Cheltenham Crematorium Development

PROGRAMME DEFINITION DOCUMENT

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DOCUMENT HISTORY

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This document has been approved by:

Names / Groups
Cheltenham Crematorium Development Programme Board
Cheltenham Borough Council (CBC) Executive Board

1   Executive Summary

This programme will create a new crematorium for Cheltenham, the preferred option identified by a feasibility study and overwhelmingly supported by the public and by Cheltenham's Cabinet and members. Its budget was approved by full Council in October 2015.

The programme will be led by a programme board, chaired by the Director of Environment and Regulatory Services. Board members include the Cabinet Member, Clean and Green Environment, the Bereavement Services Manager and lead specialist officers.

The programme's budget is £7.4 million and it will require substantial commitment from the council and its partners.

Whilst it is not possible to plan the programme in detail at this stage it is important that all involved understand the framework within which the programme must operate. This document sets out our aspirations, the roles of key participants, how we will engage with external stakeholders and our approach to managing decision making, issues, risks and change.

A glossary of terms in included on page 12.

2   Programme background

Following serious operational problems experienced after the installation of new cremators in 2012 Cheltenham Borough Council's Bereavement Services commissioned a feasibility study into options for the future of the cemetery and crematorium.

The feasibility study, led by architects Robert Potter and Partners, recommended that a new crematorium and chapel should be built on land adjacent to the current site. This recommendation was approved by CBC Cabinet and Council in September and October 2015 respectively.

CBC's Senior Leadership Team has created a programme to deliver the new buildings and the benefits associated with them. The programme will be run in accordance with the Managing Successful Programmes (MSP) methodology.

3   Vision, Outcomes, Blueprints and Scope

3.1   Vision

We will build a sustainable new crematorium facility on time and within the agreed budget, meeting all of the reasonable expectations of our customers, particularly those saying goodbye to their loved ones, and of our staff. Its design will be of good quality, achieving high environmental standards and creating an appropriate sense of place.

3.2   Outcomes and Objectives

The programme will contribute to the council's corporate outcomes:

Transform our council so it can continue to enable delivery of our outcomes for Cheltenham and its residents

Cheltenham's environmental quality and heritage is protected, maintained and enhanced

by putting in place:

improved facilities for mourners

improved facilities for those officiating and working at the crematorium

reduced environmental impact of cremating including full mercury abatement

a financial plan for the facilities which guarantees their long-term viability and ensures they continue to contribute to the delivery of the council's financial strategy

whilst sustaining the current atmosphere of the cemetery and crematorium and its registered buildings and parks.

3.3 Blueprints

Blueprints depict models of the service that will be needed to deliver the programme's vision.

The 'as-is' position is depicted in the
- current site layout plan
- current elevations and floor plans

The currently intended blueprint is depicted in the:
- conceptual site layout plan
- conceptual elevations and floor plans

created and approved during the feasibility study.

All the above blueprints are available in background documents linked to the Cabinet / Council reports of 15th September 2015 and 19 October 2015 respectively.

During the programme the conceptual physical plans will be further refined by the 'design' and 'construction' projects.

Additional blueprints, describing, for example, the service's new business processes and working practices, will be created during the project (further details may be found in Projects on page 6)

3.4 Scope

The scope of the programme will be as set out in the Cabinet and Council reports.

At this stage activity linked to the appropriation and potential sale of land (Nursery, Lodge, Offices and part of the access road) from the Cemetery and consideration of the options for re-purposing space within the current crematorium are outside the programme.

4 Initial business case and benefits

4.1 Options considered

Options considered are set out in detail in the report to Cabinet (15th September 2015) and Council (19th October 2015).

The feasibility study identified and examined various options (including 'do nothing') for the future of the crematorium service and assessed them against the following non-financial criteria:

- Service Quality
- Environmental
- Planning
- Land Use
- Resilience
- Operational
- Implementation
- Equalities
- Future Proofing

The option of building a new crematorium and chapel on land adjacent to the current site was assessed as clearly the best and was heavily supported in the consultation with the public and professional users of the current crematorium.

The primary financial criterion was that the option chosen must not lead to deterioration in Bereavement Services net operational finances, the costs of the programme being met by additional income or savings.

