



Notice of a meeting of Overview & Scrutiny Committee

**Monday, 14 January 2019
6.00 pm
Pittville Room - Municipal Offices**

| Membership | |
|---------------------|--|
| Councillors: | Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Iain Dobie, Jo Stafford and Dennis Parsons |

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

Agenda

| | | |
|-----------|--|---------------|
| 1. | APOLOGIES | |
| 2. | DECLARATIONS OF INTEREST | |
| 3. | MINUTES OF THE LAST MEETINGS To approve the minutes of the meetings held on 29 October 2018 and on 26 November 2018 | (Pages 3 - 8) |
| 4. | PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS Questions must be received no later than 12 noon on Tuesday 8 January 2019 | |
| 5. | FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED Police and Crime Panel meeting on 9 January 2019 - update from Councillor Brownsteen There have been no meetings of the Health and Care Overview and Scrutiny Committee since the last O&S meeting There have been no meetings of the Gloucestershire Economic Growth Scrutiny Committee since the last O&S meeting | |

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| 6. | | CABINET BRIEFING An update from the Cabinet on key issues for Cabinet Members which may be of interest to Overview and Scrutiny and may inform the O&S workplan. | |
| | | | |
| 7. | | BUDGET PROPOSALS FOR 2019/2020 Consider the views of the budget scrutiny working group on the budget proposals for the coming financial year | |
| | | | |
| 8. | | LEISURE AT REDEVELOPMENT Briefing note on lessons learned from the recent redevelopment at leisure-at – for information | (Pages 9 - 12) |
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| 9. | | HIGH STREET AND BOOTS CORNER PUBLIC REALM CONCEPT DESIGN - PROJECT INITIATION DOCUMENT Review the PID for this project and decide if and how scrutiny is undertaken | (Pages 13 - 26) |
| | | | |
| 10. | | REVIEW OF SCRUTINY WORKPLAN Review of latest workplan and prioritisation of any new items | (Pages 27 - 30) |
| | | | |
| 11. | | DATE OF NEXT MEETING Date of the next meeting is 11 February 2019 | |
| | | | |

Contact Officer: Pauline Hartree, Democracy Officer, 01242 262626
Email: democratic.services@cheltenham.gov.uk

Overview & Scrutiny Committee

Monday, 26th November, 2018
6.00 - 8.05 pm

| Attendees | |
|----------------------------|--|
| Councillors: | Chris Mason (Chair), Klara Sudbury (Vice-Chair), Sandra Holliday, John Payne, Paul Baker, Max Wilkinson, Dilys Barrell, Iain Dobie, Jo Stafford and Dennis Parsons |
| Also in attendance: | Pauline Hartree and Mike Redman |

Minutes

1. APOLOGIES

There were no apologies.

Councillor Wilkinson joined the meeting at 6.10pm

2. DECLARATIONS OF INTEREST

There were no declarations of interest

3. MINUTES OF THE LAST MEETING

In response to a request from Gary Knight, the Chair of the Cheltenham Hackney Carriage Association, Councillor Mason (Chair) invited Mr Knight to put forward his amendment. Mr Knight would like it recorded in the minutes that the committee noted that S160, S161 and S164 of the Equalities Act 2010 are prospective and therefore not currently legislatively actionable by the council. Mr Knight emphasised that it is important that the council is fully aware of this.

Members of the committee requested that they approve the amendment to the draft minutes before they are formally approved.

4. PUBLIC AND MEMBER QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

There were no public or member questions.

5. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor Horwood's written update following the recent meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee (HCOSC) was circulated at the meeting. Councillor Horwood drew attention to the latest performance reporting and was particularly pleased to note that the ambulance service is now meeting the 7 minute national target for response times across the county, with Cheltenham and Gloucester both now under 6 minutes on average.

The Clinical Commissioning Group (CCG) confirmed that the pilot integrated locality board covering Cheltenham and Winchcombe will start to engage with the Council in the next couple of weeks. The Chair requested that the council

write to the integrated locality board to invite them to attend a future O&S meeting.

Of particular concern to CBC councillors on the committee is the proposed reconfiguration of general surgery. A number of issues were raised at the meeting and a special meeting of the committee is being scheduled for December/early January to discuss this further.

In response to a question about workforce shortages at Cheltenham General Hospital, Councillor Horwood committed to updating members on this at the next meeting.

Councillor Dobie advised that he has seconded a motion at the next County Council meeting regarding the apparent downgrading of Cheltenham's walk-in services and noted that Cheltenham's MP has expressed concern.

Councillor Brownsteen's written update on the recent Crime and Police Panel was noted. Councillor Brownsteen was unable to attend this meeting of O&S so any specific questions from members will be directed to him following the meeting. Members requested that Councillor Brownsteen attend the next meeting of O&S to provide more detail on the proposal from the Office of the Police and Crime Commissioner to take over governance of Gloucestershire Fire & Rescue Service.

The Chair advised members that there is no update from Councillor McCloskey as the Gloucestershire Economic Growth O&S Committee scheduled for 21 November 2018 had been cancelled.

6. CABINET BRIEFING

Councillor Jordan's written update had been circulated. In response to a question from Councillor Baker on the Green Infrastructure Pledge, to which all Gloucestershire councils had signed up, Councillor Jordan advised that more information can be found on the website here

<https://www.gloucestershirenature.org.uk/green-infrastructure-pledge>

7. UPDATES FROM SCRUTINY TASK GROUPS

Councillor Wilkinson introduced the update from the cycling and walking advisory group. A member asked if CBC will have input in to how funds arising from fines as part of the Boots Corner trial are allocated as they should be put in to improved cycleways. Councillor Wilkinson hoped to be involved in consultation regarding improvement to the Honeyborne/Lansdown cycleway but noted that Gloucestershire County Council has control over the funds. The Chair will ask the Leader of the Council to contact Gloucestershire County Council to request that Cheltenham Borough Council is consulted.

