Cheltenham’s
Night Time Economy Strategy
2004 to 2007

Approved by Cabinet 6 July 2004
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td><strong>1 Background</strong></td>
<td>4</td>
</tr>
<tr>
<td>1.1 The town</td>
<td>4</td>
</tr>
<tr>
<td>1.2 The night time economy</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Issues arising from the night time economy</td>
<td>5</td>
</tr>
<tr>
<td>1.3.1 Youth culture</td>
<td>6</td>
</tr>
<tr>
<td>1.3.2 Disorder</td>
<td>6</td>
</tr>
<tr>
<td>1.3.3 Crime</td>
<td>7</td>
</tr>
<tr>
<td>1.3.4 Cleansing</td>
<td>7</td>
</tr>
<tr>
<td>1.3.5 Stereotyping</td>
<td>7</td>
</tr>
<tr>
<td>1.3.6 Accessibility</td>
<td>7</td>
</tr>
<tr>
<td>1.4 Specific ‘challenges’</td>
<td>8</td>
</tr>
<tr>
<td>2 The strategy</td>
<td>9</td>
</tr>
<tr>
<td>2.1 Context</td>
<td>9</td>
</tr>
<tr>
<td>2.2 The vision</td>
<td>9</td>
</tr>
<tr>
<td>2.3 The key aims of the strategy</td>
<td>9</td>
</tr>
<tr>
<td>2.4 How does the strategy fit into the council’s wider agenda?</td>
<td>11</td>
</tr>
<tr>
<td>3 Action plan</td>
<td>13</td>
</tr>
<tr>
<td>4 How did we reach this point?</td>
<td>21</td>
</tr>
<tr>
<td>4.1 Our partners</td>
<td>21</td>
</tr>
<tr>
<td>4.2 Achievements</td>
<td>21</td>
</tr>
<tr>
<td>4.3 Consultation</td>
<td>22</td>
</tr>
<tr>
<td>5 Resources</td>
<td>23</td>
</tr>
<tr>
<td>6 Monitoring and reviews</td>
<td>24</td>
</tr>
<tr>
<td>Appendix 1 Details of key partners</td>
<td>25</td>
</tr>
<tr>
<td>Appendix 2 Details of consultation</td>
<td>27</td>
</tr>
<tr>
<td>Appendix 3 Details of relevant legislation/guidance</td>
<td>30</td>
</tr>
<tr>
<td>Appendix 4 Expanded details of how the strategy fits into the council’s wider agenda</td>
<td>31</td>
</tr>
<tr>
<td>Appendix 5 Cheltenham’s Core Commercial Area</td>
<td>36</td>
</tr>
</tbody>
</table>
Foreword

Cheltenham is renowned for its regency architecture and Britain in Bloom successes as well as its rich heritage as a centre for culture and the arts. It plays host to festivals of international repute, attracting many visitors from around the world. The town also has over 100 restaurants, bistros, brasseries and cafés, providing a mix of fine dining, café society and international cuisine. A rather less well known fact is that Cheltenham is also the largest clubbing centre between Birmingham and Bristol. In recent years this component of the night time economy has expanded greatly in comparison to the size of the town.

With some 87 bars and 14 club premises in the town centre area catering for over 10,000 people on a nightly basis, some residential and business communities have expressed concerns that the night time economy is becoming dominated by a ‘drinking culture’.

This strategy was developed in order to balance the needs of people enjoying the town’s late night economy with those of local residents and other users of the town at night. However, throughout its development it has evolved to address a range of interlinking issues which look at Cheltenham’s night time economy as a whole. The strategy recognises that while the later night time economy contributes significantly to the overall economy of the town (the figure is estimated at between £21 - £31 million), it seeks to minimise the negative aspects associated with that part of the economy. Its vision is to provide:

‘a safe and attractive town centre with a diverse night time economy, accessible to all, while protecting the quality of life for residents’.

To this end the strategy is a high level aspirational framework which will be used to shape council initiatives and actions in delivering this vision.

This strategy has close links to the council’s emerging Licensing Policy Statement and the documents should be considered together in order to gain an appreciation of their combined approach.

Councillor Lloyd Surgenor
Cabinet Deputy
Public and Environmental Protection

Councillor Duncan Smith
Chairman
Night Time Economy Community Group
1 Background

1.1 The town

Until the late 18th century Cheltenham was a small market town which rose to prominence in the 19th century as a fashionable Regency resort. It has since developed with an emphasis on culture, leisure and a high quality of life.

Over the years it has gained the reputation of being a ‘festival town’ of international repute, hosting cricket, competitive arts, folk, jazz, literature and music and fringe festivals as well as the Gold Cup and Steeplechase race meetings. So successful is Cheltenham that with 93 festival days every year, one day in four is a festival day.

Cheltenham also enjoys a vibrant and diverse restaurant culture with over 100 establishments in the town offering a variety of eating experiences. It also has an enviable selection of theatres, music venues and cinema.

The town has attracted major employers and together with its architectural heritage, educational facilities and quality environment, it is an attractive place for people to live, work and play.

Cheltenham also has a thriving local economy with a gross domestic product (GDP) of 126% of the national average (based on 2000 figures from Gloucestershire Labour Market Information Unit). Its key sectors are financial and business services, accounting for almost 28% of GDP, manufacturing accounting for 18% of GDP and construction. The thriving bar and club scene prevalent in the town also contributes to the economy and means that full use is being made of Cheltenham’s infrastructure for up to 18 hours a day.

1.2 The night time economy

In the last decade Cheltenham has witnessed sustained growth in its number of bars and clubs; as a result, ‘pubbing and clubbing’ are currently the most consistently visible elements of our night-time economy. At present, Cheltenham has the biggest night life scene between Bristol and Birmingham with 87 bars and 15 night clubs. Night time economy activities are concentrated within the town centre and as a consequence this strategy is focused on that area. There are signs, however, that the exponential growth of recent years is beginning to slow down due to market saturation.

However, Cheltenham’s night time economy is not limited to clubs, pubs and bars, it is much more. It is the combination of an early night time economy, classed as the hours before 10.30pm, and a later night time economy, classed as post 10.30pm.

As part of our desire to better understand our night time economy, the council commissioned an independent report into the town’s nightlife. The report, undertaken by the University of Gloucestershire in 2001, concluded that Cheltenham effectively has two night time economies. The ‘earlier’ NTE

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1 Gross Domestic Product - Measurement of the value of all goods and services produced by the economy within its boundaries and is the nation's broadest gauge of economic health.

2 Then Cheltenham & Gloucester College of Higher Education
which exists before 10.30 p.m.; during which Cheltenham enjoys a varied and ‘cultured’ night life built around its enviable cafés, restaurants, theatres, performance venues, cinema and festivals. After 10.30pm, the ‘later’ NTE begins, revolving around the town centre’s bars, pubs and clubs.

The report confirmed that at least 20,000 people visit Cheltenham every weekend to enjoy the later night time economy; some travelling from as far away as Hereford, Oxford and Worcester. The report also identified three tiers to the town’s ‘later’ night time economy:

- The first tier is Cheltenham’s night-club economy. The report estimated that this generated between £21 and £31 million for the economy.
- The second tier is the attendant takeaways, restaurants, pubs and taxi services. The report estimated that if these were included in the initial calculation the eventual figure might well double.
- Finally, the third tier which includes those retailers which provide clubbers with lifestyle accessories such as clothes, cosmetics and haircuts.