The financial model for the recommended option, set out in Appendix 4 of the Cabinet / Council report, demonstrates that this criterion can be met.

4.2 Benefits

See Benefits map in Appendix B

A more detailed profile of the listed benefits and disbenefits will be created as the programme progresses.

4.3 Costs

The estimated development cost is £7.4 million including design, construction, procurement, fit-out and staff costs.

The council will borrow almost £6 million for periods of between 15 and 35 years from the Public Works Loan Board to augment the £1 million capital receipt already approved. The Programme Maintenance reserve will be used to fund the remaining £0.5 million refitting and refurbishment costs.

Running costs and Interest costs on the loans will be met by increasing cemetery and crematorium fees.

Full details are set out in Appendix 4 of the Council / Cabinet report.

Estimates of internal and partners resources created in August 2015 suggested an average requirement of around 4 fte throughout the first year of the programme. This estimate will be refined as the programme moves forward and CBC's Senior Leadership Team will be asked to commit the necessary resources. Where this requirement cannot be met from existing resources, the programme's resourcing and backfill financial budgets will be used.

4.4 Risks

The risks and their associated mitigations are set out in the programme's risk register, available from the Programme Manager.

The programme's approach to risk management is set out in section 13 on page 10.

4.5 Benefits Management and Realisation

Instructions to the design and construction teams will emphasise the anticipated benefits. Project managers leading design and construction work will be asked to record the status of anticipated benefits in their status reports and these will be summarised in the programme status reports.

A formal check of the emerging blueprints against the anticipated benefits will take place before finalisation of the developed and technical designs, the finalisation of the specification for the new cremators and before the building is handed over to Bereavement Services – potentially in the form of a gate review.

The transition and post-construction projects will focus on ensuring that benefits are fully realised and the achievement of benefits will be reported at programme closure.

5 Related Programmes and Activities

Three major change activities impacting this programme are described below.

In respect of those impacting Bereavement Services, the Senior Responsible Officer and Business Services Managers will be able to advise programme board on implications.

The impact on other contributing services will be set out by the appropriate leads as the programme develops.

5.1 2020 Vision

Four district councils including Cheltenham BC are working more closely together and sharing resources through a Joint Committee which will be formed in 2016. Whilst there is no direct impact upon Bereavement Services at this stage, there are direct and indirect impacts on many of the teams providing support to the programme.

5.2 Environment and Regulatory Services Division management restructuring

Phase 2 of the restructuring of the division will take place by 1st April 2017 led by the incoming Managing Director for Place and Economic Development. This could have an impact on the structure of and roles within Bereavement Services

5.3 Bereavement Services Systems Thinking

Gathering of baseline data and consideration of demand capture and measures will take place between November 2015 and March 2016 alongside working with the team to help their understanding of systems thinking principles. A systems thinking intervention will then be scoped and agreed from April 2016 onwards.

5.4 Appropriation of Cemetery land

A proposal to remove certain areas of land (Nursery, Lodge, Offices and part of the access road) from the cemetery has been approved. This may lead to the sale of some of these assets and have impacts on the use of the remaining site. The Property Lead is responsible for keeping programme board aware of progress.

6 Projects Portfolio

Projects will be defined with the support of the programme manager and by the agreement of programme board. A Project Initiation Document will be created for each project based on the standard CBC template:

- Identifying those undertaking project board roles (individuals may undertake both a programme role and project roles)
- with some default content ensuring full integration with the programme

Programme Board will agree project initiation and closure (by approval of PIDs and end project reports). Gate reviews may take place to review the initiation and completion of projects.

The projects identified so far are:

Project	Objective	Blueprints to be produced / modified
Procurement Route	Identification of the most desirable procurement route for design and construction including the scope and order of individual procurements and specific frameworks to be used, if appropriate – in accordance with the Public Contract Regulations (2015).	
Fund-raising	Identification of and, if possible, realisation of any opportunities to raise funds to support the development, e.g. energy efficiency grant opportunities.	
Design and Planning Permissions	Agreement of a design which meets the needs of public, staff and professional users and the requirements of planning (including RIBA stage 3 – Developed Design)	Developed Design
New Cremator	Selection and installation of a new cremator	Cremator Design and Maintenance and Operating Procedures

Project	Objective	Blueprints to be produced / modified
Construction (and fit-out)	Construction and testing of the new and modified facilities and handover to Bereavement Services (including RIBA stages 4 and 5 – Technical Design and Construction)	Technical Design
Transition	Agreement of changes to fees linked to the development. Design, testing and implementation of Bereavement Services operating procedures including relevant training.	Business processes Building management procedures Cremator Maintenance and Operating Procedures
Post construction	Benefits realisation Rectification period; conclusion of construction contract (including RIBA stage 6 – Handover and Close)	

It is likely that this list will change during the lifetime of the programme.

