved support infrastructure for both new and existing communities, additional employment land and retail and leisure opportunities all within the context of low carbon development.

The Government is attaching increasing emphasis to the use of sustainable construction methods in new house-building to reduce resource use and carbon emissions; we will need to ensure that both public and private sector housing developments adhere to the latest code for sustainable homes aiming for zero-carbon schemes by 2016.

What our community wants

In terms of the need for regeneration, Cheltenham was felt by workshop participants to trade on its cultured image rather than be inclusive to all communities. There was recognition that people from lower socio-economic groups tend to live in certain wards and that the continued regeneration of these

areas and the development of community projects should continue as priorities for the borough.

Both accommodation and house prices were key issues raised through the residents' workshops, and there was a feeling of exclusion from the housing market from many residents on lower incomes. There was also a feeling that the 'affordable housing' developments being built were still too expensive. However, the recent developments in regeneration areas were welcomed.

In many of the other consultation exercises carried out, housing emerged as only being of moderate concern to local residents. This perhaps reflects the fact that the majority of respondents to the consultation events were already home-owners or tenants. It may also be attributable to the desire to restrict housing developments being built on open spaces and the green belt which, it is believed by many, will result in Cheltenham losing much of its character.

Our ambition

We will help build strong communities where everyone has similar life opportunities where people live and work confidently alongside each other in mixed tenure communities that offer a choice of sustainable, quality, accessible and well-managed affordable homes that meet the needs of the borough now and in the future.



Where partnership working can make a difference

The CSP and Stronger Communities Partnership will lead on initiatives to address the following issues:

- Developing a shared approach to consultation across the CSP to be set out in an agreed community engagement strategy that links to the emerging neighbourhood management proposals;
- Developing a community cohesion group that will ensure that people of all backgrounds, faiths and circumstances have similar life opportunities;
- Supporting community regeneration in areas of multiple deprivation;
- Promoting lifelong learning opportunities for all;
- Promoting independent living for older people;
- Supporting initiatives to encourage and promote volunteering; and
- Gaining partner commitment to use their land holdings to provide more affordable housing.

Where we expect the local development framework to make a difference

- Identifying sustainable locations for housing;
- Specifying the range and type of affordable, intermediate and market housing;
- Providing more affordable housing informed by the Gloucestershire Housing Market Assessment;
- Ensuring that new developments contribute to building stronger communities;
- Exploring options to create more lifetime homes for older people; and
- Promoting the environmental performance of new housing, aiming for the government's goal of all new housing being zero carbon by 2016.



OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

A focus on children and young people

The situation

According to the Office of National Statistics 2005 mid-year population estimates there are 26,200 children and young people in Cheltenham (age 0 to 19), which accounts for almost a quarter of the population of the borough (23.4%). Community perceptions are that there are not enough safe places to play, getting around can be difficult and expensive, and many children live in disadvantaged families and deprived areas. It is therefore essential for joint working to continue to take place between the council and other organisations, both private and voluntary, to ensure that these issues are addressed to make growing up in Cheltenham easier and more enjoyable for every child and young person.

There are also issues in Cheltenham relating to the number of young people not in education employment or training (NEET). In September 2007, there were 148 young people aged 16-18 in Cheltenham who were in this group. Last year (2006) there were 39 young people who completed the last year of compulsory education (year 11) in Cheltenham's schools and who were still NEET in November. Of all school-leavers, these young people are the most likely to fall into the deprivation trap. The impact on their own life choices is likely to be severe, and there is also the matter of the impact on the wider community: disaffected and

disadvantaged young people with low self-esteem and time on their hands are more likely to be engaged in crime and disorder activities; the principal concerns of many people in Cheltenham. There is a need for a coordinated approach to the strategic planning of education, training and wider community support for this group with a focus on prevention, early intervention and tackling inequalities.

The policy framework for children and young people's work is set nationally by the Every Child Matters: Change for Children which is a shared programme of change to improve outcomes for all children and young people. Locally, the new three-year Gloucestershire Children and Young People's Plan (CYPP), is a single plan shared between all children's services, reflecting national and local priorities for improving outcomes for children and young people.





The CSP supports the vision in the CYPP that children and young people have the right to 'thrive and reach their full potential' and the need, not just to continue to improve outcomes for all children and young people but to focus on improved outcomes for the most vulnerable children and young people and to reshape services to provide the right mix of high quality universal, targeted and specialist services.

In Cheltenham, we have established a children and young people's partnership to improve coordination between partners involved in planning and delivering services for children and young people, particularly around the delivery of the every child matters outcomes and the county CYPP. This will sit under the Cheltenham Strategic Partnership and will also link to the county's Children and Young People's Strategic Partnership.

What our community wants

There was a clear steer that we should be investing more in services and facilities for children and young people and that this has come from all age ranges and particularly from communities in more outlying areas where there has been a traditional lack of things to do for young people. People realise that much of the anti-social behaviour attributed to young people is caused by boredom and that if there were more activities and safe places to go linked with work to increase aspirations and life-chances we would be making a genuine investment in the next generation.

There is also a desire to see more support for parents and families, particularly our most vulnerable families as well as investment into better early years provision in recognition of the critical role that Cheltenham's playgroups, nurseries and child-minders play in shaping our children's futures.

Our ambition

We wish to foster the talent and energy of Cheltenham's young people so that they may play a full and active part in the social, cultural and economic life of the borough. They should be provided with the education and life skills to allow them to live healthy, prosperous and safe lives and to make an active contribution to this borough.

Where partnership working can make a difference

The CSP and Children and Young People's Partnership will lead on initiatives to address the following issues:

- Ensuring that the CSP, its partner organisations and delivery partnerships adhere to the principles of the Hear By Right⁶ campaign;
- Promoting a preventative and interventionist approach that recognises the need to invest in better learning, employment, housing, recreation and cultural opportunities for young people;

⁶ Hear by Right is a standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

- Promoting a targeted and coordinated provision for young people who are disengaged or at risk of disengagement to further reduce the numbers who are not in education employment or training;
- Improving access to services for children with disabilities and care leavers;
- Improving the safety of children and young people through the prevent and deter agenda and reducing bullying in schools and neighbourhoods;
- Working with housing partners to prevent homelessness;
- Supporting parents and families;
- Promoting the benefits of improved early years childcare; and
- Encouraging schools to be a focus of their communities.