The university report suggested that a further benefit of a bustling night time economy is that it attracts people into the town from a wide catchment area. This can result in increased demand for accommodation and even increased demand for places at the town’s higher education establishments. The report explains that potential students often find a vibrant nightlife very attractive when deciding which universities to apply to. It also noted that there is evidence of young professionals being attracted to vibrant night spots bringing with them the opportunity of increasing the town’s pool of skilled and professional people.

Since the publication of the report, the night time economy has expanded further with the redevelopment of the former Flowers Brewery site in the town centre. This is the location for a £40 million commercial leisure development which will provide approximately 20,700m² of leisure, retail, office and residential space. It will comprise an 11 screen cinema, a health and fitness club, a bowling alley and a casino. There are plans for approximately 7,000m² of retail space, plus bars and restaurants: pre-lets already include two new restaurants.

This development will add a further dimension to the night time economy; it will attract more residents and visitors to the town centre; increase the diversity of existing and potential user groups; affect existing traffic and pedestrian flows and increase competition for customers amongst businesses.

1.3 Issues arising from the night time economy

Whilst the night time economy injects money into the local economy, it also introduces a number of issues that detract from its popular acceptance and wider use.

For example, the prevalent youth culture has introduced tensions within the community, and the dependence of the night-time economy on alcohol fuelled activity has undoubtedly created disorder issues.
However, none of these issues are insoluble, and in identifying them the council hopes to better regulate and manage them. The main issues arising from the night time economy are listed below.

### 1.3.1 Youth culture

Cheltenham has a relatively young age profile with a greater proportion of under 25s than the national average (14% as opposed to 12% nationally). A major reason for this is the presence of the University of Gloucestershire which has 6,500 full-time students and 3,200 part-time students.

While students are key users of the night time economy there are few, if any, links with crime and antisocial behaviour. Mondays and Wednesdays, which are traditionally held to be more popular with students, tend to be relatively trouble free. Indeed, the tendency is for students to stay on campus during Friday and Saturday nights when crime and antisocial behaviour peaks.

However, there are issues that arise from youth culture in general and which require attention. There are, undoubtedly, the general disorder issues to address, plus health issues due to underage or binge drinking, and substances abuse are also areas for concern.

The National Alcohol Harm Reduction Strategy, released by the Cabinet Office’s Strategy Unit in March 2004, aims to create partnerships at local and national levels to achieve a series of measures which will go some way towards addressing these issues, as well as others directly related to this strategy. These initiatives will be fully supported by the night time economy community group and incorporated into its work wherever possible.

### 1.3.2 Disorder

Disorder can take many forms; a common problem within the town centre at night is public urination. This is a national problem and not unique to Cheltenham. There is obviously a clear demand for toilet provision stemming from the consumption of alcohol. However, as many people only go to the toilet on leaving a premises demand can often exceed supply at closing time. The problem is further compounded as a result of public conveniences being closed at night as a result of their abuse and vandalism. As a consequence, people often turn to shop doorways to relieve themselves: this is unacceptable and needs to be addressed.

Fixed closing times can also lead to people leaving pubs and clubs en masse, greatly amplifying noise and exacerbating crowd troubles. As well as leading to policing issues this can present a particular nuisance to people living in the town centre and indeed those people who live along ‘routes’ into and out of the centre.

However, many of the problems associated with large numbers of people leaving licensed premises at night are not criminal in nature. In order to effectively address specific issues a distinction between ‘antisocial’ and ‘rowdy’ behaviour must be made.
1.3.3 Crime
Although Cheltenham does not suffer from high crime levels when compared locally, the town’s crime statistics do show a clear correlation between the incidents of violence and the night time economy. Incidents of assault show a weekend peak most pronounced in the early hours of Sunday morning as Saturday night revellers prepare to go home (National Crime figures, 2001). The statistics also show a strong correlation between assaults and the location of clubs, popular takeaways and routes home. However, incidents of violence are almost always between revellers and rarely involve members of the general public.

1.3.4 Cleansing
The night time economy also creates cleansing issues. The town centre is often subjected to large quantities of litter resulting from the night time economy. The litter includes fast food containers and packaging, food products, greasy deposits left by discarded or dropped food and advertising leaflets.

This littering threatens to devalue the town’s reputation as being renowned for its Regency heritage and parks and gardens. The burden of dealing with this issue rests with Cheltenham Borough Council which has limited financial resources. Various approaches will be required to ensure that cleansing issues are dealt with efficiently. Methods to ensure participants of the night time economy take greater responsibility for keeping the town centre clean and tidy will also need to be taken into consideration.

1.3.5 Stereotyping
The night time economy is a very complicated and far reaching area with many issues which often overlap and impact upon one another. The tendency to stereotype has prevented a more complete understanding. The University report of 2001 highlighted the fact that problems are often more likely to be perceived than to be real. It is this perception of aspects of the night time economy which requires attention; stereotypes and misconceptions need to be broken down and their underlying issues tackled. A better understanding of the night time economy and the issues and solutions around it will help to alter the perception of problems within it.

1.3.6 Accessibility
This issue relates to the accessibility and safety of the night time economy, and several challenges arise from it. Public transport services, in terms of availability of buses and the location of taxi ranks, are seen as areas for improvement. Better access for disabled people to these services is also an important issue. The improved safety of public car parks and better street lighting for pedestrians are key challenges to help promote accessibility and the perception of security.

Antisocial behaviour on the roads is seen as an important issue as this can dissuade people from travelling into the town centre to enjoy the night time economy.
1.4 Specific ‘challenges’

All of these main issues need to be examined and understood in order for them to be addressed successfully. The university report went some way in helping us do just that, though there has also been a great deal we have had to learn for ourselves.

Within the scope of these main issues more specific challenges can be identified and these are outlined in the following table:

<table>
<thead>
<tr>
<th>Main issues identified</th>
<th>Associated challenges</th>
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<tbody>
<tr>
<td><strong>Youth culture:</strong></td>
<td>• Health&lt;br&gt;• Underage drinking&lt;br&gt;• Binge drinking&lt;br&gt;• Substance abuse</td>
</tr>
<tr>
<td><strong>Disorder:</strong></td>
<td>• Behaviour&lt;br&gt;• Noise&lt;br&gt;• Public urination</td>
</tr>
<tr>
<td><strong>Crime:</strong></td>
<td>• Assaults&lt;br&gt;• Vandalism&lt;br&gt;• Substance abuse</td>
</tr>
<tr>
<td><strong>Cleansing:</strong></td>
<td>• Litter:&lt;br&gt;  ⇒ Food&lt;br&gt;  ⇒ Food packaging&lt;br&gt;  ⇒ Advertising leaflets</td>
</tr>
<tr>
<td><strong>Stereotyping:</strong></td>
<td>• Lack of understanding of issues&lt;br&gt;• Perception of night time economy</td>
</tr>
<tr>
<td><strong>Accessibility:</strong></td>
<td>• Availability of bus services&lt;br&gt;• Location of taxi ranks&lt;br&gt;• Safe dispersal of crowds&lt;br&gt;• Improved street lighting&lt;br&gt;• Secure car parks&lt;br&gt;• Disabled access to services&lt;br&gt;• Road safety</td>
</tr>
</tbody>
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2 The Strategy

2.1 Context

This strategy is focussed on the night time economy within the town centre, as this area is subject to the main concentration of people, events and venues. More specifically it is concerned with the area defined within the ‘core commercial area’, see appendix 5 for a map showing this boundary.

This strategy is an aspirational document that has been produced in response to the issues previously stated in section 1.3. It is the result of the work undertaken by the night time economy working and community based strategic liaison groups.

