



## Notice of a meeting of Overview & Scrutiny Committee

**Monday, 22 January 2018**  
**6.00 pm**  
**Pittville Room - Municipal Offices**

<b>Membership</b>	
<b>Councillors:</b>	Tim Harman (Chair), Jon Walklett (Vice-Chair), Colin Hay, Alex Hegenbarth, Sandra Holliday, Chris Mason, Helena McCloskey, John Payne, Paul Baker and Max Wilkinson

The Council has a substitution process and any substitutions will be announced at the meeting

## Agenda

<b>1.</b>		<b>APOLOGIES</b>	
<b>2.</b>		<b>DECLARATIONS OF INTEREST</b>	
<b>3.</b>		<b>MINUTES OF THE LAST MEETING</b> 27 November 2017	(Pages 3 - 18)
<b>4.</b>		<b>PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS</b>	
<b>5.</b>		<b>MATTERS REFERRED TO COMMITTEE</b>	
<b>6.</b>	6.05pm	<b>BUDGET PROPOSALS 2017-18</b> Councillor Babbage, Chairman of the Budget Scrutiny Working Group (verbal update - no decision required)	
<b>7.</b>	6.25pm	<b>DEVELOPMENT OF THE PLACE STRATEGY</b> Richard Gibson, Strategy and Engagement Manager (discussion paper/presentation - no decision required)	(Pages 19 - 24)
<b>8.</b>	6.45pm	<b>PUBLIC REALM PROJECT INITIATION DOCUMENT (PID)</b> Tracey Crews, Director of Planning (The committee need to review the PID for this project and decide if and how they want to undertake scrutiny)	(Pages 25 - 36)
<b>9.</b>	7.00pm	<b>WEST CHELTENHAM URBAN EXTENSION AND REGENERATION PROGRAMME DEFINITION</b>	(Pages 37 - 62)

		<b>DOCUMENT (PDD)</b> Tracey Crews, Director of Planning (The committee need to review the PDD for this programme and decide if and how they want to undertake scrutiny)	
<b>10.</b>		<b>FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED</b> Gloucestershire Health and Care O&S Committee (9 January) – written update from Councillor Harvey  Gloucestershire Economic Growth O&S Committee (29 November) – written update from Councillor Paul McCloskey	(Pages 63 - 70)
<b>11.</b>		<b>CABINET BRIEFING</b> A verbal update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the committee work plan	
<b>12.</b>		<b>REVIEW OF SCRUTINY WORKPLAN</b>	(Pages 71 - 74)
<b>13.</b>		<b>LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION</b> <b>The committee is recommended to approve the following resolution:-</b>  “That in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:  <b>Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)</b>	
<b>14.</b>	7.45pm	<b>NORTH PLACE UPDATE</b> Tim Atkins, Managing Director of Place and Economic Development (verbal update - no decision required)	
<b>15.</b>		<b>APPROVAL OF EXEMPT MINUTES</b> 27 November 2017	(Pages 75 - 76)
<b>16.</b>		<b>DATE OF NEXT MEETING</b> 26 February 2018	

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## Overview & Scrutiny Committee

**Monday, 27th November, 2017**  
**6.00 - 8.20 pm**

Attendees	
<b>Councillors:</b>	Tim Harman (Chair), Colin Hay, Alex Hegenbarth, Chris Mason, Helena McCloskey, John Payne, Paul Baker and Max Wilkinson
<b>Also in attendance:</b>	Martin Langdon, Trevor Gander and John Hughes (Cheltenham Flood and Drainage Panel), Richard Gibson (Strategy and Engagement Manager), Mark Sheldon (Director of Resources), Andrew Knott (Deputy Section 151 Officer), Councillor Steve Jordan (Leader) and Bryan Parsons (Corporate Governance, Risk and Compliance Officer)

## Minutes

### 1. APOLOGIES

Councillors Walklett and Holliday had given their apologies.

Councillors Hegenbarth and Hay had advised that they may be late and subsequently arrived at 6.05pm and 6.17pm respectively.

### 2. DECLARATIONS OF INTEREST

No interests were declared.

### 3. MINUTES OF THE LAST MEETING

The minutes of the last meeting had been circulated with the agenda.

Upon a vote it was unanimously

**RESOLVED that the minutes of the meeting held on the 30 October 2017 be agreed and signed as an accurate record.**

### 4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTION AND PETITIONS

Tow public questions had been received but as these related to agenda item 8 (Public Realm Planting Strategy) the Chairman proposed to take these under that item rather than this one.

### 5. MATTERS REFERRED TO COMMITTEE

No matters had been referred to the committee.

### 6. CHARLTON KINGS FLOOD ACTION GROUP

Councillor Baker, who had requested that the committee to hear from this group had done so as he personally, had found their input and advice very helpful. It was also his experience that officers had also found it helpful and with this in mind he hoped that the group would be given the same consultee status as organisations such as the Civic Society and Architects Panel.

Martin Langdon, Trevor Gander and John Hughes from the Cheltenham Flood and Drainage Panel, formerly known as the Charlton Kings Flood Action Group, introduced themselves to the committee and talked through a PowerPoint presentation (Appendix 1) and key points included:

- The panel was made up of flood victims, councillors, academics and experts, all of whom were rate-payers committed to improving Cheltenham.
- The panel had been formed as it was felt that flood risk was a complex issue which was not fully understood by the public.
- The panel collated, checked and challenged.
- Their interests ranged from borough catchments to future generations and ensuring that information was not lost over time.
- One map showed borough rivers. The Charlton Kings catchment generated its own flooding issues and the map showed some gaps which represented buried water courses which in some cases, the borough council and Severn Trent were not aware of.
- Another map showed that all catchments covered more or less all of Cheltenham.
- If it were possible to catch the water that ran downhill, right to left, it would be possible to avoid the town.
- The third map showed flood alleviation. Work had been completed over the years, most recently in Prestbury and Hatherley, but the panel felt that this had not always been successful.
- Pictures showed the extent of the flooding experienced in the town in 2007, which the panel felt was likely to be repeated were the same levels of rainfall to be experienced again.
- Since 2007 there had been no formal review of the catchment, 2103 houses had been built on brownfield sites, 405 on infill and greenfield sites and there would be an extra 15130 houses built by 2031 and it was unknown how many of these would be built in flood plains. The risk was not just from rivers but from surface water where drainage would be an issue.
- Severn Trent were undertaking sewer lining in the town and this would reduce the amount of water that could pass through the sewer.
- Surface flooding was on the rise and there were questions as to whether there were the appropriate strategies in place to address this.
- Some planning policies were in place and planning and building control assumed a role.
- It was highlighted that Flood Risk Assessments (FRAs) were only a requirement for developments with more than ten houses, but the panel felt that this meant that cumulative effect of many smaller developments was overlooked as a consequence.
- As a group, the panel had found that some FRAs were often inaccurate, having used inappropriate methods of calculation and they queried why this had not been identified by other parties.
- The panel felt that the use of bonds rather than 'management companies' would be a more effective means of ensuring that developers addressed maintenance issues, rather than leaving the council to.

- The panel were of the opinion that the best way to address third party impacts was through the Planning process.
- There had been no Supplementary Planning Guidance since 2003.
- In terms of the future role of the group the panel saw this as centring on education, raising public awareness and providing advice.
- A particular concern for the panel at the moment was drainage issues on some tactile crossing, which they felt became unsafe after rainfall.
- Members were keen that the panel be given similar status to the Architects Panel.
- The group hoped that they would be able to help the council to put together reliable and accurate mapping of where flooding occurred.
- Cambridge and Islington were two examples of where flooding was looked at more holistically and the panel felt that Cheltenham would benefit from a similar approach.

The following responses were given to member questions from the representatives of the panel:

- This issue with FRAs was not due to a lack of guidance, as there was lots of guidance available, all of which was available online, although some was very technical. The issue was that they were only required for development of more than 10 houses. The panel also took issue with the fact that FRAs were commissioned by developers and could therefore, in the panels opinion, be a little too specific and not as broad reaching as they should be and many FRAs used generic and theoretical data rather than seeking local knowledge, which the panel felt they could provide.
- Details of any member that wanted an electronic copy of the presentation before it was due to be published with the draft minutes of this meeting, would be taken at the end of the discussion.
- Issues were dealt with by the Environment Agency and Gloucestershire County Council, as the lead authority, as well as CBC and it was the involvement of so many organisations that could cause issues. The council had previously had a dedicated team of officers which had in recent years reduced to one individual and the panel felt that they could therefore offer a level of expertise.

Members of the Planning Committee had asked for training on drainage and flooding issues and asked that this request be put to Officers again.

Having raised the matter for consideration by the committee, Councillor Baker commented that this was a serious issue that would likely get worse rather than better. He felt that the discussion had been successful in raising awareness of the expertise of the panel and hoped that it would be given similar status as the Architects Panel

The Chairman explained that it was not within the gift of this committee to make any decisions but that Planning Officers would be asked to respond, at a future meeting, to the issues that had been raised, namely:

- Whether comprehensive flooding and drainage training could be arranged for officers and members of the Planning Committee, and if so, when?
- Officers would be asked to give a view as to if and how the CFDP could be given similar status to the Architects Panel.
- Provide a summary of the councils responsibilities in terms of planning (policies, roles, FRAs, SuDS and s106 agreements).

The Chairman thanked the representatives of the CFDP for their attendance and a very interesting and informative presentation.

### **7. QUARTER 2 PERFORMANCE**

The Strategy and Engagement Manager introduced the Quarter 2 Performance report as circulated with the agenda. He reminded members that the Corporate Strategy had been approved by Council in March and that the action plan had identified 84 milestones. This report took information and data from the performance management system and aimed to provide members with an overview of how the council was performing. Of the 84 milestones within the 2017-18 action plan, 19 (23%) were complete, 22 (26%) were on track to be delivered on time, 41 (49%) were amber, and 2 (2%) were red. He took the opportunity to highlight the backdrop against which these performance figures were set in as much as the large number of projects, being undertaken across the organisation at this time, which included the launch of Publica, adoption of the JCS, the implementation of the new waste service and the redevelopment of the Town Hall, amongst others.

The Strategy and Engagement Manager provided the following responses to member questions:

- The council has had a number of positive discussions with partner organisations and Cabinet in relation to the Place Strategy and the Strategy and Engagement Manager suggested that the committee might like to consider the Place Strategy at one of their early 2018 meetings, in advance of it being taken to Cabinet and Council in March.
- He confirmed that it was the Lead Officers that were responsible for marking any actions for which they were responsible, rather than the Strategy and Engagement Manager marking them on their behalf. It was acknowledged that there were some grey areas between red, amber and green, but performance was monitored by Exec Board on a quarterly basis and this helped identify where resources needed to be focussed.
- Delays in relation to the implementation of Solace were due to the vetting process having taken longer than anticipated. A briefing note on progress was attached to the agenda and members were asked to contact the relevant officer for more information. A further update would be scheduled for 2018.

In relation to the commentary on the waste and recycling project, the Strategy and Engagement Manager would seek assurances from the relevant officers that there were no anticipated additional financial costs to CBC for the remainder of the project, given the wording "At present there are no additional

costs currently required or anticipated during the remaining implementation phase of this project". The response would be circulated to members by email.

The Strategy and Engagement Manager would also ask the relevant officer to confirm what was being done to support the cycling and walking strategy given the commentary "Despite 2 rounds of advertisement for recruitment we have been unsuccessful in recruiting to post. Currently considering options of how this can be achieved." The response would be circulated to members by email. As the Member Champion for 'Cycling and Walking', Councillor Wilkinson explained that the council had created the post in question to fill a gap created by the fact that Gloucestershire County Council, the responsible authority, did not have anyone in place to properly develop a cycling strategy. It was disappointing that it had not yet been possible to fill the post but the Managing Director of Place and Economic Development was in discussions about how to address this issue.

A member voiced his frustrations that delays with the Transport Plan were holding up progress on so many other things and queried the reasons for the delays given that the modelling that had been put in place was working much as expected and the small issues that had arisen, did not in his mind, justify a delay.

Members felt that the scale of undertakings by the council was particularly remarkable given the reduced number of staff and commended officers for their hard work and dedication.

No decision was required.

## 8. PUBLIC REALM PLANTING STRATEGY

Then public questions that had been received were taken under this item as they related to the topic.

<b>1.</b>	<b>Question from Fiona Wild to the Chair of O&amp;S, Councillor Tim Harman</b>
	Has the enormous response of 2,436 signatures, garnered in only 3 weeks, on the petition to retain the present style of planting in Imperial Gardens & the Long Gardens been fully taken on board by the O&S committee, the Cabinet and the Council to influence the final decision on the future appearance of these areas?
	<b>Response from Chair</b>
	<p>Can I thank the questioner for her efforts in prompting the petition which had such a large response. When the petition was debated at the recent Council meeting it was clear that a number of Members had misgivings about the proposals including myself and I believe two Cabinet Members particularly in relation to the Promenade Long Gardens and Imperial Gardens.</p> <p>The Overview and Scrutiny Committee has received a paper to be discussed this evening (27 November) outlining the options to be considered. The Committees views are invited and I hope will be heard and I hope taken into account by Cabinet and Council.</p>

<b>2.</b>	<b>Question from Fiona Wild to the Chair of O&amp;S, Councillor Tim Harman</b>
	Has the possibility that visitors will be less encouraged to return to Cheltenham if herbaceous or wild planting in Imperial Gardens and the Long Gardens lacks colour & looks untidy in the winter been fully considered in the light of the detrimental effect this could have on the local economy?
	<b>Response from Chair</b>
	I agree that the visual impact of the Floral Displays play an integral part in the appearance and our enjoyment of the Town, as well as visitors. I also agree that this should be a key factor in the decisions that the Council take.

The public questioner was advised that the Chairman was not able to respond to the two supplementary questions that had been posed, as this would require him to respond on behalf of others, which he was not able to do. He suggested that the questioner put these questions to the relevant Cabinet Member, Councillor Coleman the Cabinet Member for Clean and Green Environment, at the appropriate Cabinet meeting (12 December).

The Director of Resources introduced the draft business case for public realm planting, as had been circulated with the agenda. The business case had been developed with support from Ralph Pullen at Ubico, the existing service provider and the project team had drawn on the experience of other councils which had implemented similar proposals, including Warwick District Council. As a result of the Council debate in October an additional option had been modelled, resulting in 3 options in total:

1. Retain all seasonal bedding.
2. Retain seasonal bedding in the Long Gardens and Imperial Gardens, change to herbaceous perennials in all other locations.
3. Change to herbaceous perennials in all locations.

The business case had aimed to be as objective as possible and outline the financial and non-financial evaluation of each of the options. Whilst there was a large amount of public interest associated with this issue, the Director of Resources did not wish to reopen debate on this issue but instead sought the views of the committee on the options within the business case, which would aid Cabinet in their deliberations at their meeting on the 12 December.