Where we expect the local development framework to make a difference

- Ensuring that children and young people are active participants in the development of the local development framework;
- Encouraging the provision of community facilities for children and young people in existing communities accompanied by appropriate youth support services; and
- Ensuring that new developments and redevelopments are equipped with the very best community, childcare, education youth, sporting and recreation facilities and that there are appropriate resources to fund service delivery.

Investing in environmental quality

The situation

Cheltenham has a wonderful tradition of municipal parks and gardens, tree-lined streets, natural green spaces, allotments, sports pitches and play areas which bring pleasure and value to where people live and provide valuable habitats for wildlife. This helps to lift local spirits, boost the local economy, bring pleasure and create civic pride. But we know that the borough's heritage of green space is coming under increasing threat through the increase in housing developments on infill sites, including gardens. There is also the challenge of responding to the impacts of climate change which means that planting schemes and maintenance regimes will have to evolve to ensure that we can continue to have excellent floral displays in a sustainable fashion.

Cheltenham also contains many habitats that harbour wildlife, plants and the natural systems that support them. A biodiversity audit has recently been carried out to identify the range of habitats, species and areas of nature conservation within Cheltenham. This audit will be used to set objectives, goals and measurable targets in order to conserve and enhance biodiversity within the borough and will inform the council's Green Space Strategy and Local Development Framework.



Cheltenham also has one of the largest conservation areas in Europe. It is famous for its elegant Regency architecture (with many buildings dating from between 1800 and 1840) and it has a reputation as the most complete Regency town in England. But these older buildings lead to problems with maintenance, repairs and saving energy.

Cheltenham's town centre has streets and squares that were designed for people to walk in groups without the interruption of traffic. As a result, our most famous street is called 'The Promenade'. However, in more recent times Cheltenham, like many urban areas of similar size, has had to manage increased numbers of vehicles, which has led to parts of the borough being affected by heavy traffic, congestion and pollution. The council is promoting a comprehensive approach to resolving traffic problems in the town centre while bringing about significant improvements in the public realm through its Civic Pride Scheme.

Community views

The cleanliness and maintenance of streets and pavements was a big concern for consultees and features strongly in many consultation results. The character of Cheltenham in terms of its buildings, architecture and heritage was important to many people and something that they would wish to preserve and enhance. Therefore litter, graffiti, vandalism, and other cleanliness and maintenance issues were felt to be most important.

In terms of the types of environment people thought were most important, formal parks and gardens were identified as being of particular importance. However, maintaining and creating new spaces needs to be considered within the context of sustainable landscape management.

Many groups and individuals have expressed continuing concern about the loss of gardens to development; this situation has arisen due to gardens being classed as brownfield land in national planning guidance. Whilst there may be opportunities where development in rear gardens can be implemented sensitively, it is important that inappropriate development is not allowed to occur. In addition, there are concerns that these gardens are valuable habitats for urban wildlife and can also soak up water in times of severe weather.

These comments focus very much on the local effects of environmental quality. Environmental quality is, however, much broader and links to transport, climate change, planting of open spaces and these too are built into the ambitions of the community strategy as these will assist in delivering the vision.

Our ambition

We will promote quality of design in the public realm and take action to invest in the cleanliness and maintenance of all of our streets and open spaces and ensure streets are free from clutter so that people can move around easily. We also need to ensure that new development enhances Cheltenham's assets and improves biodiversity and that our parks and open areas

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

are managed to reduce resource use and encourage wildlife. We also need to ensure that our infrastructure and built and natural environment assets are resilient to the changing climate and the weather extremes, such as water shortages and flooding, that this will bring.

We will also work in partnership to conserve and enhance biodiversity within the borough as we recognise that biodiversity is one of the core components of sustainable development, underpinning economic development and prosperity and helps develop locally distinctive and sustainable communities.

Where partnership working can make a difference

The CSP and Low Carbon Partnership will lead on initiatives to address the following issues:

- Adapting to the impacts of climate change;
- Improving parks and gardens and informal open spaces and play areas in line with the Green Space Strategy; and
- Promoting sustainable landscaping and protecting and enhancing biodiversity.

The CSP and Built Environment and Transport Partnership will lead on initiatives to address the following issues:

- Supporting improved cleanliness and maintenance of the public realm;
- Supporting the design and implementation of the civic pride project; and
- Promoting high and consistent urban design standards across the borough.

Where we expect the local development framework to make a difference

- Promoting quality design of the public realm, overall built environment and provide new spaces where appropriate;
- Improving parks and gardens and informal open spaces and play areas and access to these where there is a deficiency;
- Providing a clear definition of the role of infill development within the Government's interpretation of previously developed land;
- Promoting the importance of gardens to local amenity, wildlife and to soak up rainwater; and
- Adapting to the impacts of climate change within the built environment and open spaces.





Investing in travel and transport

The situation

According to the 2001 Census around 77% of households in Cheltenham owned one or more cars, but overall there was a drop in average yearly traffic volumes between 1996 and 2005. However, there are an estimated 180,000 vehicle movements in and out of Cheltenham every weekday, which combined with the large number of short car journeys within the borough, place great strain on the highway network, particularly during the morning and evening peaks. This creates congestion and affects environmental quality, adding to carbon emissions which cause climate change.

We need to resolve the dilemma of providing adequate and affordable parking and access for our residents and visitors on the one hand, while working to reduce traffic flows through the town centre on the other. This will require a greater emphasis being placed on sustainable transport and more effective traffic management.

New developments will need to be supported by both new transport infrastructure and improvements to existing infrastructure with an emphasis on a shift from the private car to public transport, walking and cycling.

