

**BRISTOL CITY COUNCIL
AUDIT COMMITTEE**

15 January 2010

Report of: David Bishop - Strategic Director, City Development

Title: Role of the Infrastructure and Development Board

Ward: All Wards

Officer Presenting Report: Alun Owen, City Development

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1 RECOMMENDATION

To note the contents of the report and suggest improvements that could be made to the monitoring processes.

Summary

- The Infrastructure and Development Board (IDB) meets monthly to consider amongst other things progress on programmes and projects.
- A number of monitoring processes are in place to ensure that each project and programme is considered in detail by IDB on at least a six monthly basis.
- The Council has incorporated the Office of Government Commerce (OGC) approach to Gateway reviews into its processes.

Policy

This report is particularly relevant to the Council's approach to Value for Money.

Consultation

The Infrastructure & Development Board Members.

Context

The Audit Committee had previously received information on monitoring of major projects and requested further information on how the Infrastructure and Development Board contributed to the overall Capital Monitoring process.

Role of Infrastructure & Development Board (IDB)

- The terms of reference and membership of IDB are as set out in Appendix A.
- The provisional programme of work for the next 12 months is set out in Appendix B.
- One function is to monitor progress on individual projects and departments' overall capital programme.

Approach to Monitoring

- This works at a number of different levels. At the highest level is the overall controlling spreadsheet that summarises the position of major projects. Most of the headings contain hyperlinks to the detailed supporting documentation. This report is updated on a monthly basis. In addition, a separate text basis commentary on progress is produced, again on a monthly basis. See Appendix C.
- Every 6 months project managers produce a summary report of their particular project and attend IDB to present it. This gives an opportunity for an in depth look at the progress of all projects on a regular basis. Appendix D gives an example of two individual project reports.
- Once every 6 months the individual who controls a department's capital programme is requested to provide a

summary report identifying overall progress and issues. An example of a report is shown at Appendix E.

- If there are particular issues with a project then the project will return to IDB as frequently as is necessary to ensure that issues are being successfully resolved. For example, the Parks & Green Spaces Strategy returned 4 times to IDB in the last 12 months.

Additional Controls

The Gateway Review process is promoted by the Office for Government Commerce and examines projects and programmes at key decision points in their life cycle. It looks ahead to provide assurance that they can progress successfully to the next stage. The various gateways are shown at Appendix F, together with a brief description of what is covered at each review.

For some of the large externally funded projects Government requires a formal external review to be carried out. Appendix G is a summary report of a Gateway Review 2 process that was completed for Bristol Rapid Transit 2 - Ashton Vale to Temple Meads and was tabled at IDB.

For all major projects where an external review is not a requirement, it is intended to carry out an internal review. An example of the paperwork used for a CYPS project is attached as Appendix H.

The top level control spreadsheet also indicates when projects will reach the next Gateway Review stage in order for that report to be prepared. The City Council now has a number of staff who are trained in Gateway Review processes.

Risk Assessment

Whilst risk on projects cannot ever be entirely eliminated the processes described above represent a wide range of measures in place to mitigate any risks that may be present.

This is in addition to individual risk registers which every project must have and should be updated in detail on at least a 3 monthly basis.

Equalities Impact Assessment

There are no equalities issues connected with this report.

Environmental Impact Assessment

There are no environmental impacts arising directly from this report.

Legal and Resources Implications

- Legal** - The board oversees major projects to ensure no legal issues arise for the Council.

- Financial** - The board receives regular updates on the financial status of projects.

- Land** - There are no land implications arising directly from this report.

Appendices:

- Appendix A - Terms of Reference and Membership of IDB
- Appendix B - Provisional Programme of Work
- Appendix C - Control Spreadsheet and Text Report
- Appendix D - Individual Project Report examples
- Appendix E - Individual Department Report
- Appendix F - Gateway Review Stages
- Appendix G - BRT2 Gateway Review Report to IDB, Nov 09
- Appendix H - CYPS Primary School Review Gateway Report

ACCESS TO INFORMATION Background Papers

Infrastructure and Development Board

The I & DB is responsible for the Council's corporate asset management and investment plans, and for ensuring that:

- they contribute to delivery of the council's corporate objectives; and
- they are well managed.

It does this by:

- maintaining an overview of and providing a strategic steer on behalf of SLT for the Council's major asset management and investment plans, and
- overseeing gateway reviews and monitoring the implementation of investment programmes and projects, and
- providing quality assurance of the strategic governance of all the council's major investment programmes.

The Board's agenda therefore includes:

- scrutiny of emerging strategic asset management and investment plans and programmes,
- monitoring and review of programmes and projects being delivered, and
- consideration of emerging asset based policy development.

The membership of the Board is: Chief Executive, Strategic Director (Resources), Strategic Director (City Development) and Service Director (Major Projects).

The draft Corporate Asset Management Plan for 2009 has been circulated separately. It identifies issues that will require review in 2009 (see extract below), and the Board's agenda will reflect this:

The following strategies will undergo substantial review in 2009/10:

- *Housing Business Plan;*
- *Property disposal policy;*
- *Carbon reduction programme;*
- *Outdoor sports/playing pitches and Parks and Green Spaces Strategy*

Further strategically significant progress will be required in 2009/10 in relation to:

- *Transport asset management plan (TAMP). A Joint TAMP developed between Bristol, B&NES, North Somerset and South Gloucestershire is now complete. Data collection is being undertaken to improve inventory detail, and TAMPs for each authority will then be prepared;*
- *Preparation of the suite of documents that will comprise the Bristol Development Framework. The latest stage in the process is a 'Call for sites' and this is underway. Development of a delivery programme for the infrastructure is required to support the Bristol Development Framework;*

- *Community facilities and Community Asset Transfer;*
- *Modernising (social care) day services;*
- *Libraries (?)*

Acting Strategic Director (Resources)

**INFRASTRUCTURE AND DEVELOPMENT BOARD
FORWARD PLAN FOR 2010**

18 JANUARY	Major Projects - Capital Monitor Knowle West & Kingswear & Torpoint - P Owens/J De Sousa Lockleaze Development Programme - Dan Offord Residential Futures - Dave Miles
22 FEBRUARY	Major Projects - Capital Monitor P&GSS - Jennifer Mackley Residents Parking Zones - Helen Minnery South Bristol Link - Mike Sweet BRT 3 - Darren Pacey
25 MARCH	Major Projects - Capital Monitor City Docks Infrastructure - Richard Smith Hengrove PFI - Stuart Woods Hengrove Infrastructure - Andy Tyas
22 APRIL	Major Projects - Capital Monitor Capital Programme - CYPS Office Accommodation - Ian Parr Museum of Bristol - Julie Finch Junction 3 - Kate Davenport
24 MAY	Major Projects - Capital Monitor Capital Programme - HSC Primary School Review - Mick Branaghan GBBN - Steve Riley BSF/Acadamies/Pathfinder Modification - Bob Rutherford
21 JUNE	Major Projects - Capital Monitor Capital Programme - HRA BRT2 - Bob Fowler Knowle West & Kingswear & Torpoint - P Owen/J De Sousa
19 JULY	Major Projects - Capital Monitor Cycling City - Ed Plowden Lockleaze Development Programme - Dan Offord
19 AUGUST	Major Projects - Capital Monitor P&GSS - Jennifer Mackley Residents Parking Zones - Helen Minnery Museum of Bristol - Julie Finch

23 SEPTEMBER	Major Projects - Capital Monitor City Docks Infrastructure - Richard Smith Hengrove PFI - Stuart Woods Residential Futures Programme - Dave Miles
21 OCTOBER	Major Projects - Capital Monitor Capital Programme - CYPS Office Accommodation - Ian Parr BRT3 - Darren Pacey Junction 3 - Kate Davenport
22 NOVEMBER	Major Projects - Capital Monitor Capital Programme - HSC South Bristol Link - Mike Sweet GBBN - Steve Riley BSF/Acadamies/Pathfinder Modification - Bob Rutherford
22 DECEMBER	Major Projects - Capital Monitor Capital Programme - HRA BRT2 - Bob Fowler Knowle West & Kingswear & Torpoint - P Owen/J De Sousa Cycling City - Ed Plowden Primary School Review - Mick Branaghan

Other Items for discussion:

Single Conversation
 Update on CAMP/DAMP
 Overall Capital Receipts Position
 Market Trends
 Update on R&M Strategy
 WEPO - Forthcoming Projects/Issues
 Sustainability & Energy Issues
 Town & Village Green
 Disposals to Community Groups
 Planning Issues
 Local Plan Issues
 HRA Issues
 Urban Design Concepts
 Audit Commission Requirements- progress

SUMMARY OF MAJOR PROJECTS - DECEMBER 2009

Residential Futures

The development of four resource centres and three specialist residential homes over a 4½ year timescale. Budget £11.4 million. Anticipated final cost as budget. There will be periodic reviews of the financial assumptions throughout the life of the project to ensure it remains within budget and timeline.

Westleigh

The first project, the 16 - week refurbishment of a wing at Westleigh EPH to provide a 20 bedded Resource Centre was completed by 21st August 2009. The first stage of the Resource Centre will be implemented at the beginning of 2010.

Hollybrook

All staff have been offered posts within the city wide Older Peoples Residential Services.

Hollybrook has been cleared and is secured until the building contractors start work on the refurbishment to become a Home for Older People with Dementia in 2011/12. The Residential Futures Project Manager has had a further meeting with the identified Project Manager from Property Services, to plan the refurbishment. A Project Board will be established once the brief has been finalised.

Rockwell

The consultation period has now closed. The Report is to be presented to the Cabinet on 28 January 2010.

Vetchlea

The tender has been secured and building work has now commenced on site w/c 23 November. Their work is to refurbish the building to create a home for older people with Dementia, with a planned opening by the end of 2010. Links have been made with the Community Liaison Team at Leadbitters, the building contractors, to ensure communication with the local neighbours is maximised.

Hengrove Park Phase 1 Infrastructure

The construction of the roads, drainage and associated works to enable the remaining Phase 1 projects to be built.

Budget £17.10 million. Anticipated final cost as budget. The final phase of the phase 1 work (£5.5M) is now on site.

Start on site September 2008. Completion December 2009.

Hengrove Park Phase 2 - Masterplan

Work still to be commenced.