7   Tranches

A tranche is a grouping of projects which collectively deliver a 'step change in capability' to the organisation (in this case Bereavement Services). Ends of tranches often form key review points during the programme.

In the case of this programme it is proposed that tranches are not formally defined with formal reviews being used as set out in Quality Management on page 9 to assess readiness to proceed to the next step of the programme.

8   Stakeholders and communication

The programme's current understanding of its stakeholders' needs and the approach being taken to address them may be found in the stakeholder engagement plan, available from the Programme Manager.

This document will be maintained throughout the programme and reviewed at programme board meetings.

9   Governance, roles and responsibilities

Governance roles and responsibilities are set out in Programme organisation in Appendix A.

10   Programme Planning

The programme manager will co-ordinate a Gannt chart showing project and activities up to the end of the programme and a resource plan with an estimate of resource requirements for the next 12 months.

At present the programme timeline is very heavily dependent upon the procurement route which is not yet finalised. More detail will be provided when the procurement route is agreed.

The programme Gannt chart will be agreed and reviewed at programme board meetings.

As individual projects are initiated, the relevant sub-section of the Gannt chart will be delegated to the project manager for maintenance. Programme and project manager will agree how to maintain integrity between the project Gannt within the overall programme Gannt and these arrangements will be set out in each Project Initiation Document.

The initial request for internal and partner resource (August 2015) was for an average of about 4 FTE during the first 12 months of the programme broken down as follows:

Bereavement Services	1 FTE
Property	0.8 FTE
Business Change	0.4 FTE
GOSS Procurement	0.3 FTE
One Legal	0.3 FTE
ERS Director	0.2 FTE
Secretariat / PAs	0.1 FTE
Communications	0.1 FTE
Development Control	0.1 FTE
Townscape	0.1 FTE
Governance, Risk and Compliance	0.1 FTE
GOSS Finance	0.1 FTE
GOSS Health & Safety	0.1 FTE
GOSS HR	0.05 FTE

There will also be a need to involve ICT and Audit Cotswolds during the programme.

Internal and partner resources will be re-estimated at quarterly intervals.

The programme resource plan will be submitted to SLT quarterly and SLT will be asked to commit to the provision of the indicated resources.

11 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 within the programme's workbook and will be reviewed at every programme board.

The decisions log will include all important decisions irrespective of whether they are programme decisions or decisions made on specific projects though it will be possible to differentiate by filtering the log.

Important project decisions will be reviewed at the appropriate project board.

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 programmes or projects
- Set or change the budgets or timescales associated with programmes or projects
- Allocate contingency budgets
- Make substantial changes to the internal resources requested by 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
- Accept tenders, agree contracts and/or delegate responsibility for the finalisation of contracts
- Approve or make substantial changes to the design of the facilities
- Substantially vary the programme management arrangements set out in this document

irrespective of who has made the decision.

The Senior Responsible Owner may use his / her discretion to record additional decisions.

The Senior Responsible Owner (SRO) is the ultimate decision maker within the programme. In periods of SRO absence procedures for 'emergency' decision making will be agreed.

Delegated authorities for taking decisions at project-level will be set out in the appropriate Project Initiation Document.

Decision makers outside the programme are set out in Change Management on page 11.

12 Quality Management

The purpose of quality management within the programme is to provide assurance to the Council that all aspects of the programme are working to achieve outcomes and objectives of sufficient quality to the satisfaction of the stakeholders.

Key roles, as set out in Appendix A - Programme organisation, are performed by the SRO, Programme Manager, Business Change Manager and Programme Assurance.