Jeremy Williamson, Cheltenham Development Task Force Managing Director introduced the update on the improvements to Cheltenham Railway Station,

particularly noting the slow progress to date resulting from the complexity of railway funding. Mr Williamson also drew particular attention to the ongoing work to finalise the plan for the cycle path link from the end of the Honeybourne Line to Lansdown Bridge which is seen as a key component of the improvements.

In response to a question regarding the main changes to the plan to improve facilities for walking and cycling, Mr Williamson advised that there is now a much better focus on the need to ensure access from the Honeybourne Line.

It was pointed out that there are continuing difficulties for passengers arriving at the station from the east of the town, as there is no park and ride facility and the journey by bus requires two changes. Mr Williamson acknowledged this, but said that improvements to the Lansdown Bridge cycle link would improve access.

It was pointed out that the Honeybourne/Lansdown Bridge cycle link was in the original plan and given the funding issues, it was suggested that Boots Corner fines funds could be an option for this work. Mr Williamson confirmed that the county and CBC are aligned on the need for this cycle link; a revised cost plan will be available by Christmas which will reveal the shortfall in funding.

8. REVIEW OF SCRUTINY WORKPLAN

Members noted the updated workplan. Councillor Parsons requested for assurance from the Chair that the scrutiny review of travellers and the illegal use of Council land would be scheduled as soon as possible. Mike Redman, Director of Environment, reminded members that an in depth scrutiny review would require input from already stretched resources. An update on this will be provided at the next meeting.

Councillor Wilkinson requested that the Gloucestershire Local Enterprise Partnership (LEP) be asked to cover cycling infrastructure as part of the Integrated Transport item scheduled for the April meeting.

9. URBAN GULLS SCRUTINY TASK GROUP

The Chair invited Councillor Sudbury to introduce the report of the Urban Gulls Scrutiny Task Group. Councillor Sudbury welcomed questions and comments on the report, but firstly thanked the members and officers on the Task Group for their work over the past few months.

Councillor Sudbury pointed out that of the recommendations, the £10,000 increase in the budget was not intended to cover all 19 recommendations. Rather it was envisaged that the cost of many of the recommendations such as litter bins, would be met from other budgets. The additional resource was needed to develop a media plan, meet any costs associated with purchase and use of a drone, produce a Supplementary Planning Document and create a leaflet aimed at businesses which would be distributed via email by local business organisations.

Councillor Sudbury shared with the committee a map showing the main locations where the urban gull population is most prevalent. Whilst acknowledging that it would be impossible to try and eradicate Cheltenham's

urban gull population as there is no single proven method for controlling them, the recommendations of the Task Group are intended to more effectively control the growth of the gull population in our town.

Members acknowledged and appreciated the work of the Task Group and particularly the comprehensive and detailed report brought to committee.

Members raised the following points:

- Possibility of hiring/sharing a drone may be more cost effective than purchase;
- It is important to be clear to residents that the gulls cannot be eradicated;
- There are privacy concerns regarding the use of drones around residential properties;
- The Council does not have a statutory obligation to manage the urban gull population
- Support for the indirect approach, particularly the better management of food waste
- It would be helpful to have more evidence on the efficacy of egg oiling and of the activities undertaken within the current budget.

A member questioned whether egg oiling is effective. Councillor Sudbury advised that this is the method the Council currently uses and was not covered in the terms of reference for the working group.

In response to a question regarding the use of cherry pickers and the potential savings which could result from using drones, Councillor Barrell, a member of the Task Group, advised that the drone would be used to spot nests; currently a cherry picker is used to access nests which have been reported, but which in some cases are not there. It costs money to hire a cherry picker as well as considerable officer time and possible road closure to set one up. A cherry picker would still be needed to treat many nest, although not all are accessible from a cherry picker.

A member raised concerns about loss of privacy from the use of a drone. It was noted that many organisations already use a drone; Worcester trialled the use of a drone to find gulls nests this summer. A Council owned drone could be used for other aspects of the council's work. Also the Task Group had considered that it was important that any use of a drone was strictly controlled through appropriate policy

Members appreciated that part of the work of the Task Group was to learn more about urban gulls and how other councils tackle the issue.

In response to a member being unable to support recommendation 4 regarding enforcing property owners to gull proof their properties or have to treat nests on their property, Councillor Barrell clarified that this recommendation is being made as some organisations refuse access to their roofs.

Councillor Jordan reminded members that the report will go to cabinet on 4 December 2018 and that cabinet will prioritise the recommendations..

The Chair thanked the Task Group for their work and for the excellent and detailed report.

10. EVENTS

Jane Stovell, Project Manager, invited comments and questions on the update on the process for booking events on Council owned land, circulated with the agenda.

Members raised the following points and suggestions:

- The process for members could be simplified - what is needed is a simple process which enables councillors to be advised in a timely way of an application for an event to be held in their ward;
- A minimum of 4 weeks notice whenever possible is needed, before approving an event to allow councillors to consult in their wards if appropriate;
- The process should allow for councillor involvement from the outset to give the opportunity for residents' views to be represented;
- There should be an option to trigger consultation;
- As it is time-consuming to notify residents of events, is there a way of publicising applications for events.

Ms Stovell thanked members for their feedback which she will take back to the project team.

11. CORPORATE PLANNING

Richard Gibson, Strategy and Engagement Manager and Darren Knight, Executive Director of People and Change gave a presentation on the new corporate planning process and the cycle for the completion of the plan.