Residents' Parking Scheme

Proposals have been developed for pilot Residents' Parking Scheme areas in Cliftonwood and Kingsdown.

The budget for both schemes is an estimated £1.2 million which will be repaid by income from the scheme over a 10 year period.

Informal consultation on the draft scheme designs took place during November and is now drawing to a close. Comments received are being considered and incorporated into the designs where possible. Final design proposals will be made available for local residents and businesses to comment on early in the new year, after which a statutory consultation process will take place.

CPZ Extensions

Two phases;-

Phase 1 includes Dove Lane, Houlton Street area, Temple Way and Redcliffe Backs area. .

Phase 2 includes three areas, Charlotte Street/Queens Parade Area (2A), Berkeley Place Area (2B) and Cumberland Road area (2C) .

Budget estimated £400K to £500K to be repaid by income from the scheme.

Phase 1 completed and operational from 21st September 09. Phase 2A and 2B proposals currently out to consultation Nov 9th to Dec 18th. Phase 2C is being reconsidered subject to the Line 2 rapid transit proposals. Installation for 2A and 2B likely to be summer 2010.

Bus Rapid Transit

Currently comprises two projects: Ashton Vale to Temple Meads and Bristol City Centre and North Fringe Hengrove Package (BRT route to Hengrove and the North Fringe).

Budget	Line 2	£ 52 million
	Line 3	£199 million (including M32 P&R and Stoke Gifford Link)

Start on site	Line 2	11/12 financial year	Completion 13/14
	Line 3	13/14 financial year	Completion 18/19

Line 2 DfT funding 90%, capital cost £43.12m and £0.94m preparatory costs. Local funding of 10% - funded 80% BCC and 20% North Somerset Council. Remaining £3.8m preparatory costs split on same basis.

Line 3 Will be funded 57% BCC and 43% S Gloucestershire Council

Line 2, Phase 1 has been submitted for programme entry approval. This is expected by the end of 2009, A Transport and Works Act Order application, for permissions and consents to build and operate the scheme, will be submitted early 2010.

Line 3 programme entry is scheduled to take place in March 2010. The preferred package is currently being identified with conceptual design options being completed in November 2009. Modelling, business case development and further conceptual designs will be undertaken through to February/March 2010. The stakeholder consultation process began in September 2009 with public consultation starting on 20th November 2009 and ending on 8th January 2010.

South Bristol Link, Phases 1 and 2

New transport corridor comprising rapid transit, single-carriageway road and adjacent cycle/pedestrian route between A370 near Long Ashton Park & Ride site and Hengrove Park.

Budget £57 million.

Start on Site 2014/2015 financial year. Completion 2016/2017.

Appraisal work ongoing with Major Scheme Bid to DfT planned for early Spring 2010. Public and stakeholder engagement currently ongoing until 31 December 2009. Preparatory costs of scheme will be funded 50% BCC and 50% North Somerset Council. Capital cost from DfT (up to 88%) and 'local funding' (12%+).

Callington Road Link and Bath Road Improvements

New transport link between A4174 Callington Road to A4320 St Philips Causeway with additional complementary improvements along A4174 and A4.

Total Budget £83 million (including allowance for inflation at 6% p.a. for works and £3% for preparation).

Start on site 2018/2019. Completion 2021/2022.

Project at a very early stage. Some initial feasibility and baseline work completed. Preliminary modelling results suggest scheme would be effective and offer good value for money (BCRs between 4 and 11 excluding operators costs). Initial phase of preparatory work was suspended at the end of July. Initial decision to restart to be taken by WEPO Programme Manager.

Planning Application Ref 08/04341/F: Bath Road Retail Park was rejected partly because it constrained the options being considered for Callington Road Link. The developers have decided to appeal against this decision. Paul Haworth is the

relevant planning officer.

Greater Bristol Bus Network

A sub regional project of upgrading a number of bus corridors, six of which are in Bristol. These are Bath Road, Whiteladies Road, Fishponds Road, Filton Avenue, Hotwells Road and Wells Road.

Budget for Bristol £19.75 million. Anticipated final cost £19.75 million.

Start on site June 2008. Completion May 2012.

A report on the Bath Road consultation responses and redesign was approved by the Executive Member; following a media briefing, this report will be circulated to all consultees, TRO preparation will commence for the elements that require it and construction will start for non-TRO works. Consultation on the Fishponds/Stapleton Road corridor will start in January 2010. Following detailed modelling of two options for Blackboy Hill, Whiteladies/Westbury Road consultation should start in March 2010.

Cycling City

Working with Cycling City and South Gloucestershire, this project aims to provide double cycling use by business and schools over a 2½ year time scale.

Budget £22 million. £11 million from Cycling England and £11 million matched funding.

Project start date was October 2008 and completion is March 2011.
The project is split between BCC 72% and South Gloucestershire 28%.

In Bristol we are moving to the Year One implementation stage for infrastructure, all schemes have now received planning permission and two have started on the ground. All the other schemes for this year are due to start on 4th January with a target completion date of 26/2/10. A number have been completed and the controversial Prince Street Bridge has been adapted following feedback from cyclists, with surveys of walkers and cyclists showing overwhelming support for the changes. Over 800 cycle stands have been installed, well on the way to the target of 2000 by March 2011

The project also involves working with employers and cycling organisations to develop soft measures as well as new cycleways. To date we have started engagement with over 50 employers, including 8 of the largest local employers with over 55,000 staff between them, all of whom are at different stages of cycle-friendliness.

Cycling City has been present at a whole series of the major events this summer, and over 7000 cyclists made it the biggest ever Bristol's Biggest Bike Ride. The successful event involving the closure of Ladies Mile in August has paved the way for more closures in the future.

33 schools have signed up as Bike It schools, the majority of whom have run events and installed cycle parking - in some the parking is already over-subscribed. The number of children Bikeability trained has more than doubled to a total of almost 3000, not least

thanks to the recruitment 6 new instructors.

M32 Park and Ride

Feasibility stage. Part of proposed North Fringe to Hengrove package bid which also includes BRT line 3. Scheme currently likely to be up to a 1500 space site situated on land alongside the M32. Likely to include for new motorway junction.

Budget approximately £35 million (possibly + rapid transit bridge and access and M32 priority measures (estimated £17M and £10M respectively).

Start on site - Between 2013/14 and 2016/17 financial years.

Scheme can only proceed with Highways Agency approval for access and exit arrangements. Initial consultation on principles during late Nov/December as part of North Fringe to Hengrove package (see BRT Line 3) to be included in programme entry bid in March 2010.

Colston Hall

Construction of new foyer building.

Budget £20.39 million. Final cost £20.39 million.

Start on site January 07. Completion April 2009.

Project now completed, fit out works underway working within agreed budget for September's formal opening.

Proposals being considered for Phase 2 and Phase 3.

Museum of Bristol

Refurbishment of original Industrial Museum to form new Museum of Bristol.

Budget £26.5 million. Anticipated final cost £26.5.

Start on site January 2008. Completion of base build March 2010.

Fit out commences August 2010. Opening May 2011.

Fundraising of £2 million; £270K has been raised with £470K currently bid for. A basic solution to the west end square is being sought.

Junction 3

Construction of a new creative learning centre in Lawrence Hill supported by the development of 59 social housing units and 7 small workspace units.

Budget - Total build cost is £7.9 million of which £2.2 million is associated with the learning centre.

Start on site anticipated June 2010. Completion December 2011.

Planning permission granted on 15th July 2009. Cabinet approval granted on 30th July for transfer of land to developer Knightstone Housing Association. CPO process is underway: public consultation ends on 3rd December. Final stages of affordability testing and value engineering currently in progress.

City Docks Infrastructure

The updating of upgrading of the lock gates, flood gates, sluices and paddles, junction lock bridge plus associated hydraulic mains and operating infrastructure. The work is being carried out in three phases.

Approved budget of £10.5 for phases 1 and 2.

Bid for additional funds to Environment Agency successfully agreed and approved at £1.5m.

Funds available now of £12m.

Anticipated final cost for Phases 1 and 2 - £11.1m.

Started on site September 2008. Completion of Phases 1 and 2 - May 2010.

Phase 3 programme and budget still to be determined, but likely to require remaining £0.9m for later years. £100K required for scheme preparation.

Lockleaze Development Programme

Stage 1 to develop a vision for the future of development and investment in Lockleaze.

Stage 2 to move to the delivery phase.

Budget to be determined.

Stage 1 will be completed by Autumn 2009, but there is no programme or mandate for Stage 2 at present. Nevertheless, work is continuing on some key sites in the area even though a mandate does not exist. These include Bonnington Walk Allotments, Gainsborough Square and Bonnington walk Playing fields. Therefore a clear mandate and project brief is required in order to ensure the city council is clear on what it wishes to deliver.

Knowle West

Production of a Knowle West Regeneration Framework that will include significant additional housing, employment, and community infrastructure for the area. To also include improved transport links, education provision and retail.

Current work includes production of a Regeneration Framework for Knowle West, site assembly, and masterplanning for Kingsweir & Torpoint site.

Budget - Working with the RDA and HCC, a budget of £2.6m has been established to complete planning/site assembly.

Project start: November 2008. Outline planning application for Filwood Broadway expected - April 2010.

Knowle West Regeneration Framework public consultation commenced September 2009.

Kingsweir & Torpoint

The re-development project is currently delayed for financial viability reasons. The project team is engaged in a Market Investigation process with the intention of ascertaining development industry interest in the project. The HCA have identified 3 developers who have expressed interest and have been invited to attend an informal meeting on Tuesday 15 December with the 3 partner organisations - BCC, HCA and KHA at which they will be given details of the work that is being done to-date on the project. The developers will be asked to consider the project and to return to a second informal meeting on 12 January 2010 to discuss their interest and views and ideas on delivering the project in the current economic climate. The project team hope to be able to take a decision on the best way forward following the January meeting.

In the meantime the project team continues preparing for the development by working with Housing Operations on re-housing existing tenants and leaseholders. The intention is that the vacated blocks will be demolished and site cleared and fenced-off in spring 2010 in readiness for development.

High Street/Wine Street

A mixed use, city centre re-development scheme. Replaces the existing obsolete buildings and extends on to a limited area of open space.