One advantage is that our population is keen to cycle; over 8% of Cheltenham's journeys are cycled, considerably more than the less than 3% national average (source: Cheltenham Cycling Campaign). Cheltenham is ideal for cycling being relatively flat, compact and with a high proportion of commuting trips beginning and ending in the borough. Regular surveys show hundreds of cycling trips in many directions through key intersections across the borough. This widespread pattern has helped shape integrated transport policy towards encouraging cycling permeability throughout the borough. This is reflected in Cheltenham's Cycle map which enables individuals to identify personal best routes across the borough. Secure cycle parking stands are important to encourage more cycling and evidence suggest that they are very popular wherever they are sited. In addition, employers should support employees to use more sustainable forms of transport and the county's major employers travel plan group encourages businesses to support employees who want to cycle. Cheltenham's population's apparent keenness to cycle more can be realised if the right measures are taken.

What our community wants

In general, travel and transport did not feature strongly in terms of what local people viewed as being important for the future of the borough, and in fact came out as the least important issue from the results of the schools consultation work carried out.

OUR LONG-TERM AMBITIONS FOR CHELTENHAM CONTINUED

However, the CSP recognises that investment in sustainable transport will help deliver our vision and therefore it is important that the sustainable community strategy and the local development framework help set the framework for travel and transport for the borough.

Many consultees are willing to switch to sustainable transport alternatives but did not feel confident in options currently available. Public transport, in particular, needs to improve in reliability, affordability and in the provision of bus shelters and timetable information. There is a concern that bus services to our outlying communities may not be viable in the longer term.

The existing park and rides in Cheltenham were praised by workshop participants who also expressed a desire for such schemes to be increased and new schemes to be introduced across the borough. Better facilities for disabled passengers were a particular area for improvement. In general 'green' transport initiatives were well-received, promotion of this was felt to be important as part of achieving healthier lifestyles as well as benefiting the environment, but cycling provisions in the borough were criticised for not delivering consistent cycling routes.

The level of parking charges were seen as a particular issue for some residents. When combined with a lack of confidence in the public transport system in the borough, many consultees believed that there was a lack of transport choice in Cheltenham. Congestion was another problem affecting the town centre, and in particular the problems encountered when driving round the inner relief road.

Accessibility is another issue that came up through the consultation in relation to transport as a whole, with both disabled people and people with pushchairs indicating that the public transport operators in the borough have not made adequate provision for these specific users.

Our ambition

We will take action to ensure that everyone can get around easily, where cycling and walking is encouraged, where there is good public transport, and where car use is reduced to reduce congestion and carbon emissions.



Where partnership working can make a difference

The CSP and the Built Environment and Transport Partnership will lead on initiatives to address the following issues:

- Promoting improved accessibility across the borough for disabled people
- Improving local public transport services across the borough;
- Providing safe and easy travel across the borough for everyone within the context of reducing carbon emissions; and
- Promoting cycling and walking as safe and viable forms of transport.

The CSP and the Low Carbon Partnership will lead on initiatives to address the following issue:

- Promoting more environmentally-friendly transport and reducing carbon emissions from transport.

Where we expect the local development framework to make a difference

- Promoting a mix of uses in new developments and existing developments to reduce the need for car dependenc;.
- Locating and designing new developments and redevelopments and infrastructure to promote walking and cycling;
- Ensuring public transport is provided to meet the needs of new and existing developments;
- In major developments ensure that public transport, walking and cycling is at the core of all proposals and that public transport is affordable and viable within the development; and
- Improving access around the borough, especially for disabled people and older people.

Investing in arts and culture

The situation

Cheltenham is extremely fortunate to have a wide range of cultural facilities backed up by a vigorous and successful programme of internationally recognised festivals arts and sports festivals running throughout the year. The borough is home to the Everyman Theatre and the Playhouse Theatre, both of which put on a rich and varied programme of professional and amateur performing arts. Other venues, such as the Town Hall, Pittville Pump Room and the Centaur, host live music as well as festival and community events.

Cheltenham has a wide-range of festivals that take place throughout the year which include the world-renowned Jazz, Music, Science and Literature Festivals, as well as the smaller Fringe and Folk Festivals. The borough is also home to Cheltenham Racecourse which hosts a number of nationally important national hunt race meetings as well as the Gold Cup festival which brings in significant number of overseas visitors to Cheltenham. The borough also boasts a thriving community of independent artists as well as a considerable amount of voluntary sector activity, under the umbrella of Cheltenham Arts Council. Cheltenham Town FC is also a successful football club.

The provision of arts and culture is essential to supporting Cheltenham's quality of life. They generate community vitality and a sense of belonging while also bringing an annual contribution of some £34 million (Source Comedia 2003) to the economic well-being of the borough and its residents. This represents 0.8% of the total business turnover in the borough. Around one day in five is a festival day in Cheltenham; over 300 jobs are sustained by the festival programme and a wide range of businesses benefit from the trade the festivals generate.

However, maintaining the borough's cultural heritage and developing new services that respond to the emerging needs of artists and more sophisticated demands of audiences represents a substantial challenge. Following the Cultural Review undertaken by an independent consultant for the Borough Council and Cheltenham Festivals in 2006, the Council is considering development proposals for the Town Hall and has already committed to improvements to the Art Gallery and Museum. At the same time, the festivals are being asked to be more commercially minded about income generation to reduce their dependency on the public purse.



What our community wants

Consultees generally felt that the cultural life in Cheltenham was rich and diverse and something that the borough could be justifiably proud of. However, residents identified the need for more young people's projects related to arts, sports and play which were felt to be particularly important to stop the progression from boredom to anti-social behaviour.

Our community recognised that culture has the power to contribute positively to a wide range of agendas including education, economic regeneration, health education and promotion, crime reduction and community development through developing citizenship, confidence and self-esteem.

One suggested area where cultural provision could be increased was in the areas outside the town centre, particularly in communities where there are gaps in cultural opportunity and take-up.

Our ambition

We will take action to maintain our vibrant and stimulating cultural life and where everyone has access to a wide variety of social, sporting and cultural opportunities.

Where partnership working can make a difference

The CSP and the Cultural Partnership will lead on initiatives to address the following issues:

- More inclusive and accessible arts and culture activities; and
- Reviewing areas where providers can work together and embed culture where provision is sparse or in areas where people are not participating.