In response to a question regarding building a strategic relationship with GCHQ in relation to local business continuity resilience in relation to cyber, Councillor Jordan confirmed that this is ongoing

The following points were raised in relation to the corporate plan:

- Inequality is a big issue, but not fully recognised - what can we do to better understand the issues?
- Observation that despite low unemployment rates, Cheltenham needs to concentrate on providing high value employment.

In response to the Chair's comment that he feels there is a lack of engagement with businesses, Councillor Jordan acknowledged that although there is currently engagement with businesses, the method and approach needs to be improved, possibly through a business leaders' group.

12. QUARTER 2 PERFORMANCE

The quarter 2 performance report was noted by members. A concern was raised about the delay in progress on the air quality priority due to a shortfall in staffing resource, particularly given the importance of the air quality issues

related to the Cheltenham Transport Plan. Officers advised that significant work was taking place, but that air quality is an issue which spans municipal boundaries. The priority was recognised both locally and at a county level, where work has been taking place resulting in a report from the GCC scrutiny committee, which focuses on the health impacts. CBC will be working in partnership to help address the actions arising.

13. DATE OF NEXT MEETING

The next meeting is on Monday 14 January 2019

Chris Mason
Chairman

Briefing Note

Overview & Scrutiny Committee
14 January 2018

Responsible officer:
Mark Sheldon, Director of Corporate
Projects

This note contains information to keep Members informed of matters relating to the work of the Cabinet or a committee but where no decisions from Members are needed.

If Members have questions relating to matters shown, they are asked to contact the Officer indicated.

Why has this come to scrutiny?

On 26th February 2018 a discussion paper was presented to this committee to explain the detail of how the Leisure-at-Cheltenham redevelopment project was to be managed.

Alliance Leisure Services (ALS), providers of leisure facility development services to public sector organisations, had been appointed by The Cheltenham Trust. ALS's role has been to deliver the design and build element of the first phase of redevelopment of Leisure-at Cheltenham.

This briefing note has been submitted to this committee to provide an update on the success or otherwise, of using a development partner to deliver the Leisure-at redevelopment project, as recommended at Audit Committee on 25th July 2018. It will also be submitted to Audit Committee for information prior to their meeting on 23rd January 2019.

1.1 Procurement and contractual arrangements

- 1.2 Council approved a revised approach to managing the financing and project management of the scheme which led to the Council contracting directly with Alliance Leisure Services (ALS) who have subsequently delivered the project on behalf of the Council and its co-sponsor, The Cheltenham Trust.
- 1.3 In terms of procurement, Alliance Leisure Services has been procured through the Denbighshire Access Agreement and Framework Contract. This is a 4-year Development Framework that Denbighshire County Council procured after extensive tendering process to demonstrate value for money that complied with OJEU rules. The access framework is available to all Public Sector organisations and utilises JCT or NEC construction contracts.
- 1.4 ALS has acted as the development partner of the Council. Contractual relationships are that CBC contracted to ALS to deliver the scheme; ALS are contracted to both SPC (the project manager) and WFC (the construction company) under the terms of the Single Supplier Framework Agreement as supply chain partners, thus no direct contractual relationship between SPC and WFC
- 1.5 Under the framework agreement, a brief is determined by the client. ALS undertakes initial scoping, at its own risk, from preconstruction work e.g. surveys and design input from the consultancy team. This then informs the 'cost certainty' element of the project from which the client can enter into a call off contract with ALS.
- 1.6 This method of procuring capital works using the development partner route reflects the fact that local councils have decreasing resources to manage larger capital projects and enables councils to:

- Reduce the impact on internal resources in local authorities
- Obtain cost certainty at the beginning of the contract which is adhered to
- Gain clarity on what is being delivered as a result of the upfront testing, design and detail prior to signing a contract to provide cost certainty Create best value for local authorities through market costing before the contract is signed and holding to prices throughout the project
- Transfer the project management and contract management to a readymade team including architect and project manager and with quantity surveyor skills, who are experienced in particular areas of work
- Transfer the financial risk to the partner (Alliance Leisure Services), to protect local authorities from cost over-runs during and/or at the end of the project.

2. Summary of Roles

- 2.1** The revised approach to management of the project has meant that its successful delivery of the project is, contractually, the responsibility of Cheltenham Borough Council and, as such the project is required to work within Cheltenham Borough Council project governance and project management guidelines.
- 2.2** ALS's role will be to manage the design and build element of the project through to completion to the agreed cost and time, owning the risks on overspend and ensuring that adequate on the ground resources is available.
- 2.3** All other project impacts and risks will be the responsibility of CBC and as such, there is the need to ensure project governance processes are followed and project management resources are allocated to manage this element of the project.

3. Outcome of the Development Partner route

The Joint Commissioning Group and ALS have been asked to provide feedback on the use of a development partner on the Leisure-at redevelopment project to determine the level of success in delivering the benefits outlined in 1.6.

3.1 Development Partner Procurement

The procurement of a development partner to deliver the Leisure at redevelopment has been a new business model for both CBC and TCT. The benefits identified have been a speedier, OJEU compliant, procurement process offering a quick route to engaging a specialist team, ALS, and a fixed cost for the contract.

However, from the client side there were a number of concerns focused around development and understanding of the project brief which arose as a result of the initial lead on the project being The Cheltenham Trust.

- The Property team were not engaged at the early stages so had no input in the evaluation. Initial pre work, design and costs were in some instances superficial, not following RIBA plan of works, which created the need for the client to continually make design decisions and closely manage cost amendments and additions throughout the project.
- This method doesn't recognise Local Authority requirement to follow strict governance and standing order rules.
- 'Cost certainty' still included a number of provisional sums and therefore a requirement for a realistic contingency budget, which was utilised. The avoidance of financial risk to the client, whilst reduced was certainly not transferred.
- Feedback varied in whether this procurement framework was favourable, ranging from a preferred model for the future to avoiding it at all costs. It was apparent that not enough preparation with regard to contractual ownership and responsibility, and cost certainty was undertaken prior to commencing procurement by the client and more preconstruction work was required from ALS.
- There was some concern that ALS favoured the contractor rather than the client.