2.2 The Vision

“We want a safe and attractive town centre with a diverse night time economy, accessible to all while protecting the quality of life for residents”

This vision has been arrived at by the community based strategic liaison group (see section 4.1 ‘Our partners’) and, as such, reflects its concerns and aspirations over the current state of Cheltenham’s night time economy and where they believe its sustainable future lies. It also reflects certain priorities of Cheltenham’s community as a whole, through the work undertaken as part of the Community Plan.

This vision proposes to achieve a diverse night time economy within which more people feel they have more choice and feel more able to take advantage of the choices on offer. It is concerned with achieving a better balance between the town’s post 10.30pm night time economy and the earlier night time economy. It will address those issues arising from the post 10.30pm culture and ensure it does not adversely affect the vibrancy of the earlier night time economy to create a more accessible town centre. It also aspires to protect the quality of life of those who live in and around the town centre by addressing several of the priorities identified by the local strategic partnership, as part of Cheltenham’s Community Plan (see appendix 4 for further details of the Community Plan).

2.3 The key aims of the strategy

From our more aspirational vision, more specific ‘key aims’ have been identified which are considered fundamental if the vision is to be successful. These key aims are listed below:

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3 The core commercial area is defined by the Local Plan for policy purposes, delineating the boundary of the town centre.
These key aims will be reviewed annually in order that they reflect the issues facing Cheltenham’s community at that time. If these key aims are to have a positive impact towards achieving the vision they must successfully address the current challenges (see section 1.4 ‘Specific challenges’) facing Cheltenham’s night time economy. Certain key aims affect more than one and they are listed in the table, below, against them:

<table>
<thead>
<tr>
<th>Key aims</th>
<th>Challenges addressed by key aims</th>
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</table>
| 1. To coordinate planning and licensing operations to more effectively manage licensed premises and businesses | - Behaviour, assaults and vandalism  
- Noise                                                                  |
| 2. To provide improved facilities for all users of the town centre at night; including toilets and transport | - Public urination  
- Litter:  
  ⇒ Food  
  ⇒ Food packaging  
  ⇒ Advertising leaflets  
- Accessibility  
  ⇒ Availability of bus services  
  ⇒ Location of taxi ranks  
  ⇒ Safe dispersal of crowds  
- Access for disabled                                                    |
| 3. To encourage a more diverse night time economy that will appeal to a wider audience | - Perception of night time economy  
- Lack of understanding of issues                                        |
| 4. To create a safer and cleaner environment in which people feel more able to enjoy the town centre at night | - Behaviour, assaults and vandalism  
- Binge drinking  
- Underage drinking  
- Substance abuse  
- Litter:  
  ⇒ Food  
  ⇒ Food packaging  
  ⇒ Advertising leaflets  
- Improved street lighting  
- Safe dispersal of crowds  
- Secure car parks  
- Road safety                                                                |
5. To respect and enhance the quality of local residents' lives

- Litter:
  - Food
  - Food packaging
  - Advertising leaflets
- Behaviour, assaults and vandalism
- Noise
- Public urination

2.4 How does the strategy fit into the council's wider agenda?

The night time economy strategy is not a stand alone document within the council, as previously outlined it can be traced back through the Business Plan to the Community plan. However, it also links to other strategic documents as illustrated in the following diagram:

*including the licensing policy statement made in response to the Licensing Act 2003

The night time economy strategy will help to deliver the strategies identified above, and in turn, they will help deliver the aspirations of this strategy.

This strategy will assist in identifying joint working opportunities, best practice and channel our community’s vision for Cheltenham (and related wants and priorities, as stated in our Community Plan) into other documents. It also ensures that we work towards Cheltenham Borough Council’s Corporate Priorities as stated in our business plan.
Further details about where these documents are linked and impact upon each other can be found in appendix 4.

Traditionally the night time economy has been managed in a piecemeal fashion, regulated by separate licensing regimes rather than by an efficient, integrated system. This is set to change with the introduction of the Licensing Act (2003), scheduled to come into effect in 2005. The Act consolidates six existing licensing regimes under the power of the local authority, considerably cutting down on ‘red tape’ and will result in a more integrated licensing strategy and vision.

With regards to the broader night time economy, the Act will:
- Consolidate alcohol, public entertainment, cinema, theatres, late night refreshment and night café licensing regimes in a single integrated scheme administered by the council.
- Promote four licensing objectives:
  ⇒ prevention of crime and disorder
  ⇒ public safety
  ⇒ prevention of public nuisance
  ⇒ protection of children.
- Encourage flexible opening hours in the hope that this will limit disorder at closing times.
- Provide local authorities with a flexible range of powers against problem establishments.
- Give local residents a statutory right to make representation to the licensing authority regarding any application or renewal of a license.

The integrated vision that supports the new licensing regime complements the council’s desire to exercise better leadership in the night time economy.
3 Action plan

A wide range of actions have been agreed by Cabinet and will be monitored and co-ordinated within the strategic liaison group. These have been categorised against how they will help deliver the five key aims of the strategy:

1. To coordinate planning and licensing operations to more effectively manage licensed premises and businesses
2. To provide improved facilities for all users of the town centre at night, including toilets and transport
3. To encourage a more diverse night time economy that will appeal to a wider audience
4. To create a safer and cleaner environment in which people feel more able to enjoy the town centre at night
5. To respect and enhance the quality of local residents’ lives.

✱ Unsuccessful budget bids in 2004/05 budget round.
✚ £20k allocated in 2004/05 capital budget round to match fund s106 monies for 2 new CCTV cameras.
£6k allocated in 2004/05 revenue budget to cover increased maintenance costs.
✖ £100k allocated in 2004/05 revenue budget to cover costs of implementing the Licensing Act 2003

1 To co-ordinate planning and licensing operations to more effectively manage licensed premises and businesses

<table>
<thead>
<tr>
<th>Proposed actions</th>
<th>Cost/Responsibility</th>
<th>Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Changes and alterations to the emerging Local Plan Policies being introduced which have more respect for existing residential areas and to provide, where appropriate, restraints to the growth of night clubs and ‘super pubs’.</td>
<td>CBC: Built Environment Others</td>
<td>Emerging local plan policy RC95A has regard to the cumulative effect of premises.</td>
<td>2005</td>
</tr>
<tr>
<td>b) Closer liaison to be developed between planning and licensing functions</td>
<td>CBC: Built Environment /Public Protection</td>
<td>Licensing Act clearly requires planning and licensing decisions to be separate but policies can be mutually supportive. Licensing Policy being None</td>
<td>Dec 2004    Dec 2004</td>
</tr>
</tbody>
</table>
developed and likely to have regard to ‘cumulative effect’ upon town centre.
- S17 audit of CBC completed.

| c) Use Section 17 of the Crime & Disorder Act more rigorously from a planning and licensing perspective. | b. All services | Home Office funding provided to CADA Partnership | The Cheltenham Crime & Disorder Partnership has been the subject of a review or ‘Health Check’ carried out by Crime Concern. Home Office funding for Section 17 training for all Cheltenham Borough Council members and officers levered in as a result.
- S17 training of officers, members and partners completed.
- Service implications of S17 to form part of Service Delivery Plans | None | Dec 2002 |

| d) The government should be lobbied to ensure that the ‘Alcohol & Entertainment Bill’ is listed for enactment as soon as possible and that sufficient time is allocated to enable its swift passage through parliament. e) Increase the fees for public entertainment licences and use this income to provide better enforcement activity. | Public Protection Built Environment Extra revenue produced in current year for increased enforcement. | Letter sent by Managing Director. October 2002. New Licensing Act transfers liquor licensing functions to CBC mid 2005 Increased fees built into base budget for 2003/04. | Revenue implications of new Act subject to separate report. ✗ | Oct 2002 Awaiting Gov. decision 2003 |

| f) Public entertainment licence conditions should be reviewed to prohibit the sale of alcohol with the intention of inducing intoxication. | Public Protection | Having regard to court decisions and ‘date rape’ | Awaiting Licensing |
of drinks directly from the bottle or in breakable glass.
g) It is further recommended that the Licensing Magistrates should take a similar view on the sale of drinks in bottles and breakable glass at other licensed premises.