Where we expect the local development framework to make a difference

- Seeking contributions from developers for public art projects and improvements to the public realm.
- Encouraging the provision of community facilities.
- Promoting an innovative and creative use of open spaces.
- Protecting existing assets, such as the Racecourse and encourage new assets that will contribute to the tourism economy of Cheltenham and ensure that the borough continues to play an important role nationally and worldwide in terms of its contribution to arts and culture.

TAKING IT FORWARD - HOW WILL WE DELIVER OUR AMBITIONS

To deliver the ambitions identified in the previous section, we have developed a set of actions that the CSP will lead on. The CSP will also work to influence the local development framework, partners' business plans, and strategies produced by other partner agencies.

Sustainable Community Strategy action plan

The sustainable community strategy action plan is the mechanism by which the Cheltenham Strategic Partnership will deliver its vision, principles and ambitions.

The CSP has agreed a provisional action plan that will guide its actions between October 2007 and October 2008. The CSP recognises that at the time of writing (September 2007) it is not possible for organisations to make definite commitments to taking on new initiatives as we are halfway through the financial year. In this we also acknowledge the increasing importance of the Gloucestershire Local Area Agreement in setting the framework for partnership working in the county. The second version of the LAA, to be agreed in June 2008, will specify funding and performance arrangements for many of the partnership activities described in this strategy which will enable the CSP and the thematic partnerships to clarify their action plans.

The provisional action plan will form the basis for the final action plan which will guide activity between 2008 and 2011.

The first part of the action plan sets out the commitments that all CSP partners will make to deliver the three principles that will underpin all of its activities;

- The principle of community engagement and participation
- The principle of tackling inequalities and promoting cohesion and integration
- The principle of tackling climate change

Secondly, the action plan sets out, in diagrammatic form, the issues that the six thematic partnerships will be leading on. It also refers to issues that the Built Environment and Transport Partnership and the Cultural Partnership will lead on.



Finally the action plan sets out where we expect the local development framework to make a difference in supporting the delivery of the vision, principles and ambitions.

Thematic partnership action plans

The six partnerships will all have their own action plans which will set out how they are delivering the issues set out in the sustainable community strategy.

Local Development Framework

Cheltenham has a statutory duty to prepare a Local Development Framework (LDF). The LDF is made up of development documents that outline how planning will be managed in Cheltenham and together with the Regional Spatial Strategy for the South West forms the statutory development plan for Cheltenham.

The Cheltenham borough LDF will deal with development, helping to conserve the special environment of Cheltenham and identifying land which will be needed for future development. The policies and proposals set out in the plan will influence decisions on planning applications.

The vision and ambitions established by the community strategy will be taken forward in the preparation of the LDF which will form part of the statutory development plan for Cheltenham and will guide development proposals to meet the needs of Cheltenham, providing the vehicle to deliver the priorities and ambitions of the

community strategy in partnership with service providers. The approach adopted by the CSP and Borough Council in co-ordinating the community strategy and LDF reflects the Government agenda set out in the local government white paper.

New partnership structures

The CSP has agreed that it will restructure to ensure that it is in the best possible position to deliver the new community strategy and add value to existing work to enable better and smarter working within and between organisations. The CSP will be restructured around a two-tier model.

Cheltenham Strategic Partnership will be a broad partnership bringing together all operational and strategic partnerships, core

TAKING IT FORWARD - HOW WILL WE DELIVER OUR AMBITIONS CONTINUED

partners, community and voluntary sectors involved in the delivery of the community strategy. This group will meet bi-annually to agree the community strategy and annual action plan and to take a bi-annual report from the management group.

A smaller more focused management group comprising core partners and representatives of the six delivery partnerships will meet every two months to hold the six delivery partnerships to account, ensure effective performance management of the action plan and ensure resources are in place to enable successful delivery of the community strategy

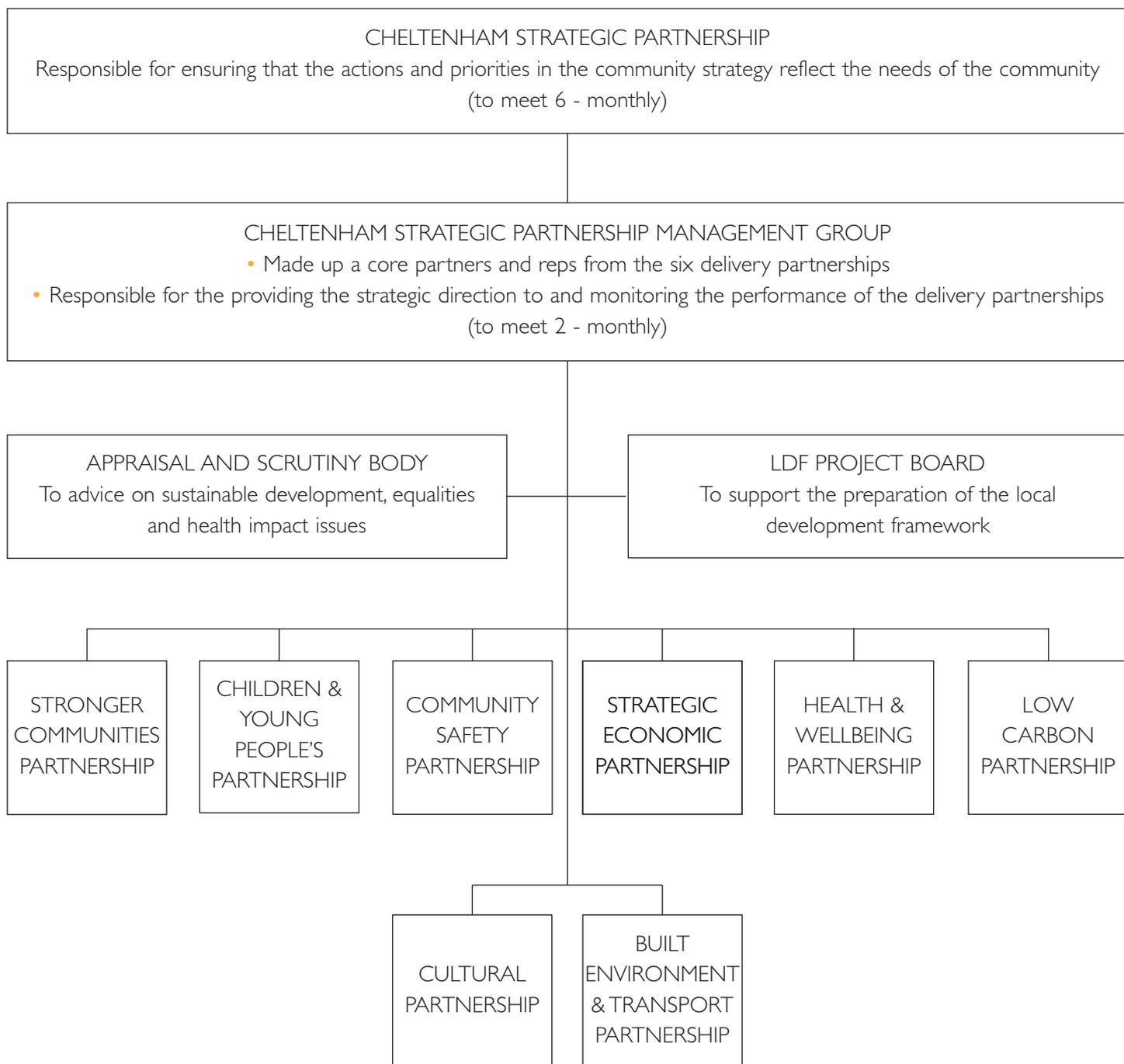
The core partners are:

- Gloucestershire County Council
(nominated county councillor and director)
- Cheltenham Borough Council
(leader and Chief Executive)
- Gloucestershire Police (senior officer)
- Gloucestershire PCT (senior officer)
- Learning and Skills Council (senior officer)
- Cheltenham Voluntary and Community Action

The following are the delivery partnerships for the community strategy which directly link to the ambitions of this community strategy:

- Stronger Communities Partnership
- Children and Young People's Partnership
- Cheltenham Community Safety Partnership
- Low Carbon Partnership
- Health and Wellbeing Partnership
- Strategic Economic Partnership

The CSP is pleased that the six partnerships align closely to the partnership arrangements for the county and that there is an emerging relationship between our district partnership and its county counterpart.



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Gloucestershire Local Area Agreement

www.gloucestershire.gov.uk/laa

Rob Ayliffe
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Westgate Street
Gloucester GL1 2TG
Email: rob.ayliffe@gloucestershire.gov.uk
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The Local Development Framework:

www.cheltenham.gov.uk/libraries/templates/thefuture.asp?FolderID=305

Tracey Crews
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GLOSSARY OF TERMS

Accession State

In May 2004, 10 countries joined the EU and citizens from eight of these; The Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia are able to work legally in the UK.

Affordable housing

Subsidised housing (irrespective of tenure, ownership or financial agreements) available to people who cannot afford to occupy houses generally available on the open market.

Antisocial behaviour

Public behaviour that lacks judgement and consideration for others and may cause them or their property damage

Biodiversity

The variety of life in all its forms, levels and combinations.

Brownfield land

land that is or was occupied by a permanent structure (excluding agricultural or forestry buildings), and associated fixed surface infrastructure.

Built environment

Manmade surroundings that provide the setting for human activity

Carbon emissions

Carbon released into the earth's atmosphere largely as a result of man-made processes such as energy use or agriculture

Carbon-neutral

An activity that has no net carbon dioxide (CO₂) emissions. CO₂ contributes to climate change and so, for an activity to be carbon neutral, its CO₂ emissions must have been measured, reduced as much as possible and then any remaining emissions 'offset' through government approved carbon offsetting projects

Climate change

Usually refers to changes in temperature, wind and rainfall patterns that have been observed since the early 1900s. The observed changes in global climate are almost certainly due to human activities leading to a build-up of greenhouse gases in the atmosphere, which is disrupting climate patterns

Cohesion

A cohesive community is one where there is a clearly defined and widely shared sense of the contribution of different individuals and different communities to the future vision for the borough and where people of all backgrounds, faiths and circumstances have similar life opportunities, and can live and work confidently alongside each other.

GLOSSARY OF TERMS CONTINUED

Community engagement

The process of working collaboratively with and through groups of people to address issues affecting the well-being of those people.

Deprivation

A person or community is deprived of, or lacks the essentials for a minimum standard of well-being and life.

Ecological footprint

A tool to measure the total quantity of land and sea area needed to provide and absorb the natural resources we use, and to accommodate our lifestyles. This includes the land needed to produce resources such as food and timber; to absorb the waste we produce (including carbon emissions) and to provide homes, jobs and infrastructure. Our footprint is the sum of all these areas, wherever they are on the planet (measured in global hectares). Cheltenham's ecological footprint in 2005 was 5.39 global hectares per person, but there were only 1.8 hectares per person available around the world to support the global population.

Energy efficiency

Reducing energy use by changing behaviour and/or replacing products and systems that consume energy with ones that use less energy for the same or higher performance.

Environmental limits

The limit to which an environment, natural resource or an ecosystem can cope with the population, resource exploitation and pollution pressures placed on it. There is a risk of causing long term damage to the health and productivity of an environment if the environmental limit is exceeded.

Green belt

Green Belt is land which is specifically designated for long-term protection from development.

Greenfield

A piece of undeveloped land, either currently used for agriculture or just left to nature.

Housing tenure

The financial arrangements under which someone has the right to live in a house or apartment (e.g. tenant, owner, etc).

Index/Indices of Multiple Deprivation

The Indices of Multiple Deprivation 2004 combines indicators across seven domains (Income, Employment, Health deprivation and disability, Education, skills and training deprivation, Barriers to Housing and Services, Living Environment deprivation and Crime) into a single deprivation score and rank for each area.

Lifelong learning

Providing people with learning opportunities at all ages and not just through formal educational channels.

**Lifetime homes**

Lifetime Homes incorporate 16 design features that improve accessibility and adaptability to enable the elderly and disabled people to remain in their homes for longer.