The following responses were given to member questions by the Director of Resources, with the help of the Deputy Section 151 Officer:

- The petition in support of herbaceous perennials in all locations was still live and would not close to new signatures until midnight on the 30 November.
- At this stage the business case assumed that the nursery would be retained, although some plants would be bought in, as was the case at present. All relevant figures had been built-in to the figures that were included in the business case and a breakdown could be provided to members on request.



- The Arle Nursery Strategic Review was being undertaken separately and was scheduled for consideration by Cabinet on the 13 February 2018.
- It was recognised that different planting approaches would require more maintenance and additional costs had been factored into the business case.
- It was difficult to clearly demonstrate an alternative with only a picture, but there were some great examples of different approaches which could look equally as attractive as what was done at present.

A member of the public commented that flowering perennials could look just as aesthetically pleasing as seasonal bedding plants, even more so at this time of year when beds were empty. She urged the council to be more open minded.

Members welcomed the opportunity to express a view and acknowledged that it was ultimately an Executive (cabinet) decision. These members were pleased with the inclusion of the third option and were of the opinion that option 2 (Retain seasonal bedding in the Long Gardens and Imperial Gardens, change to herbaceous perennials in all other locations) was the best option for Cheltenham, its residents and visitors.

Whilst comfortable with option 2, one member did feel that people should be open to change and reminded members that 'environment responsibility' was one of three core pillars of any entries to the RHS Britain in Bloom competition.

A member was concerned by the suggestion that the council was trying to push a particular agenda as his experience was that the process had been open and transparent and he felt that the business case was sound. He did comment that if the decision was to keep seasonal bedding plants in the Long Gardens, then the significant amount of cars parking in front of the gardens would need to be addressed as a priority, as it obscured the view of the gardens from the road, entirely.

The Director of Resources apologised to any member who felt that the business case was in any way attempting to lead members towards a particular option as this had not been the intention.

The Chairman welcomed the opportunity to give comment and thanked the officers and members of the public for their attendance.

### **9. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED**

There had been no meetings of the Gloucestershire Economic Growth Scrutiny Group since the last meeting of this committee.

A written update from Councillor Harvey on the recent (14 November) meeting of the Health and Care Overview and Scrutiny Group (HCOS) had been circulated with the agenda. Members were asked to contact him directly with any questions. Councillor Hay was asked to contact Councillor Harvey directly to ask him to raise scrutiny of the Health and Wellbeing Board by the HCOS directly with the committee. He felt that this was important given the Board were responsible for joint commissioning.

A written update from Councillor H McCloskey on the recent meeting (8 November) meeting of the Police and Crime Panel had been circulated with the agenda. In response to a member question, Councillor McCloskey advised that the 'Commissioners Fund' was established by the Police and Crime Commissioner when he had first taken office. The fund, 1% of his overall budget equated to approximately £1million and applications had to meet at least one of his six priorities.

On the issue of child protection a member highlighted that on the last two annual visits by the Police and Crime Commissioner (P&CC), the committee had been advised that he was not comfortable with putting juveniles into custody and yet this continued to be the case. Another member could recollect that the Police and Crime Commissioner had advised that this was because of a lack of appropriate alternatives in Cheltenham and reminded members that this was a Social Services/Gloucestershire County Council responsibility. He suggested that members put a question to the County Council, perhaps at the point when they considered their budget.

In relation to the Court Estate, a member echoed the sentiments of the P&CC in stressing the importance of having an up to date court facility in Gloucestershire. He felt that otherwise there was a risk that the Ministry of Justice could decide to close both Cheltenham and Gloucester, which were not fit for purpose and designate Bristol as an alternative location. The P&CC had applied for funding from the Ministry of Justice, who would be looking to achieve as much as possible from each estate and therefore members were cautioned to balance the desire for a state of the art facility, with not having too many demands.

### **10. CABINET BRIEFING**

The Leader referenced Cycling and Walking which had been discussed under the performance review. He highlighted that the County Council were in fact struggling to recruit to a number of transport related posts and that as a result this was holding up progress on many issues which were dependent on the County Council having appropriate people in place. Gloucester City Council shared similar frustrations and their Chief Executive was giving consideration to how this could be addressed.

Members would be aware that Laurence Robertson, MP for Tewkesbury had written to the Secretary of State asking that he call-in the JCS Inspectors decision to recommend the Plan as sound. The Leader had been pleased that the Secretary of State had written advising of his decision not to proceed with a call-in, within only 36 hours of the request. Gloucester City had agreed adoption of the JCS at their Council meeting on the 23 November, with Tewkesbury due to make a decision on the 5 December, before Cheltenham on the 11 December.

Members were referred to the briefing note that had been circulated to members separately to the agenda. There was a protocol in place that the Leader would make decisions at a local level in order that they could be scrutinised but advice on this occasion was that a no local decision was required. The briefing aimed to keep members advised of any decisions he takes on behalf of this authority at the joint committee. In reference to LEP core funding he explained that the county council had decided to withdraw match

funding for the LEP (£250k) though there was agreement that the locality should continue to match the Government funding. The proposal was that funds would be taken from the Business Rate Pool surplus for a period of 2 years, depending on income. There was also a suggestion that an additional £75k of the Strategic Economic Development Fund (SEDF) be used to match fund the Inward Investment Service to draw down further funding from the European Union. The appointment of a Strategic Planning Co-ordinator, to address the resource issues around strategic planning across the county would also be discussed. The proposal was that 50% of costs for this post would be financed by GCC, with the remainder being shared equally between the district councils and GFirst LEP. The Leader felt that this would be a very worthwhile post.

In response to a question, the Leader stressed that no extra capacity was being created by the proposal to match fund the Government funding provided to the LEP. The LEP had only 15 staff, which was relatively small in comparison to the large number of things they were working to deliver.

A member suggested that the districts could be better promoted as a consequence of providing match funding to the LEP.

## **11. REVIEW OF SCRUTINY WORK PLAN**

Members were reminded that a member seminar had been arranged for the 13 December, to which the Chief Executive and Chairman of the NHS Trust and the Accountable Officer for the Clinical Commissioning Group would attend. Members had been asked to submit questions in advance of the seminar (deadline: 12 noon on Wednesday 6 December) and a reminder would be sent nearer the time.

Councillor Wilkinson suggested that some of the charitable organisations in the town should be invited to provide details of how they maintained their charitable status and give an overview of what they do Cheltenham as a whole.

Councillor Hay suggested that the committee should undertake a review of its effectiveness by seeking the views of non-committee members: did they agree that the committee were giving sufficient focus to particular issues and; were all members clear about the process for raising topics for scrutiny to consider. The Democracy Officer reminded members that the Scrutiny Annual Report was produced each year and that this document summarised the work that had been undertaken by the committee, as well as inviting members to suggest topics. She also noted that scrutiny training was available to members and this would next be repeated after the May 2018 elections. Democratic Services would give thought to how future training could be delivered.

Further to earlier agenda items, the work plan would be updated to include:

- Planning response to issues raised in the presentation by the Cheltenham Flood and Drainage Panel
- Place Strategy update
- Gloucestershire Airport Limited update/presentation

## **12. LOCAL GOVERNMENT ACT 1972 - EXEMPT INFORMATION**

Upon a vote it was unanimously

**RESOLVED** that in accordance with Section 100A(4) Local Government Act 1972 the public be excluded from the meeting for the remaining agenda items as it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public are present there will be disclosed to them exempt information as defined in paragraph 3, Part (1) Schedule (12A) Local Government Act 1972, namely:

**Paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

**13. GLOUCESTERSHIRE AIRPORT LIMITED**

The Director of Resources and the Corporate Governance, Risk and Compliance Officer introduced the update, as circulated with the agenda.

The committee asked that a further update be scheduled for early 2018 and a presentation from GAL be scheduled for later in the year.

**14. DATE OF NEXT MEETING**

The next meeting was scheduled for the 22 January 2018.

Tim Harman  
**Chairman**

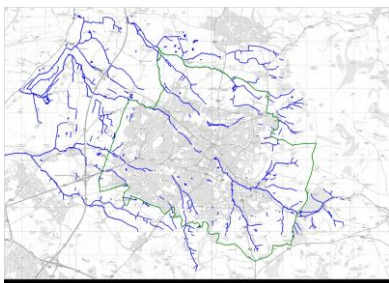
## Background

### CFDP Cheltenham Flood and Drainage Panel

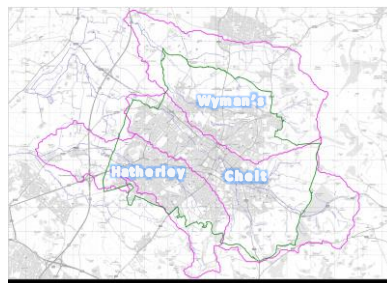
Presented  
by  
Martin Langdon, Trevor Gander, John Hughes  
27 November 2017

- **Why formed**
  - Flood risk not fully resolved or understood
  - To share experiences, information & advice
- **Who we are**
  - Victims, councillors, academics, experts
  - Rate-payers committed to improve Cheltenham
- **What we do**
  - Collate, check, challenge
- **Where our interests range**
  - Borough catchments
  - Future generations

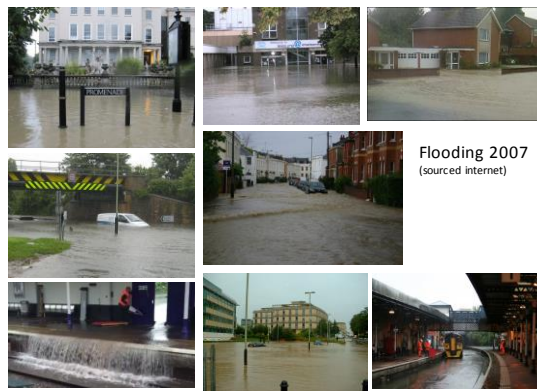
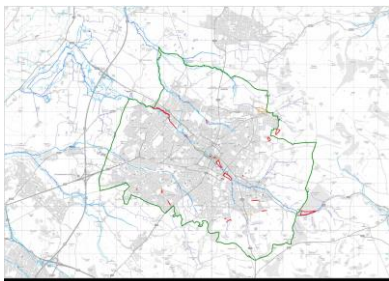
## Borough rivers



## Catchments



## Flood zones & alleviation



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## 2007-2017

- State of catchment
  - No formal review
- Extra housing
  - 2103 brownfield houses (2015)
  - 405 infill & greenfield houses (2015)
  - Up to 15130 extra homes by 2031
  - How many in flood-plain?
- All leviation works
  - Beeches, Southfield, Warden Hill, Noverton, Priors Park
  - STW sewers – lining
- Are 677 homes now free from flooding?
  - Corporate strategies

## Planning

- Policies
  - UI 2 : run-off control, rarely invoked
    - new = status quo, re-devt = reduce
  - UI 3 : SuDS, only on new
  - Include for changes of use?
  - JCS, CP pt1
- Roles
  - Planning vs building control
  - Future in-house skills
- Flood Risk Assessments (FRAs)
- Sustainable Drainage Systems (SuDS)
- TCP Act 1990 s106 agreements
  - Cost neutral since 2006?

## FRAs


- Mandatory for major developments (10+ houses)
  - Overlook cumulative effect of minor
- Often inaccurate
  - Inappropriate methods
  - Run-off areas insufficient
- Maintenance issues
  - Bonds instead of 'management' companies
- Third party impacts
  - Cursory assessment
  - Legal redress

## SuDS

- Policy UI 2 reduce run-off on re-development
  - "retro-fitting"
- Policy UI 3 requires SuDS on ANY new development
- SPG since 2003
- No checks
  - performance
- End of life replacement costs



## Future role

- Education 
- Public awareness & advice
  - Extent / depth markers
  - Rainfall run-off trigger studies
  - Flooded tactile crossings
- Review panel status
  - Similar to Architects Panel
    - Additional views NOT substitute
- Continuity
  - Resources & accountability



## Questions



# Briefing Note

Committee name: Overview and Scrutiny Committee

Date: 27 November 2017

Responsible officer: Pat Pratley

Contact Officer: Pat Pratley, Chief Executive  
Tel No: 01242 264100  
Email: [pat.pratley@cheltenham.gov.uk](mailto:pat.pratley@cheltenham.gov.uk)

**Item 10 – Cabinet Member Briefing – The Leader**  
**Update on decisions to be taken by Gloucestershire Economic Growth Joint Committee (GEGJC) on 29 November**

At its meeting on 29 November 2017 the GEGJC will be considering the following reports:

**Item 9 - Business Rate Pool** – *to receive an update report on the Business Rate Pool and expenditure proposals for the Strategic Economic Development Fund (report currently to follow)*

**Item 10 - Strategic Planning Collaboration in Gloucestershire** - *to receive an update on proposals including governance and the Strategic Planning Commissioner role*

The purpose of this briefing note is to give the committee details with regard to the decisions the Leader is being asked to take ahead of the meeting in light of the fact that the GEGJC meeting is only two days after this meeting and it is the practice of the Leader to keep members advised of any decisions he takes on behalf of this authority at the joint committee.

A link to the full GEGJC agenda is attached here:

<http://glostext.gloucestershire.gov.uk/ieListDocuments.aspx?CId=725&MId=8457&Ver=4>

## **1.0 Item 9 - Business Rate Pool Report**

- 1.1 This report covers a number of matters; (1) updated forecast for the Business Rate Pool for 2017-18, (2) 100% Business Rate Pilots; (3) LEP core funding position, (4) GFirst Inward Investment Service. Members of the GEGJC are being asked to make recommendations with regard to matters 3 and 4 as explained below.
- 1.2 The aim of the Gloucestershire Pool is to maximise the financial resources that can be retained for the benefit of the County of Gloucestershire. Gloucestershire as a whole benefits from offsetting top ups and tariffs and paying a reduced levy on growth.
- 1.3 The Pool aims to make the link between retaining resources locally within Gloucestershire and re-investing in the local economy. The Pool sets aside funding for a Strategic Economic Development Fund, where funding can be accessed to support shared economic strategic priorities within Gloucestershire. This fund is administered by the GEGJC and currently equates to 20% of the pool surplus distribution..