Secured through partnership with Deeley Freed Estates (DFE), a successful south west region developer.

Potential scheme cost in the order of £125m.

The Public Rights of Way and Greens Committee on 3rd August refused an application to register Castle Park as a Town and Village Green. No judicial challenge was received during the challenge period ending 3rd November. Legal advice is that no further challenges are possible and the TVG application has been successfully defended by BCC.

DFE is currently reviewing proposals in light of Councillor and Parks Forum comments. It is not anticipated that further details of proposals will be available until early summer 2010, although some internal consultation may be progressed.

Office Accommodation

A multi-year programme to reduce the number of offices in use from 54 to 17.

Started on site - April 2007 Completion - June 2013

The Somerfield fit-out contract completed on schedule, draft final account in preparation: Accommodation moves complete for Integrated Service Centre, Housing Benefits, Local Tax and by 14 December - all STS, except Payroll (move deferred to January 2010).

The revised Strategy, having received approval from SLT, is to be represented to Councillor Janke at Leader's Briefing in January 2010, with additional follow-on options for consideration.

The combined net capital/revenue surplus target for the project is just under £12m by 2016/17.

The New Ways of Working Programme within which Office Accommodation sits is being revised. Accommodation will continue to be a key workstream within this. New governance will be in place in the early new year. In future, there will be five corporate projects delivered by Accommodation, ICT, Asset Management, Organisational Development and Operational Transition Work Streams.

As stated previously, project work in the current tactical phase continues with the rationalisation of HSC and Neighbourhoods (Housing Solutions) staff in Amelia Court. 4 York Court was vacated at the end of October, the lease to be surrendered in December. Bush RAC was to be vacated in November and Kings House was returned to the Landlord on December 2nd.

Priority Stock Programme

This covers two main projects, the Prefab Redevelopment Project and the PRC Redevelopment Project.

The Prefab project is currently continuing to replace the 330 remaining old prefabs, on a cross subsidy scheme with a private developer to provide 330 new council units by the sale of over 700 new private homes on the sites.

Budget is around £27m and is currently 18 months behind programme, with a new revised completion date of 2014 for the project.

The PRC redevelopment project was to replace approximately 550 Parkinson and Woolaway type PRC across 4 estates. Unfortunately due to the current economic climate the procurement route has had to be stopped and the project is currently being re-evaluated as to the options available. This review will take around 12 months.

Hengrove Park Leisure Centre (PFI)

The construction of a 50m pool, sports hall and gym and associated ancillary facilities.

Budget £22.6 million.

Start on site April 2010. Completion late Autumn 2011.

Preferred bidder appointed. Financial close expected January 2010.

Primary School Review

The project comprises the refurbishment or rebuilding of a significant number of primary schools over a 5 year period.

Budget Phase 1-3 £46 million

Phase 1 commenced in 2008 and will be completed in 2010. The final phase will start in 2013 with the actual programme still to be agreed.

£12 million of funding was recently secured from central government for the project.

Phase One Projects are:

- Bankleaze Primary - agreed by Cabinet 1st October. Budget £2.7 million
- Sea Mills Primary School - agreed by Cabinet 1st October. Budget £5.9 million
- Weston Park/Bluebell Valley Amalgamation (at feasibility)
- Elm Lea Primary School - agreed by Cabinet 1st October. Budget £2.5 million
- Parson Street Primary - agreed by Cabinet 1st October. Budget £2.5 million
- Victoria Park Primary - (at revised feasibility) - awaiting confirmation of final completion date;
- Bishopsworth and Highridge - awaiting confirmation of final completion date;

Building Schools for the Future Wave 4

Comprises the refurbishment of five secondary schools and the rebuilding of one special school.

Budget £105.3 million. Anticipated final cost £105.3 million.

The first project commenced on site in February 2009 and the last project will be completed in May 2011.

St Paul's Children's Centre/Wellsman House, Dove Lane

The project involves the city council working in partnership with a developer to construct a primary school, a children's centre, a new doctors' surgery and offices. Final location for scheme confirmed as Cabot site.

The overall budget for the city council's element is approximately £10.5 million and this is funded from capital receipts, CYPS funds and Section 106 monies.

The project will be completed no later than September 2013.

A visioning exercise was undertaken with all stakeholders on 23rd October 2009. The detailed design brief is now being prepared so that the scheme can move forward. We are awaiting confirmation of the anticipated cost of the scheme.

Work on the terms of agreement continue between legal teams in BCC and Places for

People to enable a package of land transfers to be initiated. Once these are resolved, the demise of the land for the Co-location Project can be finalised for detailed design and construction to begin.

Academies Programme

Currently three projects:

- a. Oasis Bristol (Hengrove) on site and on programme to complete on time for opening Sept 2010.
Issue over new fence being resolved with Oasis and Sports England.
- b. Cathedral: 1 month delay due to Listed Planning, but on revised prog to start on site Jan 2010.
- c. Colston Girls: Delay due to right of light and planning issues. Revised scheme to be prepared and then revised programme to be developed with school.

Budget £45.79 million. Anticipated final cost £45.79 million.

The first project commenced January 2009 with the last project to be completed in August 2012.

Pathfinder Modifications

Alterations to three schools in the original PFI projects to provide additional special school facilities.

Budget £7.30 million. Anticipated final cost £7.30 million.

The first project started on site in December 2008. Two projects are complete: BEC ASD Unit & New Fosseway in The Bridge Learning Campus. The final completion date for this programme is still to be agreed.

Development and Regeneration Company

The establishment of a 50% BCC owned arms length development vehicle to enable the implementation of project arising from the Knowle West Regeneration Framework.

Budget - to develop detailed business case £250k.

The project has now reached the Outline Business Case stage and this was the subject of a detailed report to Cabinet in February. Funding is now being sought from the HCA to develop the detailed business case.

Parks and Green Space Strategy

A project to significantly improve the parks and green spaces within Bristol over a 20 year period.

Budget £161 million over 20 years. Funded by land disposals, Section 106 agreements, grant aid and parks income.

Project commenced in October 2008. Area Green Space Plans are currently being drafted following stakeholder consultation in Neighbourhood Partnership areas.

Public Consultation on the Area Green Space Plans will be taking place from June 2010, postponed from January, to ensure continued alignment with the site allocations DPD process.

The detailed results of the Area Green Space Plans will identify investment priorities and form the basis for the future plan of work.