Local Area Agreement

A three year agreement between central government and partners representing a local area that sets out local priorities

Local Development Framework

A folder of local development documents that outlines how planning will be managed in Cheltenham.

'One planet' consumption

Ensuring that our consumption of natural resources is within the planet's overall environmental limits; using the resources of the one planet we actually have rather than those of the three that we currently consume in the UK.

Place-shaping

The Lyons Inquiry into Local Government (Lyons 2006) set out a role for local government as the voice of a whole community and an agent of 'place'. This role includes building and shaping local identity, and making sure that the right services are provided to local people based on local needs and preferences.

Quality of life

The overall well-being and standard of living of a community.

Renewable energy

Energy that is produced from renewable sources such as wind, wave and solar power; rather than energy from depleting fossil fuel sources such as oil, coal and gas.

Regional Spatial Strategy

A review of the current Regional Planning Guidance and the key document for planning, monitoring and managing future development.

Secured by Design

This is a police initiative supporting the principles of designing out crime such through improving physical security measures, defensible space, access, crime and movement generators.

Sustainable Community Strategy

Sets out a long term vision for an area, with an emphasis on integrating social, economic and environmental issues, and tackling the longer term and global impacts of communities to create an area where people genuinely want to live in the long term.

Sustainable construction

New building and refurbishment that promotes environmental, social and economic gains now and for the future.

Sustainable development

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs. In the UK, this means living within the

GLOSSARY OF TERMS CONTINUED

environmental limits of our planet and ensuring a strong, healthy and just society that promotes social inclusion, sustainable communities and personal wellbeing. We will achieve this by means of a sustainable economy, promoting good governance and using sound science.

Sustainable economy

An innovative and productive economy that delivers high levels of employment over the long term, but which is achieved in ways that protect and enhance the physical and natural environment, and use resources and energy as efficiently as possible.

Sustainable energy

Using energy more efficiently and from renewable sources, such as solar or wind power.

Sustainable procurement

Purchasing which supports wider social, economic and environmental objectives in ways that offer real long-term benefits.

Sustainable transport

Modes such as walking, cycling or public transport which are less damaging to the environment than using the car.

Sustainability

The goal of sustainable development, which will enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.

Wards

An electoral district used in local politics.

Zero-carbon homes

Dwellings which produce zero net carbon emissions per annum as they are well insulated and use small amounts of energy produced from on-site renewable technologies.

PROVISIONAL ACTION PLAN - OCTOBER 2007 TO OCTOBER 2008

Delivering our principles

The principle of community engagement and participation

What do we want to achieve	How will we do it	Who will be involved	What will success look like	How will we pay for this
We want Cheltenham to be a place where all our communities feel engaged and where there is participation by local people, groups and businesses across the borough in the long term stewardship of their community.	Develop a shared approach to consultation with all communities across the borough in a community engagement strategy.	All CSP partners and partnerships led by Stronger Communities Partnership.	The overall outcome is to ensure that communities of place and communities of interest play a full part on the economic, political, social and cultural life of the borough. This work will also support the delivery of LAA targets: <ul style="list-style-type: none"> To increase percentage of residents who feel they can influence decisions affecting their local area. To increase the percentage of residents satisfied with delivery of local services and believing service providers are more responsive to their needs. 	No additional resources required.
	Develop a neighbourhood management approach to consultation and engagement which will be based around the police's neighbourhood policing structures.	All CSP partners and partnerships led by Stronger Communities Partnership.		No additional resources required.
	Improve the CSP's working relationships with parishes, faith communities and with businesses.	Stronger Communities Partnership. Economic Development Partnership.		No additional resources required.
	Ensure that the CSP, its partner organisations and delivery partnerships adhere to the principles of Hear By Right ⁷ to inform engagement with children and young people.	All CSP partners and partnerships led by Children and Young People's Partnership.		No additional resources required.
	Support collaborative working across the county to support the delivery of the local area agreement, the urban economic strategy and the development of local development frameworks.	All CSP partners and partnerships		No additional resources required.

⁷ Hear by Right is a standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people.

PROVISIONAL ACTION PLAN - OCTOBER 2007 TO OCTOBER 2008 CONTINUED

The principle of tackling inequalities and promoting cohesion

What do we want to achieve	How will we do it	Who will be involved	What will success look like	How will we pay for this
We want Cheltenham to be a place where everyone across the borough has similar life opportunities regardless of where they live or their background or circumstances. We will continue to tackle deprivation wherever it occurs in the borough through a co-ordinated approach to physical, social and economic regeneration.	Ensure that the CSP's activities support improvements in quality of life for people who live in our most disadvantaged neighbourhoods.	All CSP partners and partnerships led by Stronger Communities Partnership.	<p>The overall outcome is to reduce gaps between these specific communities and the rest of Cheltenham in terms of employment rates, take up of learning, health indicators, housing and crime levels.</p> <p>This work will also support the delivery of LAA target:</p> <ul style="list-style-type: none"> • To increase the percentage of residents in the top 10% of super output areas for multiple deprivation reporting an increase in satisfaction with their neighbourhoods. 	No additional resources required.
	Develop an integration and cohesion group that will create a clearly defined and widely shared sense of the contribution of different individuals and different communities make to delivering our community vision for Cheltenham.	Stronger Communities Partnership.	<p>The overall outcome is to ensure that people of all backgrounds, faiths and circumstances have similar life opportunities, and can live and work confidently alongside each other.</p> <p>This work will support the delivery of LAA target:</p> <ul style="list-style-type: none"> • To increase the percentage of residents who feel that their local area is a place where people from different backgrounds can get on well together. 	No additional resources required.

Table continues on next page



What do we want to achieve	How will we do it	Who will be involved	What will success look like	How will we pay for this
	Ensure that the CSP and its constituent partners and partnerships all adopt equality impact assessment processes and a common set of standard equality and demographic monitoring and evaluation procedures.	All CSP partners and partnerships led by Stronger Communities Partnership.	<p>The overall outcome is to join up equalities work across partners in order to enhance capacity and drive improvement.</p> <p>This work will support the delivery of LAA target:</p> <ul style="list-style-type: none"> To increase the number of councils achieving level 3 of the equality standard. 	No additional resources required.