| h) | Encourage more robust legislation being formulated by Central Government. |
| j) | A delay in introducing such legislation is causing the Local Authority problems and should be addressed immediately. |
| Public Protection | h) and j) Licensing Act 2003 received Royal Assent on 10/07/03. To be fully effective mid 2005. Licensing policy being developed and likely to have regard to 'cumulative effect' on town centre. Public Protection have been consultees to the government’s alcohol harm reduction strategy and more recently consulted by the Office of the Deputy Prime Minister on aspects of night time economy controls together with implications arising from the Licensing Act 2003. Separate report to consider revenue implications of new Act. ✗ |
| Awaiting guidance | Awaiting guidance | Feb 2003 |

| k) | Introduce a code of practice to prevent the sale of cheap alcoholic drinks |
| Public Protection | k) Code of Practice not considered viable. Indications are that as part of licensing reform licensees will be required to comply with industry code of practice. |
| | Awaiting guidance |
### 2 To provide improved facilities for all users of the town centre at night, including toilets and transport

<table>
<thead>
<tr>
<th>Solution</th>
<th>Cost/Responsibility</th>
<th>Status</th>
<th>Target date</th>
</tr>
</thead>
</table>
| **a)** Pissoirs:  
Research identified a new product which can be hidden in the ground during the day to emerge at night. While presently these units only cater for males the company is developing units to accommodate females also. | CBC: Environmental Maintenance per unit £21K purchase £9K-12K engineering £1,500 installation £2.5K ea. Maintenance  
Others: None | Research undertaken | **Bid for 5 units @ £33k each approx each.**  
**Bid for £165k capital £12.5k revenue but sites to be prioritised in bidding process**  
* | **Budget bid 2005-06** |
| **b)** Provide improved transportation links late at night, to include the provision of a free late night bus service.  
c) Create a safer environment for those people who use existing late night transportation.  
d) Ensure that taxi ranks are kept clear for the use of taxis only. Encourage the police to regularly check such designated areas.  
e) Additional taxi rank sites – e.g. Pittville Street to be investigated.  
f) Better signage / review the siting of ranks. | CBC: Temporary railings to control queues on Promenade.  
Capital £4.5K Revenue £8K/annum  
Alternative permanent railings @ £3K one-off  
Police County Council has provided £10K to upgrade and improve street lighting as part of CADA initiative. Bid to County to follow for 2004 to evaluate other aspects of street lighting. | b) Late night bus service extended.  
c) Operation streetsafe targeting illegal taxi rank parking.  
Disabled parking facilities to be considered as part of Civic Pride town centre transport studies being commissioned. | **Bid £4.5K capital**  
*  
**£8K/annum revenue.**  
*  
**b) 2005**  
**c) & d) ongoing**  
**e) 2005**  
**f) 2005** |
| **g)** Enhancement of key public spaces and extending their use. Improved street lighting and furniture. | CBC | Initiative to enhance public open spaces to make them more attractive and usable for all. Street lighting improvements in conjunction with CCTV initiatives | **Ongoing** |
3 To encourage a more diverse night time economy that will appeal to a wider audience

<table>
<thead>
<tr>
<th>Solution</th>
<th>Cost/Responsibility</th>
<th>Status</th>
<th>Target date</th>
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<tbody>
<tr>
<td>a) Encourage ‘social policing’ with additional responsibility to be taken on by the clubs and pubs.</td>
<td>Public Protection. Economic Development and Tourism.</td>
<td>• Several premises called to account with significant reduction in incidents as a result.</td>
<td>a) Dec 2003</td>
</tr>
<tr>
<td>b) Encourage differing sectors of the community to use town centre facilities of interest to them more frequently.</td>
<td>Police Nightsafe Town Centre Crime and Disorder Operational Group</td>
<td>• Cheltenham to be promoted as having a vibrant night life offering opportunities for all interests and age groups in a safe and welcoming atmosphere. Private sector partners to be asked to support this positioning in all marketing activity</td>
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<td>c) Embark on an education campaign to inform people that the town centre is statistically a safe place to visit.</td>
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<td>d) Reduce the perception of drunkenness, rowdiness and disorder.</td>
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<tr>
<td>e) Encourage non-alcoholic venues for 14-18 year olds.</td>
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4 To create a safer and cleaner environment in which people feel more able to enjoy the town centre at night

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<thead>
<tr>
<th>Solution</th>
<th>Cost/Responsibility</th>
<th>Status</th>
<th>Target date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The streets are pressure washed on Friday mornings.</td>
<td>Environmental Maintenance Extra £40K within existing budget for street cleaning issues. Not all directed at N.T.E.</td>
<td>• 27 additional litter bins provided • new machine on order • cleaning schedule reviewed to provide more flexibility</td>
<td>Part achieved 2004</td>
</tr>
<tr>
<td></td>
<td>None</td>
<td>Consideration to be given to a revenue growth bid for additional street washing.</td>
<td>Budget bid 2005-06</td>
</tr>
<tr>
<td>b) Ensure that takeaway operators are involved in the Night Safe partnership.</td>
<td>Public Protection Nightsafe As part of future</td>
<td>To be considered as part of future licensing policy.</td>
<td>Awaiting Licensing</td>
</tr>
<tr>
<td>Licensing Policy Arrangements</td>
<td>Police Crime and Disorder Reduction Partnership</td>
<td>Act Guidance</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>c) Improved and/or changed policing activity to be introduced.</td>
<td>• Town Centre policing strategy has changed together with shift arrangements. Noticeable improvements as a result.</td>
<td>c) 2002-2003</td>
<td></td>
</tr>
<tr>
<td>d) Introduce high profile policing nights.</td>
<td>• Additional revenue provided for CCTV maintenance.</td>
<td>d) 2002-2003</td>
<td></td>
</tr>
<tr>
<td>e) Work with Nightsafe to provide safe havens.</td>
<td>• Management audit of CCTV undertaken and management strategy developed.</td>
<td>e) Budget bid 05-06</td>
<td></td>
</tr>
<tr>
<td>f) Extra CCTV provision to be considered.</td>
<td>• Improved street lighting where appropriate.</td>
<td>f) Budget bid 05-06</td>
<td></td>
</tr>
<tr>
<td>g) Assess the existing locations of all CCTV installations to verify they are correctly positioned.</td>
<td>• Mobile CCTV plus CCTV vans in use.</td>
<td>g) 2003-2004</td>
<td></td>
</tr>
<tr>
<td>h) Consider the use of the mobile CCTV system.</td>
<td>• Use of ASBOs in town centre now active.</td>
<td>h) 2003</td>
<td></td>
</tr>
<tr>
<td>j) Promote the use of AntiSocial Behaviour Orders.</td>
<td>• Staggered hours continuing but will be superseded by Licensing Act provisions</td>
<td>j) 2004 and ongoing</td>
<td></td>
</tr>
<tr>
<td>k) Evaluate results of the trial staggered terminal hour policy.</td>
<td>• Protocol and business plan for drug screening machine being produced.</td>
<td>k) Subsumed into Licensing Act</td>
<td></td>
</tr>
<tr>
<td>l) Use of drug screening machine.</td>
<td></td>
<td>l) Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

m) The introduction of better procedures to control door staff and companies who offer door security will be more rigorously vetted under the provisions of the Private Security Industry Act 2001. Doorstaff provisions are likely to take effect from 2003.

n) Increase levels of enforcement activity.