Key tools to be used include status reporting, development of blueprints, scrutiny and challenge from outside the programme (e.g. from Overview and Scrutiny, the Cabinet Member Working Group and SLT), learning from previous programme and projects, requests for independent reviews and specific quality reviews.

Audit Cotswolds are beginning a review of the control arrangements for the management and reporting of programme and project performance which will focus on this programme as well as other programmes and projects.

Formal quality reviews (either desktop reviews or gate reviews) will be undertaken on:
- This programme definition
- Blueprints as they become available including building design documents
- Cremator specification
- Major contracts before award
- Project initiations and closures where appropriate

- Handover of the building to Bereavement Services
- Programme closure
- Other major decision points based on the advice of Programme Assurance

All formal quality reviews will be recorded in the programme workbook.

13 Risks and Issue Management

Programme management of risk will be based on Cheltenham Borough Council's risk management policy which sets the expectation that:

All project and programme managers will assess the strategic and operational risks associated with the programme and project objectives.

13.1 Corporate risks

Risks will be included in the corporate risk register if the risk is likely to impact the authority as a whole. If a risk has a score of 16 or over, the Senior Responsible Owner will bring it to the attention of the Senior Leadership Team for consideration for inclusion on the corporate register. The SRO has discretion to combine and summarise programme risks for inclusion on the corporate register.

13.2 Programme and Project Risks

Separate risk registers based upon the standard corporate format will be maintained for programme-level risks and for risks linked to each individual projects. They will be collected in separate tabs on the programme workbook in order to facilitate the shared understanding of risk across the programme.

Programme and project level risks must be reviewed at programme board or the appropriate project board (or alternative arrangements need to be agreed and documented by the boards concerned).

In general:
- Programme-level risks are those which impact the achievement of programme objectives
- Project-level risks are those which impact the achievement of only project objectives

Risks may be promoted from project to programme level if appropriate or may be allocated by programme board for management by specific project teams.

Programme status reports to Senior Leadership Team must set out changes to programme-level risks since the last report and must include an overall measure of programme risk – the mean score of the 10 highest scoring risks (whether programme or project risks).

Initially the programme risk register will be made up of the risks associated with option E presented to Cabinet in October 2015.

13.3 Risk Responsibilities

The Programme Manager has overall responsibility for implementing the above processes. Project Managers are responsibility for risk management arrangements in their projects.

The Programme Assurance Lead has responsibility for ensuring that the above arrangements are being complied with.

The responsibilities of risk owners are set out in the corporate risk management policy.

13.4 Programme and Project Issues

Issues will be managed in a similar way to risks.

Separate issues lists based on the standard corporate format will be maintained at programme-level and by each project and will be held as separate tabs on the programme workbook.

They will be reviewed at programme or project boards as appropriate. The programme's status report to SLT will set out changes to programme-level issues since the last report.

Programme and Project Managers should consider whether separate meetings need to be convened in order to focus on individual issues.

In general, once an impact of an issue has been incorporated in the relevant plan, the issue will be closed.

13.5 Issue Handling Responsibilities

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

14 Change Management

The approach to change management is based upon the concept of authority being delegated within specified tolerances.

Tolerance	Change process if programme is forecast to exceed tolerance
The programme objectives set out in Outcomes and Objectives on page 2	Change driven by substantial failure to meet programme objectives may need either SLT, Cabinet or Council approval depending upon its nature
The scope of the new facilities as set out in the report on the 'Recommended Option for the future provision of the Cheltenham Crematorium service' (approved by Cabinet on 15th September 2015)	Substantial reductions to the scope of the new facilities will need Cabinet approval.
The programme budget of £7,443,100 (agreed by Council on 19th October 2015)	A forecast increase in the budget of up to £100,000 must have Cabinet approval. A greater increase will need Council approval.
The programme having no negative impact on the Council's Medium Term Financial Strategy (MTFS) (as approved by Cabinet and Council).	A forecast negative impact on the MTFS up to £100,000 must have Cabinet approval. A greater impact will need Council approval.