### 1.4 LEP Core funding (final report not yet received)

- 1.4.1 The Government has historically provided LEPs with an element of core funding, which needs to be matched by the locality. The maximum amount granted by Government is £250K and over the last 4 years Gloucestershire County Council has made the locality contribution allowing Gfirst LEP to benefit from the full £500Kpa. That level of match funding by the county council will be withdrawn from 2018-19. Discussions have therefore taken place over the last 12 months and a consensus has been reached that there is a need for the locality to continue to match the Government core funding and that the funding partners should be diversified.
- 1.4.2 The SEDF balance currently stands at £333K and the proposal is that £250K of this should be used to provide match funding to the Government's core funding for Gfirst LEP in 2018-19. The use of the fund in this way sits with the purposes for which the fund was created. The report also recommends that the first £250K of SEDF revenues arising during 2017-18 are used to match fund the Government's core funding in 2019-20.
- 1.4.3 In order for members of the joint committee to be able to support this recommendation it is important to understand the estimated level of the fund in 2017/18. The report outlines that based on the latest set of figures (NNDR3 Mid Year Estimate, September 2017), the business rate pool is forecast to make a surplus of £3.821M in 2017/18 of which, after allowing for a business rate pool reserve, equates to c£664K funding to the GEGJC.
- 1.4.4 With regard to the LEP core funding recommendations which the GEGJC members are being asked to support these are as follows:
- *£250K of reserves currently held in the SEDF are used for the purposes of match funding the Government's core funding to Gfirst LEP in 2018-19;*
  - *The first £250K of SEDF revenues arising during 2017-18 are used to match fund the Government's core funding in 2019-20;*
  - *The 7 councils enter into a simple memorandum of understanding with Gfirst LEP for the period 2018-20;*
  - *A review of the on-going need for core funding match and the correct mechanism for achieving this is completed by December 2019*

### 1.5 Gfirst Inward Investment Service

- 1.5.1 GEGJC members are being asked to support a recommendation to use £75K of the SEDF for the purposes of match funding the Inward Investment Service proposed by GFirst LEP.
- 1.5.2 The opportunity exists to draw down European Union funding and for the Gloucestershire local authorities to make a financial contribution allowing GFirst LEP to draw down further match funding. At the moment c£300K local funding has been identified drawing down £300K of EU funding. The proposal is to take £75K from the SEDF equating to £25Kpa for 3 years which will attract a further £75K of EU funding.
- 1.5.3 Historically, inward investment activity has been dealt with reactively and there is little capacity to handle new enquiries although good work has been done with modest funds. The project will focus on the LEP's strategic priorities as highlighted in the Strategic Economic Plan as well as focusing on the potential growth sector for the county, cyber security.
- 1.5.4 GEGJC members are there being asked to support the following recommendation:



- *£75k of reserves held in the Strategic Economic Fund is used for the purposes of match funding the inward investment service proposed by GFirst LEP.*

### **2.0 Strategic Planning in Gloucestershire – Appointment of a Strategic Planning Co-ordinator**

- 2.1 In February 2017 Leadership Gloucestershire (LG) agreed that there was a need to address resource issues around strategic planning across the county. Proposals to address the issues were considered by senior officers, including the CX of the LEP. The challenge in the current context is the capacity to deliver the unprecedented levels of growth within the timescales set out in the respective authority development plans.
- 2.2 At its meeting on 6 September the GEGJC approved the proposal of LG to create a strategic planning co-ordinator post and to fund the post at £70Kpa with contributions from each district council and the LEP being £5Kpa.
- 2.3 Also at its meeting in September, the GEGJC agreed that a further report detailing the recruitment arrangements, the terms of employment of the post and any changes to the committee's governance arrangements be provided to the committee at its meeting in November.
- 2.4 The report outlines that the cost of the post should not exceed £78Kpa (including oncosts) which requires the district council and LEP contributions to rise to £6.5Kpa for which this authority has budgetary provision.
- 2.5 GEGJC members are being asked to approve the following recommendations:
- *The appointment will be established in accordance with the job description and person specification for a fixed period of 3 years with a review by GEGJC after 2 years*
  - *All cost implications of the post will be financed as follows:*
    - *50% Gloucestershire County Council and*
    - *Remainder shared equally between the district councils and the GFirst LEP*
  - *For day to day supervision and guidance the post will report to the Chair of the GEGJC Senior Officer Group*
  - *The post will be located at the GFirst LEP offices*
  - *The joint committee is asked to make nominations to the appointments panel*
  - *Authority is delegated to the CX of Tewkesbury Borough Council to appoint the post having considered the recommendations of the appointments panel.*

### **Background documents:**

Gloucestershire Economic Growth Joint Committees 29 November and 6 September 2017.

**Appendices:** None

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# ***Information/Discussion Paper***

## **Overview and Scrutiny Committee 22 January 2018**

### **Development of the Place Strategy**

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

#### **1. Why has this come to scrutiny?**

- 1.1 Council on 27th March 2017 agreed a place-making vision for Cheltenham and that this would form the basis of an action plan that would come back to Council in March 2018 along with the Council's Corporate Strategy 2018-19.
- 1.2 The agreed vision was:  
"We want Cheltenham to be a place where everyone thrives. We will do this by linking our heritage to an exciting future by being;
  - Creative
  - Pioneering
  - Nurturing
  - Connected and re-connected"
- 1.3 Council also agreed that the place strategy action plan will deliver the following four outcomes:
  - Businesses thrive in Cheltenham
  - Culture thrives in Cheltenham
  - People thrive in Cheltenham
  - Communities thrive in Cheltenham
- 1.4 Work has been progressing to develop the place strategy over the past few months; in terms of partner and stakeholder engagement the place strategy has been discussed at a Civic Society Conference held in June and at a number of partnership meetings held over the Summer and Autumn. We have also held discussions with local businesses and are about to hold discussions with cultural partners.
- 1.5 The place strategy outcomes are already helping to shape some of our key projects such as the 5 year tourism strategy, the Cheltenham Town Hall project and how we best improve our public realm.
- 1.6 Cabinet and Executive board also held a joint session in October to help shape the development of the strategy. The discussion item at O+S on 22 January will enable us to make further refinements to our thinking before it comes before Cabinet on 6 March and Council on 26 March. The draft strategy could also come to O+S on 26 Feb if that is desirable.

#### **2. What is the place strategy**

- 2.1 Cheltenham's place strategy will set out:
  - A collective assessment of the challenges that the town faces, and the strengths we can build on.
  - A shared vision for Cheltenham –setting out our ambitions for the kind of town we want Cheltenham to be in the future.

- A framework for action – what are the priority projects that will make the biggest impact on our outcomes and ambitions
- 2.2 Whilst Cheltenham Borough Council will take the lead in its development, we want the strategy to be owned by everyone who has a stake in the success of Cheltenham. As such the strategy will:
  - Harness the ambitions for success shared by local businesses, agencies and organisations
  - Reflect the pride that people living in Cheltenham feel for their town, and
  - Tell a story of ambition to the outside world, both nationally and internationally, to those people wishing to visit, study in or invest in Cheltenham.
- 2.3 Members of Overview and Scrutiny Committee may wish to refer to the March 2017 Council report to remind themselves of the engagement work undertaken to define the place-making vision.

### 3. Presentation to Overview and Scrutiny Committee

- 3.1 It is proposed that a presentation is made to O+S on 22 January. An excerpt from the slides is attached as appendix A.
- 3.2 The key areas of interest will be as follows:
  - A reminder of the key challenges that we want to address
  - A proposed revision to the outcomes
  - A proposed revision to the values
  - A summary of our updated framework for place
  - A summary of the key themes and ambitions for each outcome
  - An analysis of key themes against the outcomes to identify a set of priority issues

### 4. Questions for Scrutiny

- 4.1 Do the key challenges feel like the right challenges to be focusing on in the place strategy
- 4.2 Do the revised outcomes and values and the updated framework make sense?
- 4.3 Do the highlighted priority themes for the success of Cheltenham make sense

### 5. Next Steps

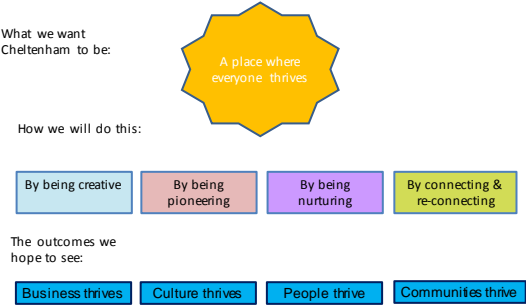
- 5.1 Comments from Scrutiny will be addressed in the revised place strategy and action plan which will go to Cabinet on 6 March 2018 before the final version goes to Council on 26 March 2018 for final approval. As indicated, if members wish, a draft strategy and action plan could be brought to Scrutiny on 26 February 2018

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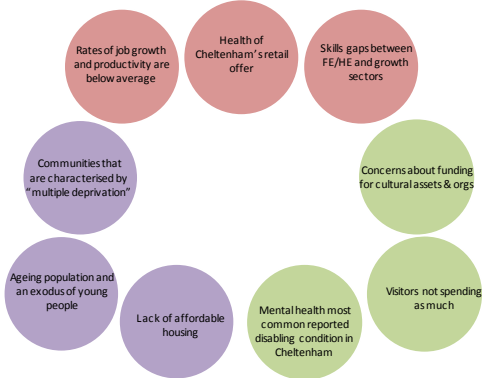
<b>Background Papers</b>	Place Strategy - Cheltenham Placemaking Vision – Report to Council; 27 March 2017
<b>Contact Officer</b>	Richard Gibson, Strategy and Engagement Manager, 01242 235 354, richard.gibson@cheltenham.gov.uk
<b>Accountability</b>	Leader of the Council
<b>Scrutiny Function</b>	All
<b>Attachments</b>	Appendix A – excerpt of place strategy slides

Appendix A

Placemaking vision – as agreed at Council March 2017



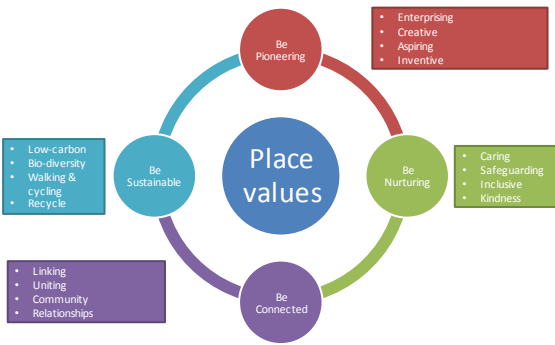
A reminder of our key place challenges



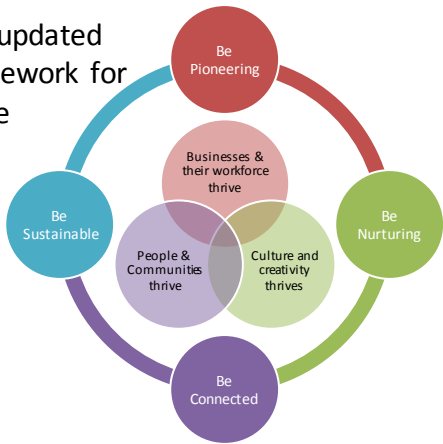
Revised place outcomes



Revised place values – how we could deliver our place projects

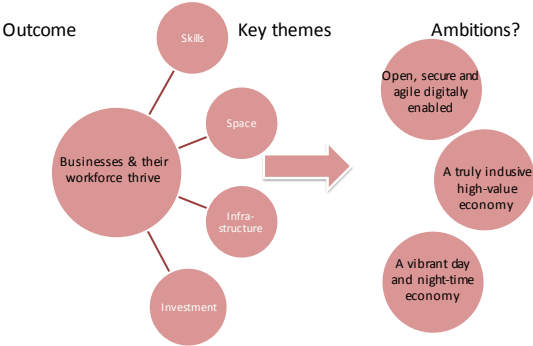


Our updated framework for place

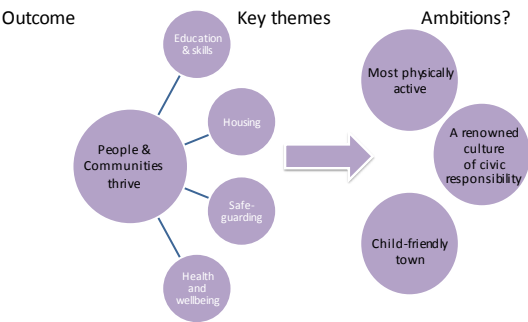


How we can use the framework to develop our place priorities

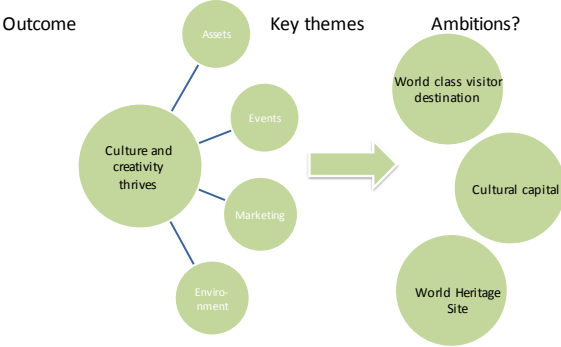
Businesses & their workforce thrive



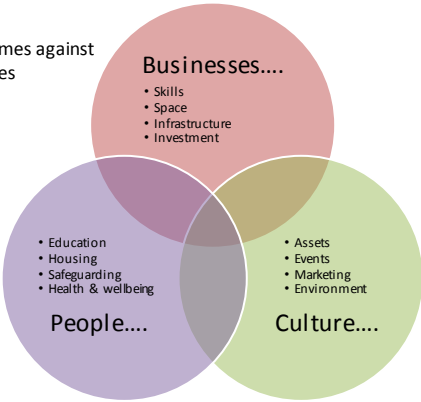
People & Communities thrive



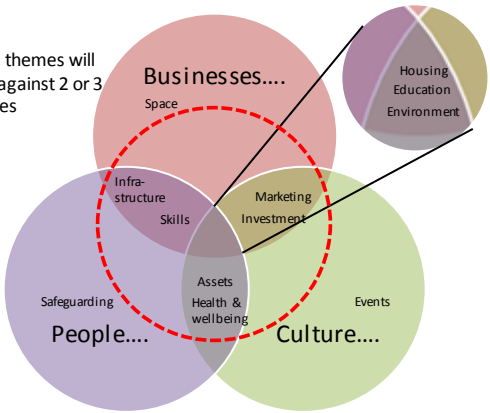
Culture & creativity thrives



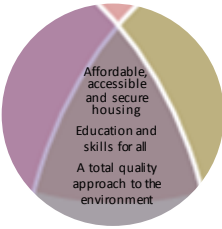
Key themes against outcomes

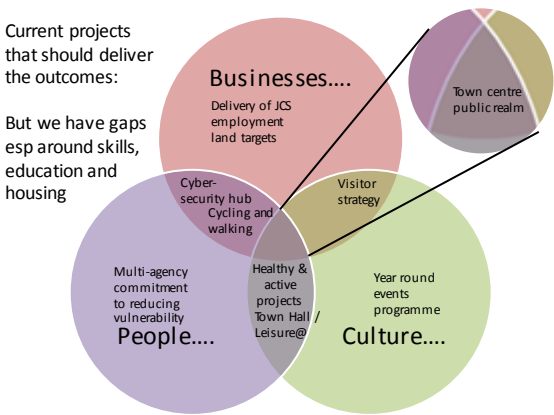


But key themes will deliver against 2 or 3 outcomes



Are these our priority themes for the success of Cheltenham?