Public Protection

- Extra £39K provided for CCTV repairs and maintenance in current budget.
- Increased PEL revenue to pay for improved enforcement activity.

Bids
- £60K Capital for extra cameras
- £18K Capital ‘safe points’
- £6K Revenue maintenance

Likely revenue implications associated with Licensing Act 2003 – subject to separate report.

m) Doorstaff to be covered by Private Security Industries in April 2004.

n) Increased enforcement activity.
p) Introduction of a range of issues to tackle under age drinking.
q) Introduce a social marketing campaign to highlight the problems associated with binge drinking.
r) Introduce a “think safe/drink safe” campaign.
s) Use local radio/website.
t) Promote the provision of safe drinking.
u) Ensure adequate resources are provided to enforce the existing bye-law which prevents drinking on the street within the town.
v) Promotion of non-alcoholic venues.
w) Free glass collection service

<table>
<thead>
<tr>
<th>Solution</th>
<th>Health and Well Being, Public Protection, Economic Development and Tourism</th>
<th>Police, Town Centre Crime and Disorder Operational Group Nightsafe. MAD, young people’s council, Primary Care Trust Education Authority.</th>
<th>MAD youth council engaged. Resolution to be sought by involving LEA, PCT, Police School’s Liaison Officer. • Proof of age identity system developed. • Joint authority enforcement initiatives underway.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Joint working with those partners already identified and who have been involved in the night time economy working group. Joint working with the wider community including the Cheltenham Business Partnership to continually assess the effects of the night time economy. b) Improved dialogue to be developed with the University to assist their student population, particularly in</td>
<td>Nightsafe</td>
<td>On hold, problems experienced with initiating company</td>
<td>On hold</td>
</tr>
<tr>
<td>a) 2005</td>
<td>q) ongoing</td>
<td>r) 2005</td>
<td>s) 2005</td>
</tr>
</tbody>
</table>

5 To respect and enhance the quality of local residents’ lives.

<table>
<thead>
<tr>
<th>Solution</th>
<th>Cost/Responsibility</th>
<th>Status</th>
<th>Target date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Joint working with those partners already identified and who have been involved in the night time economy working group. Joint working with the wider community including the Cheltenham Business Partnership to continually assess the effects of the night time economy. b) Improved dialogue to be developed with the University to assist their student population, particularly in</td>
<td>CBC</td>
<td>Others</td>
<td>Existing budgets</td>
</tr>
<tr>
<td>a) ongoing</td>
<td>b) 2004</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| terms of safety matters. | Nightsafe | c) To be considered as part of Licensing Act provisions but by no means certain that can apply.  
d) No legal status and efforts thus far not received favourably. | c) Awaiting Licensing Act guidance  
d) Awaiting gov. guidance |
|-------------------------|------------|-------------------------------------------------------------------------------------------------|--------------------------|
| c) Nightsafe membership to become compulsory for all night clubs and town centre pubs.  
d) Explore the generation of funds from clubs and pubs to off-set some of the costs currently borne by the public services to manage the effects of the night time economy. | Nightsafe | c) To be considered as part of Licensing Act provisions but by no means certain that can apply.  
d) No legal status and efforts thus far not received favourably. | c) Awaiting Licensing Act guidance  
d) Awaiting gov. guidance |
4 How did we reach this point?

4.1 Our partners

This strategy has been produced by a community based strategic liaison group, formed in October 2002, which was set up to consider the issues and challenges that have arisen as a result of Cheltenham’s successful night time economy. The group comprises key stakeholders including:

- Police
- Magistrates Court
- Elected Members
- Pub and Club operators (Nightsafe\textsuperscript{4})
- Residents’ Groups and
- Business Leaders.

(A full list of partners’ details can be found in appendix 1)

The groups have consulted with a broad cross section of interested parties in order to identify the issues, priorities and consider how best to affect positive changes to Cheltenham’s night time economy.

4.2 Achievements

The partners involved in the night time economy community based strategic liaison and working groups have already implemented initiatives to benefit both residents and the night time economy. These have included:

- The implementation of staggered closing times for pubs, bars and clubs to reduce peak noise disturbance and facilitate effective policing
- The implementation of the ‘Street Safe’\textsuperscript{5} initiative which involved a higher profile police presence in the town centre
- Changes to shift patterns for police officers, which effectively doubled the numbers of officers in the town centre on Friday and Saturday nights
- The initiation of multi-agency inspection of nightclubs to promote best practice
- Taxi and private hire stop and check points by the police and licensing enforcement

Cheltenham has achieved national recognition for the strong stance it has taken against antisocial behaviour in the borough. The robustness of the partnership approach already in evidence will be further enhanced by the Home Office ‘Together’ campaign – designed to tackle antisocial behaviour by putting the needs of the community first. On a local level, the ‘firm but fair’ use of antisocial behaviour orders (ASBOs) will continue to be advocated through the application of the district’s antisocial behaviour order protocol. The work undertaken in this field directly contributes to realising the vision of this strategy, whilst simultaneously being supported by it.

\textsuperscript{4} A voluntary group comprising night club, pubs, takeaways and other similar businesses, working in partnership with the local authority, police and courts to promote a safe and secure environment for customers and staff and to deal with crime and disorder issues

\textsuperscript{5} ‘Streetsafe’ is an initiative introduced by the Gloucestershire Constabulary in September 2002: it is designed to tackle crime across the county.
4.3 Consultation

This document was extensively consulted upon in terms of both content and layout. The following table demonstrates the scope of consultation methods used and the range of opinions sought. Appendix 2 gives more detailed information about the consultees as well as sample extracts from their responses. All the comments received were considered in the formulation of the final version of the strategy.

<table>
<thead>
<tr>
<th>Date consultation undertaken</th>
<th>How undertaken?</th>
<th>With whom?</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2003 to February 2004</td>
<td>Cheltenham Borough Council website</td>
<td>Public, staff, members, partners</td>
</tr>
<tr>
<td>Winter 2003</td>
<td>Clarion front page article</td>
<td>Public, staff, members, partners</td>
</tr>
<tr>
<td>11 September 2003</td>
<td>Committee agenda item</td>
<td>Social and community overview and scrutiny committee</td>
</tr>
<tr>
<td>3 November 2003</td>
<td>Committee agenda item</td>
<td>Economy and business improvement overview and scrutiny committee</td>
</tr>
<tr>
<td>10 November 2003</td>
<td>Committee agenda item</td>
<td>Area committee central</td>
</tr>
<tr>
<td>3 December 2003</td>
<td>Committee agenda item</td>
<td>Environment overview and scrutiny committee</td>
</tr>
<tr>
<td>3 October 2003</td>
<td>Press release to Echo</td>
<td>Public</td>
</tr>
<tr>
<td>October 2003</td>
<td>Consultation letters</td>
<td>As detailed in Appendix 2</td>
</tr>
</tbody>
</table>

Further consultation will be undertaken periodically in line with the 3 year review of the document (see section 6) to determine the continued focus of the night time economy strategy. This will be fed back into the development of an updated strategy in order that it continually reflects changing attitudes, emphasis and can re-prioritise in line with current issues.
5 Resources

The resources required to achieve the aspirations of this strategy include both financial and staffing matters. Those specific to the actions and solutions identified by cabinet on 24th July 2002 are detailed in the accompanying action plan (see section 3).