3.2 Staff Engagement

While the project team worked hard to ensure the project was successful, concerns were raised that lack of TCT wider staff engagement resulted in missing input from subject matter experts on elements of the design.

Early engagement with staff is important to create 'buy in' for the project and ensure detailed considerations are captured. This will help build team confidence in the project and Leisure at, in general. It was suggested a 'staff champion' be selected to ensure regular updates were disseminated, feedback collated and reported back to project team.

3.3 Internal Project Management

Benefit of internal project management ensured focus on wider public sector considerations such as public and stakeholder communication, rather than solely the design and build element of the project, and a level of control of the project and financial status, particularly with costs outside of the ALS contract.

Late engagement in project impacted early understanding of requirements and historic decision making. This resulted in some duplication of activity initially.

3.4 ALS Project Management

The Project manager employed by ALS was concise, focused and professional and had a good relationship with the building contractor. The project was well managed and the need for internal full time resource was reduced.

Phase 1 snagging and initial handover dates could have been managed better and issue of planning should have been identified earlier. The ALS project manager should have challenged the works programme more.

There was some concern that cost plan and works quotations were not always scrutinised for best value and it was suggested that a quantity surveyor should be engaged for all capital projects.

3.5 ALS Project Organisation

ALS worked well with the client overall, providing a pragmatic approach to resolving issues.

Some elements of the programme could have been more efficient, particularly as working within an operational environment. Greater understanding by ALS of the importance of public perception and impact when working with a public sector organisation would have been beneficial.

3.6 ALS Project Delivery

Project was delivered on time and within budget on an operational site, with no significant safety issues reported. When building work was not up to standard the building contractor was challenged by ALS or SPC.

The initial phases were challenging and it was clear that contingency funds would be heavily relied upon. It was apparent that the Splashpad sub-contractor was not engaged in the project early on and this was partly responsible for design problems later in the project. Concern has already been mentioned with regard to flaws in the model and this resulted in lack of independent cost plan checks and need for variations to the design. There have also been no building services modification plans which could hamper building works in the future.

The project was delivered in very short time frames. More preparation time would have allowed for greater planning and design. In the future there should be a detailed client brief agreed prior to commencement of works, to be used as a benchmark.

ALS seemed to rely heavily on the project manager to take the lead on project delivery and there was some concern that ALS favoured the contractor rather than the client at times.

3.7 Financial Management

Weekly financial updates, provided by ALS, tracked and challenged at meetings by Finance and internal project manager resulted in very tight financial control of the budget and additional spending which was successfully controlled with the help of strict sign off parameters. However those parameters resulted in delays to key additional spend decisions at times, impacting the programme of work but not the completion date of the project.

3.8 Reporting Mechanism

Internal reporting mechanism and ALS reporting, site visits and progress meetings were timely and successful.

3.9 Other

A strong open relationship was experienced between all project team members and all were comfortable to share frustrations and develop solutions.

From a client perspective, clarity on which organisation was the employer for the contract should have been resolved prior to procurement of the design partner. This would have helped a number of challenges regarding legal positions that arose throughout the project.

No consideration was given to work arising as a consequence of the project delivery which has since been proposed, with additional resource and cost implications.

4. Summary of the feedback

The project was ultimately successful, being delivered on time and within budget.

Greater discussion and agreement prior to procurement of a development partner with regard to how the project should be approached and resourced was necessary. A comprehensive client brief must be prepared before seeking delivery partners and a comprehensive procurement strategy must be defined at project inception.

Early engagement of key CBC personnel is required at initial discussion stages. This will help to ensure the correct level of preconstruction work is undertaken to finalise the survey and design element of the project prior to commencement of works. Higher levels of internal resourcing of the project were required than should have been necessary, had the appropriate level of planning, pre-works, been completed.

In conclusion, the project has resulted in many positive outcomes for Leisure-at-Cheltenham and provided an opportunity to test this procurement framework, identifying its strengths and weaknesses.

This report will be made available for consideration when approaching development of a capital project in the future.

Contact Officer

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Accountability

Councillor Flo Clucas
Cabinet Member for Healthy Lifestyles

Project Initiation Document

| | | | |
|---------------|--|----------|-------------|
| Project Name: | High Street and Boots Corner Public Realm Concept Design | | |
| Date: | 2 nd January 2019 | Release: | O&S version |
| Author: | Townscape Manager | | |
| Owner: | Director of Planning | | |

Revision History

| Version | Summary of Changes | Changes Marked |
|---------|---|----------------|
| 0.1 | Initial draft for project board | |
| 0.2 | Updated following project board | No |
| 0.3 | Add Comms to Project Board advisor list | No |
| | | |

Approvals

This document requires the following approval of the High Street Public Realm Project Board and of the Corporate Management Team.

Distribution

The latest version of this document is available from S:\Special Projects\Townscape Projects\High Street East & Boots Corner or from the project manager.

1 Project Background

When stakeholders were consulted during the development of Cheltenham's Place Strategy in 2016/7 the desire to create a high quality public realm accessible to all and to understand how this could be translated into improvements to the High Street emerged as important themes.

A package of High Street enhancements was created which led, initially, to improvements to the West End of the street.

During 2017/8 the council has commissioned a first phase of improvements to the public realm on the High Street East between its junctions with Rodney Road and Cambray Place. New paving, seating, and planters were installed through the summer and autumn of 2018.