### Concluding remarks

- We need to use the new framework to determine what our place ambitions are and what the supporting projects should be
- We need to assess projects against our place values
- We need to consider the governance of the place strategy

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# Project Initiation Document

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Project Name:	Cheltenham High Street East Masterplan - delivery phase 1		
Date:	02-11-2017	Release:	Draft-3
Author:	HB		
Owner:	TC		
Client:	TA		
Document Number:	20170920_T02 PID		

## Approvals

This document requires the following approvals.

Name	comment	Title	Version
Tracey Crews		Director of Planning	V2
Tracey Crews	Incorporates Exec Board amends	Director of Planning	V3

## Distribution

This document has been distributed to:

Name	Title	Version
Tracey Crews	All versions for approval	V1/2/3
Executive Board	V2 for approval	Agreed with amendments
Cllr S Jordan	For information	V3
Cllr A. McKinlay	Sign off as cabinet lead	V3

## 1 Project Background

The High Street East Masterplan project has been generated through the coalescence of several processes.

The Latham Report (2000) and Halcrow's study (2000) had raised the issue that the town's public realm was not performing well in terms of supporting the town as the sub-regional cultural & retail destination of choice. The streets were neither functioning well nor contributing to the town's identity in any strong way. Consequently the Task Force identified public realm improvements and in particular improvements to the High Street as a priority. Funds were identified to support an enhanced quality of treatment over and above the standard highway renewal.

During engagement with partners through the Placemaking Strategy process the poor condition of the public realm was raised as an issue by many different parties, and again the High Street was identified as a major failing in this respect.

In 2015 the £450,000 identified to support uplift within the High St was allotted to particular sections of the High St with £385,000 for the stretch from Winchcombe St to Bath Rd.

Focus on this stretch of the High St was raised in priority when it became apparent that a new John Lewis store will be opening here in the previous Beechwood Shopping Centre location.

The purpose of this PID is to formalise this process as the project moves from masterplanning to implementation of the first phases.

The High St public realm is a priority action for the Council and delivery will contribute to the placemaking agenda, support for local economy and drive for inward investment together with support for tourism and events agenda.

## 2 Project Definition

### 2.1 Project Objectives

The objectives of the Project are to:

- Determine a quality threshold for the whole masterplan area (from Winchcombe St to Bath Road) with a target benchmarked at least equal to our local competitors, which is realistic in terms of overall costs for the total project area.
- Deliver the first construction phase on or below budget
- Substantially complete the first construction phases prior to John Lewis store opening in September 2018

## 2.2 Project Outcomes

Project outcome is the completion of an enhanced quality public realm scheme. The quality is determined in relation to a number of factors:

- Quality of materials used
- Quality of finish & workmanship
- Performance for discharging rainfall
- Robustness for management of vehicles
- Agility of space to accommodate short term changes such as events, exhibitions
- Ease of street maintenance
- Longevity for utility service repairs & maintenance
- Environmental sustainability and sourcing
- Comfort & ease of use for pedestrians and cyclists
- Appropriate threshold for retailers & businesses
- Appropriate showcase for the town
- Enabling improved access and use for events

The project links specifically to the following priority actions from the Corporate Strategy;

ENV 2- Vision for Cheltenham's Town Centre & its public realm.

ENV 7- Working with GCC to develop a sustainable approach to managing highways in Cheltenham.

ECON 1- We will work in partnership with key stakeholders to develop a longer term strategy for placemaking.

ECON 3- improvements to key sites & infrastructure

ECON 6-events infrastructure / commercial opportunities

## 2.3 Method of Approach (methods and standards to be used)

This project is classified per the CBC's project management methodology as a major project. This means it will be managed with the full rigour of the council's project management methodology

A multi-disciplinary project team is being created including resources from Cheltenham borough Council, Gloucestershire County Council and consultancies.

Procurement will be both through Cheltenham Borough Council procurement and contracts together with Gloucestershire County Council framework agreements.

## 2.4 Project Scope

The project scope is to agree quality thresholds and costings for the whole masterplan area which will require detailed design of the whole project area to allow accurate cost forecasting. From the overall masterplan packages will be defined which can be delivered as a series of phases, the first phase has a total budget currently of £725,000, made up of £340,000 from GCC and 385,000 from the CBC High Street public realm budget. This phase of works is to be substantially complete prior to the opening of the John Lewis store in September 2018.

Initial costings indicate that to complete the whole of the masterplanned area would be between £2.44m and £3.52m (see section 3 below).

## 2.5 Dependencies

There are dependencies with:

Private developments fronting the masterplan area.

Gloucestershire County Council highway projects in the town centre.

## 3 Business Case

The masterplan project has outline costings based on the best information currently available; three principal cost options have been developed to gauge affordability at this stage, these are;

Lower cost option - standard highway materials generally, with mid-range quality pre-cast concrete products

Mid cost option - a mix of mid-range pre-cast concrete products and low cost natural stone products in pedestrian areas

Higher cost option - UK sourced Yorkstone natural stone with local Forest of Dean paving in highlight areas

The third option is benchmarked with other local retail centres such as Gloucester, Hereford, Cirencester and Stroud

Total masterplan cost estimates are;

Low cost option	£2.44M
Mid cost option	£3.02M
Higher cost option	£3.52M

The available funding to implement phase 1 of the construction is £725,000 with a potential additional £197,000 match funding from the European Structural Investment Fund. Unofficial confirmation that this funding has been approved has been received and we expect official confirmation in the week commencing 6 November 2017. Until this funding stream is officially confirmed it will be excluded from the funding totals below.

## Financial Forecast

CAPITAL COSTS PROFILE	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Infrastructure (public realm)	£725,000	To be determined	To be determined	To be determined	To be determined	£725,000
Total capital cost of project	£2.44M - £3.52M					£2.44M - £3.52M

CAPITAL FUNDING PROFILE						
joint funded						
CBC contribution (confirmed)	£385,000					£385,000
GCC (Highways maintenance) confirmed	£140,000	-	-	-	-	£140,000
GCC (National productivity Investment Fund) confirmed	£200,000	-	-	-	-	£200,000
Total capital funding of project						
Net capital cost to CBC	£385,000					£385,000

ADDITIONAL REVENUE COSTS PROFILE						
Direct staffing / Additional support services staffing	£160,000					£160,000
Total additional revenue cost of project						

INCOME / SAVINGS / MATCH FUNDING PROFILE						
Increased income						
Cashable savings						
Non-cashable savings						

NET CONTRIBUTION TO BRIDGING THE GAP						
Please profile the net contribution to the bridging the gap programme	na					
CONTINGENCY FOR RISK MITIGATION						
Size of contingency should be drive by risk analyses						
With the level of detail available to the project team the current contingency is set at 10% of construction project costs	£72,500					

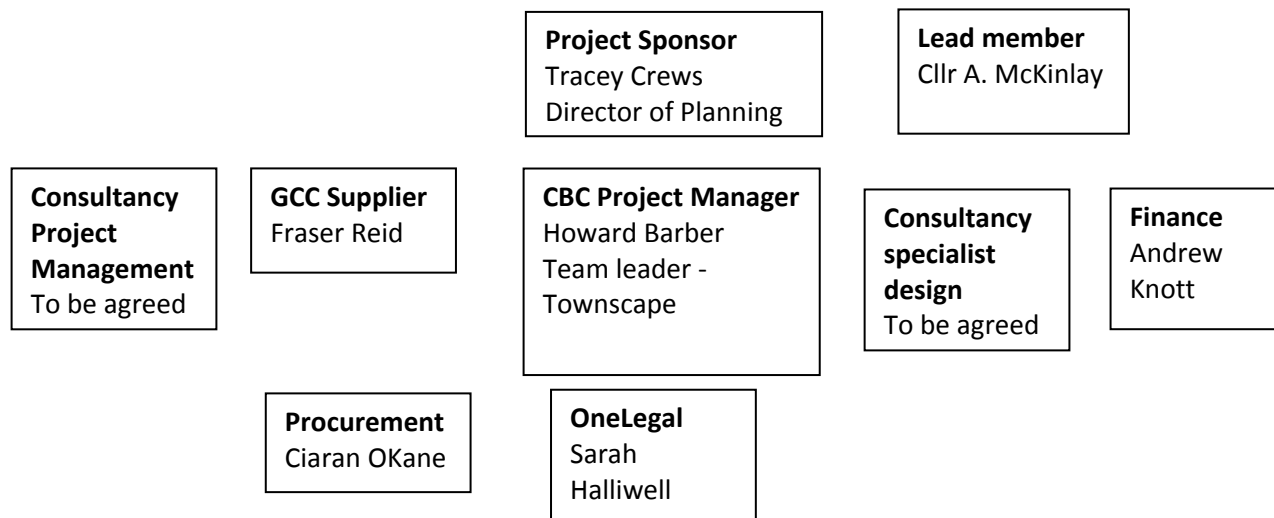
## 4 Project Organisation

This section describes the main roles, responsibilities and role holders on the project board and project team.

### 4.1.1 Project Governance

### 4.2 Governance provided by project sponsor, in collaboration with the Cabinet Member for Development and Safety Project Board Roles

Include a diagram of the projects management structure with named individuals in their project roles. The project board will normally include the following roles:



#### 4.2.1 Project Sponsor

Project Sponsor is Tracey Crews

#### 4.2.2 Senior Supplier

Gloucestershire County Council is the Highways Authority and as such holds responsibility for the maintenance of public roads. Gloucestershire County Council is providing officer support 1 day a week, working collaboratively with project team to support delivery of the High St public realm project. Alongside this support financial contributions are supporting the delivery of the project as set out in section 3 above.

Gloucestershire County Council will be required to sign off all section 278 agreement works as defined by the project to enable the project to move to the construction phase.

Gloucestershire County Council as Highways Authority will be required to provide the necessary assurances to project board that the objectives of the project will be met.



### 4.3 Project Manager

The CBC project manager will be Howard Barber; this role is responsible for the day to day running of the project. External project management will be provided by a consultant (to be determined) who will report to the CBC Project Manager

### 4.4 Project Team

The core project team is as outlined in the chart above. Additional resources may be required for example HR, planning, ICT. If resources are required these will be identified and discussed with relevant service managers at the earliest opportunity.

## 5 Resource Plan

- To support the project team the additional technical input will included

Resource	Role/Function/Purpose	Time/Material	Quantity
F. Reid	GCC consultant support	Time	
H Dennish	Designer	Time	
S Tang	Designer	time	

## 6 Stakeholder Analysis and Engagement Plan

When you consider that the project team, project management, programme management, users, stakeholders and other interested parties can be dispersed both organisationally and geographically, consideration must be given to how best to engage them.

- An analysis and engagement plan template is available [here](#).
- Consideration must be given to keeping stakeholders aware of changes to project costs, timescales, quality, scope, risk profile and benefits.

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in <i>italics</i> )
SLT	Organisational management, Sets boundaries of operation for Project Sponsor	Interest = Medium Influence = High	SLT Highlight reports	Monitoring the project by report	SLT Highlight reports
CBC Members (cabinet & ward members)	To provide political support and approval of CBC funds.	Interest = High Influence = High	Regular 1-2-1 with cabinet lead member  Briefings as appropriate		

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in italics)
	To support engagement with key groups, raise awareness locally		Sharing key documents/information		
CBC Members (All)	To provide political support	Interest = Medium	Updates via Briefing note Member seminar at appropriate time		
Project Team	To produce work pieces for the project	Interest = High Influence = High	Collaborative working		
John Lewis Partnership &	consultee	Interest = High Influence = Medium	Engagement with the project  Explore opportunities for funding	Produce products according to work package	Agree work stream leads for CBC/GCC  <i>Progress stage 1 project management</i>  Progress to procurement of stage 2 project management and design specialist  <i>Brief lead members</i>  Brief John Lewis Partnership and BID
BID	consultee	Interest = High Influence = Medium	Engagement with the project  Explore opportunities for funding  To support stakeholder management	To support stakeholder management	
Business frontages	consultee	Interest = High Influence = Medium	Engagement with the project  Understanding of timeline and constraints		

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in <i>italics</i> )
Civic society	consultee	Interest = Medium Influence = low	Engagement with the project		
General public	consultee	Interest = Medium Influence = low	Engagement with relevant community groups, local members, residents and businesses  Understanding ambition and key dates for works		

## 7 Benefits

This project will create a new agile section of the high street setting a new standard for the town's public realm. The project will resolve drainage issues and cater for delivery access Use this section to describe the benefits of the project.

## 8 Change Control

The Project Manager will register all changes on the Decision Log [link here](#) . This will be reviewed with the project Sponsor when any change is recorded.

## 9 Project Controls

This section describes what functions will be undertaken to facilitate the decision making of the Project Management Team.

Stage boundaries will be based on RIBA work stages with formal client sign-off by the project Board at key Stages

gateway 1- PID sign-off

gateway 2- stage 1 sign-off (pre-developed design)

gateway 3- design freeze (pre-technical design)

gateway 4-technical design sign-off

gateway 5- commission of construction project

gateway 6- completion of construction project

monthly project updates distributed to project Sponsor

Project Closure and acceptance of the Project Closure Report.

Decision log will be updated as required

## 10 Initial Risk Register and Risk Management Strategy

The project risk register will be reviewed and updated by the project manager at each project meeting.

[Document link](#)

# ***West Cheltenham Urban Extension and Regeneration***

## **PROGRAMME DEFINITION DOCUMENT**

<b>Author</b>	Cliff Naylor
<b>Owner</b>	Tim Atkins

### **DOCUMENT HISTORY**

<b>Document Location:</b>	S:\Special Projects\West Cheltenham (Master Planning)\West Cheltenham Urban Extension & Regeneration Programme\PM Documents
---------------------------	---

<b>Version Number</b>	<b>Version Date</b>	<b>Summary of Changes</b>
0.1	10/11/17	Initial draft
0.3	16/11/17	Comments from JW and AS
0.4	17.11.17	Comments from TC
1.0	17/11/17	Formatting

**This document has been approved by:**

<b>Names / Groups</b>
Programme Team
SRO Tim Atkins
CBC Senior Leadership Team
West Cheltenham Urban Extension and Regeneration Programme Board (4/12/17)

# 1 Executive Summary and Background

During 2017 it became evident that a number of projects, planning applications and council initiatives in the west Cheltenham area were inextricably linked and that there would be significant benefits in coordinated management of these activities, in particular a consistency in our interaction with stakeholders, both internal and external. The results of such an approach may include:

- Establishment of a holistic vision for west Cheltenham in 2031 that stakeholders and practitioners can reference and link to strategic planning policies
- Identification and focus on the overall benefits of all interventions within scope rather than benefits of individual projects, delivering synergies
- Identification and where possible management of interdependencies
- Identification and management of cross-project risks and negative externalities
- Coordinated, consistent communications and engagement with stakeholders
- Opportunities for improved leverage and negotiation with developers
- Exchange of lessons learned for other projects and future strategic planning
- Interoperability between practitioners within development management teams.