Managing the night time economy is seen as a corporate project involving all relevant service areas of the council, other agencies and key stakeholders. The various services of the council will identify the human and financial resources required to implement this strategy each year as part of the annual budget round.

All projects and relevant actions resulting from this strategy will be subject to compliance with corporate procedures in respect of risk and project management. They will also be considered within the council’s wider corporate objectives relating to Comprehensive Performance Assessment and Best Value.
6 Monitoring and reviews

This document will be reviewed annually to determine how we are performing against stated outcomes and actions. A more robust three year review will also be undertaken which will examine the document in more detail. The specific timing of these reviews should be orchestrated to coincide with the reviews of Cheltenham’s Community Plan and Cheltenham Borough Council’s Business Plan in order that it can accurately incorporate relevant directions and priorities.

It is important to feedback our progress to all interested parties. How we have performed will be communicated to:

- members, via
  - The News\(^6\), Hit of the day\(^7\), The Clarion\(^8\), CBC website
- staff, via
- partners, via
  - Working group meetings, The Clarion, CBC website, The Gloucestershire Echo
- public, via
  - The Clarion, CBC website, The Gloucestershire Echo

The following table details the programme of review and feedback to be undertaken.

<table>
<thead>
<tr>
<th>Type of review</th>
<th>What is being reviewed?</th>
<th>How undertaken?</th>
<th>Feedback</th>
</tr>
</thead>
</table>
| Annual review 2005   | • Progress towards action plan targets  
                      • Review of action plan  
                      • Review of key aims                                                                 | ♦ Via the NTE working group, Overview and Scrutiny and then Cabinet  
                      ♦ Internal consultation                                                                 | o Internal  
                      ▪ via hit of the day, the news  
                      o External  
                      ▪ via website, the clarion |
| Annual review 2006   | • Progress towards action plan targets  
                      • Review of action plan  
                      • Review of key aims                                                                 | ♦ Via the NTE working group, Overview and Scrutiny and then Cabinet  
                      ♦ Internal consultation                                                                 | o Internal  
                      ▪ via hit of the day, the news  
                      o External  
                      ▪ via website, the clarion |
| Three year review 2007| • Review of vision, key aims, actions  
                       • Progress towards action plan targets  
                       • Review of action plan                                                                  | ♦ Via the working group, Overview and Scrutiny and then Cabinet  
                       ♦ Public and peer consultation  
                       ♦ Internal consultation                                                                 | o Internal  
                       ▪ via hit of the day, the news  
                       o External  
                       ▪ via website, the clarion |

\(^6\) The News is a monthly internal document produced by the communications team. 
\(^7\) Hit of the Day is a bulletin posted on the homepage of the intranet. 
\(^8\) The Clarion is an external newsletter which is distributed to residents and businesses in the borough, produced by the communications team.
## Appendix 1

### Details of key partners

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillor Duncan Smith</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Chairman of Night Time Economy Community Group</td>
<td>Chairman Social and Community Overview and Scrutiny Committee</td>
</tr>
<tr>
<td>Councillor John Morris</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Vice Chairman of Night Time Economy Community Group</td>
<td>Vice Chairman Social and Community Overview and Scrutiny Committee</td>
</tr>
<tr>
<td>George Rowlinson</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Assistant Director Public Protection</td>
<td></td>
</tr>
<tr>
<td>Grahame Lewis</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Assistant Director Built Environment</td>
<td></td>
</tr>
<tr>
<td>Rob Bell</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Assistant Director Environmental Maintenance</td>
<td></td>
</tr>
<tr>
<td>Phil Williams</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Assistant Director Integrated Transport</td>
<td></td>
</tr>
<tr>
<td>Trevor Gladding</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Community Safety Manager</td>
<td></td>
</tr>
<tr>
<td>Richard Gibson</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Corporate Policy Manager</td>
<td></td>
</tr>
<tr>
<td>Ken Jennings</td>
<td>Cheltenham Borough Council</td>
</tr>
<tr>
<td>Assistant Director Economic Development and Tourism</td>
<td></td>
</tr>
<tr>
<td>David Savage</td>
<td>Nightsafe</td>
</tr>
<tr>
<td>Chairman</td>
<td></td>
</tr>
<tr>
<td>Martin Quantock</td>
<td>Cheltenham Business Partnership</td>
</tr>
<tr>
<td>Manager</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position/Group</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>Chief Inspector Mike Barton</td>
<td>Gloucestershire Police</td>
</tr>
<tr>
<td>Cheryl Benbow</td>
<td>Gloucestershire Magistrates</td>
</tr>
<tr>
<td>Legal advisor to the licensing justices</td>
<td></td>
</tr>
<tr>
<td>Stewart Dove</td>
<td>Students' Union University of Gloucestershire</td>
</tr>
<tr>
<td>General Manager</td>
<td></td>
</tr>
<tr>
<td>Caroline Leighton</td>
<td>Students' Union University of Gloucestershire</td>
</tr>
<tr>
<td>President</td>
<td></td>
</tr>
<tr>
<td>Frances Robertson</td>
<td>St Margaret’s People Interested in the Local Environment (SMILE)</td>
</tr>
<tr>
<td>Residents’ group representative</td>
<td></td>
</tr>
<tr>
<td>Stephanie Skinner</td>
<td>St Margaret’s People Interested in the Local Environment (SMILE)</td>
</tr>
<tr>
<td>Residents’ group representative</td>
<td></td>
</tr>
<tr>
<td>Inspector Emma Hamilton-Shaw</td>
<td>Gloucestershire Police</td>
</tr>
<tr>
<td>Tony Sygerycz</td>
<td>Disability Action (Cheltenham)</td>
</tr>
</tbody>
</table>
Appendix 2

Details of consultation:

The draft strategy was formulated as part of the work of the night time economy community group (see appendix 1 for full details of members). These key partners represented the views of their organisations, and in addition, the following groups were consulted on the draft strategy:

Business groups

- Business Link Gloucestershire
- Cheltenham Business Partnership
- Cheltenham Chambers of Commerce
- Cheltenham Crime and Disorder Reduction Partnership
- Cheltenham Cycle Campaign
- Cheltenham and District Volunteer Bureau
- Cheltenham Primary care trust
- Cheltenham Racecourse
- Cheltenham Sustainability Panel
- Cheltenham Town Hall
- Community Partnerships Department, Gloucestershire Police
- Everyman Theatre
- Federation of Small Businesses
- Gardener's Lane Primary School
- Glascat
- Gloucestershire First (County Economic Partnership)
- Government Office South West
- Leader of Gloucestershire County Council
- Social Justice Partnership
- Social services, Gloucestershire County Council
- Tidy Cheltenham Group
- University of Gloucestershire

Community committees

- Area committee central
- Economy and business improvement overview and scrutiny committee 03.11.03
- Environment overview and scrutiny committee 03.12.03
- Social and community overview and scrutiny committee 11.09.03

Hard to reach groups

- Care and Repair (Cheltenham) Ltd
- Cheltenham Lesbian, Gay, Bisexual and Transgendered Society
- Cheltenham Minority Ethnic Forum
- Cheltenham Pensioners’ Forum
- Connexions
- Disability Action Cheltenham (DAC)
- Gloucestershire Disability Forum
- Gloucestershire Gay and Lesbian Community
- Gloucestershire Gay and Lesbian Friend Helpline
- Gloucestershire Race Equality Council
• Grapevine (Cheltenham)
• Hester’s Way Neighbourhood Project
• MAD (Making A Difference) – Young People’s Council
• Whaddon, Lynworth and Priors Neighbourhood Project

Residents’ groups

• Belmont Road Residents’ Association
• Friends of Montpellier Bandstand
• Pittville Area Residents’ Association (PARA)
• Promenade Traders Association
• St James’ Action Group
• St Margaret’s People Interested in the Local Environment (SMILE)
• St Mary’s and St Matthew’s
• The Montpellier Association
• Whaddon Residents’ Association

The draft strategy was also available for the public to view from the homepage of the council’s website at www.cheltenham.gov.uk from 3 October 2003 until mid February 2004. An internet mailbox (nte@cheltenham.gov.uk) was set up to collect responses on the strategy and a postal address was also provided.