CORPORATE MONITORING OF MAJOR PROJECTS

TITLE	STATUS	CofE ID Ref	S D LEAD	PROJECT EXEC	PROJECT MANAGER	RISK STATUS 4p's No. H/M/L	GATEWAY PROGRESS	DATE OF NEXT REVIEW	BUDGET	LATEST COST	RISK REGISTER	START ON SITE	COMPLETION	LAST UPDATED	NOTES
MAJOR SERVICE TRANSFORMATION PROJECTS:															
Residential Futures Programme	On site	PROJ/09/80	HSC	Jos Mignott	Dave Miles	36 Medium	2		£11.4M	£11.4M	Updated 29.9.09	April 2009	2012	12 Nov 09	Next meetings 17 December
SIGNIFICANT CAPITAL PROJECTS:															
Hengrove Park Phase 1 Infrastructure	On site	PROJ/09/81	City Dev	David Bishop	Andrew Tyas				£17.10M	£17.10M	Updated 16.11	Sept 2008	Dec 2009	3 Dec 09	Chased 4Ps and Risk Register
Hengrove Park Phase 2 Masterplan Delivery		PROJ/09/82	City Dev	David Bishop	Andrew Tyas									22 May 09	Work still to be commenced
Residents Parking Zones	Feasibility	PROJ/09/83	City Dev	Terry Bullock	Helen Minnery	89 High	1		£1.2M	£1.2M	Updated Oct	Early 2010		Oct 09	
CPZ Extensions	On site	PROJ/09/057	City Dev	Terry Bullock	David Prosser	77 High	Phase 1 = 3/4 Phase 2 = 1	Mar-10	£400K - £500K	£400K	Updated 4.8.09	July 2009 July 2010	Complete 2020 Sept 2010	23 Oct 09	
Bus Rapid Transit - Line 2	Feasibility	PROJ/09/84	City Dev	Bob Fowler	Sharon Daly	121 High	1	TBC	£52M	£52M	Updated Nov 0	2011/12	2013/14	24 Nov 09	
Bus Rapid Transit - Line 3	Feasibility	PROJ/09/85	City Dev	Alun Owen	Darren Pacey	62 Medium	0		£199M	£199M	Updated Dec09	2013/14	2018/19	1-Dec-09	
South Bristol Link Road Phases 1 & 2 (OC)	Feasibility	PROJ/09/86	City Dev	Kate Hoare	Mike Sweet	123 High	1	Spring 2010	£57M	£57M	Updated 29.9.09	2014/15	2016/17	Oct 09	
Callington Road Link Road	Feasibility	PROJ/09/105	City Dev	Alun Owen	Colin Walker	79 High	1 on 18/01/13		£83M	£83M	Updated 24.6.09	2018/2019	2021/22	8 Aug 09	Project Suspended. No Highlight Report until Jan 2010
Greater Bristol Bus Network	On site	PROJ/09/064	City Dev	Geoff Mills	Steve Riley	96 High	4		£19.75M	£19.75M	Updated 11.12	June 2008	May 2012	11-Dec-09	
Cycling City	On site	PROJ/09/88	City Dev	David Bishop	Ed Plowden	83 High			£22M	£22M		Oct 2008	March 2011	Nov 09	HR in hand. RR has lots of parts incl S Glos
M32 Park & Ride	Feasibility	PROJ/09/89	City Dev	Alun Owen	David Prosser	130 High	0		£35M	£35M	Updated 11.12	2013/14	2016/17	1-Dec-09	Within BRT Line 3 figures
Colston Hall	Complete	PROJ/09/90	City Dev	Kate Davenport	Andrew Searle				£20.39M	£20.39		Jan 2007	Apr 2009	22 June 09	Now Complete
Museum of Bristol	On site	PROJ/09/019	City Dev	Stephen Wray	Julie Finch	119 High			£26.5M	£26.5M	Updated Oct	Jan 2008	Mar 2010	1-Dec-09	
Junction 3	Feasibility	PROJ/09/91	City Dev	Alun Owen	Kate Davenport	78 High			£8.4M	£7.9M	Updated 4.8.09	June 2010	Dec 2011	Nov 09	Not using Highlight Reports
City Docks Infrastructure	On site	PROJ/09/92	City Dev	Alun Owen	Richard Smith	86 High			£12M	£10.5M	Updated Nov 0	Sept 2008	May 2010	18 Nov 09	
Lockleaze Development Programme	Feasibility	PROJ/09/93	City Dev	Kate Hoare	Dan Offord	84 High			To be determined		Updated 22.6.09	Nov 2007	Autumn 09 Stage 1	22 June 09	TBC
Knowle West Regeneration Framework	Feasibility	PROJ/09/30	City Dev	Alun Owen	Paul Owens	102 High	0		£2.6M	£2.6M	Updated 8.7.09	Nov 2008	Dec 2009	16 Dec 09	
Kingswear and Torpoint	Feasibility	PROJ/09/94	City Dev	Alun Owen	Jawahar de Sousa				Finance Report.xls		Updated 8.7.09			11 Dec 09	
Westmoreland House	Feasibility	PROJ/09/95	City Dev	Alun Owen	Jan Reichel										No documents needed yet
High Street/Wine Street	Feasibility	PROJ/09/96	City Dev	Alun Owen	Jan Reichel				£125M	£125M				22 Jun 09	No documents needed yet
Office Accommodation	On site	PROJ/09/002	City Dev	Alun Owen	Ian Parr				£5.6M	£5.6M	Updated Oct	April 2007	June 2013	9 Dec 09	
Priority Stock Programme-Prefab Redevelopment	On site	PROJ/09/97	N'hoods	Tim Bruce	Martyn Pursey				£34,826,699	£34,826,699		Jan 2007	2014	4 Aug 09	Risk log currently being updated
Priority Stock Programme-PRC Redevelopment	On site	PROJ/09/98	N'hoods	Tim Bruce	Phil Spencer				£1.3M		Updated 4.8.09			4 Aug 09	Alison Napper sending 4p's
Hengrove Park Leisure Centre (PFI)	Feasibility	PROJ/09/99	N'hoods	Steve Moore	Stuart Woods	76 High		see notes	£22.6M	£22.6M	Updated 11.12	Feb 2010	Autumn 2011	14 Dec 09	Not doing Gateway Review 3 prior to financial close
Primary Review (inc. Strategy for Change)	On site	PROJ/09/100	CYPS	Kate Campion	Mick Branaghan	92 High	3		£46M	£46M	Updated 30.6.09	2008	2010 (Phase 1)	Nov 09'	
Building Schools for the Future-Wave 4	On site	PROJ/09/101	CYPS	Kate Campion	Bob Rutherford	66 Medium			£105.3M	£105.3M	Updated 10.7.09	Feb 2009	May 2011	Nov 09'	Different document format used
St Pauls Children's Centre/Welsman House	Feasibility	PROJ/09/102	CYPS	Kate Campion	Mick Branaghan	97 High	2		£10.5M	£10.5M	Updated 25.6.09	1 Sept 2010	Sept 2013	Sept 09'	Different document format used
Academies Programme	Feasibility	PROJ/09/103	CYPS	Kate Campion	Bob Rutherford	116 High			£45.79M	£45.79M	Updted 10.7.09	Jan 2009	Aug 2012	Nov 09	Different document format used
Pathfinder Modifications	On site	PROJ/09/104	CYPS	Kate Campion	Bob Rutherford	111 High			£7.30M	£7.30M	None produced	Dec 2008	To be agreed	Nov 09	Different document format used
Development and Regeneration Company			N'hoods	Nick Hooper	TBA				£250K to develop business case			To be agreed	To be agreed	22 May 09	No documents needed yet
Parks & Green Spaces (Strategy)	Feasibility	PROJ/09/076	N'hoods	Steve Moore	Jennifer Mackley	117 High	1		£161M over 20 yrs	£161M	Updated 1.7.09	Oct 2008	2028	27 Nov 09	D Langdon to update RR.

PROGRESS REPORTS FOR I&DB

Project Name	Cycling City. NB this report concentrates on the Bristol delivery, although the project is a joint project with South Glos.
Key Project Dates	<p>Please see accompanying spreadsheet for more detailed milestones</p> <p>The project started in October 2008 and completion is March 2011.</p> <p>Infrastructure: In Bristol we achieved some quick wins in Year One, notably the first phase of the Northern Route (a path through St Werburghs) and the Prince Street Bridge scheme. Year Two is the current year and we are moving into to the year two implementation stage for infrastructure, all schemes have received planning consent and have been tendered, with schemes focusing on Connecting to current infrastructure – in East Bristol facilitating access to the Railway Path and in West Bristol facilitating access through the Cumberland Basin.</p> <p>We are also implementing two 20mph limit areas, a signing approach and have currently delivered approx 900 extra on street Sheffield Stands</p> <p>A number of Year three designs are in progress.</p> <p>Smarter Choices:</p> <ul style="list-style-type: none"> • To date we have started engagement with over 62 employers, including 8 of the largest local employers with over 71,000 staff between them, all of whom are at different stages of cycle-friendliness. • 9500 Households in targeted areas have been contacted and 1977 “quality conversations” have resulted, leading to demands for further information, training, bike servicing & loan bikes. • We are working with prison to develop a workshop able to produce cheap, good quality recycled bikes • Over 60 events were sponsored or attended by Cycling City during spring/summer/autumn • 15 community groups have received approx £80,000, with the key aim of increasing the number of cyclists • Over 7000 cyclists made it the biggest ever Bristol's Biggest Bike Ride • A website is now operational <p>Schools</p> <p>33 schools have signed up as Bike It schools, the majority of whom have run events and installed cycle parking - in some the parking is already over-subscribed. The number</p>

	of children Bikeability trained has more than doubled to a total of almost 3000, ahead of target
Budget (To identify current budget and expected outturn figures and budget pressures.)	<p>Cycling England awarded £11.4m for Greater Bristol. BCC and SGC agreed to match this amount, bringing the total Cycling City investment to £22.8m.</p> <p>Planned expenditure for BCC:</p> <ul style="list-style-type: none"> - Infrastructure 5.1624m - Schools 0.9648m - Smarter choices 0.9648m - Communication, marketing and admin £1.1m <p>Total = 8.208m (72% of total budget)</p>
Risk Management	<p>Key risks:</p> <ul style="list-style-type: none"> - Not achieving targets to double cycling in Bristol due to extremely short timescale of the project. Mitigation: regular reviews of programme and associated costs and regular progress updates to the Project Board. - Availability of matched funding. Mitigation: agreement of new target by Cycling England (achieved). - Reputation management problems. Mitigation: communication strategy in development. - Needs to be effective partnership working between BCC and SGC. Mitigation: regular meetings across the teams and support from senior management.
Other key issues/problems/blockages that need to be raised	<p>Need to ensure that there is a policy framework for ensuring that Cycling continues to be prioritised</p> <p>Stakeholder engagement has not been a smooth process and this has contributed to the continued reputational problems for the project, with the Bristol Evening Post in particular being hostile</p>

Museum of Bristol public realm infrastructure

UPDATE REPORT

1. Background

1.1 Essential public realm works to complete the setting of the Museum of Bristol, and to ensure safe access for visitors, for servicing and for general traffic accessing the wharf to the west were to be provided by development to the rear of the museum by Umberlade (Wapping Wharf) Ltd.

1.2 The recession has delayed delivery of the development and therefore the public realm works. A bid was made to SWRDA by Umberlade for a £6.5m loan from the Regional Infrastructure Fund to bring forward the delivery of the infrastructure for the development, including the public realm works. This bid was unsuccessful, but it was intimated by SWRDA that a lesser sum may be available to secure the essential transport component to the infrastructure – principally the Bus Rapid Transit (BRT) route through the site. BCC was invited to prepare a bid for this lesser sum which amounted to up to £2m (also on a loan basis secured by Sec 106).

1.3 The early delivery of the public realm works and BRT route requires the co-operation of Umberlade in allowing access to their land, and agreeing to the repayment of costs of the works, by amendments to their S106 planning agreement. Provision of these works by BCC has not been budgeted for in the Museum of Bristol project, although a £500,000 contingency sum has been set aside for interim works should Umberlade not release their land and/or funding from SWRDA not be forthcoming.

2. Current position

2.1 A meeting has been held with Umberlade to seek their agreement in principle to BCC bringing forward the construction of essential access and public realm infrastructure associated with the museum project and which was to have been provided by the Wapping Wharf development.

2.2 Their agreement is necessary for a number of reasons:

1. A strip of land approx 5m deep and currently in Umberlade's ownership will need to be acquired or made available for Bus Rapid Transit. Currently, the land in question is leased to NCP for surface car parking.

2. Museum Street will need to accommodate surface water drainage from the Wapping Wharf site, so this will need to be installed, with connecting spurs into the site, and a main outlet into the harbour across Council land to the west of the museum (Princes Square).

3. The BRT route is likely to become adopted highway.

4. It would be highly desirable to secure a temporary pedestrian access across the Umberslade site, between Cumberland Road and Princes Square. This would be along the route of a permanent link identified in Umberslade's planning consent (Gaul Ferry Steps), and would require the formation of levels, temporary surfacing, lighting and security fencing. This will bring high volumes of pedestrian traffic past the museum which would benefit the ground floor café.

5. It would also be desirable to gain access across the area currently leased to NCP for use by coaches bringing visitors to the museum. The access would be a temporary provision of an eventual one-way circulation route for coaches (Rope Walk) which allows them to enter and leave the museum drop-off point without reversing.

6. Adjustments to the S106 agreement with Umberslade will be needed, to enable the Council to recoup the cost of these works, and the laying out of a new public space to the west of the museum. Currently the S106 merely requires Umberslade to do the construction works themselves as part of their development.

7. The Council be making a bid to SWRDA for Regional Infrastructure Funding to carry out these works, and they will need to be satisfied there are provisions for the repayment of this funding, and the bid meets the criteria for RIF. The essential component of any bid will be the transport benefits it will bring to the project, and the positive impact the provision of the works will have on the development programme.

8. The museum is due to open in mid-2011 when it will be necessary to have completed public realm works around the building. Further disruption from BRT construction and infrastructure works for Wapping Wharf post-2011 must be avoided.