The challenges are clear. Many interventions are not within the control of the council, either through constraints of the planning system or the prerogative of developers to submit applications and whilst we can act as enablers and facilitators to help drive outcomes we cannot wholly direct or be in control. Other stakeholders – including the public, central government and other planning authorities - often have mutually exclusive objectives. Consequently we will not be able to follow a formal programme management methodology such as Managing Successful Programmes (MSP) to exercise full control; instead we shall adopt a 'light touch' using the MSP principles and framework to achieve a joined-up approach.

A programme delivery team has been formed under the banner of ***The West Cheltenham Urban Extension and Regeneration Programme***. This team includes:

CBC Director for Planning, Tracey Crews  
 CBH Development Manager, Alison Salter (Steve Franklin from 1 Dec)  
 Cheltenham Development Task Force Managing Director, Jeremy Williamson  
 CBC Programme Manager, Cliff Naylor

This last post was created in September 2017 and will have responsibility for the day-to-day coordinating activities, working closely with development management officers and Subject Matter Experts, though will not replace any of their functions.

The Programme Board has been convened to oversee the delivery of the activities within scope that may be grouped under the following themes;

## **West Cheltenham Cyber Park**

- UK Cyber Innovation Centre
- Cyber Business Park
- Growth Fund 3 Infrastructure delivery ( transport)
- Links to academia

It should be noted that the wider strategic allocation for West Cheltenham includes 1,100 new homes. This element is not part of the West Cheltenham cyber Park project, it will however have influences on outcomes, which the project needs to be engaged with.

Outside of scope at present is the safeguarded area as defined by the JCS (phase 2)

**Cheltenham West Estates' Regeneration**

- Masterplanning exercise of the existing CBC housing stock

**Transport**

- Housing Infrastructure Fund bid for J10 led by GCC
- Road Investment Strategy (RIS 2) bid for Junction 10 improvements
- (Growth Fund 3 Infrastructure delivery )
- Transport linkages study – HCA capacity fund for West Cheltenham

**Planning Applications**

- North West Cheltenham – Elms Park
- West Cheltenham – Cyber Park and 1,100 homes
- Old Gloucester Road

**Supporting Work Packages**

- Social Research Study – Clinical Commissioning Group
- One Public Estate
- Coronation Square (linked to regeneration programme)

The Programme Board will not replace any governance structures already in place, instead provide guidance and direction to deliver the overarching vision for the area and a mandate for the Programme Delivery Team to engage in the coordination activities.

Standing members of the monthly Programme Board will be:

- Leader of the Council, Councillor Steve Jordan
- Cabinet Member for Development and Safety, Councillor Andrew McKinlay
- Cabinet Member for Housing, Councillor Peter Jeffries
- CBC Managing Director for Place and Development, Tim Atkins (Senior Responsible Officer)
- CBH Executive Director for Property and Communities, Peter Hatch
- The Programme Delivery Team

CBC Director of Resources will be invited to attend where there are issues arising from the One Public Estate Project or CBC property implications that need consideration.

## **2 Vision and Strategic Objectives**

### **2.1 Vision**

The vision of the Programme itself is to bring together all its component projects to deliver outcomes and benefits greater than sum of its parts, and avoid where possible the disbenefits concomitant with multiple interventions having mutually exclusive objectives. By 2031:

- There will be measurable improvements to social sustainability, community cohesion and health in areas of systemic deprivation, notably in the LSOA E01022121347 but also in LSOA E01022121.
- The profile of the existing 1500 affordable housing units in West Cheltenham (almost all social rent at present) will have been replaced by a mix of tenures and ownership, including new and refurbished properties. The area will be recognised as a desirable place to live and include more balanced mix of affordable and owner-occupier dwellings
- The road network in the west Cheltenham area will be operating within capacity through the provision of major infrastructure improvements and modal shift.

- Sites allocated for housing in the JCS will have been delivered or are on target for delivery. CBC and other authorities will enjoy enhanced council tax revenues.
- West Cheltenham will be a focal point of the UK's cyber security capability, hosting government, industry and academia, enhancing Cheltenham and Gloucestershire's reputation as a world-class centre for digital technology.
- The 45 ha employment allocation at West Cheltenham will have been delivered or on target for delivery. CBC and other authorities will enjoy enhanced business rates revenues.
- There will be additional high-quality employment in the area attracting a younger demographic and links to local education, apprenticeships and skills development providing long term opportunities for young people to study, work and live in Cheltenham.
- GCHQ will have made a long term commitment to Cheltenham as the major hub of its national operations.
- Severn Trent will have initiated a project to relocate the sewage plant at Hayden, to allow the release of the adjoining safeguarded land – West Cheltenham phase 2

## 2.2 Corporate Outcomes and Objectives

The Programme will contribute to the council's corporate strategy vision '*We want Cheltenham to be a place where everyone thrives*' and the transformation objectives:

- The local economy thrives
- Young people thrive
- Our communities thrive
- Sustain and grow Cheltenham's economic and cultural vitality
- People live in strong, safe communities
- Our council can contribute to facilitate the delivery of our outcomes for both Cheltenham and its residents.

The Programme and its constituent projects will link with and/or facilitate activities relating to the following corporate objectives for 2017/18:

- ENV 1 – JCS and Cheltenham Plan delivery
- ECON 1 - We will work in partnership with key stakeholders to develop a longer term strategy for place making
- ECON 2 - Promote cyber growth
- COM 1 - Work with CBH to build more houses for rent and support community regeneration projects
- COM 2 - Housing strategy and enabling
- COM 3 – Estates Regeneration Approach in West Cheltenham
- VFM 5 - Review CBC's property portfolio and make recommendations for investment/disinvestment or development opportunities in order to deliver additional income to support the MTFS

The programme will focus on the core values of place as emerging through the Cheltenham Place making Vision these being;

- Creativity
- A pioneering spirit
- Nurturing



- Connecting and reconnecting

West Cheltenham will act as a case study for the application of the Cheltenham and Tewkesbury Social Sustainability Model.

## 3 Initial business case and benefits

### 3.1 Summary

Each of the constituent projects has sought or will seek approval through appropriate governance structures and where necessary, bids to external agencies for funding using the required business case process. Other elements such as processing planning applications are business as usual, but the programme may necessitate new ways of working – linking to the corporate Organisational Development project where appropriate.

### 3.2 Benefits

Identification of benefits is critical to the successful delivery of corporate objectives and the vision (the desired end-state). A benefits management workshop will identify the (where possible) measurable benefits of project and programme activity.

The draft benefits map can be found in folder:

[..\Outcomes and benefits](#)

### 3.3 Costs

As noted above, the costs for the constituent elements of the programme have largely been secured through bids to external agencies, or will be in future.

- Growth Fund 3 for transport infrastructure related to the development of the Cyber Park (£22m). Note that GF3 monies are to deliver specific infrastructure and are not available for reallocation to other projects.
- DCLG allocation of £350,000 to conduct an initial feasibility study for regeneration of the Cheltenham West area.
- Homes and Community Agency capacity building - £224,000 to support delivery of the West Cheltenham development area
- One Public Estate - £155,000
- GC C Bid to Housing infrastructure fund for M5 Junction 10 improvements (pending)
- Bid to Road Investment Strategy (RIS2) for M5 Junction 10 improvements (pending)
- Bid to (likely) government agencies for the delivery of the Cheltenham West regeneration outcomes as recommended in the Masterplanning report due in July 2018

## 4 Projects Portfolio

As described in section 1 the programme is a loose coordination of a number of projects, planning applications and supporting work packages. Some have or will have a formal project structure but others are business as usual. At present, the constituent projects are relatively immature in project

management terms; the Programme Coordinator will work with project managers to achieve the appropriate level of formal control, management and governance.

<b>Project or activity</b>	<b>Lead in the Programme</b>
West Cheltenham Cyber Park	Jeremy Williamson, CDTF
West Cheltenham Planning Application	Emma Pickernell, CBC
GF3 Transport	Jeremy Williamson, CDTF
Cheltenham West Regeneration	Alison Salter (Steve Franklin), CBH
Coronation Square	David Roberts, CBC
One Public Estate	Mark Sheldon, CBC
RIS2 bid coordination	Cliff Naylor to liaise with GCC
Social Research Study	Tracey Crews, CBC

See section 7, **Governance and Responsibilities** for more details.

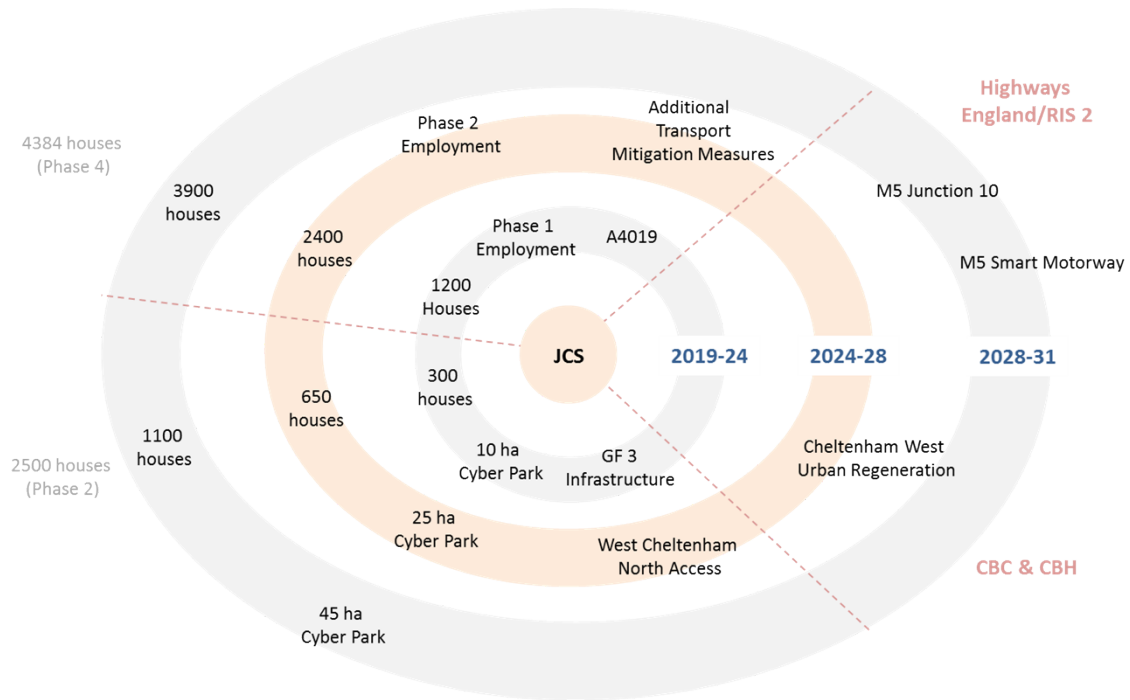
The Programme Delivery Team will advise the Board on potential changes to the portfolio to achieve the overall objectives of the programme. The Board, in conjunction with CBC SLT, will be the authority on such.

## 5 Tranches

At this point it is not possible to provide detail on tranches across the portfolio. However, for the two main elements of the programme, the following high level phases have been identified.

<b>West Cheltenham Cyber Business Park</b>	
Phase 1a	Delivery of 10ha employment site and circa 300 houses.
Concurrent with Phase 1a	Required Interventions on the local highway network
Phase 1b,c,d etc.	Expansion to 45 ha of employment land and 1,100 houses
Concurrent with Phase 1b,c,d, etc.	Required Interventions on the highway network
<b>Cheltenham West Regeneration</b>	
Masterplanning	Report from Nash/WSP
Funding	Bids to recommended sources
Phased regeneration activities	As funding becomes available

Fig. 1 provides an overview of the approximate timelines for the different phases of major interventions in the area. Although the North West Cheltenham development is not part of the programme it will have a significant impact on the delivery of outcomes and benefits.



*Numbers are approximate cumulative totals*

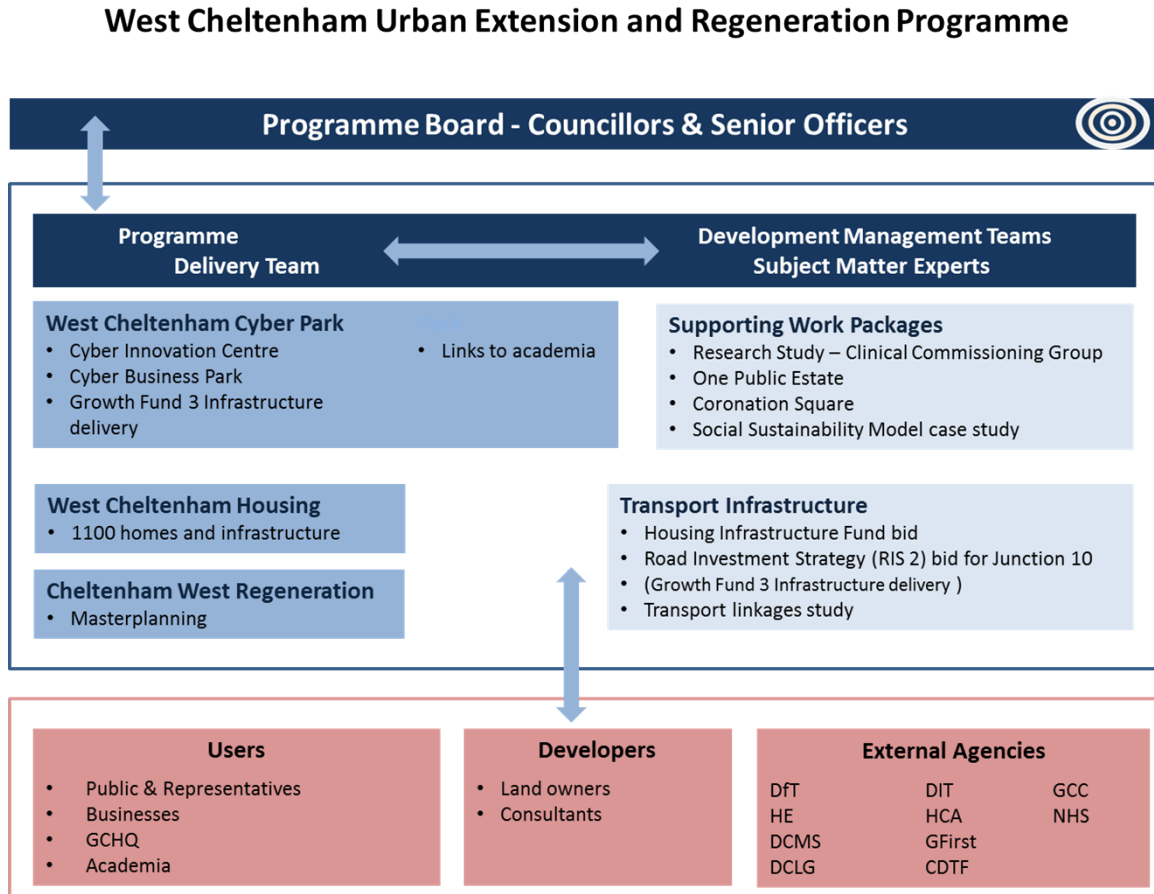
## 6 Stakeholders and communication

Individual projects will have their own detailed stakeholder management strategies and planning officers will follow the requirements of the planning process. The programme stakeholder management strategy is a living document. It can be found in folder:

[..\Stakeholder Management](#)

## 7 Governance, roles and responsibilities

### 7.1 Governance Structure



### 7.2 Roles and Responsibilities

As noted above this is a coordinating programme. Whilst the Programme Board has full control, there is no formal programme manager as per MSP methodology.