The council’s newspaper The Clarion ran a front page cover story about the draft strategy and invited comment on it, and a further press release was made to the Echo.

Sample extracts from responses received:

‘One of our main concerns is that of perception…it is clear that the perception of problems is a growing issue.’
Everyman Theatre

‘Rowdy behaviour is partly alcohol related, but is also a cultural issue: after all you do not see this kind of behaviour in cities in continental Europe.’
Mr P, Cheltenham resident

‘Your strategy should be to restrict licences for clubs which focus on only market segment….and at the same time encourage more town centre activities that will attract the wider community.’
Mr H, Cheltenham resident

‘What is more difficult is to encourage business [sic] to open and manage the kind of bar/café...that is found in towns throughout Europe.’
If the Clarion is to be believed the Council, the Police and the Judiciary will come together and not just produce another strategy, but actually implement change that will help reclaim the town, so that residents and visitors, of all ages, can once again enjoy it.’
Mr C, Cheltenham resident

‘The committee…could see the benefits of encouraging more early evening activity similar to on the continent…The other aspect was about the impact of alcohol on health and that this perhaps should be picked up..’
Area committee central
'It was also stressed that the message needed to be given out clearly that the level of criminal activity was considerably lower than it was perceived to be.'

Environment overview and scrutiny committee

'The current document addresses the costs and benefits of only the late NTE and does nothing about the earlier NTE…'

St Margaret’s People Interested in the Local Environment (SMILE)

Wherever possible consultees' views have been taken into consideration and the original draft of this strategy reviewed accordingly.

Further information

If you would like to see the notes of the night time economy community group meetings where the draft strategy was discussed, or for a summary of the consultation responses received, please contact Sarah Clark on 01242 775 178 or email sarah.clark@cheltenham.gov.uk

Minutes of the community committees detailed above are available on the council’s website at www.cheltenham.gov.uk, then look for the link under ‘councillors, meetings and decisions’ on the homepage.
## Appendix 3

### Details of relevant legislation/guidance:

<table>
<thead>
<tr>
<th><strong>NATIONAL GUIDANCE</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime and Disorder Act 1998</td>
<td></td>
</tr>
<tr>
<td>Statutory Nuisance Act 1993</td>
<td></td>
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<tr>
<td>Disability Discrimination Act 1995</td>
<td></td>
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<tr>
<td>Licensing Act 2003</td>
<td></td>
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<tr>
<td>Police Reform Act 2002</td>
<td></td>
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<tr>
<td>Antisocial Behaviour Act 2003</td>
<td></td>
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<tr>
<td>Private Security Industries Act 2001</td>
<td></td>
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<tr>
<td>Criminal Justice and Police Act 2001</td>
<td></td>
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<tr>
<td>Environmental Protection Act 1990</td>
<td></td>
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<tr>
<td>Town Police Clauses Act 1847</td>
<td></td>
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<tr>
<td>Local Government (Miscellaneous Provisions) Act 1976</td>
<td></td>
</tr>
<tr>
<td>Local Government (Miscellaneous Provisions) Act 1982</td>
<td></td>
</tr>
<tr>
<td>Local Government Act 1972</td>
<td></td>
</tr>
<tr>
<td>National Alcohol Harm Reduction Strategy</td>
<td></td>
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<tr>
<td>National Drug and Alcohol Team Action Plan</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>REGIONAL GUIDANCE</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gloucestershire Drugs and Alcohol Team Action Plan</td>
<td></td>
</tr>
<tr>
<td>County Abandoned Vehicles Protocol</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LOCAL GUIDANCE</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing Policy Statement</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Crime and Disorder Partnership: Crime Reduction Strategy 2002 - 2005</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Borough Council Business Plan</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Borough Council Corporate Enforcement Policy</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Borough Council Community Plan</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Borough Local Plan</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Crime and Disorder Partnership: Information Sharing Protocol</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Crime and Disorder Partnership: Antisocial Behaviour Order Protocol</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Town Centre CCTV Codes of Practice and Operating Procedures</td>
<td></td>
</tr>
<tr>
<td>Protocol for the Management of Off Campus Student Related Incidents</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Retailers Against Crime Constitution</td>
<td></td>
</tr>
<tr>
<td>Cheltenham Nightsafe Constitution</td>
<td></td>
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</tbody>
</table>
Appendix 4
Expanded details of how the strategy fits into the council’s wider agenda

The Community Plan

Through recent legislation, the government has required councils to work in partnership with others to produce a Community Plan. As a result of this, all the key organisations and partnerships in the borough have come together and formed the Cheltenham Strategic Partnership (CSP) and worked together to produce a community plan. It is not one organisation’s plan; it belongs to the community as a whole.

The Community Plan is the result of extensive consultation with residents, organisations, businesses, community partnerships, voluntary sector agencies and community groups. Through this consultation, the CSP has been able to identify the needs and wants of the town’s citizens and set out a vision how the town can develop and improve over the next 20 years.

The vision for Cheltenham in the year 2020 is for it to be a vibrant, safe and sustainable town where residents, workers and visitors enjoy the benefits of social, environmental and economic wellbeing.

What our communities want is:
1. an attractive and safe town
2. a thriving economy
3. a decent standard of living
4. to live life to the full
5. safe and accessible travel and transport
6. a healthy environment

The Community Plan is about improving the quality of life for the town’s residents, workers and visitors. It will do this by setting out clear priorities for action and promoting more cooperation and joined up working between all the organisations and partnerships in the borough on the issues that matter most to our citizens. The CSP has identified five key priorities to be addressed over the next five years. These are based on the results of consultation but also reflect national priorities:
1. Reducing levels of crime and disorder
2. Protecting and enhancing the environmental quality of the town
3. Providing more affordable housing
4. Improving sustainable travel and transport options
5. Addressing inequalities and developing a sense of community cohesion

These are the issues that matter most to local residents, and are issues in which the council plays a lead role.

In line with the scope of this document, the Night Time Economy Strategy and the corresponding actions that will be undertaken will positively contribute towards attaining the Community Plan’s vision. It will address three of the
plan’s ‘wants’, as specified by our communities, numbers 1, 2 and 4: plus three of the key priorities, as identified by the CSP; 1, 2 and 5, above.