The principle of tackling climate change

What do we want to achieve	How will we do it	Who will be involved	What will success look like	How will we pay for this
Recognising that climate change is a key issue for Cheltenham, we will strive for Cheltenham to be a carbon-neutral borough where all our residents, businesses and community organisations do their bit to live within the environmental limits of our planet, and are able to adapt to the inevitable consequences of the changing climate. We will therefore make sure that all of our actions contribute to this ambitious goal.	Partners will ensure that issues such as reducing carbon emissions and our dependency on carbon-based energy sources, and adapting to the inevitable consequences of climate change are embedded into their decision-making processes, especially for: <ul style="list-style-type: none"> Purchasing decisions, particularly for local goods and services Travel and transport Waste and recycling Building projects Energy and water use The use, development and management of land assets. 	All CSP partners	<p>The overall outcome is to reduce the amount of carbon emissions from activities in Cheltenham.</p> <p>This work will support the delivery of the LAA stretch targets:</p> <ul style="list-style-type: none"> To increase the number of renewable energy installations in domestic, public sector and community buildings To increase the number of measures installed via the Gloucestershire Warm and Well scheme. 	<p>No additional resources are required to change the way organisations make decisions.</p> <p>Many organisations on the CSP will be trying to reduce their carbon emissions through energy efficiency and other measures and although staff resources are needed to manage this, this will be offset by reductions in energy costs. They will also be embedding climate change adaptations into their future plans.</p>

PROVISIONAL ACTION PLAN - OCTOBER 2007 TO OCTOBER 2008 CONTINUED

Thematic Partnership actions

Cheltenham Community Safety Partnership

- Reducing anti-social behaviour
- Promoting more preventative work with young people to reduce youth crime
- Reducing alcohol and substance misuse
- Tackling criminal damage
- Reducing violent crime
- Reducing vehicle crime

The Low Carbon Partnership

- Promoting steps to reduce the impact of climate change
- Reducing the amount of waste we create
- Promoting sustainable construction
- Promoting sustainable procurement and purchasing
- Promoting sustainable energy
- Promoting the concept of personal responsibility
- Adapting to the impacts of climate change
- Improving parks and gardens
- Promoting sustainable landscaping and protecting and enhancing biodiversity
- Promoting more environmentally-friendly transport

The Strategic Economic Partnership

Increasing business investment including skills development, lifelong learning and reskilling

- Engaging and informing businesses
- Ensuring employers are able to meet their future business needs
- Supporting growth sectors, including creative industries and green industries
- Creating an entrepreneurial culture to support small business growth
- Reducing the carbon footprint of existing economic activity

The Health and Wellbeing Partnership

- Reducing health inequalities
- Reducing obesity and increasing physical activity
- Reducing smoking and drinking
- Improving mental health
- Improved sexual health
- Supporting independent living for older people

The Stronger Communities Partnership

- Developing a shared approach to consultation across the CSP
- Developing a community cohesion group
- Supporting community regeneration in areas of multiple deprivation
- Promoting lifelong learning opportunities for all
- Promoting independent living for older people
- Supporting initiatives to encourage and promote volunteering
- Gaining partner commitment to provide more affordable housing



The Children and Young People's Partnership

- Ensuring that the CSP adhere to the principles of the Hear By Right campaign
- Promoting a preventative and interventionist approach
- Promoting a targeted and coordinated provision for young people who are not in education employment or training
- Improving access to services for children with disabilities and care leavers
- Improving the safety of children and young people
- Working with housing partners to prevent homelessness
- Supporting parents and families
- Promoting the benefits of improved early years childcare
- Encouraging schools to be a focus of their communities

The Built Environment and Transport Partnership

- Supporting improved cleanliness and maintenance of the public realm
- Supporting the design and implementation of the civic pride project
- Promoting high and consistent urban design standards across the borough
- Promoting improved accessibility across the borough for disabled people
- Improving local public transport services across the borough

- Providing safe and easy travel across the borough for everyone within the context of reducing carbon emissions
- Promoting cycling and walking as safe and viable forms of transport

The Cultural Partnership

- More inclusive and accessible arts and culture activities; and
- Reviewing areas where providers can work together and embed culture where provision is sparse or in areas where people are not participating.

Local development framework project board

This will contribute to the preparation of Cheltenham's LDF by supporting the Strategic Land Use Team at a technical level to bring forward a joined up approach to the preparation of the LDF.

PROVISIONAL ACTION PLAN - OCTOBER 2007 TO OCTOBER 2008 CONTINUED

Areas where we expect the local development framework to make a difference

Promoting community safety

- Measures to ensure that new developments take account of best practice in urban design practices and are built to the "Secured by design" standards
- Encourage community-based facilities, particularly youth centres and clubs supported by support workers within existing and new developments, especially in areas that are deficient in facilities for young people.

Promoting sustainable living

- Ensuring sustainable construction via implementation of the 'sustainable code' ensuring that all types of new development and redevelopment meet the latest eco-standards. By this we mean:
 - (i) ensuring that new communities are planned for in close consultation with existing communities taking into account the local and wider environment, character of existing communities and requirements for infrastructure. The focus will be on providing good links to the rest of the borough for jobs, leisure and services;
 - (ii) ensuring that new developments and redevelopments take into account the sustainable code for housing and the aim of achieving zero-carbon developments. In larger developments, to be an exemplar in at least one area of environment technology;
 - (iv) ensuring that at least 40 per cent of housing is affordable with a good mix of tenures and size of homes in mixed communities; and
 - (v) where large new communities are required, ensuring that an appropriate not-for-profit delivery organisation manages the new community and its development and provides support for people, businesses and community services.
- Promoting sustainable energy by maximising the energy efficiency of all types of new developments and encouraging renewable energy
- Identify sustainable sites to meet Cheltenham's development needs
- Making the most efficient and appropriate use of land
- Ensuring that waste minimisation and recycling opportunities are integrated into communities
- Promoting a mix of uses in new developments and existing developments to reduce the need for car dependency and making provision for walking and cycling.