9. Finally, SWRDA's RIF panel will be meeting in December to decide on the allocation of funding to this project.

2.3 The Council can offer Umberslade a number of benefits in co-operating with this early infrastructure provision:

1. A drainage easement across BCC land will enable them to dispose of surface water run-off into the harbour, and also potentially a route for cooling water extraction. Ready-made drainage connections would also be installed.

2. Adjustments to the S106 could improve Umberslade's cash-flow and reduce their financing exposure by deferring payments and contributions until they have started to generate receipts. Currently, many works, payments and contributions have to be provided on commencement.

3. An improved environment around the museum to improve development potential

4. A rapid transit route and stop right alongside and serving their development, already installed, thereby minimising future disruption and improving development potential.

3. Umberslade's position

3.1 Currently, Umberslade do not need to co-operate. They have just re-financed the site, their tenants are bringing in sufficient revenues to service the finance, and they are not inclined to carry out expensive infrastructure works whilst there is little likelihood of development proceeding because of the current economic climate.

3.2 They had no issue with the release of land for the implementation of Museum Street, but took the view that once the works had been completed, their obligation to carry them out would fall away. Therefore they would not be liable to meet the cost of implementation through the S106. This was especially so because BRT would have had to provide the route to their specification if the Wapping Wharf development hadn't been happening.

3.3 They are willing to work with the Council but made it clear it would have to be worth their while. They accepted that there were adjustments that could be made to the S106 'triggers' to ease financing and cash-flow, but in itself, they did not feel this would encourage an early start with development. They would want to look at the Affordable Housing obligation – not in terms of the % of AH but the tenure mix – introducing some shared equity – previously resisted by the Housing Enabling Team, but seemingly welcomed by RSLs. It was made clear to them that such an adjustment may not be possible. The works to Museum Street and Princes Square are unlikely to require the full £2m that SWRDA claim may be available – Umberslade had estimated £600 – 650K. Even with the BRT 'extra specification', there may be some 'float' which could be applied to elements within the Umberslade site, such as the formation of levels within Block A (at the W end of the site). This would in turn enable the provision of the pedestrian route down from Cumberland Road (to temporary finish). This float could also be applied to some of the highways works which are also required to be carried out prior to commencement.

3.4 The provision of a temporary route for coaches through the NCP site would require the relocation of the car park. In fact relocation would also facilitate the release of the strip of land for Museum Street. Moving NCP to the upper level on the south side of the site has been discussed with highways colleagues who feel that the use of the existing accesses onto Cumberland Road may be acceptable.

3.5 Umberslade concluded that they may be prepared to put their original estimated sum for Princes Square (£300 – 350K) into a repayment contribution, but BRT should be providing the repayment for Museum Street

as their scheme would be substantially altering the design. There may be room for further negotiation around this.

4. Next Steps

4.1 Richard Holden is meeting with SWRDA's scheme evaluator w/c 9 Nov. It is hoped to establish certainty over the availability of the funding and what SWRDA's criteria are for its application.

4.2 Umberlade are to prepare a further breakdown of their infrastructure cost estimates to allow disaggregation of costs for a revised bid, and to set out more specifically what they want as benefit for their continuing involvement.

4.3 BRT team are preparing estimates for the engineering works necessary for Museum Street.

4.4 RH will prepare a bid document for appraisal by SWRDA in time for submission to the RIF Panel in December. In parallel with this, designs need to be brought forward for the public realm along Museum Street and Princes Square. City Design Group could provide this service and are awaiting instruction. In any case a design factor statement has been in preparation.

4.5 The continuing uncertainty over availability of external funds and ability to secure these within an acceptable timescale would suggest that diversion of the £500k public realm contingency sum back into the Museum building project contingency would not be advisable at this stage.

Richard Holden

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Cabinet Report Draft

September 2009

Title: CYPS Capital Programme 2010/11

Author: Mick Branaghan (Service Manager - Capital, Assets and Access)

Introduction

1. Appendix 1 identifies the CYPS 2010/11 Capital Programme. The 2010/11 programme falls within the final year of the three year funding cycle which was confirmed to the authority in the autumn of 2007.
2. The DCSF will confirm the next three year cycle (2011/12 to 2013/14) in the autumn of 2010. Ministers have hinted that the funding is likely to be substantially reduced when compared to the previous three year cycle. The investment programme for CYPS may need to be reviewed in the light of the funding availability from 2011.

Current Cabinet Approvals

3. Detailed design and construction is due to commence on the following projects in 2009/10:
 - a. Bishopston Primary School (CAB 73.4/09);
 - b. St Paul's Co-location Project (CAB 44.1/08);
 - c. Elmlea Infant School (CAB 19.10/09);
 - d. Sea Mills Infant School (CAB 19.10/09);
 - e. Parson Street Primary School (CAB 19.10/09);
 - f. Bankleaze Primary School (CAB 19.10/09);
 - g. Victoria Park Primary School (CAB 19.10/09).
4. Feasibility studies and Cabinet approvals are needed for the following schemes:
 - a. Weston Park/Bluebell Valley Amalgamation;
 - b. Whitehall Primary School Expansion;
 - c. St Barnabas Primary School Expansion;
 - d. May Park Refurbishment;
 - e. Temporary Classroom Accommodation.

Bishopston Primary Project Expansion

5. Cabinet have already approved 1FE provision at Bishopston on the Brunel Field site. Planning will consider the application for this scheme on 21st October 2009.
6. Members have asked that officers look to expand the new school to 2FE. It is proposed that this would be achieved by purchasing land from Persimmon Homes and a 1FE extension to the existing scheme be designed for planning approval early in 2010.
7. The existing scheme is budgeted to cost £5,134,205. The cost of the extension is estimated to be £3,465,795. The additional land purchase may cost £1,500,000. Property officers are currently negotiating with Persimmon Homes a suitable deal.

Item	Cost	Running Total
Land Purchase	£1,500,000	£1,500,000
Construction Costs	£8,700,000	£10,200,000
Previous Approved Budget (CAB 73.4/09)	(£5,234,205)	£4,965,795
	Budget Shortfall	£4,965,795

8. The immediate cost of land purchase could be met from funds previously agreed by Cabinet for the Key Stage 3 and 4 PRU (north) funded from the New Places Grant (2008/9 £100,000 and 2009/10 £900,000) plus funds drawn down from allocations previously made for the new school at St Barnabas in the New Places Grant (2009/10 £2,000,000).
9. It is the understanding of the Strategic Director – Children, Young people and Skills that the leader of the Council has suggested the funding for the extension of the Bishopston School should be funded from central resources.

Risk Evaluation

10. Appendix 2 is a risk assessment for the CYPS Capital Programme. The five critical risks identified are:
 - a. Reduction in capital funding from the DCSF;
 - b. Reduction in realised capital receipts from land disposals;
 - c. Abnormal works not identified during the feasibility phase of project;
 - d. Changing demographics;
 - e. Revised political and service priorities.

Capital Receipts

- 11.** The CYPS Capital Programme requires over £15,000,000 of capital receipts to deliver the projects over the medium term. The generation of the receipts has been at risk during the recession and where the assumed value for a receipt is not realised the recovery of the outstanding balance will fall to the CYPS Capital programme.

- 12.** The receipts include the disposal of:
 - a. Briarwood £1,500,000
 - b. Dunmail £2,500,000
 - c. Bankleaze £300,000
 - d. Kingsdon Manor £2,500,000
 - e. New Fosseyway Secondary School £1,000,000
 - f. Welsman Site £3,300,000
 - g. Elmfield House £2,500,000
 - h. Sea Mills Infant School £1,000,000

CYPS CAPITAL PROGRAMME 2010/11

APPENDIX 1

Programme	2007/8	2008/9	2009/10	2010/11
Modernisation	£5,196,462 ¹	£3,233,354 ²	£3,360,262 ²	£3,360,262 ²
New Places	£3,886,110	£6,926,362	£6,926,362	£6,926,362
School Access Initiative (SAI)	£521,072	£572,374	£572,374	£572,374
Primary Capital Programme	Nil	Nil	£4,898,586	£7,276,586
Extended Schools	Nil	£618,027	£654,814	£338,443
TOTAL	£9,603,644	£11,350,117	£16,412,398	£18,474,027

¹ An advance payment was given which is being recovered at a rate of £577,385k per annum over the next three years.

² This is the revised allocation following return of £577,385 advance payment.

Table One: Schools Capital Allocations

CYPS DRAFT CAPITAL PROGRAMME 2010/11

Project Category/Name	Total Value	Project Description	Capital Source and Value
Pre Primary Review Projects			
Barton Hill Primary School	£6,408,218	To cover overspend associated with the building construction	Previous approvals £5,800,000 Modernisation 2009/10 £308,218 Modernisation 2010/11 £300,000
Elmlea Junior School	£1,879,894	Additional funding to cover increase in tender price following withdraw of cheaper bid by successful contractor	New Places 2006/7 £1,800,000 New Places 2008/9 £25,000 Modernisation 2009/10 £25,000 Modernisation 2010/11 £29,894
Primary Review Phase 1			
New Bishopston Primary	£5,500,000	To increase capacity in the Bishopston and Ashley Wards. The scheme is currently at LEP Feasibility.	New Places 2006/7 £1,544,000 Prudential Borrowing (2006/7) £2,000,000 New Places 2007/8 £845,845 Section 106 (2007/8) £431,832 New Places (2008/9) £178,323 New Places (2009/10) £500,000