The council's original plan was to undertake a second phase of improvements on Cambray Place and along the remainder of the High Street, south-east from the first phase, to its junction with Bath Road. However, in July 2018 the Department of Transport asked for a moratorium on 'shared space' schemes at the design stage in order that accessibility concerns can be addressed. GCC Highways view is that this request applies to the original plan for a second phase.

Therefore the council has decided to continue its ambitious regeneration of the High Street and its immediate vicinity by focussing on two further areas:

- Boots Corner and its vicinity
- High Street from Rodney Road to Winchcombe Street

This PID describes the development and agreement of concept designs for those areas.

This project will be followed by further projects to complete detailed design and construction of the agreed concepts.

2 Project Definition

2.1 Project Objectives

The objective of the Project is to recommend and approve a concept design for the in-scope areas (see below).

2.2 Project Outcomes

The approved design will:

- Support the delivery of the Cheltenham's Place Strategy vision by creating a space where business, culture and community thrive
- Support the ambitions of the emerging Town Centre Vision
- Attract more people to the town centre by improving the environment of the Town Centre and increasing connectivity, both along the High Street and with other areas of the town centre

2.3 Method of Approach

The project will be approached by mobilising external resources in support of internal CBC and GCC teams.

It is likely that internal capacity and capability will be used for:

- Design co-ordination
- Landscape design
- Project management and contract management
- Corporate financial and procurement advice (from Publica)
- Legal advice (One Legal)
- Corporate communications

whereas external resources will be sought for:

- Engineering design
- Highways design
- Product design
- Cost consultancy
- External engagement

though it is possible that this division may be varied according to circumstance.

The most appropriate routes for these and future procurements are being investigated by Publica procurement. However the desire for a consistent overarching procurement strategy covering all town centre projects may need to be balanced with an approach which allows this project to meet its desired timescales.

The project will be managed in a manner consistent with our corporate project management guidelines based on Prince2. Based on the thresholds in the guidelines, this project is not classified as 'large, high value, high risk'. However given the future consequences of the decisions made by this project, additional rigour (including a formal gate review of the final concept design (see section 7)) will be added where appropriate.

2.4 Project deliverables

The primary deliverable is a decision to proceed into detailed design and build on the basis of a concept design which meets the strategic brief and is affordable with agreed sources of funding. The concept design must be agreed by CBC (at Council level) and GCC.

Interim deliverables will include:

1. Strategic brief
2. Candidate concept designs on which public consultation will take place
3. Consultation results

2.5 Project Scope

The geographical scope of the project is set out in:

- Appendix B: map of the area around Boots Corner
- Appendix C: map of the relevant area of the High Street

Its functional scope is up to and including 'concept design'.

2.6 Constraints

Project constraints are:

| | |
|----------|---|
| Benefits | The concept design must be capable of delivering the outcomes set out above. |
| Quality | The concept design needs to deliver the quality of public realm appropriate to a prestige destination. |
| Design | Designs must not include 'shared space' elements. Designs must be based on the existing road system. |
| Time | The agreed concept design for Boots Corner and its vicinity must be available when a decision is made on the trial closure of Boots Corner (not earlier than the end of August 2019). |

2.7 Dependencies

There are interdependencies with:

- Cheltenham Transport Plan Phase 4 trial. Alternative candidate concept designs need to reflect the trial becoming permanent or a reversion to the pre-trial situation. Further, modifications to the trial must be monitored for their impact on emerging concept designs.
- Cheltenham Transport Connectivity Study. Proposals may impact transport usage of the space and hence emerging concept designs. At this stage, the study is expected to complete in February 2019.
- Development of the Town Centre vision including related engagement
- Creating and Connecting Habitat. Some of its deliverables will be included in the concept designs.
- Events Infrastructure

3 Business Case

3.1 Benefits

The approved designs will:

- Improve the visual appeal of the spaces
- Include events infrastructure
- Build on the temporary improvements already made at Boots Corner
- Improve drainage
- Remove signs of incomplete or inappropriate maintenance
- Provide greater longevity
- Reduce street clutter

- Provide improved infrastructure for pedestrians and cyclists

Leading to:

- Maintained or increased footfall (against a background tendency for High Street footfall to drop)
- Reduced maintenance costs to the council and its partners

Contributing to the objectives of Cheltenham's Place Strategy – to make Cheltenham a place where:

- Businesses and their workforces thrive
- Culture and creativity thrive
- People and Communities thrive

3.2 Costs

The costs of this project will be met from the £1.8M capital funding allocated to Boots Corner.

A funding package covering all costs of the design and development of Boots Corner and remaining parts of the High Street East, taking account of external funding which may be available (such as the recently announced ['Future High Street Fund'](#)) is to be agreed between CBC and Gloucestershire County Council.

4 Project Organisation

4.1 Project Governance

This project is being commissioned by CBC's Corporate Management Team with authority delegated to the Project Sponsor to deliver the project within the constraints identified.

4.2 Project Board Roles

| Role | Roleholder | Role Summary |
|-----------------|---|---|
| Project Sponsor | Director of Planning | Ultimate officer accountability for the project. Represents the project at corporate level and monitors changes in the external business environment which may impact the project. Owns project risks. Chairs project board. |
| Cabinet Lead | Cabinet Member, Development and Safety | Represents the interests of Cabinet and Members. Determines the need for formal approval of concept designs at Cabinet or Council level. |
| Senior Supplier | To be considered following procurement. | This role represents the interests of those producing the concept design. |
| Senior User | Public Space Designer | Supplies the strategic brief. Ensures that the concept design meets the project's objectives |

| Role | Roleholder | Role Summary |
|-------------------|--|--|
| Project Manager | Townscape Manager | Provides day-to-day management of the project including management of contracts. |
| Project Assurance | May be undertaken by Senior Supplier or Senior User roles. | Gives independent assurance to Project Board that the project is capable of meeting its objectives |