The Programme Board will meet, initially every month. If unable to attend, where possible members should send a suitable delegate by arrangement with the Senior Responsible Owner.

Programme Board meetings will include:

- Review of any highlight or status report
- Updates from constituent projects, work packages and planning applications including any
- Risks and issues
- Any change to scope
- Review of stakeholder engagement

Programme Delivery Team Meetings will take place fortnightly, chaired by the CBC Director of Planning.

Constituent projects will hold meetings as appropriate to their development, providing copies of highlight reports and minutes of meetings to the Programme Coordinator.

### The Programme Board

CBC Managing Director for Place and Development, Tim Atkins	Co-chair of Programme Board
CBH Executive Director for Property and Communities, Peter Hatch	Co-chair of Programme Board
Leader of the Council, Councillor Steve Jordan	Programme Board Member
Cabinet Member for Development and Safety, Councillor Andrew McKinlay	Programme Board Member
Cabinet Member for Housing and Member for Springbank, Councillor Peter Jeffries	Programme Board Member
CBC Director of Resources, Mark Sheldon	Programme Board Member (as required). Manager of One Public Estate Project
CBC Director of Planning, Tracey Crews	Programme Delivery Team
Cheltenham Development Task Force Director, Jeremy Williamson	Programme Delivery Team
CBH Development Manager, Alison Salter	Programme Delivery Team
CBC Programme Manager, Cliff Naylor	Programme Coordinator

Role	Role holder(s)	Responsibilities
Programme Board	As per diagram above	<ul style="list-style-type: none"> <li>Drives the programme forwards and ensures the outcomes and benefits are delivered</li> <li>Resolves strategic and directional issues across the programme where these need the agreement of senior stakeholders</li> </ul>
Senior Responsible Owner (SRO)	CBC - Tim Atkins, Managing Director Place and Economic Development.	<ul style="list-style-type: none"> <li>Responsible for the success of the programme</li> <li>Ensures the programme is aligned with Cabinet &amp; SLT's strategic direction</li> <li>Owens the programmes objectives and vision</li> <li>Provides clear leadership and direction</li> <li>Has overall responsibility for upward communication from programme board</li> <li>Chairs the Programme Board (shared with Peter Hatch, CBH)</li> </ul>
Leader of the Council	Councillor Steve Jordan	<ul style="list-style-type: none"> <li>Politically accountable for the success of the programme</li> <li>Represents the interests of Cabinet</li> <li>Represents the programme at Cabinet Meetings</li> </ul>

Cabinet Member Development and Safety	Councillor Andrew McKinlay	<ul style="list-style-type: none"> <li>Politically accountable for elements of the programme relating to development</li> <li>Programme Board member</li> <li>Other specific responsibilities assigned as part of the Cheltenham West Regeneration project</li> </ul>
Cabinet Member for Housing and member for Springbank ward	Councillor Peter Jeffries	<ul style="list-style-type: none"> <li>Politically accountable for elements of the programme relating to housing</li> <li>Programme Board member</li> <li>Other specific responsibilities assigned as part of the Cheltenham West Regeneration project</li> </ul>
Member representatives	<p>Councillor Suzanne Williams, Springbank ward. (also GCC member for Springbank &amp; Hesters Way)</p> <p>Councillor Wendy Flynn, Hesters Way ward.</p> <p>Councillor Simon Wheeler, Hesters Way ward.</p> <p>Councillor Chris Colman, St Marks ward &amp; Deputy Leader (also GCC member for St Marks and St Peters)</p> <p>Councillor Sandra Holliday, St Marks Ward</p> <p>Councillor Pat Thornton, St Peters ward</p> <p>Councillor David Willingham, St Peters ward</p>	<ul style="list-style-type: none"> <li>Assist in development of programme vision and delivery options</li> <li>Provide advice and guidance on how interventions will impact in their wards</li> <li>Attend public consultation events</li> </ul>

Programme Coordinator	Cliff Naylor, CBC	<ul style="list-style-type: none"> <li>• Oversees and coordinates the key projects and work packages within scope</li> <li>• Day to day identification, management and reporting of risks and issues that affect projects within the programme</li> <li>• Working with project leads, and communications team leader, facilitates consistent and coordinated communications with internal and external stakeholders including members</li> <li>• Identifies requirements for new programme resources</li> <li>• Resolves conflicts between constituent projects, work packages and applications</li> <li>• Provides project management assurance</li> <li>• Programme Board Member</li> </ul>
Planning Lead	Tracey Crews, CBC Planning Director	<ul style="list-style-type: none"> <li>• Programme Board Member</li> <li>• Programme Delivery Team Chair</li> <li>• Provides specialist planning direction</li> <li>• Ensures specialist planning resources are available to the Programme</li> <li>• Overall responsibility for resources allocated to the programme</li> </ul>
Cheltenham West Project Sponsor	Peter Hatch, CBH	<ul style="list-style-type: none"> <li>• Responsible for the successful delivery of the project</li> <li>• Acts as strategic lead responsible for updating the CBH Board and CBC Cabinet on project and programme matters relating to housing</li> <li>• Chairs the Programme Board (shared with Tim Atkins, CBC)</li> </ul>
Cheltenham West Regeneration Project Manager	Alison Salter, CBH (Steve Franklin from 1/12/17)	<ul style="list-style-type: none"> <li>• Leads the Cheltenham West Regeneration Project</li> <li>• Responsible for day to day management of the project within the constraints set by Project Sponsor and Programme Board</li> <li>• Manages consultants engaged in the masterplanning exercise</li> <li>• Responsible for reporting project progress to DCLG (by 30/12/17)</li> <li>• Responsible for logging and managing project risks and issues and reporting to the programme coordinator for inclusion in the risk register and issue log as appropriate</li> <li>• Programme Board and Delivery Team member</li> </ul>

West Cheltenham Cyber Park lead	Jeremy Williamson, Cheltenham Development Task Force	<ul style="list-style-type: none"> <li>Leads the Cyber Park project</li> <li>Promotes the scheme with business and academic institutions</li> <li>Liaison with relevant government departments including GCHQ, DCMS and DfT</li> <li>Programme link to GFirst LEP</li> <li>Seeks funding opportunities to deliver programme objectives</li> <li>Programme Board and Delivery Team member</li> </ul>
Planning Officer, West Cheltenham	Emma Pickernell, CBC	<ul style="list-style-type: none"> <li>Lead case officer for West Cheltenham application. Supports activities and manages allocated team across Cheltenham and Tewkesbury in context of planning performance agreement (business as usual)</li> <li>Provides specialist planning advice to the programme</li> <li>With Programme Coordinator ensures that the West Cheltenham application is coordinated with the regeneration project.</li> </ul>
Development Management Strategy and Policy	Phil Stephenson, CBC	<ul style="list-style-type: none"> <li>Provides specialist planning advice to the programme</li> <li>Ensures consistency with JCS and Cheltenham Plan</li> </ul>
Urban Design Officer, West Cheltenham	Alice Goodall, TBC	<ul style="list-style-type: none"> <li>Provides specialist advice on Urban Design and best practise</li> </ul>
One Public Estate CBC Lead	Mark Sheldon, CBC Director of Resources	<ul style="list-style-type: none"> <li>Represents the OPE project</li> <li>Liaises with the Programme Coordinator and Programme Board on matters relating to OPE, in particular where it results in opportunities or risks to the programme objectives.</li> <li>Assists in delivering programme objectives</li> </ul>
Property Lead	David Roberts, CBC	<ul style="list-style-type: none"> <li>Ensures specialist property advice and expertise is available to the programme</li> </ul>
Communications Lead	Katie Sandey, Communications and Web Team Leader	<ul style="list-style-type: none"> <li>Ensures specialist communications advice and expertise is available to the programme</li> <li>Develops communications content where appropriate</li> </ul>
Programme Office	Sandra West, Personal Assistant to Executive Director	<ul style="list-style-type: none"> <li>Supports the programme manager in co-ordinating the sharing of programme information</li> </ul>
Project Management Office Support	None assigned	In a programme of this size it would be normal to have support from a project management office. There will be consideration of this requirement as the programme develops.



Senior Leadership Team (SLT)	Chief Executive and Directors of CBC	<ul style="list-style-type: none"> <li>• Actively supports the SRO and programme board</li> <li>• Ensure programme aligns with corporate strategy</li> <li>• Appoints SRO and agrees programme definition and mandate</li> <li>• Approves requests to change the mandate and tolerances given to the SRO (or escalates to Cabinet or Council)</li> <li>• Resolves conflict between programmes</li> <li>• Commits to the provision of internal resources</li> <li>• Approves programme closure</li> <li>• Reviews lessons learnt and mandates any follow-up actions</li> </ul>
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## 8 Programme Planning

The programme coordinator will maintain a timeline (Gantt chart or equivalent) showing activities up to the end of the programme and a resource plan with an estimate of required programme resources that are in addition to business as usual activities for the next 12 months.

At present, these resources are:

Place and Economic Development	1 x FTE at Grade I
Managing Director Cheltenham Development Task Force	0.8
Director of Planning	

CBH Project manager

Some development management resources assigned to the planning applications are partially funded through the Planning Performance Agreement with developers. This agreement can be found at ([hyperlink once signed and filed](#))

The programme timeline will be derived from the schedules of the constituent projects and work packages. Project Managers and where appropriate planning officers will maintain these and provide the necessary information to the programme coordinator on a regular basis to ensure consistency and management of interdependencies.

The programme timeline will be agreed and reviewed at programme board meetings.

## 9 Decision Management

The programme needs to be able to take well informed decisions in a timely manner and to communicate its decisions effectively.

Important decisions will be recorded in a decisions log maintained by the programme coordinator. The decisions log will include all important decisions irrespective of whether they are programme decisions or decisions made on specific projects. The programme board will determine the appropriate communication method for such decisions.

Important decisions are defined as decisions which:

- Recommend the initiation or closure of the programme
- Initiate or close projects
- Set or change the scope of the programme or projects
- Set or change the budgets or timescales associated with programmes or projects
- Allocate contingency budgets
- Approve substantial changes to the internal resources allocated to the programme
- Escalate programme level decisions outside the programme
- Change membership of programme or project boards
- Agree conclusions or recommendations from the programme or recommend agreement by others
- Substantially vary the programme management arrangements set out in this document

The programme board will delegate authority for decisions to officers/project managers and set appropriate tolerances as per normal CBC/CBH practise. Under normal circumstances it will manage by exception.

None of the above shall replace the statutory requirements or formal policies of Cheltenham Borough Council.

## 10 Risks and Issue Management

### 10.1 Programme and Project Risk Management

A programme-level risk register based on the standard corporate format will detail threats to programme delivery and objectives, informed by project risks managed by each project lead. Where possible, each constituent project will maintain its own risk log. Where a constituent part of the programme relates to a planning application, the planning officer will track risks and share with the programme coordinator for assessment and inclusion in the programme risk register.

Programme and project level risks must be reviewed at either the programme board, project board or as part of the planning process. Risks may be promoted from project to programme level if appropriate or may be allocated by programme board for management by specific teams or officers. As a corporate project risks will also be reviewed regularly by CBC Senior Leadership Team.

The Programme Coordinator has overall responsibility for implementing the above processes. Project Managers hold responsibility for risk management arrangements in their projects. Planning officers and their teams, in conjunction with the Programme Coordinator are responsible for highlighting risks that may impact on programme objectives.

A summary of risks can be found at Appendix 1. The latest full programme-level risk register can be found in folder:

[..\Issues and Risks](#)

### 10.2 Programme and Project Issue Management

Issues will be managed in a similar way to risks.

Separate issue logs based on the standard corporate format will be maintained at programme-level and by each project where appropriate.

The Programme Delivery Team will work with the relevant stakeholders to resolve issues, which will be reviewed at programme or project boards as required. Any status report to the Programme Board will set out changes to programme-level issues since the last report.

The Programme Coordinator has overall responsibility for implementing the above issue handling processes. Project Managers hold responsibility for issue handling arrangements in their projects.

## 11 Change Control

The Senior Responsible Owner will delegate responsibility for change control to the Director of Planning as head of the Programme Delivery Team. Project managers will have responsibility for reporting significant changes to the Programme Delivery Team, who will assess any potential impact on Programme objectives and either direct remedial action, or report to the Programme Board or CBC senior leadership Team. It is acknowledged that changes to planning applications are largely the prerogative of the applicant or a result of other external factors; the response may be management of the impact rather than exercising control.

The Senior Responsible Owner in consultation with the Programme Board and/or the SLT will set tolerances for additional expenditure on (for example) the procurement of consultancy services, or appointment of FTE.

Some of the bids and studies may result in more substantial delivery projects. These will be scoped and initiated as required and a decision will be made about including such in the Western Cheltenham Urban Extension and Regeneration programme. The scope and any subsequent changes to this Programme Definition Document will be subject to the change control procedure.

Reporting or escalation of proposed changes will include:

- The issue
- The proposed change
- Its impact on timescales, costs, quality, scope, benefits and risks of both the project and programme
- Alternatives considered and reasons for rejection

None of the above shall replace the statutory requirements or formal policies of Cheltenham Borough Council.