Project Category/Name	Total Value	Project Description	Capital Source and Value
Primary Review Phase 1			
Weston Park/ Bluebell Valley Amalgamation	£3,995,000	To undertake re-configuration of Weston Park School – awaiting feasibility.	<i>Modernisation 2008/9</i> £350,000 Primary Capital Programme 2010/11 £1,000,000 Co-location Fund 2009/10 £2,645,000 (subject to further confirmation)
Cabot Primary, Children's Centre and Welsman office complex	£10,500,000	To rebuild Cabot Primary School to increase capacity to 2 forms of entry and incorporate children's centre. (700 new houses are proposed to be built in 2010).	New Places 2008/9 £1,000,000 Capital Receipt (Day Nursery etc) 2009/10 £2,300,000 Section 106 2009/10 £1,500,000 New Places 2009/10 £1,000,000 New Places 2010/11 £1,500,000 Primary Capital Programme 2010/11 £3,200,000
Bankleaze Primary School	£2,440,045	Reduction of capacity and modernisation	Modernisation 2008/9 £350,000 Modernisation 2009/10 £500,000 Targeted Capital Fund 2010/11 £1,150,000
Whitehall Primary School	£6,000,000	To undertake modernisation works to meet suitability and sufficiency shortfalls. This will be linked to the need to provide a children's centre.	New Places 2008/9 £100,000 Primary Capital Programme 2009/10 £250,000 Modernisation 2010/11 £495,954 New Places 2010/11 £2,000,000 Primary Capital programme 2010/11 £604,046 New Places 2011/12 £750,000 Primary Capital programme 2011/12 £700,000 New Places 2012 /13 £1,100,000
Elmlea Infants School	£4,579,533	To undertake modernisation works to make suitability improvements to the school.	Modernisation 2008/9 £300,000 Modernisation 2009/10 £500,000 Primary Capital Programme 2009/10 £1,250,000 <i>New Places (2009/10) £2,379,533)</i> Modernisation 2010/11 £150,000
Sea Mills Amalgamation	£6,4' 118,664	Consolidation of school on one site	<i>Primary Capital Programme 2009/10</i> £1,568,664 Capital Receipt from Sea Mills 2009/10 £1,000,000 Modernisation 2010/11 £900,000 Targeted Capital Fund Application 2008/11 £1,475,000 Primary Capital Programme 2011/12 £750,000 Modernisation 2011/12 £725,000
St Bonaventure's	£300,000	Phase II Works	New Places 2010/11 £300,000

Project Category/Name	Total Value	Project Description	Capital Source and Value
Primary Review Phase 2			
Parson Street Primary School	£2,500,000	To increase size of classrooms and make suitability and sufficiency improvements	Primary Capital Programme 2009/10 £500,000 Primary Capital Programme 2010/11 £500,000 Modernisation 2010/11 £500,000 Primary Capital Programme 2011/12 £500,000 Modernisation 2011/12 £500,000
New Redland/Cotham Ward Primary School (St Barnabus)	£6,000,000	To develop a new school in the Redland area.	New Places 2009/10 £2,000,000 New Places 2010/11 £2,500,000 New Places 2011/12 £1,500,000
May Park	£2,850,000	Possible major refurbishment or new build – awaiting feasibility	Modernisation 2006/7 £250,000 Primary Capital Programme 2010/11 £1,000,000 Primary Capital Programme 2011/12 £1,600,000
BSF/PFI Related Projects			
BSF Sports provision	£699,000	To be used in BSF Wave 4 schemes	Capital Receipt Dunmail 2009/10 £699,000
SEN Projects			
Briarwood Special school @ Whitfield Fishponds	£4,000,000	Revised scheme to undertake modernisation works to locate the special school on one campus at Whitfield Fishponds.	Modernisation 2007/8 £500,000 Modernisation 2008/9 £500,000 Capital Receipt from Briarwood 2008/9 £1,500,000 Capital Receipt from Elmfield 2008/9 £500,000 Modernisation 2009/10 £500,000 Modernisation 2010/11 £500,000
General Projects			
Temporary Classroom Accommodation	£800,000		New Places 2010/11 £800,000
Tree Surgery in CYPs properties	£400,000	Sum to cover essential tree works following arboriculture surveys	Capital Receipt (Elmfield) 2010/11 £400,000

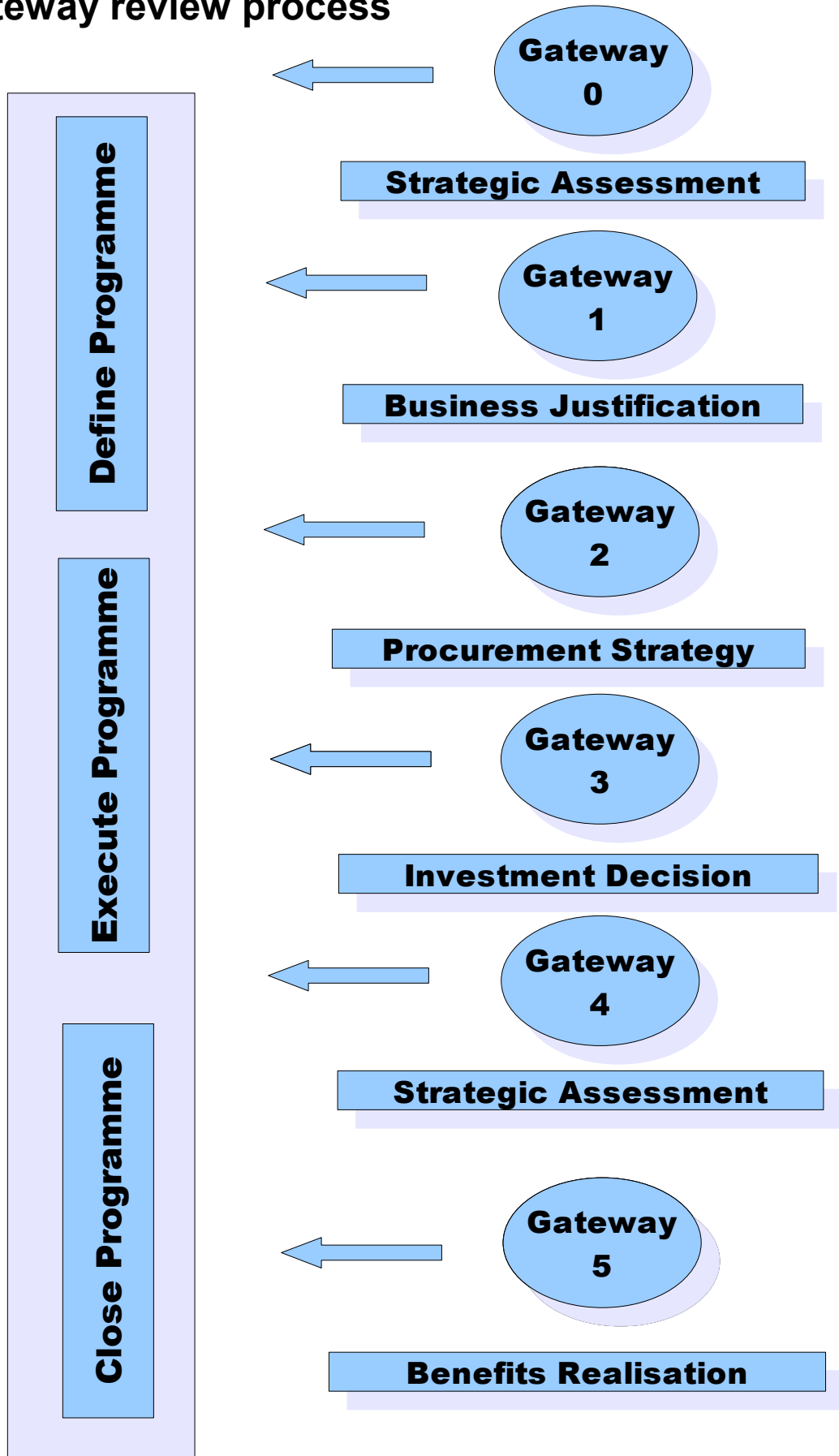
Risk Assessment CYPS CAPITAL PROGRAMME

No.	RISK Threat to achievement of key objectives of the report	RISK CONTROL MEASURES			ASSESSMENT OF RESIDUAL RISK	
		Impact	Probability	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation)	Impact	Probability
1	The funding allocated to a specific project falls short of the required funding requirement following design of the scheme. Additional funding would be required to ensure the scheme is completed.	High	Medium	Ensure that feasibilities are undertaken to an appropriate level of detail to enable realistic prices to be submitted within the capital programme. Report to Cabinet where variance triggers the need within the Financial Regulations to enable a review of project.	High	Low
2	The DCSF reduce or remove future Grant Allocations that fund the Capital Programme. This could affect the viability of the CYPS Capital Programme.	High	High	The DCSF have confirmed the Schools Capital Grant allocations for 2008/9 to 2010/11. The DCSF have warned that the capital funding in future years may mean that programmes may have to be 'stretched'. The CYPS Capital Programme will need to be revised to identify options for 2011/12 and beyond.	High	Medium
3	Capital Receipts that have been provisionally targeted to the Primary Review are not realised due to decline in property values or other Corporate financial priorities. This would put the delivery of Capital Projects in the review at risk.	High	High	Look to re-phasing programme and re-allocating funding.	High	High

No.	RISK	Impact	Probability	Mitigation	Impact	Probability
4	A change in leadership (Council/School) results in changed capital priorities.	High	High	Ensure that there is a sound business case for the Primary Review.	High	Medium
5	Demographics within the city change dramatically (i.e. Birth/mortality rates; immigration or changes in employment market etc.). This could result in the wrong distribution of primary school provision within the city.	High	High	Ensure that forecasts and models are checked regularly.	High	Medium
6	School/service aspirations for improvement exceed approved budget allocations. This could result in schemes overspending.	High	High	Ensure that schools compliance to BB99 is not exceeded and school management team/service manager aspirations are maintained within the budget allocations. Where schools/managers request additional works ensure that it is funded through their Devolved Capital Allocations.	High	Medium
7	The volume of works exceeds LEP capacity. This could result in slippage within the Primary Review Capital Programme	High	High	Ensure that communications with the LEP are maintained at a strategic level. If necessary challenge timelines suggested by the LEP if they do not match officer projections.	High	Medium
8	Volume of work exceeds CYPS officer capacity. This would potentially mean that schemes are not appropriately project managed. The implications are that appropriate financial and contractual monitoring is not achieved in accordance with Financial Regs.	High	High	Funding for additional capacity has been provided to appoint the Primary Capital Projects Officer. Commission additional consultancy assistance and charge the fees to the capital project	High	Medium

No.	RISK	Impact	Probability	Mitigation	Impact	Probability
9	Abnormals are found on commencement of major schemes resulting in unforeseen costs accruing to the scheme to remediate findings.	High	High	During feasibility ensure appropriate surveys are undertaken to reduce risk of abnormalities being identified late in the project.	High	Medium

The wider context of the 4ps gateway review process



INFRASTRUCTURE AND DEVELOPMENT BOARD – 19 NOVEMBER 2009

ASHTON VALE TO TEMPLE MEADS RAPID TRANSIT – LOCAL PARTNERSHIPS GATEWAY REVIEW 1

Background

The Ashton Vale to Temple Meads Bus Rapid Transit scheme (“the scheme”) is subject to a bid (submitted in March this year) to Government for £43m of RFA. Programme Entry approval is anticipated to be imminent and is the necessary precursor to allow the City and North Somerset Councils to make the application for the necessary powers (under the Transport & Works Act) to build and operate the scheme. Full Council permissions are to be sought for the application in January 2010. Following a public Inquiry, Secretary of State approval and completion of the funding process, the scheme will reach construction phase in late 2011 and operation in late 2013/early 2014.