In any of the above circumstances, the programme will initially request approval to the proposed change from the Senior Leadership Team. SLT will then escalate as appropriate. Any request will be documented in the status report to SLT or in an equivalent document which sets out:

- The issue
- The proposed change
- Its impact on timescales, costs, quality. scope, benefits and risks
- Alternatives considered and reasons for rejection

Each project initiated by the programme will have defined tolerances, typically for scope, quality, cost and timescale, set out with a scheme of delegation in the appropriate Project Initiation Document. Any changes requested by the project to its tolerances will be documented in a change management request (with the content set out above) to be approved by programme board or, in an emergency, the Senior Responsible Owner.

Key documents will be subject to formal change management processes once agreed. These will include:

- This programme definition document – substantive changes must be approved by Programme Board
- Contracts including payments arrangements – substantive changes must be approved by Programme Board
- Blueprints (including design documents) – level of change authority to be agreed when documents are produced
- Others as identified by individual projects

15 Glossary

Blueprint

An MSP (see below) term for models of the service that will be needed to deliver the programme's vision. There may be several blueprints describing different facets of the vision, e.g. buildings, organisation structure, processes, IT.

GOSS

GO Shared Services provide HR, Financial and Procurement support to Cheltenham Borough Council

Managing Successful Programmes (MSP)

A structured approach to running programmes which is flexible and designed to be adapted to local circumstances. It is used in organisations throughout the world. It complements PRINCE2 which is a structured approach to managing individual projects. See also 'Programmes' below.

Medium Term Financial Strategy (MTFS)

Cheltenham Borough Council's financial plan for the next 4 years.

Programme Definition Document

Crematorium Development Programme Definition Document

The document which defines the 'what will be done', 'why is it to be done' 'when will it be done' 'how much resource is needed' and 'how will it be done' of a programme.

Programme

A framework for managing large change initiatives in which the change is broken down into manageable inter-related projects.

Project Initiation Document (PID)

The document which defines the 'what will be done', 'why is it to be done' 'when will it be done' 'how much resource is needed' and 'how will it be done' of a project

Senior Leadership Team (SLT)

The team of directors and their advisers that leads Cheltenham Borough Council. See their role definition on this programme in Appendix A – Programme Organisation below.

Senior Responsible Officer (SRO)

See role definition in Appendix A – Programme Organisation below.

Status report

The report sent to SLT each time it meets which summarises the programme's status in the format specified by SLT. Includes a summary financial report.

Systems Thinking

A way of looking at the activities of all or part of an organisation as a system in which component parts influence each other. Used to build the continuous improvement of business processes into day-to-day operations.

Tranche

An MSP term for a group of projects within a programme which collectively deliver a 'step change in capability' to the organisation. The end point of one tranche or beginning of a new tranche may well be a point at which programme reviews are undertaken.

Appendix A – Programme Organisation

Introduction

This document sets out the arrangements for the governance of Cheltenham Borough Council's Crematorium Development programme.

It is based on the Managing Successful Programmes (MSP) model for programme organisation and forms part of the programme definition.

Programmes and Projects

Each project will have the autonomy to deliver the objectives agreed by the Programme Board. To achieve this, each project will create its own project structure linking into the programme structure.

Recognising the autonomy of each project, the programme board's role will be to ensure that **programme level** outcomes and benefits are delivered and to add value **at programme level** to activities such as stakeholder engagement and communication, alignment to CBC's strategic direction, benefits realisation, risk management, resource management, issue resolution and so on. Accordingly formal meetings will be limited to around one per month and / or major decision points within the programme's life.