**Appendix 1:**  
**Summary of Programme Risk Register**

Key: TC Tracey Crews CN Cliff Naylor AS Alison Salter (Steve Franklin) JW Jeremy Williamson PS Phil Stephenson EP Emma Pickernell MS Mark Sheldon				
Risk description	Potential Causes Include	Impact	Action	Responsible Officer
<b>Cheltenham West (cyber park and housing)</b>				
Delay to JCS adoption	Unforeseen objections by LPAs	<p>Developers likely to delay investment in modelling and masterplanning, which is on the critical path for both the planning application and the business case for transport interventions.</p> <p>A significant delay would prevent construction of the cyber park within GCHQ timescales and likely result in the Cyber Innovation Centre being located elsewhere.</p> <p>DfT timescales for GF3 business case and delivery would also be in jeopardy.</p>	<p>Work closely with JCS team and CBC cabinet to ensure that wider risks, impacts and mitigations fully understood.</p> <p>Ensure JCS SRO remains briefed on delivery impacts.</p>	TC

<p><b>Delay to planning process</b></p>	<p><b>Failure to agree PPA in a timely manner.</b></p> <p><b>Problems with traffic modelling.</b></p> <p><b>Lack of resources in LPAs.</b></p> <p><b>Public objections</b></p>	<p><b>A significant delay would prevent construction of the cyber park within GCHQ timescales and likely result in the Cyber Innovation Centre being located elsewhere.</b></p> <p><b>DfT timescales for GF3 business case and delivery would be in jeopardy.</b></p>	<p><b>Press for immediate signature of West Cheltenham PPA (TC)</b></p> <p><b>Seek to bring Gloucestershire County Council as a partner into the PPA (TC)</b></p> <p><b>Ensure developers are aware that traffic modelling is on the critical path. (EP)</b></p> <p><b>Continue consultation process with public as masterplan is developed. Notably on Local Green Space. (ES/PS/JW).</b></p> <p><b>Encourage developers to expedite traffic modelling ensuring HE and GCC are engaged.</b></p> <p><b>PS will inform developers that they need to offer a suitable solution to the LGS issue.</b></p>	<p><b>See actions</b></p> <p>TC</p> <p>TC</p> <p>EP/TC</p> <p>EP/PS</p> <p>TC</p> <p>PS</p>
<p><b>GCHQ does not locate Cyber Innovation Centre on the business park</b></p>	<p><b>Planning delays.</b></p> <p><b>Project plan does not give GCHQ confidence that building will be in place by March 2021 (its deadline for completion).</b></p> <p><b>Change in HMG/GCHQ policy.</b></p>	<p><b>GCHQ will either retain existing accommodation or locate CIC elsewhere.</b></p> <p><b>Diminished attractiveness of the cyber park to potential tenants, both business and academic.</b></p> <p><b>GCHQ may object to the planning application due to the possibility of exacerbating the existing traffic and access problems.</b></p>	<p><b>Continued effort on planning process and critical path. (EP &amp; CN)</b></p> <p><b>Regular engagement with GCHQ and DCMS (JW &amp; CN).</b></p> <p><b>Set up meeting between JCS SRO and GCC (TC)</b></p>	<p><b>See actions</b></p> <p>EP</p> <p>CN</p> <p>JW</p> <p>TC</p>

Cyber Park does not generate sufficient interest in prospective tenants from the business and academic world	<p>Failure to agree a collective vision amongst promoters.</p> <p>Reluctance of businesses and academic institutions to be the first to commit.</p> <p>CIC is not located on site.</p> <p>GCHQ does not offer sufficient support or integration opportunities</p> <p>Delays to delivery.</p>	<p>Business park may take much longer to develop into a significant employment site.</p> <p>Pressure to host low-GVA or low employment tenants increases.</p>	<p>Regular engagement with all stakeholders to encourage participation.</p> <p>Following meeting on 25/10/17 JW to arrange meeting between selected potential business tenants, GCHQ and universities.</p> <p>GCHQ position must be clarified.</p>	JW
Transport				
Risk description	Potential Causes Include	Impact	Action	Responsible Officer
West Cheltenham proposed transport scheme does not meet DfT criteria for a 'single' scheme and/or a 'retained' scheme	Developers' consultants (TPA) mitigation proposals fails to satisfy assessment threshold.	GF3 monies would transfer to LEP control. Funds may need to be <i>spent</i> by 2020 rather than <i>committed</i> .	Make TPA aware of the criteria and the need to base its proposed mitigation measures on them. Encourage more GCC/HE/TPA collaborative working.	To be assigned
DfT withdraws funding	<p>Planning delays.</p> <p>Modelling not acceptable to highways authorities.</p> <p>Highways authorities do not support business case.</p>	<p>Loss of £22m GF3 monies.</p> <p>Development could only take place if developers funded the required transport infrastructure.</p>	<p>Seek clarity from DfT on its deadline for commencement of the works 'in 2020'. Ensure that all stakeholders (in particular TPA) are aware of the deadlines for DfT spend.</p> <p>Actions on expediting planning process where possible.</p> <p>Active engagement with GCC and HE – focussing on solutions delivery</p>	<p>JW &amp; CN</p> <p>EP</p> <p>TC</p>

GCC is unable to review outcomes of the West Cheltenham transport assessment in a timely manner	<p>Lack of resources.</p> <p>Late submission by TPA</p>	<p>Planning process delay.</p> <p>GF3 funding at risk.</p>	<p>TC to review allocation of HCA funding</p> <p>Engage with GCC to bring into PPA as a partners</p>	<p>TC</p> <p>TC</p>
Funding for M5 Junction 10 improvements is not granted within JCS period.	<p>Failure of bids to both HIF and RIS2 because :</p> <p>Incremental development and transport mitigation measures undermine case.</p> <p>Scheme is too expensive if HE insist smart motorways are part of the package</p>	<p>West Cheltenham development may fail to secure approval from highways authorities or stall after partial development.</p> <p>JCS delivery in jeopardy.</p>	<p>Ensure government departments are aware of the links between J10 and housing, employment, cyber security policies in a local and national context.</p>	CN/TC/JW
HIF bid for J10 improvements is successful	<p>Recognition that improvements are critical to delivery of JCS housing targets.</p>	<p>Additional resources required to conduct study and compile business case.</p> <p>Other transport mitigation as a result of West Cheltenham and NW Cheltenham developments more likely to be successful. S106 negotiations less complicated</p> <p>More likely to get highways authorities' support for related smaller transport mitigation schemes.</p>	<p>No action at present as risk (opportunity) very low.</p>	CN/TC

RIS2 bid for J10 improvements is successful	Recognition that improvements are critical to delivery of JCS housing and employment targets.	Additional resources required to provide additional transport planner capacity  Other transport mitigation as a result of West Cheltenham and NW Cheltenham developments more likely to be successful. S106 negotiations less complicated  More likely to get highways authorities' support for related smaller transport mitigation schemes	Consider resource implications for CBC and GCC, in particular the availability of staff with the necessary professional skills.	TC
HE rejects West Cheltenham Transport strategy	Failure to agree approach to phasing	Site development stalls.  GCHQ does not locate CIC on site  JCS delivery in jeopardy	Meeting arranged with HE to discuss	TC
Risk description	Potential Causes Include	Impact	Action	Responsible Officer
Cheltenham West Vision (Estates Regeneration)				
Regeneration Proposals do not gain support of members of public or their representatives.	Failure of engagement and consultation strategy.  Different objectives of Local Forums.  Public expectations not met or unrealistic	Members will not approve bid for funding.  Planning objections.  Business case undermined.	CBH and NASH to develop a further stakeholder engagement plan.	AS



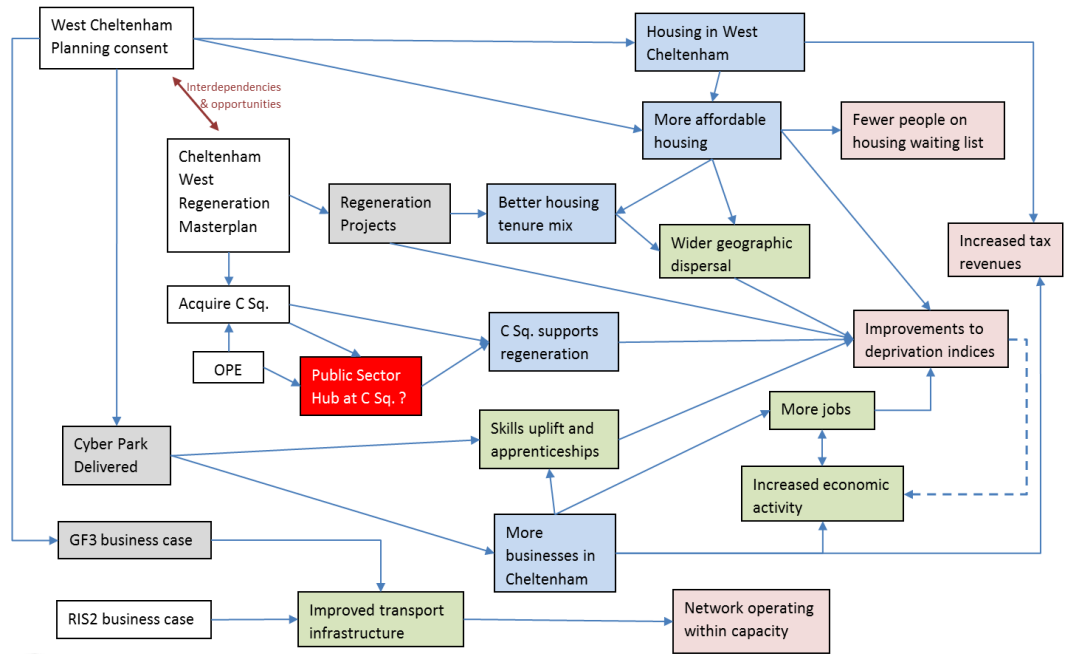
Re-acquisition of Coronation Square lease or partnership with landlord enhances regeneration outcomes	<p><b>CPO.</b></p> <p>Successful negotiations with landlord on a collaborative approach.</p>	<p><b>Cost - CPO could be up to £15m</b></p> <p>Coronation Square could become a focal point for the area providing a critical element of regeneration outcomes.</p>	<p><b>Conduct study into costs of CPO. Consider further the importance of Coronation Square to the desired outcomes.</b></p>	<b>CN/TC</b>
Failure to include Coronation Square in the masterplanning undermines delivery of benefits.	<p><b>DCLG did not allow focus of the master planning exercise to be on Coronation Square.</b></p> <p><b>Lack of appetite for re-acquisition of lease.</b></p> <p><b>Landlord does not wish to collaborate.</b></p> <p><b>West Cheltenham masterplanning includes new local economic centres</b></p>	<p><b>Well-documented issues with Coronation Square will remain and may undermine the regeneration improvements elsewhere.</b></p> <p><b>Potential for linkages to the development at West Cheltenham reduced.</b></p> <p><b>Failure in responding to the feedback from public during regeneration engagement</b></p>	<p><b>Conduct study into costs of CPO. Consider further the importance of Coronation Square to the desired outcomes.</b></p> <p><b>Discuss the issue with West Cheltenham developers.</b></p>	<p><b>MS</b></p> <p><b>TC</b></p>

Failure to secure funding to implement regeneration master plan	<p>Master plan does not gain support from local stakeholders.</p> <p>Business case is weak.</p> <p>Funding sources not available.</p>	<p>Regeneration does not take place or is reduced in scope significantly.</p> <p>CBC/CBH must find alternative measures to improve social housing stock.</p>	Masterplanning exercise due to report in July 2018	AS
New lines of funding for social housing become available	<p>HMG changes policy on local authority borrowing to build social housing.</p> <p>HMG increases investment in affordable housing</p>	Funding opportunities improved.	Monitor HMG policy to facilitate early bid for funding if available	AS
Future traffic measures proposed for PE Way cannot be implemented	Traffic modelling for NW and West Cheltenham cannot take such into account at this time	<p>Regeneration benefits may be restricted.</p> <p>Possible requirement to seek additional funds for transport mitigation.</p>	Consider in masterplanning exercise.	AS
Relocation of CBC offices to regeneration area	One Public Estate recommendation	Regeneration opportunities increased.	SLT/OPE to consider the option?	MS

Insufficient linkages between West Cheltenham and the Hesters Way/Springbank area	Not a priority for developers  Local Green Space allocation restricts opportunities	Barriers to integration of urban extension.  Regeneration benefits undermined.  Reduced access to local amenities (both directions)	Meetings with stakeholders and relevant councillors to inform development of more appropriate LGS.  Discussions with developers and urban designers on linkages.	PS  EP
Net loss in affordable housing	400 flats are too small and the footprint of each will need to increase, restricting the available space to replace like for like. This may also be an issue on other units in the regeneration area.	Decant to other properties required.  SHMA affordable housing projections included in the JCS may not be achieved.	Risk should inform the masterplanning exercise.  Inform relevant stakeholders of risk.	AS  TC
Resources			.	
Risk description	Potential Causes Include	Impact	Action	Responsible Officer
Resources not available to progress programme	Inability to recruit to key transportation posts in CBC and GCC  Other high priority planning applications	Delay.	CBC to procure consultancy effort to progress transportation work packages.  Prioritise DM team work  Review HCA funding and priorities against outcome delivery (TC)	TC

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# West Cheltenham Urban Extension and Regeneration - Benefits Overview Map



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### **Gloucestershire Health and Care Overview and Scrutiny**

**9 January 2018**

**Update for O&S**

There were 3 items on the agenda in the section for Scrutiny and three items for Information. As I have previously reported, I will summarise the main points of discussion in the Scrutiny section. Cllr Tim Harman, GCC Cabinet Member for Public Health was in his usual attendance sitting with his Director for Public Health Sarah Scott.

Prior to the items above there was a “CONSULTATION ITEM” which was the results of the community consultation on the future of the two ‘cottage’ or community hospitals in the Forest of Dean, entitled ‘Health and Wellbeing for the future: Community Hospital Services in the Forest of Dean, Consultation Outcome Report’.

The consultation was about GCS Trust plans to amalgamate both existing hospitals in the FOD and replace them with one, purpose build new hospital, at a site yet to be determined. The purpose of HOSC seeing the report today was to note the contents and comment on whether the consultation process was “appropriate” and whether there were any issues the HOSC required that the Clinical Commissioning Group and GCS Boards take into account in their decision making as to whether to amalgamate when they meet later this month.

Despite the fact that the HOSC was only taking the item above as I have summarised, there was great public concern in the Forest at the possible closures and upwards of 60 Foresters came to the meeting to protest outside Shire Hall, and watch the proceeding inside from the public gallery. The press gallery was also full. Apparently, they had also started a petition, which had not been given to any authority, and which was outside of the 3 months consultation period anyway, which also included an extension to take into account the snow and Xmas snail mail.

