



## OVERVIEW & SCRUTINY PROJECT

### 1. Project Start Report (PSR)

(Incorporates justification, business case and approval stages).

<b>Scrutiny Project Group (SPG) Name:</b>	<b>Town Centre Review</b>
<b>Date of PSR:</b>	<b>June 2017</b>
<b>Person completing PSR:</b>	<b>Councillor Howard Borrell, Lead Member, and Rachel Lenthall, Project Support and Management</b>
<b>Service Manager / CMT Responsibility</b>	<b>Neil Johnson</b>
<b>Sponsor :</b>	<b>Rachel Lenthall, Senior Democratic and Scrutiny Officer</b>

#### 1.0 Opportunity / Idea and Background

- 1.1 Aim to identify and/or establish existing plans and strategies in respect of Chesterfield town centre and ensure that the plans are fit for future purpose.

#### 2.0 Project Aims / Objectives

- 2.1 To ensure each area of responsibility within the Council works in partnership with others to ensure a joined-up cohesive approach to future changes and contributes towards a shared vision for the town centre.

#### 3.0 Proposed / Expected Benefits

- 3.1 This project aims to support the Council Plan priority “to make Chesterfield a thriving borough.” To achieve this, the project’s aim is to ensure that all developments that may have linkage to the town centre consider their impact, eliminate unwanted surprises and have a joined-up approach to support the vision for the town centre.
- 3.2 Within this priority, the project will focus on the objectives “to develop our great town centre” and “to make sure that local people benefit from growth in Chesterfield Borough.” The town centre is the focal point for



the area and the project will seek to ensure it broadens its offer, appeal, and its connectivity.

#### **4.0 Scope**

- 4.1 The project will identify and review all existing plans/developments relating to the town centre and those that have an impact on the town centre.
- 4.2 Once identified, the group will assess whether the strategies/plans are in need of refinement i.e. not up to date, and working in partnership with other developers and stakeholders towards a shared vision.
- 4.3 Where strategies/plans require revision, the group will review the strategies/plans and provide input.
- 4.4 The group will seek input from visitors, residents and traders when looking to identify ways to enhance the town centre as a visitor experience, and will identify the most viable proposals.

#### **5.0 Project Analysis**

- 5.1 Chesterfield is historically a market town, however, due to the shift to online sales and increase in out of town shopping areas, footfall into the town centre has dropped.
- 5.2 Several large developments are planned for Chesterfield which will provide a boost to the economy and visitor numbers. These developments will bring a mixture of improvements including:
  - better access and transport arrangements within the town centre and to the town from other locations;
  - new hotel accommodation in the town centre and nearby;
  - more office and retail units;
  - a new major leisure resort, visitor attraction and university campus within easy reach of the town centre;
  - new restaurants and bars;
  - more houses and apartments close to the town centre;
  - modernised parking spaces in the town centre.
- 5.3 These developments all vary in size and require different levels of funding. There is also a mixture of Council led projects and projects led by other bodies but in receipt of support from the Council. This poses a risk that the developers of the projects may not consider how their



plans support the vision for Chesterfield and sit in partnership with other developments planned for the town centre.

- 5.4 The common aim in all these developments is to drive regeneration and economic growth in Chesterfield. This scrutiny project seeks to ensure that there is a joined up approach by the Council when it considers, supports and enables these developments and plans to be carried out.
- 5.6 Using the data gathered from visitors, residents and traders on the town centre, the group seeks to identify viable changes that will broaden and enhance the town centre mix with a new emphasis on finding ways to increase the length of stay and encourage activities from mid-afternoon to evening. Where improvements are suggested a full analysis of the corporate impact will take place.

## **6.0 Options**

- 6.1 Initially, the review would look to identify all the projects being undertaken in the town centre and nearby. If there are projects not included in the Town Centre Masterplan, it could be recommended that this is revised to include these developments. It may also be suggested that key development areas that do not currently figure in any plans be assessed for their potential inclusion.
- 6.2 The project group will be investigating what systems or processes are in place to ensure that developers and project managers on different projects in Chesterfield consult each other through the planning and implementation process. The review may discover that this system is already in place; in this situation, the project group can review if this system is working effectively.
- 6.3 The project group will examine the existing tourism offer and look to identify how that can be enhanced to lengthen visitor stay. Should the review identify a need for change it may suggest new initiatives that will aim to stimulate footfall and visitor activity.