Appendix A – Programme Organisation

Sponsoring Groups

- Council
- Cabinet

Escalation from SLT

- Senior Leadership Team

Scrutiny Groups

- Overview and Scrutiny Committee
- Cabinet Member Working Group

Senior Responsible Owner

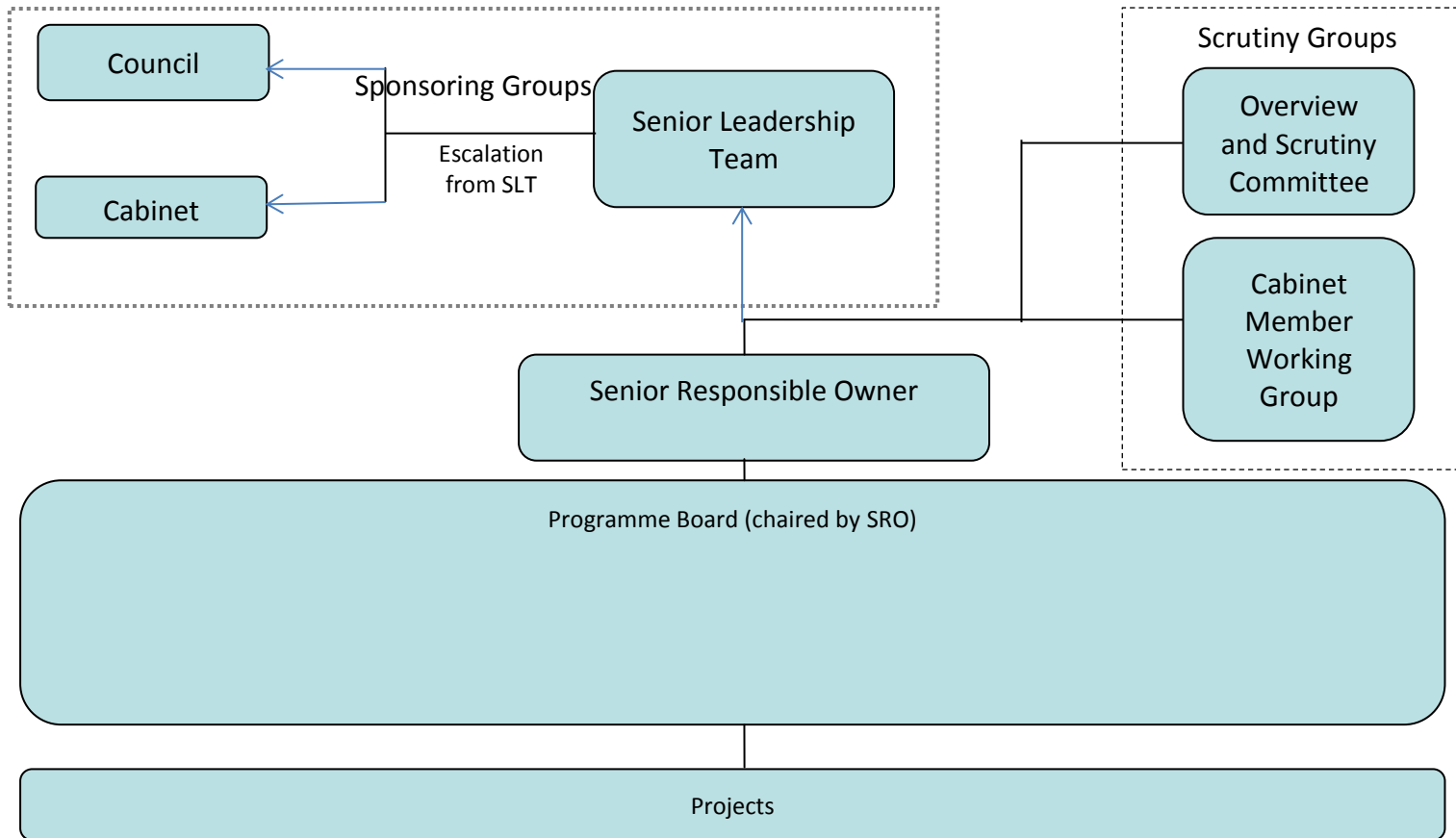Programme Board (chaired by SRO)

Projects

Figure 1 - Programme Organisation - Asterisks indicate optional attendees at Programme Board

Appendix A – Programme Organisation

Roles and Organisation

Here are the major roles within the programme with role holders and their responsibilities. These must be read together with financial monitoring responsibilities (see below)