Gateway Review

Whilst the scheme, at £48m outturn, falls short of the DfT criteria requiring a Local Partnerships Gateway Review, the Project Board agreed to fund this process on the basis of the value it would potentially bring to the scheme.

The first Review took place between 27-29 October 2009 with a Review Team comprising Brian Standen Local Partnerships (4ps), Arnold Cohen Business Case Development Manager Transport for London and Steven Hemingway, Rapid Transit Project Manager West Yorkshire Passenger Transport Authority. 21 interviews were conducted, including with key stakeholder representatives of eg DfT, GOSW, the Neighbourhood Planning Network and GWE Business West.

The primary purpose of the first Review is to confirm that the business case is robust – that is, in principle it meets the business need, is affordable, achievable with appropriate options explored and likely to achieve value for money.

The report, for the SRO, on Delivery Confidence is assessed using a 5-point RAG definition. The scheme was assessed as “Amber”, the criteria description for which is:

“Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun”.

This outcome is considered to be appropriate for the scheme at this stage of development.

Headlines are that:

- The project has strong cross party political support and there is a common view that the project needs to be seen to deliver for the reputation and credibility of our ability to deliver projects;
- Stakeholders feel well informed and the communications process has worked well to date;

- Political leaders have acknowledged a willingness to become champions of the scheme which will help to secure public support and;
- There remain a number of key challenges, the first of which is the need to resolve outstanding issues with the DfT, and the impact of the proposed Bristol City Football Club Stadium.

The findings and recommendations of the Review Panel will be the basis of an Action Plan to be taken forward by the Project Board.

Gateway Review 2 will, subject to Project Board approval, follow the Public Inquiry into the scheme next year.

BRISTOL CITY COUNCIL

Infrastructure and Development Board

BRIEFING NOTE

19th August 2009

**Title: Primary Capital Programme
Phase One Project Approvals**

**Officer presenting report: Michael Branaghan, Strategy
Leader – Capital, Assets and
School Organisation**

Contact telephone number: 0117 922 3384

Introduction

1. The Primary Review has been the subject to the following Cabinet approvals:

- 26th January 2009 (CAB 46.1/09)
- 30th October 2008 (Cab 28.10/08) –
- 25th September 2008 (CAB21.9/08) –
- 29th May 2008 (CAB 4.5/08) –
- 25th October 2007(CAB 19.10/07) -

2. The Primary Review is programmed over three phases:

- Phase 1 ... 2008 to 2010
- Phase 2 ... 2010 to 2013
- Phase 3 ... 2013 onward

Progress on Delivering the Primary Review (Phase 1)

3. The Local Education Partnership (LEP) has undertaken feasibility studies on seven projects within the Capital Programme. A report is being prepared for Cabinet on 1st October 2009 seeking the following approvals:

- To take Sea Mills Primary School, Elmlea Infant School, Bankleaze Primary School, Parson Street Primary School, and Victoria Park Primary School forward to detailed design and (if within budget) the construction phase;

- The allocation of £3,889,848 additional funding to the Phase One Programme;
 - That Westbury on Trym Primary School and Bannerman Road Primary School are moved to Phase Three of the Primary Capital Programme and the £5,370,000 funds from these schemes is re-allocated within the Primary Capital Programme;
 - That the Victoria Park Primary School Project is revised and funding reduced from £1,500,000 to £850,000.
4. Appendix A identifies the implications of this request on the Primary Capital Programme. The balance of £1,780,152 will be used to fund the provision of temporary classroom accommodation previously approved by Cabinet (CAB 72.4/09, refers).

Value for Money

5. On 9th March 2006 Cabinet (CAB102.03/06) approved the formation of a Local Education Partnership (LEP) with shareholders being Partnership for Schools (PfS), Skanska and the City Council. The LEP has been established to develop and deliver new education capital projects valued in excess of £500k as well as undertaking work on the BSF capital programme. The Strategic Partnering Agreement (SPA) between the City Council and the LEP was developed on behalf of the DCSF by PfS.
6. Appendix B provides a diagrammatic summary of the interfaces for LEP Projects and the Infrastructure and Development Board Gateway Review Process.
7. The SPA provides the choice of two forms of contract to be entered into:
- a. Fixed Price Contract (where the LEP take the full risk on contract price);
 - b. Target Price (where the risk is shared proportionately)
8. The favoured form of contract between the City Council and the LEP is the Fixed Price Contract. This transfers all financial and project risk to the LEP once the final contract has been signed at the end of stage 2.
9. Since the LEP has been working with the City Council independent cost and technical evaluation has been

undertaken by Faithful and Gould. Faithful and Gould have been asked to undertake an evaluation of the LEP's pricing structure. This evaluation is provided in Appendix C.

10. Faithful and Gould have identified that the LEP has higher costs than the industry norm for Preliminaries, Overheads and Profit, and Management Fees. (see pp 3 – 5 'Bristol LEP – Bristol Primary Schools Cost Benchmarking Report').
11. Appendix D identifies the feasibility cost plans for Parson Street Primary School, Victoria Park Primary School (prior to change of circumstance), Sea Mills Primary, and Bankleaze Primary School.
12. The LEP base construction costs are within the range of benchmark projects identified in Faithful and Gould report (See appendix A of the report, op cite).
13. Abnormals are site specific and also reflect local authority policy and design aspirations and are not easily compared with the benchmark schemes.
14. The Preliminaries on Abnormals within the LEP figure reflect non industry norm elements such as: risk management (6%); LEP Management Fees; and LEP profit. Additionally, the figure contains additional contingency on top of that provided for by the construction contractor. The LEP are required to meet over 200 KPI's above those represented within the industry norm as a requirement established by PfS. These include specific KPI's related to the achievement of the Every Child Matters agenda.
15. The Project Review – 'Readiness to Proceed' documents and 'Project Assessment' documents for Sea Mills Primary School, Elmlea Infant School, Bankleaze Primary School, Parson Street Primary School, and Victoria Park Primary School are provided in Appendix D.

Recommendation

16. That the Infrastructure and Development Board support the following proposals to be presented to Cabinet on 1st October 2009:
 - That Sea Mills Primary School, Elmlea Infant School, Bankleaze Primary School, Parson Street Primary School, and Victoria Park Primary School

are taken forward to detailed design and (if within budget) the construction phase;

- The allocation of £3,889,848 additional funding to the Phase One Programme;
- That Westbury on Trym Primary School and Bannerman Road Primary School are moved to Phase Three of the Primary Capital Programme and the £5,370,000 funds from these schemes is re-allocated within the Primary Capital Programme;
- That the Victoria Park Primary School Project is revised and funding reduced from £1,500,000 to £850,000.