Promoting a strong and sustainable economy

- Ensuring that the economy develops in a sustainable way which reflects environmental limits and the need to reduce carbon emissions
- Helping to ensure that Cheltenham is an attractive environment where businesses can grow, develop and invest
- Providing sufficient land to enable flexibility to the local economy and attract new businesses to Cheltenham
- Promoting adaptable employment space that is responsive to changing needs and technological advances
- Ensuring continued investment into our tourism infrastructure
- Ensuring Cheltenham and Gloucester are complementary in their roles

Building healthy communities and supporting older people

- Creating opportunities in new and existing developments to improve access to local health and care facilities
- Encouraging walking and cycling and access to green spaces
- Increasing sport and active leisure opportunities particularly in those communities who do not have sufficient provision
- Promoting the provision of lifetime homes⁸

⁸ Lifetime Homes incorporate 16 design features that improve accessibility and adaptability to enable the elderly and disabled people to remain in their homes for longer.

- Exploring the opportunities for a dedicated care village for older people in partnership with Gloucestershire County Council
- Ensuring that all major developments to be subject to a health impact assessment

Building stronger communities and supporting housing choice

- Identifying sustainable locations for housing
- Specifying the range and type of affordable, intermediate and market housing
- Providing more affordable housing informed by the Gloucestershire Housing Market Assessment
- Ensuring that new developments contribute to building stronger communities
- Promoting the environmental performance of new housing, aiming for the government's goal of all new housing being zero carbon by 2016

A focus on children and young people

- Ensuring that children and young people are active participants in the development of the local development framework
- Encouraging the provision of community facilities for children and young people in existing communities supported by appropriate support workers
- Ensuring that new developments/ redevelopments are equipped with the very best community, childcare, education youth, sporting and recreation facilities and that there are appropriate resources to fund service deliver

PROVISIONAL ACTION PLAN - OCTOBER 2007 TO OCTOBER 2008 CONTINUED

Investing in environmental quality

- Promoting quality design of the public realm, overall built environment and provide new spaces where appropriate
- Improving parks and gardens and informal open spaces and play areas
- Improving accessibility to parks and gardens and informal open spaces and play areas and identify areas where there is a deficiency
- Providing a clear definition of the role of infill within the Government's interpretation of previously developed land
- Promoting the importance of gardens to local amenity, wildlife and to soak up rainwater
- Adapting to the impacts of climate change within the built environment and open spaces

Investing in travel and transport

- Promoting a mix of uses in new developments and existing developments to reduce the need for car dependency
- Locating and designing new developments/redevelopments and infrastructure to promote walking and cycling
- Ensuring public transport is provided to meet the needs of new and existing developments
- In major developments ensuring that public transport, walking and cycling is at the core of all proposals and that public transport is affordable and viable within the development
- Improving access around the borough, especially for disabled people and older people.

Investing in arts and culture

- Seeking contributions from developers for public art projects and improvements to the public realm
- Encouraging the provision of community facilities
- Promoting an innovative and creative use of open spaces
- Protecting existing assets, such as the Racecourse and encourage new assets that will contribute to the tourism economy of Cheltenham and ensure that the borough continues to play an important role nationally and worldwide in terms of its contribution to arts and culture.

OUR FUTURE, OUR CHOICE

CHELTENHAM'S SUSTAINABLE COMMUNITY STRATEGY 2008 - 2011

OCTOBER 2007

If English is not your first language and you would like a translation or audio tape of this information, we can get one for you. Please contact the Customer Relations Officer on **01242 264 200** or email to **customerrelations@cheltenham.gov.uk**

Gujarati

તમારી પહેલી ભાષા જો અંગ્રેજી નહિ હોય અને તમોને આ માહિતીનું ભાષાંતર કે સાંભળવાની કસેટ જોઈતી હોય તો અમે તમારા માટે તે મેળવી શકીએ છીએ. મહેરબાની કરીને કસ્ટમર રીલેશન્સ ઓફિસરને ૦૧ ૨૪૨ ૨૬૪ ૨૦૦ નંબર પર ફોન કરશો અથવા ઈમેઈલ કરશો : **customerrelations@cheltenham.gov.uk**

Hindi

यदि अंग्रेजी आपकी मातृभाषा नहीं है और आप इस जानकारी का अनुवाद या श्रव्यटेप चाहते हैं, तो हम आपको उपलब्ध करा सकते हैं। यह जानकारी ब्रेले लिपि में और बड़े अक्षरों में भी उपलब्ध है और हम लैंग्वेज लाइन के सदस्य हैं। कृपया नीति टीम को 01242 264 200 पर संपर्क करें। **customerrelations@cheltenham.gov.uk**

Bengali

ইংরেজী যদি আপনার মাতৃভাষা না হয়, এবং আপনি যদি এই তথ্যের একটা অনুবাদ বা এটা একটা কানে শোনার টেপ-এ চান, তাহলে দয়া করে ০১২৪২ ২৬৪ ২০০ নম্বরে কাস্টমার রিলেশনস অফিসারের সাথে যোগাযোগ করবেন অথবা নিচের ঠিকানায় ই মেইল করবেন: **customerrelations@cheltenham.gov.uk**

Urdu

اگر انگریزی آپ کی مادری زبان نہیں ہے اور آپ کو ان معلومات کا ترجمہ یا آڈیو ٹیپ درکار ہے تو ہمیں آپ کو وہ سہولتیں فراہم کر سکتے ہیں۔ براہ مہربانی کسٹمر ریلیشنز آفیسر سے 01242 264 200 نمبر پر رابطہ قائم کریں۔ یہاں ای میل کریں : **customerrelations@cheltenham.gov.uk**

Cantonese

如果英文不是你的第一語言，而你又希望索取這份資料的中文譯本或錄音帶，我們可以替你安排。請聯絡顧客關係主任 01242 264 200 或電郵 **customerrelations@cheltenham.gov.uk**

Polish

Jeśli nie mówisz płynnie po angielsku i chciałbyś otrzymać tłumaczenie tekstu lub taśmę z nagraniem tej informacji, możemy ci je zapewnić. Prosimy o kontakt z oficerem do spraw klienta pod numerem **01242 264 200** lub **customerrelations@cheltenham.gov.uk**

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