Several councillors asked questions re the process, the relative small sample size and how could a decision be made when in answer to question #1 do you agree with our preferred option to invest in a new community hospital in the FOD replacing the two current ones, over 3400 residents submitted a reply with NO winning by 21 votes. When asked about the small sample replies, HOSC Members were told that the national recognised formula for responses received in order for a sample to merit looking at was, in the case of the FOD, with a population of 85k people, the required response rate was 383. 3400 easily surpasses that. For anyone that asks, eg John Payne, the name of the mechanism/formula wasn’t given and I forgot to ask. This topic lasted nearly 100 minutes, and we received some polite heckling throughout, until the public realised that any decision to close or otherwise was not in our gift and not what we were there today to do. I can’t help but suspect the usual political whip the public up into a frenzy about an issue and aim them at councillors, usually too late or the wrong platform, as in today.

Healthwatch Gloucestershire commented that they had been consulted throughout the period and that they were content that the consultation was very good, and that they had no other comment to make.

The Forest of Dean District rep was unable to attend, and her substitute did not turn up. A County Councillor born and bred in the Forest stated that he supported the single site,

wherever, working and that most Foresters did, which was met with some disdain by the Foresters in the public gallery who clearly did not think he spoke for them

The District rep from Stroud, very able substitute Cllr Skeena Rathor, asked numerous questions for clarification and pointed out that any negative comments made by Cllrs today were not aimed at NHS staff at all but were made in a genuine concern for the poor funding of the NHS.

I commented that I thought this was another tail wagging dog exercise, whereby the clinicians wanted what was best for their operational needs to support residents, an 80/20 solution, whereas residents and their elected councillors, wanted something else, all hospitals to remain fully open and functioning etc, the 100% solution. I also cited the example of Prestbury We were all effectively singing from the same hymn sheet but that we were in the same poo because, as the Member for Stroud District said, the white elephant in the room was the chronic underfunding and mismanagement of the NHS by the Government.

Before the vote was taken, the Chair reminded HOSC Members what they were voting on, the consultation process, not the end result, or any closure. I urged all Members, and members of the public gallery, to reflect on that and be mindful that in June 2013 when HOSC "agreed" to the downgrading of Cheltenham A&E, it was on a marginal vote (CBC Rep at the time voted to downgrade), and that many councillors had argued robustly against a downgrading, this included the County Member for Winchcombe who was now the county Cabinet Member for the Well Being Board, but that ever since then the Acute Trust Board had cited the narrow HOSC decision in answering questions re Chelt A&E. Once the vote criteria had been understood and I thanked the Chair for making it obvious, all members voted in agreement that they approved the consultation process.

### **SCRUTINY ITEMS**

We took reports from both the South Western Ambulance Service NHS Trust and the Adult Social Care 2<sup>nd</sup> Quarter Performance Report. Both reports were taken as read and there were no substantive questions to share.

The third and last Scrutiny report was from the GCCG and the most relevant points to share were around the winter planning that had been put in place.

As I reported after the November HOSC, detailed planning for winter took place. I will insert my highlights with updates from this HOSC meeting.

1. Flu jabs for all staff. News from health Australia suggested that a flu pandemic was likely to hit the northern hemisphere this winter. The Acute Trust reported that last year only 58% of staff had taken up the offer of flu jabs, already this year that figure was 76%.
  - a. UPDATE. Both the 2together and Acute Trusts reported their highest uptake of flu jabs ever, resulting in less days sick for staff.
2. Orthopaedic Trauma, the pilot scheme to transfer this discipline from CGH to GRH for the winter period 2017/18 had started on 20 October. This was the plan that was raised in the local media after it was leaked. Committee Members were assured that



plans for this were open and transparent, yet HOSC members were only made aware of the initiative by the media coverage, an email explaining the rationale came later. It was noted that the presentation given to the HOSC omitted the word 'pilot' and on seeking assurance members were told that it was a pilot. Cllr Iain Dobie asked how the pilot would be measured and was told 'patient experience'. The Acute Trust were, even at this early stage, hopeful of dividends with the 'pilot' scheme as early indications saw less cancelled elective operations, but when queried by Cllr Dobie about the rate of success for unelected operations (e.g. from accidents and emergencies) I cannot recall if he received a satisfactory reply.

- a. UPDATE. Whilst some operations had been cancelled the Trust was visited on 2 Jan by Prof Tim Briggs the National "Tsar" on Ortho Trauma who was impressed by the fact that operations were actually taking place on 2 Jan.
3. Cllr Dobie asked about the provision of a Mental Health suite at CGH A&E, GRH already had one, and was told that a Capital investment scheme had been applied for and that the Trust awaits an answer. Given that CGH was a much smaller unit, it was uncertain whether the bid would be successful.
  - a. UPDATE: none, no decision, news yet
4. The Acute Trust now used the O P E L suite of crisis level management codes, Operational Pressure Escalation Levels 1 through 4.
  - a. OPEL 1 was GREEN, normal working
  - b. OPEL 2 was AMBER, getting tricky
  - c. OPEL 3 was RED, we are struggling
  - d. OPEL 4 was BLACK, call in any cavalry you can find
    - i. UPDATE: level OPEL 4 called by all of the Trusts at the same time at some points during the period Nov-8 Jan. The system coped, there is no bad news A&E over run news to report. Note, time yet, winter goes on til Feb/March
5. The Stroud District rep raised an issue from a resident who worked as a Paramedic for the South West Ambulance Trust. Recently there was confusion at CGH A&E about ambulance admissions, hospital staff were aware of a recent initiative, but no one appeared to have informed the Ambulance staff, some patients either waited a long time for admission or were turned away. The Acute Trusts CEO assured the HOSC that everyone should have been aware and asked for more details so she could investigate further.
  - a. UPDATE. Nonce discussed
6. The Acute Trust were quizzed on reports that Emergency Dept staff levels had increased and the question was asked, should the A&E at CGH return to a full Level 1 consultant led unit. The Trust CEO replied that middle ranking doctors were the issue, and that they were still in short supply, so no, there were no plans to reopen CGH as a full Level 1 A&E. Note. No plans. Full stop.

I find this not only disappointing, but I have doubts that clinical reasons are behind the motivation. The Trust appears only to recruit for one site working, GRH, and given that the decision to downgrade CGH A&E to a Minor Injuries Unit between 2000-0800, was taken by the Trust in 2013, little or no progress has been made since then to recruit middle rank Emergency Doctors for CGH. It also concerns me that questions about the locations of Urgent Treatment Centres were met with our planning is not that progressed yet. It was revealed however, that a UTC would be in both GRH AND CGH, but the

precise nature and level of care were not disclosed. For me, there is still too much semantics around CGH A&E being 'closed' or not. Clearly is it not yet 'closed', but the transfer of ancillary emergency care group like Orthopaedic Trauma could only mean one thing IMHO.

UPDATE TO 6. Early winter days yet, watch this space.

Cllr Steve Harvey CBC rep to GCC HOSC

**Gloucestershire Economic Growth Scrutiny Group**  
**29 November 2017**  
**Update for O&S**

Further to my previous report, which took place just after our ground-breaking visit to Tewkesbury Borough Council, the minutes of that meeting are now to hand. The section on the TBC presentation and discussions can be found here:

<http://glostext.gloucestershire.gov.uk/mgAi.aspx?ID=18700>

The section on Outcomes gives a very good summary, and an insight into the sort of issues discussed. Item 'h' in the Outcomes refers to modular housing. Attached to this report are two photos of 'modular houses'. These are factory built, and then installed very quickly once the groundworks are completed. Four houses, just like the ones photographed, were 'built' over one weekend. So, the potential for productivity improvement and dramatic increase in the supply of new affordable houses is huge.

Much work is going on in preparation for the launch of Vision 2050. Hopefully all O&S members will have attended the Members Seminar on Tuesday 9<sup>th</sup> January.

**Gloucestershire Connections Study (Edited section of the minutes from 29<sup>th</sup> November)**

**Agenda Item** *To receive a presentation on the GCC commissioned study looking at the future role for road and rail in support of improved strategic connectivity in Gloucestershire by 2050.....*

**Minutes:** *Members received a [preliminary] presentation from Martin Revill, Project Director, SYSTRA, on the Gloucestershire County Council commissioned study looking at the future role for road and rail in support of improved strategic connectivity in Gloucestershire by 2050. It was explained that the study was focussed on external connectivity, and considered a number of important corridors to and from Gloucestershire.... The work consisted of a narrative based on the views of stakeholders, policy and literature review, and analytical work to identify the GDP uplift of improving connectivity to and from Gloucestershire within the six [Bristol, Cardiff, Malvern, Birmingham, Oxford and Swindon] identified corridors.*

i.e. if we want to improve productivity in Gloucestershire, how important are these external links, and do they need to be improved? Sadly, this presentation occurred just a couple of days after the Govt announced the creation of the 'Brain Belt' from Oxford to Cambridge. An updated report should emerge sometime in the new year. The report used data from the 2011 census to assess the number of work-related journeys undertaken. To my mind, more detailed analysis will be needed using current and forward-looking datasets.

A lot of work has also been going on regarding 'Education, Employment and Skills'. Much work has been undertaken using European Social Fund (ESF) money. Two fascinating presentations were given which showed how the money was being used:

- 1) **Learn Direct** – Natasha Panchbhya – which focused on the support and training being given to people with disabilities to help them get into/back into work.

- 2) **South Gloucestershire & Stroud College** – Sara-Jane Watkins – showcasing the work being done to extend the apprenticeship schemes up to and including degree-level qualifications, undertaken part-time whilst in employment.

Both these projects had preliminary funding, with the intention of applying to the ESF for ongoing finance once proof of principle had been achieved.

***[Minutes]** [These] projects, one contracted via DWP directly and managed by learndirect (the Workstart project) and one social inclusion and employability project contracted via Big Lottery and managed by a combination of Gloucestershire County Council and Gloucestershire Gateway Trust (the Going the Extra Mile or GEM project). Contracts for these two projects are £1,215,000 and £3,100,000 respectively.*

*Both the employability and the social inclusion & employability projects were intended by GFirst LEP and GCC as initial investments in these areas of work with further ESF funding to be invested once the success of these two projects had been monitored and reviewed. Currently, GFirst LEP and GCC are unable to progress these 'next phase' investments because of the Brexit decision and a lack of further information from DWP as the managing authority and Big lottery as the opt-in partner organisation.*

*If GFirst LEP and GCC are unable to commission these two follow-on projects then Gloucestershire residents will miss out on a further £3.35m investment of ESF funding. (£1,763,000 of ESF funding direct through the DWP employability contract and a further £1,597,400 via Big Lottery.)*

If these two projects (and several others) run onto the sand because of lack of funding, it would be a great pity.

Agenda item 10 of the GEGJC highlights the fact that a Job Description and Person Spec has been agreed for the recruitment of a **Strategic Planning Coordinator for Gloucestershire**.

See here:

<http://glostext.gloucestershire.gov.uk/documents/s42455/STRATEGIC%20PLANNING%20IN%20GLOUCESTERSHIRE%20inc%20appendixv2.pdf> The post is being recruited now.

The Scrutiny Group work plan should be finalised at our next meeting and we already have a good idea of our priorities for the coming year.

Our next meeting will be in The Cotswolds. Since the last meeting, it has been confirmed that the next out-visit will be to Cheltenham on 31<sup>st</sup> October. Preparations are already underway. Hopefully all councillors will attend.

Cllr Paul McCloskey  
Cheltenham Rep on GEGSG  
1<sup>st</sup> January 2018



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Item	Outcome	What is required?	Report Author/Presenter
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**Meeting Date: 22 January 2018 (report deadline: 10 January 2018)**

Budget proposals 2018-19	Views of the BSWG on the budget proposals for 2018-19	Verbal update	Councillor Babbage, Chair (BSWG)
Development of the Place Strategy	Consider the early draft of the place strategy and comment as necessary	Discussion/ Presentation	Richard Gibson
Public Realm PID	Consider the PID and if and how the committee want to undertake scrutiny of the project	Decision	Tracey Crews
West Cheltenham Urban Extension and Regeneration PDD	Consider the PDD and if and how the committee want to undertake scrutiny of the programme	Decision	Tracey Crews
North Place	Update on progress (exempt)	Verbal update	Tim Atkins

**Meeting Date: 26 February 2018 (report deadline: 14 February 2018)**

Poss CBH Masterplan? (re: indices of deprivation)	Consider how the CBH Masterplan that is being developed can/may help improve areas of deprivation (awaiting confirmation of availability)	Discussion	Paul Stephenson / Peter Hatch
Draft Corporate Strategy (inc. Place Strategy update)	Consider the draft corporate strategy and place strategy comment as necessary	Discussion	Richard Gibson
Officer response to issues raised by the Cheltenham Flood and Drainage Panel	Officers have been asked to respond to the queries raised	Feb 2018 (tbc by Geoff)	Geoff Beer and Martin Chandler
Waste and recycling service	Update on performance of the new service	Discussion	Scott Williams (author) and Cllr Coleman and Sanjay Mistry to present
Leisure@ Project	Explain how the project will be managed and scrutiny to decide if and how they want to undertake further scrutiny	Decision	Richard Gibson



Item	Outcome	What is required?	Report Author/Presenter
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**Meeting date: 23 April 2018 (report deadline: 11 April 2018)**

Communities Partnership? (re: indices of deprivation)	Consider what the newly formed partnership is doing/planning to help improve areas of deprivation	Discussion	Richard Gibson
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**Meeting Date: 25 June 2018 (report deadline: 13 June 2018)**

End of year performance review	Consider the end of year performance and comment as necessary	Discussion	Richard Gibson
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**Items for future meetings (a date to be established)**

North Place	Further update as necessary	Ongoing	Tim Atkins
Cheltenham Spa Railway Station STG	Review progress against recommendations 12 months on	12 months on from Cabinet response (not yet scheduled on forward plan)	
Cycling and Walking STG recommendations	Review progress (further update will be delayed until further progress has been achieved in this area)	2018	TBC
Gloucestershire Airport Ltd	An update on the governance review and chance to meet the Board	2018	Tbc
Indices of Deprivation	Raised as a possible STG. The lead members wish to consider the CBH Masterplan and meet with reps from the Communities Partnership before deciding if and how to proceed	Feb and April 2018 - tbc	CBH / Communities Partnership



Item	Outcome	What is required?	Report Author/Presenter
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Charitable organisations (including xx and xx)	To be invited along to give details of what they do to maintain their charitable status and an overview of what they are doing for Cheltenham as a whole (Max Wilkinson asked to confirm which organisations specifically he wants to hear from –a response is yet to be received)	Tbc	Tbc
Scrutiny review	This will likely be included as part of the 2018 member induction programme	Tbc	Tbc

Annual Items		
Budget proposals (for coming year)	January	Chair, Budget Scrutiny Working Group
Draft Corporate Strategy	February	Richard Gibson, Strategy and Engagement Manager
End of year performance review	June	Richard Gibson, Strategy and Engagement Manager
Scrutiny annual report	Sept	Saira Malin, Democracy Officer
Quarter 2 performance review	November	Richard Gibson, Strategy and Engagement Manager

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