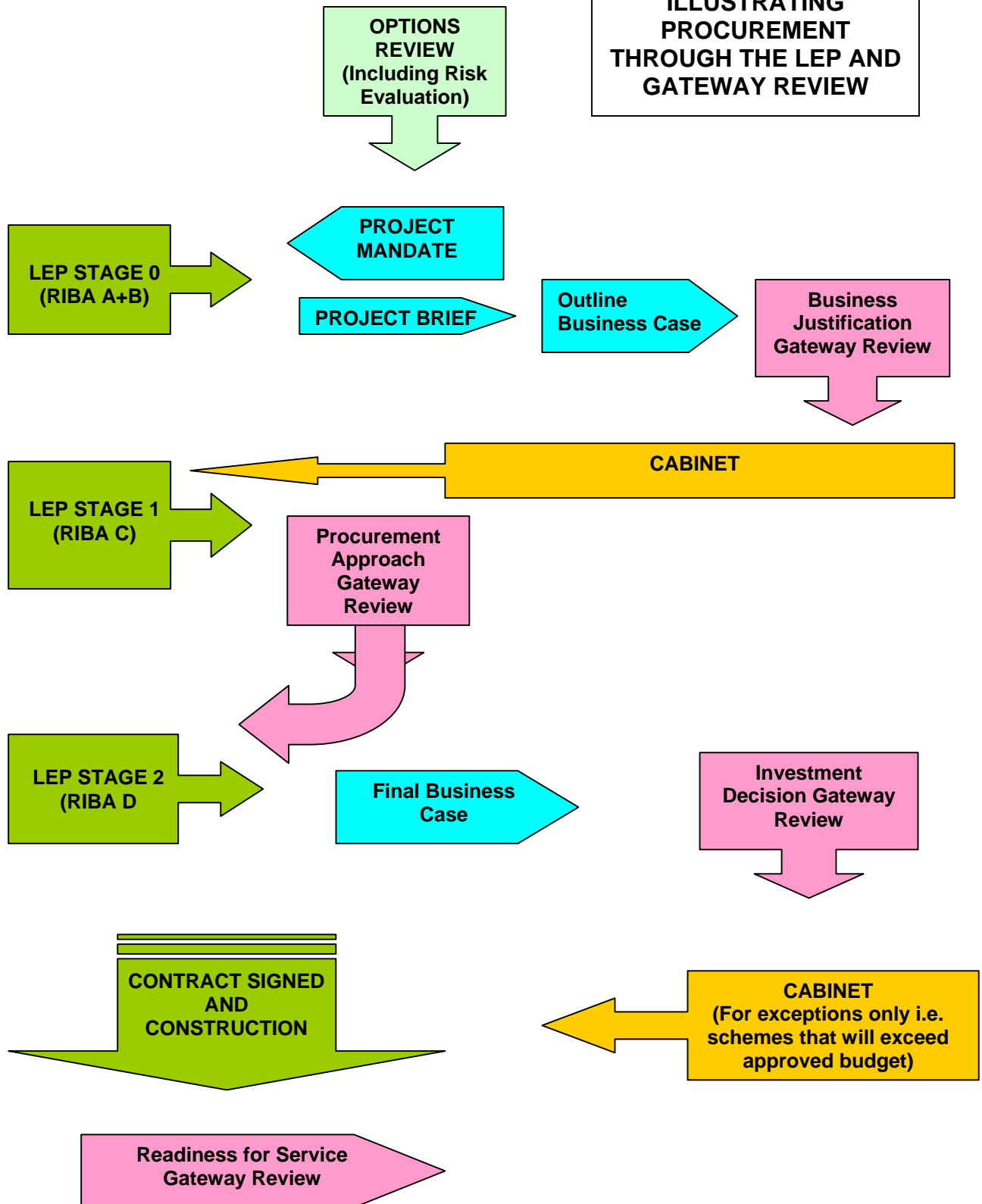
APPENDIX A

Project	Fixed Cost	Approved Budget	Shortfall	Proposal	Actual Funding
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	Proposal				Requirement
Westbury on Trym	£6,901,751	£2,720,000	+£4,181,751	Move project to Phase Three and re-phase funding allocation in to the Phase One programme.	+£2,720,000
Bannerman Road	£2,211,760	£2,000,000	+£211,760	Move project to Phase Three and re-phase funding allocation in to the Phase One programme.	+£2,000,000
Victoria Park Primary School	£2,144,105	£1,500,000	+£644,105	School have applied to adjudicator not to expand. The budget is to be reduced to £850,000. The remaining fund to be returned for re-allocation in to the Phase One programme.	+£650,000
Sea Mills Primary	£6,418,664	£5,900,000	(£518,664)	Approve option C2 and find the additional £518,664 from within the CYPS Capital Programme	(£518,664)
Bankleaze Primary	£2,440,045	£2,070,000	(£370,045)	Approve option 5.1A and find the additional £370,045 from within the CYPS Capital Programme	(£370,045)
Parson Street Primary School	£2,821,606	£2,500,000	(£321,606)	Approve option B3 and find the additional £321,606 from within the CYPS Capital Programme	(£321,606)
Elmlea Infant School	£4,879,533	£2,500,000	(£2,379,533)	Approve the proposal and find the additional £2,379,533 from within the CYPS Capital Programme	(£2,379,533)
				FUNDING (SHORTFALL)/SURPLUS	+£1,780,152

APPENDIX B

DIAGRAM
ILLUSTRATING
PROCUREMENT
THROUGH THE LEP AND
GATEWAY REVIEW



APPENDIX C

See 'Bristol LEP – Bristol Primary Schools Cost Benchmarking Report', Faithfull and Gould, 29th July 2009

See feasibility cost plans for Parson Street Primary School, Victoria Park Primary School (prior to change of circumstance), Sea Mills Primary, and Bankleaze Primary School.

**Project Review – ‘Readiness to Proceed’ documents and
‘Project Assessment’ documents for:**

- Bankleaze primary School;
- Sea Mills Primary School;
- Victoria Park Primary School;
- Parson Street Primary School;
- Elmlea Infant School.

4ps Project Assessment Spreadsheet - Version 9.0

Programme/Project Details

Programme/project name or title	Primary Review (Primary Capital Programme)
Programme/project description	Implementation of the Primary Review Phase 1
Programme/project type	
For programmes only, list name of supporting projects	Bankleaze Primary, Sea Mills Infant and Junior, Millpond Primary, Weston Park Primary, Cabot Primary, Parson Street Primary, Whitehall Primary, Victoria Park Infant and Junior, Waycroft Primary/Burnbush and Stockwood Primary, Bishopworth Jnr and Highridge Inf, Millpond Primary School
If a project, provide, where applicable, the name of the overarching programme	
Local Authority name	Bristol City Council
Total (whole life) costs of the programme/project to be reviewed	£46m
Proposed contract/service length (yrs)	
Proposed procurement arrangements (e.g. conventional/PFI/PPP/strategic partnership)	LEP
Expected Gate (0,1,2,3,4,5)	Project Review 3 - Investment Decision (for individual projects)
Gateway review requested for week commencing (6-8 weeks notice is required)	Review requested for 20th July 2009 (5 projects):Bankleaze, Elmlea Infants, Parson Street, Sea Mills, and Victoria Park.
Expected date of next 4ps Gateway Review	
Date of first issue of PAS	19th June 2009
Date of current update/version number	19yj June 2009 ver 1

Project Owner

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Data Protection Act 1998

It is intended that the data collected via this form will be used by the Public Private Partnerships Programme (4ps) for its own purposes and also to inform other areas of Local Government Association (LGA) business. Issues related to the use of personal data within this form should be addressed to the 4ps Gateways Team on 0207 808 1474 or by email at gateways@4ps.gov.uk.

Risk Assessment

	Maximum Score	Allocated Score
Strategic Context	15	5
Business Impact	73	34
Delivery Capacity	43	17
Technical Factors	68	36
Total	199	92

Risk assessed as:

High

Strategic Context

Stakeholder Involvement

What is the complexity of stakeholder involvement?

- Small number of stakeholders
- Wide range of stakeholders
- Stakeholders still to be identified

Comments

External Drivers

To what extent is the project dependent on and connected to other projects and wider organisational changes?

- Stand alone project
- Supports another authority initiative
- Dependent another authority initiative
- Supports cross-cutting initiative
- Dependent on cross-cutting initiative
- Legislative requirement

Comments

Local Public Service Agreement

To what extent is the project linked to a Local Public Service Agreement target?

- Not linked
- Important
- Essential

Comments

Business Impact

Potential Benefits

What is the total value of the anticipated business benefit that the project will deliver? (Advice on calculating business benefit is available in the Treasury Green Book)

- Less than £1 million
- £1 million to £5 million
- £5 million to £10 million
- £10 million to £50 million
- £50 million to £100 million
- More than £100 million

Comments

Costs

What is the whole life cost of the project, including all bought in and inhouse costs? (Advice on calculating whole life cost is available in the Treasury Green Book)

- Less than £1 million
- £1 million to £5 million
- £5 million to £10 million
- £10 million to £50 million
- £50 million to £100 million
- More than £100 million

Comments

Staff Affected

Number of people affected within organisation

- Less than 10 staff
- 10 to 25 staff
- 26 to 50 staff
- 51 to 100 staff
- 101 to 250 staff
- Over 250 staff
- Entire organisation

Comments

Business Process Change

What impact will the project have on the organisation's business processes both during its development and after implementation? (Select all that are applicable)

- Not significant
- New business process
- Significant re-training
- Significant organisational restructuring
- Significant staff & equipment move
- Transfer of staff / outsourcing

Comments

Impact on Service Users

What will the impact of the project be on service users?

- Internal impact only
- Some changes to an existing service
- Major changes to an existing service
- New service

Comments

Complexity of Contractual Arrangements

How complex are the contractual arrangements?

- Single supplier
- Multiple suppliers with prime contractor
- Multiple suppliers, no prime contractor

Comments

Empty box for comments.

Impact on Organisation

What will the project's impact on the organisation be?

- Single service area
- Multiple service areas
- Corporate

Comments

Empty box for comments.

Delivery Capacity

Authority Type

What is the type of authority conducting the project (County Councils, Big Metropolitan Authorities, London Boroughs, Unitary Authorities and Districts are likely to have different risk profiles)

- County Council
- Metropolitan Authority
- London Borough
- Unitary Authority
- District Authority
- Other

Comments

Comprehensive Performance Assessment

What is your council's Comprehensive Performance Assessment rating? (if n/a record as fair)

- Excellent
- Good
- Fair
- Weak
- Poor
- Not applicable

Comments

Team Experience

What is the allocated project team's experience of successful delivery of this type of programme/project?

- Experienced team
- Team with some experience
- Team with limited experience

Comments

Team Resource

Has the authority allocated adequate resource to the project yet?

- Fully resourced
- Most key posts filled
- Posts to be allocated

Comments

Supplier Resource

Has the supplier allocated the agreed resource to the project?

- Supplier not involved at this stage
- Fully resourced
- Most key posts filled
- Posts to be allocated

Comments

Technical Factors

Innovative Approach

To what extent does the programme/project depend upon the implementation of an innovative solution to meet the business requirement?

- Proven solution, proven application
- Proven solution, new application
- New solution, proven application
- Unproven approach

Comments

IT Related Criteria

Scope of IT Services and Supply

Which of these activities will be undertaken by the IT supplier? *(Select all that are applicable)*

- Not applicable
- Deliver infrastructure
- Packaged software
- Bespoke application
- Packaged software & some bespoke work

Comments

IT Integration Issues

To what extent will the project need to develop interfaces to existing IT systems and processes?

- Not applicable
- Standalone - no integration
- Data migration
- Some links to legacy systems
- Extensive links to legacy systems

Comments

Construction Related Criteria

Scope of Construction Elements

What do the property and construction elements of the programme/project involve? *(Select all that are applicable)*

- Not applicable
- Acquiring/disposing of assets (including lease renewal)
- Acquisition of services including managed workspace
- Acquiring assets involving construction
- Construction procurement eg, Design & Build

Comments

Nature of Construction

What is the nature of the construction? *(Select all that are applicable)*

- Not applicable
- New construction
- Extension
- Refurbishment

Comments

There is a mix of project type in the programme. Some projects are complete new build and others are refurbishment.

Site Occupation

What will the status of the occupation of the site be during the project?

- Not applicable
- Unoccupied site
- Occupied site but segregated
- Involves phased decants
- Occupied and remaining in use
- Occupied, in use and open to the public

Comments

Empty comment box for Site Occupation.

Type of Facility

What are the features of the facility that impacts on its complexity?

- Not applicable
- New or existing facility, standard construction
- New or existing facility, non-standard construction
- Facilities with planning or heritage sensitivities

Comments

Empty comment box for Type of Facility.

Site Constraints

Are there any constraints that will affect the site development? *(Select all that are applicable)*

- Not applicable
- Limited site knowledge
- Site access
- Environmental issues
- Location

Comments

Empty comment box for Site Constraints.