Other advisors will be invited to Project Board as required:

| Role | Roleholder | Role Summary |
|------------------|--------------------------------------|---|
| GCC Lead | Area Highway Manager – Northern, GCC | Ensures that the concept design meets GCC’s objectives. Co-ordinates GCC involvement. |
| Finance Lead | Accountant, Publica | Manages and advises on project budget |
| Procurement Lead | Procurement Officer, Publica | Supports and advises on project’s procurement approach |
| Legal Lead | Solicitor, One Legal | Supports and advises on legal issues including supplier contracts |
| Comms Lead | Comms and Web Team Leader | Supports and advises upon project’s communications approach. |

5 Resource Plan

To be agreed with participants

6 Stakeholder Analysis and Engagement Plan

A full stakeholder engagement plan will be created and maintained by the Project Manager. Below is a summary of stakeholders and their role.

| Stakeholder Group | What is their Role? |
|---|---|
| Public | Primary ‘users’ of the area visiting it for shopping and entertainment. |
| Special interest groups (accessibility, cycling...) | Have specific priorities and expertise |
| Businesses | Businesses operate on and around the High Street, the quality of the street has an impact upon their performance. Will be impacted by construction work when it takes place. May wish to influence the timetable for works. |

| Stakeholder Group | What is their Role? |
|-----------------------------------|---|
| Business Improvement District | Aim to make Cheltenham a vibrant and prosperous town where businesses flourish and visitor numbers increase. Represent the businesses in the area. |
| Utility Companies | Run services in the area. Need to be engaged in design discussions and may need to take action to support the project. |
| Transport Companies | Make intensive use of the area to provide services |
| Media | Report and comment on the project and its impact upon the town. Able to promote awareness of the project within the town. |
| Gloucestershire County Council | May part fund the project. Control the areas concerned. Capacity and expertise will aid delivery of the project. |
| CBC Members and Member committees | Ultimate decision makers. Raise local awareness. |
| MP | Member of parliament |

7 Quality Plan

The following quality reviews are anticipated:

- Strategic Brief – desktop review by project team followed by Project Board sign-off
- Candidate concept designs on which consultation will take place - desktop review by project team followed by Project Board sign-off
- Final concept design – Gate Review to be undertaken by Project Board and others as appropriate

A Quality Plan will be maintained by the Project Manager.

8 Initial Project Plan

An initial project plan will be developed by the Project Manager.

Key milestones are:

- Agreement of this PID
- Agreement of strategic brief

- Appointment of consultants / contractors
- Agreement of concept design options for public consultation
- Recommendation of concept design
- Approval of concept design

9 Change Control

Formal change control will apply to the following deliverables:

- This Project Initiation Document except for those elements, such as the Risk Register, which are initially drafted within this PID but subject to continuous review and change.
- Strategic Brief
- Candidate concept designs for public consultation
- Agreed concept design

Decisions to agree or change the above deliverables will be made by Project Board. If a rapid decision is required it may be made by the project sponsor and recorded in the decision log for subsequent review by Project Board.

10 Project Controls

The following controls will apply:

- Provision of Highlight (Status) reports on a regular basis.
- Provision of an up-to-date Decision Log to project board. The decision log template sets out the decisions which would normally be recorded.
- Project Closure and acceptance of the Project Closure Report.

11 Initial Risk Register and Risk Management Strategy

A project risk register will be maintained by the Project Manager and reviewed by Project Board and other groups as appropriate. If any risks score 16 or over they will be considered for inclusion on the corporate risk register.

Currently identified risks are:

| Risk | Mitigation |
|---|---|
| If the brief is not sufficiently clear then designs may not meet stakeholder requirements. | Ensure brief is clear about aspirations and constraints. |
| If different possible outcomes to the Boots Corner trial are not catered for in concept designs then rework may be necessary and there may be criticism of the council. | Identify different scenarios and ensure alternate designs are produced where necessary. |

| Risk | Mitigation |
|--|---|
| If the conclusions of the Cheltenham Transport Connectivity study are not taken account of in concept design work then there may be inconsistencies between designs and future transport changes in the town. | Maintain close contact with the progress of the connectivity study – ensure consultants can influence the strategic brief and identify any necessary changes as the projects progress. |
| If concept designs for Boots Corner are not available when the decision on the trial is made then there will be public uncertainty, adverse publicity for the council and a greater delay before works can be completed. | <p>Establish achievable timeline for concept design at an early stage and set expectations accordingly.</p> <p>Ensure sufficient resources are in place to deliver against the timeline.</p> <p>Ensure the resource needs of competing projects and their relative priorities are understood and communicated.</p> <p>Descoppe the project to focus on Boots Corner if necessary.</p> |
| If a funding agreement cannot be reached with Gloucestershire County Council then the costs of concept design may need to be borne fully by CBC and there will be a delay before subsequent phases of design and construction can be undertaken. | Continue to liaise with GCC on a funding agreement. |
| If an agreed procurement strategy for all Townscape projects is not agreed in good time then piecemeal procurement may be needed for this project and there may be inefficiencies and inconsistencies arising. | Liaise with Publica Procurement on most effective approach to procurement for this project balancing timescales with long-term procurement strategy aspirations. |

12 Project Documentation

Project Documentation will be held at \\VMBUSDATA\Built Environment\ECONOMIC DEVELOPMENT\Townscape\Projects\T24-High St 4 Boots Corner within the internal CBC network.

Glasscubes will be used to share documents with external parties during the lifetime of the project with retention of documents required for future phases of design / construction.