Role	Role holder(s)	Responsibilities
PROGRAMME BOARD		
Programme Board	As per diagram above	Drives the programme forwards and ensures the outcomes and benefits are delivered. Resolves strategic and directional issues across the programme where these need the agreement of senior stakeholders. See notes on arrangements for programme board meetings below.
Senior Responsible Owner (SRO)	Director of Environment and Regulatory Services	Ultimately accountable for the success of the programme at CBC. Ensures the programme is aligned with Cabinet & SLT's strategic direction. Owns the programmes objectives and vision. Provides clear leadership and direction. Has overall responsibility for upward communication from programme board Chairs the Programme Board
Lead Member	Cabinet Member, Clean and Green Environment	Represents the interests of cabinet and members Chairs the Cabinet Member Working Group
Programme Manager	Business Development Manager	Day-to-Day management of the programme Planning and designing the programme and proactively monitoring its overall progress Liaison with Project Managers on areas of joint responsibility – planning, risks and issues management, stakeholder engagement etc – and agrees communication procedures between the programme and its projects. Advises programme board on the delegation of contingency budgets to specific projects or activities.
Business Change Management	Bereavement Services Manager Cemetery Operations Team Leader	Ensure that the crematorium and other new facilities meet the needs of customers, other professional users and staff and that the programme engages successful with those groups. Ensure the facilities deliver the benefits expected (including after the programme has completed); Ensure that 'business as usual' is maintained throughout the development

Last updated on 13 January 2016

Appendix A – Programme Organisation

Property Lead	Senior Property Surveyor	Ensures specialist property advice and expertise is available to the programme Recommends (with the procurement lead) the programme's procurement strategy and route Leads the procurement for the design and construction of the new crematorium, cremators and associated works Leads contract management ensuring that the provisions in section 8 of the Procurement and Contract Management Strategy are adhered to.
Procurement Lead	Business Partner – GOSS Procurement	Ensures specialist procurement advice and expertise is available to the programme Recommends (with the property lead) the programme's procurement strategy and route Ensures that all procurements undertaken meet legislative and corporate requirements whilst being effective and efficient.
Planning Lead	Leader – Development Management, Environment & Regulatory Services	Ensures specialist planning, heritage and conservation, and trees advice and expertise is available to the programme.
Legal Lead	Senior Legal Assistant, One Legal	Ensures specialist legal advice and expertise regarding contractual matters and legislation is available to the programme
Finance Lead	Business Partner Accountant, GOSS	Ensures specialist financial advice and expertise is available to the programme Specifies and creates the financial framework and reporting formats for the programme. Scrutinises the programme's financial performance and exposure to financial risks advising programme board and the sponsoring group accordingly.
HR Lead	HR Manager, GOSS	Ensures specialist human resources advice and expertise is available to the programme
Communications Lead	Communications and Web Team Leader	Ensures specialist communications advice and expertise is available to the programme Co-ordinates programme communications. Develops communications content where appropriate.
IT Lead	Business Partner, IT Shared Service	Advise on and, where appropriate, deliver the ICT requirements of the programme.
Architect	Will be identified as the programme proceeds	As defined in the relevant project initiation documents
Construction Project Manager	Will be identified as the programme proceeds	As defined in the relevant project initiation documents

Appendix A – Programme Organisation

Other Project Sponsors and/or Managers	Will be identified as the programme proceeds	As defined in the relevant project initiation documents
Programme Assurance	Governance, Risk and Compliance Officer	To provide confidence to programme board that the programme remains focussed on delivering its vision, defined benefits and outcomes, and is being managed effectively and in accordance with its agreed governance arrangements. Ensures that arrangements for reporting performance and risks within projects and the programme are being complied with.
Audit	Audit Partnership Manager, Audit Cotswolds	Supports Programme Assurance as required to provide advice and carry out programme reviews.
Programme Office	Personal Assistant to Executive Director	Supports the programme manager in co-ordinating the sharing of programme information.
OTHER ROLES		
Council	Councillors	Agrees the financial framework for the programme and any changes exceeding £100,000
Cabinet	Cabinet members	Agrees the facilities to be provided by the service and the broad outcomes sought. Agrees any changes escalated by SLT (including any changes to the financial framework up to £100,000)
Senior Leadership Team (SLT)	Chief Executive and Directors of CBC supported by specialist advisers	Actively supports the SRO and programme board Ensure programme aligns with corporate strategy Appoints SRO and agrees programme definition and mandate Reviews and challenges status report Approves requests to change the mandate and tolerances given to the SRO (or escalates to Cabinet or Council) Resolves conflict between programmes Commits to the provision of internal resources Approves programme closure Reviews lessons learnt and mandates any follow-up actions
Cabinet Member Working Group	Councillors Chris Ryder, Helena McCloskey, John Payne and Rob Reid	To support the Cabinet Member in delivering the Crematorium Development programme, ensuring it benefits Cheltenham, other local communities and faith groups.
Overview and Scrutiny Committee	Overview and Scrutiny Committee members	Scrutinises the programme. Will define its role in more detail when it reviews the programme definition.