The council’s Corporate Business Plan

The Business Plan sets out how Cheltenham Borough Council will contribute to the delivery of the wider aspirations of the Community Plan. Its starting points are the Community Plan’s five priorities and also further priorities identified by the council. ‘Our New Business Plan: A plan for Cheltenham Borough Council 2003-2006’, through its core purposes, states that the council aims:

1. to provide leadership to our community
2. to provide high quality services to the people who live, work or visit Cheltenham
3. to aspire to deliver a high quality of life for the people of Cheltenham

The ‘Business Plan’ also identifies seven corporate ‘priorities’:

1. we want to increase the provision of affordable housing, both for low cost home ownership, but particularly in the social rented sector, and work towards a balanced housing market
2. we want to re-dress the imbalances in our communities and build strong healthy geographical communities and communities of interest
3. we want to secure sustainable reductions in crime and disorder in our communities
4. we want to achieve sustainable improvements to the public realm, protect and enhance Cheltenham’s natural environment and ensure the organisation becomes more sustainable
5. we want to reduce reliance on the private car and increase the proportion of trips made by public transport, cycling and walking
6. we want to enhance the town’s reputation as a national and international cultural centre and provide opportunities to broaden and enrich sport, play and cultural experiences
7. we want to be an excellent authority with high standards of service

The implementation of the Night Time Economy Strategy will help to attain the third of Cheltenham Borough Council’s ‘Core Purposes’, as listed above, by improving the environment and increasing the diversity of the night time economy. The Night Time Economy Strategy will also help to deliver priorities 3, 4 and 6, above.

The Business Plan expects measurable achievements within its current three year period towards its core purposes and priorities and the night time economy strategy will help to realise this.

Cheltenham Borough Local Plan

The Local Plan is a statutory document intended to perform four overarching functions:

- to develop the policies and proposals of the Structure Plan
- to provide a detailed basis for development control
- to provide a basis for co-ordinating development and other use of land
- to bring local and detailed planning issues before the public

32
The plan was adopted by the council in 1997 and is currently being reviewed (First Deposit October 2002). The emerging plan sets out a land use and development strategy for the borough and contains a framework of policies for controlling development. Some of these are pertinent to the Night Time Economy Strategy’s vision and key aims, in particular policy 95A:

**POLICY RC 95A: RESTAURANTS, NIGHT CLUBS AND LICENSED PREMISES**

The Borough Council will only permit the establishment or extension of a restaurant, night club or licensed premises where it:

(a) **has good access to public transport and taxis at closing time;** and

(b) **is unlikely, individually or cumulatively, to cause harm to the character and amenity of residential areas; and**

(c) accords with policies GP 3(B), GP 3C, RT 84, RT 86 and RT 91 (note).

Note

GP 3(B) (impact of development), GP 3C (security and crime prevention), RT 84 (non-A1 uses in primary shopping frontages), RT 86 (non-retail uses in local shopping centres), and RT 91 (amusement arcades, and food and drink).

Applications for planning permission must be determined ‘on their merits’, having regard to all considerations which are relevant. These considerations include the policies of the development plan. Decisions must be made in accordance with the development plan policies unless other material considerations justify the granting of planning permission.

In seeking planning permission for development a developer may put forward proposals to address any issues arising. If the council grants permission, it may be subject to conditions and/or to the completion of a section 106 Planning Obligation.

However, the council may consider that the potential impact of a proposal, individually or cumulatively, is such that it cannot be addressed satisfactorily and that planning permission should not therefore be granted.

The above policy directly affects how the council can influence the night time economy from a planning point of view.

**Cultural Strategy**

The Cultural Strategy’s vision is:

“To offer every one in Cheltenham access to the best possible cultural opportunities, enhancing the town’s reputation and environment, providing a better quality of life for all”

This document will contribute to the above vision by increasing the diversity of cultural experience open to every one in Cheltenham and, as a consequence, enhance the town’s reputation.

The Night Time Economy Strategy will also contribute to an enhanced environment through its work towards providing improved facilities in the town centre.

Through its work towards improving the enforcement and policing of the night time economy the strategy will contribute to a “better quality of life for all” by
making people feel safer and therefore more able to take advantage of opportunities to enjoy the night time economy.

**Social Justice Strategy**

The Social Justice Strategy’s vision is to:

“...develop the capacity of people in Cheltenham and provide the necessary support to enable them to play a full part in the social, economic and political life of the town and to help people take advantage of opportunities that may not be available to them without support and preparation.”

The Night Time Economy Strategy will help this strategy achieve its objectives by working towards providing a safer night time economy where more people feel more able to participate in the social life of the town.

**Civic Pride**

The overriding aim of this initiative is to:

“make people feel good about the places in which they live, work and relax”.  

The council is pursuing the Civic Pride initiative, aimed at providing funding to enhance the town’s public open spaces, particularly those set within an urban street environment.

The town has many such locations; areas which, at present, are nothing more than poor quality open spaces, dominated by cars, and where the pedestrian feels alienated.

The Civic Pride initiative is intended to change this position over a number of years, by bringing such places and spaces back into the ownership of people, rather than the automobile.

The initiative will also support the council in the promotion of its night time economy key aims (see section 3.3). It is generally accepted that in order to reduce street crime and antisocial behaviour, urban spaces need to be welcoming, adequately lit, and well used. When people start to feel safe as they move through urban environments, perceptions also begin to change. When perceptions change, cultures change. Once these areas are handed back to the majority of the population, crime & the fear of crime will be substantially reduced.

**Economic Strategy**

The vision of this strategy is:

“To enable a thriving, prosperous and sustainable local economy, that provides high quality and accessible goods and services, supports enjoyable, fairly paid jobs and retains a high quality of life, both for visitors and local residents”

The Night Time Economy Strategy will contribute towards achieving this vision by improving the accessibility of the night time economy to all through its work regarding enforcement and policing. This will also be addressed by
increasing its diversity, encouraging more people into the town centre at night and improving the economy.

“Quality of life” covers all aspects of life, social, economic, cultural and environmental. The strategy will improve the social, cultural and environmental aspects by increasing the diversity of social and cultural venues on offer. Also, by providing improved facilities and co-ordinated operations pollution will be reduced and impact positively on the environmental aspects of “quality of life”.

**Crime Reduction Strategy**

There are seven overall strategic objectives relevant to this document and the Night Time Economy Strategy will assist in targets being met for the following objectives:

- To reduce the number of reported violent crimes, disorder and incidents of antisocial behaviour in the Cheltenham borough district
- To reduce the perception of crime in the Cheltenham borough area

**Transport Strategy**

Accessibility plays a major part in the economic well-being of the town centre both by day and by night. The high number of trips into the town centre puts pressure on the available road space making it necessary to manage the highway effectively in order to protect the quality of the environment for everyone. This requires a strategy which is sufficiently flexible to meet the transport needs of the day time and address the issues which are specific to the night time economy.

The town centre transport strategy is based upon the Gloucestershire Local Transport Plan (2000/01-2005/06) with additional detail in the Cheltenham Transport Plan. With regard to the night time economy the main transport objectives are to:

- contribute to a strong day and evening economy
- manage road space more effectively to reduce congestion and pollution
- minimise the impact of traffic on public spaces
- make pedestrian movement safer and simpler
- create a town centre which better serves the needs of disabled people and people with impaired mobility
- make public transport, including taxi services, more convenient, attractive and accessible
- provide better quality car parking provision and information.

As many of these objectives support other strategies, the implementation of transport schemes is likely to be most effective if they are delivered within the holistic framework of the NTE Strategy. In this way the town centre’s transport strategy can provide the basis for an economically vibrant town centre which is accessible to all and where people can enjoy themselves in a safe environment.

These documents can all be accessed in full via Cheltenham Borough Council’s website [www.cheltenham.gov.uk](http://www.cheltenham.gov.uk)
Appendix 5

Cheltenham’s Core Commercial Area