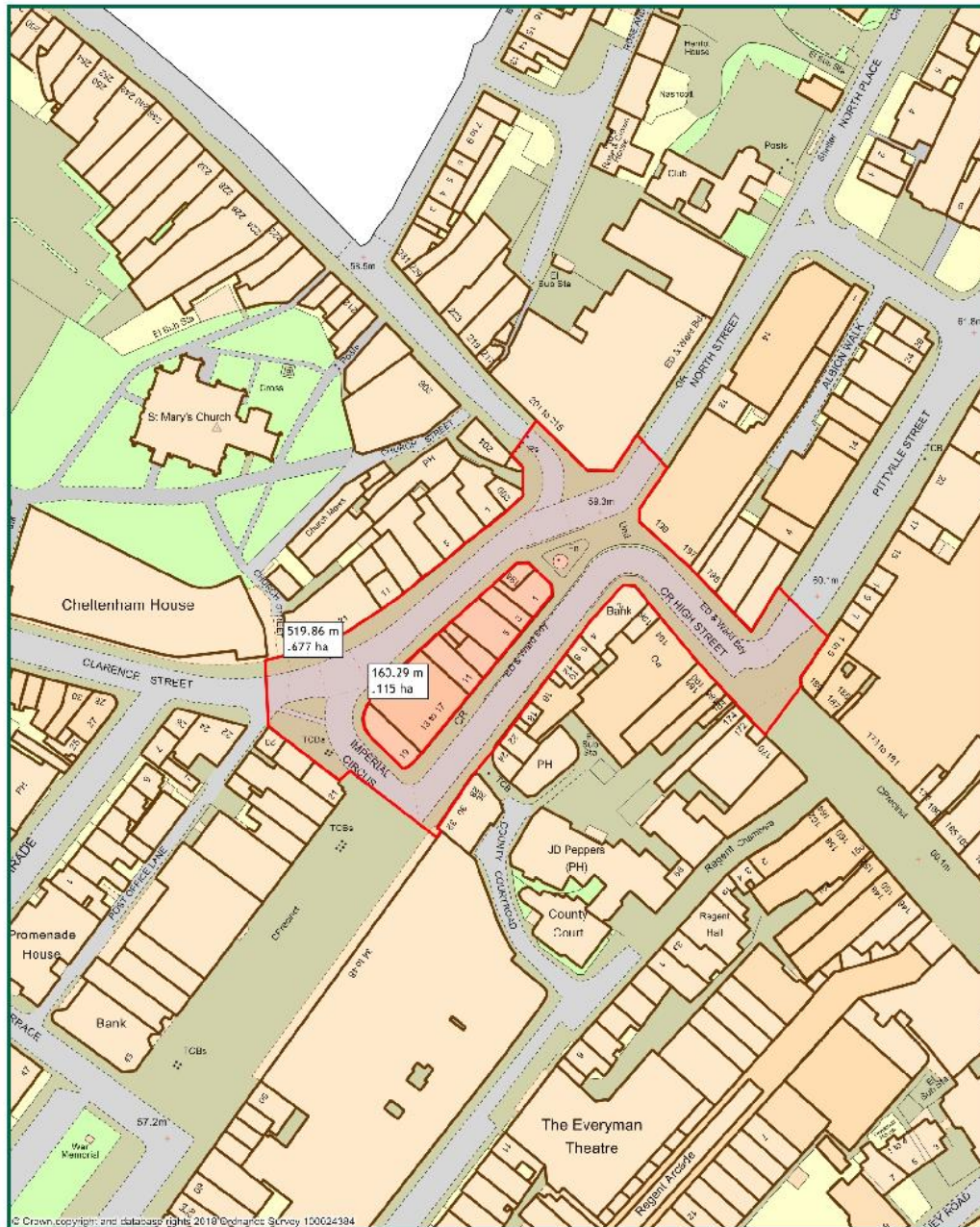
13 Appendix A - Initiation Checklist

| | Meeting Corporate Needs | Yes, or No | Explanation (if required) |
|-----|--|------------|---|
| 1. | Are the project's links to corporate strategic objectives and outcomes set out? | Yes | |
| 2. | Have the social, economic and environmental (including climate change) impacts of the project been considered to ensure there are no negative impacts and benefits are maximised? | Yes | |
| 3. | Are the project's governance arrangements adequate? | Yes | |
| 4. | Are project roles clearly defined? | Yes | |
| 5. | Does the project team have the right skills to ensure successful delivery? If not, is there a clearly defined plan, with cost implications on how to fill the skills gap? | No | External resources to be procured (see section 2.3 and risk register) |
| 6. | Has the need for the project to report to the Corporate Management Team been considered? | Yes | Project included on project register |
| 7. | Has the need for reporting to / support from Cabinet, Scrutiny or other member groups been considered? | Yes | Cabinet member on Project Board. Overview and Scrutiny Committee to discuss the approach to scrutiny. |
| 8. | Is it clear who is responsible for giving the project authority to proceed? | Yes | Request from CBC Cabinet. |
| 9. | Is there an estimate for the human resource required to deliver the project and has it been incorporated into corporate resource plans? Have individuals confirmed their capacity to deliver within timeframes? | No | Resource plan required |
| 10. | Does the estimate for human resource include the resource required from other organisations, e.g. Ubico, One Legal, CBH, GOSS as well as divisions within CBC and has it been approved by the respective organisations and service managers? | No | Resource needs from Publica / One Legal acknowledged but not yet estimated |
| 11. | Have support services confirmed support for the project within current recharge arrangements and if not, have additional support costs been identified? | No | No request for additional costs yet received. |
| 12. | Is the project considered to be affordable within the context of the MTFs? | Yes | Capital budget assigned |
| 13. | Are there likely to be ongoing revenue implications and have these been estimated and profiled? | No | Revenue costs will arise following further design and build but not as a direct result of this project. |