Figure 2 - Programme Roles

Appendix A – Programme Organisation

<u>**Financial Management Responsibilities**</u>

- Finance Lead specifies and creates the financial framework and reporting formats for the programme.
- Each non-contingency row of the financial plan to have a CBC owner identified before ordering and spend begins
- If additional areas of spend are identified owner to be identified before ordering and spend begins
- In period before owner identified, ownership responsibilities default to programme manager
- Amounts may be allocated to projects as they are initiated.
- Contingency rows to be owned by programme manager or may be delegated to projects on the basis of an agreed management approach. No direct spend against these rows
- **Ownership responsibilities** as follows (complying with financial standing orders):
  - Monitor actual, commitment and projection to complete
  - Report position, issues and risks to project and programme manager on four-weekly cycle
- Programme Manager to collate financial position for four weekly reporting to programme board and SLT
- Finance Lead scrutinises the programme's financial performance and exposure to financial risks advising programme board and the sponsoring group accordingly.
- In the event of financial management processes identifying a potential exception
  - At project level (i.e. project likely to exceed its budget or likely to lead to another project exceeding its budget) – escalate to programme board. Programme Board response may be to allocated contingency funding to the project and/or flag a programme level exception
  - At programme level (i.e. programme likely to exceed its overall budget) – escalate to SLT. If additional budget or the negative impact on the Medium Term Financial Strategy is less then £100,000, Cabinet approval is required, if greater than £100,000, Council approval is required
- Agreement of staging of construction and professional contractual payments by programme board at time of contract agreement based on legal / property / procurement advice

<u>**Programme Board meetings**</u>

Programme Board will meet, initially, every 4 weeks, synchronised with Senior Leadership Team meetings and reporting timelines. Members of Programme Board, if unable to attend, should send a suitable delegate by arrangement with the SRO.

Programme Board meetings will include:
- Consideration of status report (report produced in SLT format) and identification of changes required before SLT review
- Programme Decision Log
- Project updates if required additionally to status report
- Programme Risks and Issues
- Review of Stakeholder Engagement
- Other items as agreed by Senior Responsible Owner

Appendix B – Benefits Map

Facilities → **Maximise Benefits / Minimise Disbenefits** → **Programme Objectives** → **Corporate Outcomes**

Facilities

- New chapel, crematorium and floral tribute area with space to extend
- Improved parking
- Improved access roads
- Demolished central rear extension to existing chapels

Maximise Benefits / Minimise Disbenefits

Adequate space
Adequate quality of facilities
Adequate traffic capacity and flow
Adequate parking capacity and location
Reduced conflict between the needs of different groups (incl mourners, professionals & staff)
Adequate access to floral tributes
Potential for further improvements which benefit the community
Level of disruption to day-to-day activity during construction must be acceptable to mourners and staff
Any reductions in capacity during implementation must be manageable
Specific needs of all members of the community must be met
Reliable facility capable of covering periods of planned maintenance
Mitigation for a level of unplanned breakdown
.

Adequate space and low risk environment for staff and professionals

Net operational financial position must not deteriorate
Meets expected demands over the next 20 years and allows growth to meet greater than anticipated demands or changes in technology
Copes with climate change
Deals with a future pandemic

100% mercury abatement must be put in place
Energy required per cremation must not increase
Reduction in water use, fossil fuel use and CO2 emissions desirable
Meets regulatory requirements

Following impacts must be acceptable following mitigation:
Heritage and conservation
Local Ecology
Trees
Registered buildings, parks and gardens
Area of Outstanding Natural Beauty
Compatible with projected needs for housing and flood alleviation

Programme Objectives

- Improved facilities for mourners
- Improved facilities for those officiating and working at the crematorium
- Viable and sustainable service which maintains its contribution to the council's financial strategy
- Reduced environmental impact of cremating
- Current atmosphere of the cemetery and crematorium sustained

Corporate Outcomes

- Transform our council so it can continue to enable delivery of our outcomes for Cheltenham and its residents
- Cheltenham's environmental quality and heritage is protected, maintained and enhanced