| | | | |
|-------------------|---|-----|--|
| 14. | Does the project require CBC capital funding and, if so, has this been identified in the capital strategy? | Yes | |
| 15. | Does the project have a clear and robust funding requirement or coherent 'invest to save' business case? | Yes | |
| 16. | Has cabinet identified the project as a corporate priority? | Yes | |
| 17. | Is the project supported by the relevant Cabinet portfolio holder? | Yes | |
| 18. | Is the project time critical and if so, has the reason for the urgency been clearly demonstrated? | Yes | See 'Time' constraint above |
| Compliance | | | |
| 19. | Is the project compliant with CBC's project management guidelines ? Any variation must be signed off by the appropriate corporate director. | Yes | See section 2.3 |
| 20. | Has the need for Community Impact Assessments been considered? | No | To be considered |
| 21. | Has the need for Privacy Impact Assessments been considered? | No | Not required |
| 22. | Has the need for Payment Card Industry (PCI) Data Security Standard compliance been considered? | No | Not required |
| 23. | Has the need for connection to and compliance with the government's Public Sector Network been considered? | No | Not required |
| 24. | Have health and safety requirements been considered and appropriate documents produced? | Yes | Any site work will be subject to control |
| 25. | Have the potential social value benefits of the project been considered and does the project comply with the Social Value Act ? | Yes | |
| Other | | | |
| 26. | Has the need for benefits realisation, potentially after the formal completion of the project, been considered, including accountabilities and tracking? | No | Outputs from this project will be picked up by subsequent design / build projects. |
| 27. | Have external funding options been considered? | Yes | External funding from GCC is envisaged. Other options (e.g. central government High Street Fund) will be followed up as they arise. |
| 28. | Have partnership opportunities been considered? | Yes | Partnership with GCC |

| | | | |
|-----|---|-----|---|
| 29. | Has the need for any requirements for public or stakeholder consultation been considered? | Yes | To be incorporated in project as set out above. |
| 30. | Has the need for procurement been considered? | Yes | See section 2.3 |
| 31. | Has the impact of the project on business continuity arrangements been considered? | Yes | No impact |
| 32. | Should risks from this project be added to the Corporate Risk Register? | Yes | Risks will be considered as they are scored |
| 33. | Will the project mitigate corporate risk and what impact will it have on existing scores? | Yes | Mitigates CR113 |

14 Appendix B – Scope of concept design at Boots Corner



1:1000

05 October 2018



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15 Appendix C – Scope of concept design along High Street

The scope is the dashed area at the northern end of the plan below marked 'Winchcombe St – Rodney Rd package'.



Overview and Scrutiny Committee
2018/2019 workplan

| <i>Item</i> | <i>Outcome</i> | <i>What is required</i> | <i>Responsible officer</i> |
|--|---|-------------------------|---|
| Meeting date: 14 January 2019 (report deadline: 2 January 2019) | | | |
| Leisure-at redevelopment | Review of project and lessons learned | Briefing note | Mark Sheldon |
| Budget proposals (2019-2020) | Consider views of the Budget Scrutiny Working Group on the budget proposals for the coming year | Discussion | Councillor Matt Babbage Chair of BSWG |
| Meeting date: 11 February 2019 (report deadline: 30 January 2019) | | | |
| Draft Corporate Strategy | Consider the draft Corporate Strategy and comment as necessary | Discussion | Richard Gibson |
| | | | |
| Meeting date: 1 April 2019 (report deadline: 20 March 2019) | | | |
| Integrated Transport | To be confirmed | Report and presentation | Stagecoach Gloucestershire County Council LEP (all to be confirmed) |
| Meeting date: 3 June 2019 (report deadline: 22 May 2019) | | | |
| Gloucestershire Airport Ltd | Update on the governance review and opportunity to meet the board | To be confirmed | To be confirmed |
| End of year performance | Consider performance and comment as necessary | Discussion | Richard Gibson |

Overview and Scrutiny Committee 2018/2019 workplan

| <i>Item</i> | <i>Outcome</i> | <i>What is required</i> | <i>Responsible officer</i> |
|--|--|-------------------------|----------------------------|
| Meeting date: 1 July 2019 (report deadline: 19 June 2019) | | | |
| Indices of deprivation | Possibly themed around children and young people. Raised as a possible scrutiny task group. The committee have heard from CBH on the Masterplan and the Communities Partnership on their work and now need to decide if and how they want to scrutinise this issue | To be confirmed | To be confirmed |
| Events | Update on events strategy/policy | To be confirmed | To be confirmed |

| Items for future meetings (a date to be established) | | | |
|---|---|----------------------------|--|
| Gloucestershire 2050 | Update on Gloucestershire 2050 | Briefing | Councillor Jordan |
| Public Health improvements | Update on public health issues | Presentation and questions | Director of Public Health Richard Gibson to arrange |
| North Place | Further update as necessary | Ongoing | Tim Atkins |
| Police and Crime Commissioner | Invite the P&CC along to give an overview of performance and highlight any issues | Tbc | Martin Surl, P&CC |
| Review of scrutiny | | | |

Overview and Scrutiny Committee 2018/2019 workplan

| 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 | September | Democracy Officer |
| Publica Annual Report | October | Dave Brooks (Chair) and David Neudegg (MD) |
| Quarter 2 performance review | November | Richard Gibson, Strategy and Engagement Manager |

Briefing sessions/seminars

| Briefing sessions/seminars | | | |
|---|--|-----------------|---|
| Travellers and other unlawful occupants of council land | Members' briefing session (DSU to make necessary arrangements and to communicate to members nearer the time) | March 2019 | Mark Nelson, Built Environment Enforcement Manager John Rowley, Senior Planning Policy Officer |
| CBH Masterplan | A member seminar arranged at the request of the O&S Committee (DSU to make necessary arrangements and to communicate to members nearer the time) | 11 October 2019 | Paul Stephenson and Peter Hatch (CBH) |

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