## **7.0 Work Schedule and Method**

- 7.1 The project started with a guidance meeting between the Senior Democratic and Scrutiny Officer and Lead Member on 17 May, 2017.
- 7.2 Following this, a meeting was arranged on 7 June, 2017 with the responsible CMT member and Cabinet Member for Town Centres and



Visitor Economy to consult on the ideas for the review and gather information.

- 7.3 The first meeting of the members of the Scrutiny Project Group took place on 21 June, 2017. Members discussed 21 June, 2017 the drafted PSR. A work plan was also agreed, establishing a draft timeline and action plan for the project.
- 7.4 The PSR was sent to the Scrutiny Chairs and Senior Democratic and Scrutiny Officer for consideration and then submitted to the Overview and Performance Scrutiny Forum for final approval on 27 June, 2017.

<b>SPG project start date :</b>	9 May, 2017
<b>Final SPG report completion date :</b>	unknown
<b>SPG report to O&amp;S Management Team:</b>	unknown
<b>SPG report to OSC on :</b>	unknown
<b>Cabinet Member / WBR deadline :</b>	unknown
<b>OSC report to (ie) Cabinet on :</b>	unknown

## **8.0 Financial Appraisal**

- 8.1 The project will be led by Lead Member, Councillor Howard Borrell. Project management and overall guidance and support will be provided by the Senior Democratic and Scrutiny Officer, Rachel Lenthall. This resource is already provided for within the Democratic and Scrutiny section.
- 8.2 Initially, the project group will request input from Neil Johnson, Economic Growth Manager, and the Cabinet Member for Town Centres and Visitor Economy. On specific parts of the review, other officers and Cabinet Members will be identified and consultations will take place. This may require attendance at project group meetings or written submissions.
- 8.3 It is not anticipated that the project will secure a specific financial return however it is hoped that the results of the review will contribute to the success of developments in the town centre which will drive growth in the town centre economy.
- 8.4 Some of the options which may be explored to improve the offer of the town centre may have small financial and resource implications. A full



analysis of the implications of each option will be undertaken before any recommendation is made.

## **9.0 Key Risks and Actions**

- 9.1 The key risk is ensuring there is officer and Cabinet Member support throughout the project. Scrutiny reviews aim to add value, support the delivery of the council plan and ensure public representation in local government. It is hoped that this scrutiny project will provide a valuable input into the plans for the town centre by creating a joined up overview of all the regeneration projects in the town and reviewing how this supports the revitalisation of the town centre. However, there is a risk that without officer or Cabinet Member support, the outcomes may not be based accurate information which would reduce the likelihood of recommendations being accepted by Cabinet and scrutiny adding value.
- 9.2 The amount of developments and plans for the town centre is increasing and if the scrutiny project did not start at this time, scrutiny may lose the opportunity to review the plans for the town centre whilst the developments are on-going and make valuable recommendations.

## **10.0 Recommendations**

- 10.1 Recommendations will be made by the Scrutiny Project Group to the parent Overview and Scrutiny Committee (OSC) at the end of the scrutiny project. OSC will consider the work and agree any recommendations to Cabinet or other decision making body(ies).

## **11.0 Project Team Structure**

- 11.1 The Lead Member for the Scrutiny Project is Councillor Howard Borrell.
- 11.2 The support officer for the Scrutiny Project is Rachel Lenthall, Senior Democratic and Scrutiny Officer.
- 11.3 The members of the Scrutiny Project Group are as follows:

*Councillor Howard Borrell (Lead Member)*  
*Councillor Kate Caulfield*  
*Councillor Vickey-Anne Diouf*  
*Councillor Shirley Niblock*  
*Councillor Nick Redihough*  
*Councillor Kate Sarvent*



## 12. Project Approval

12.1 This project has been approved for addition to the Scrutiny Work Programme by the Overview and Performance Scrutiny Forum (see consent date below).

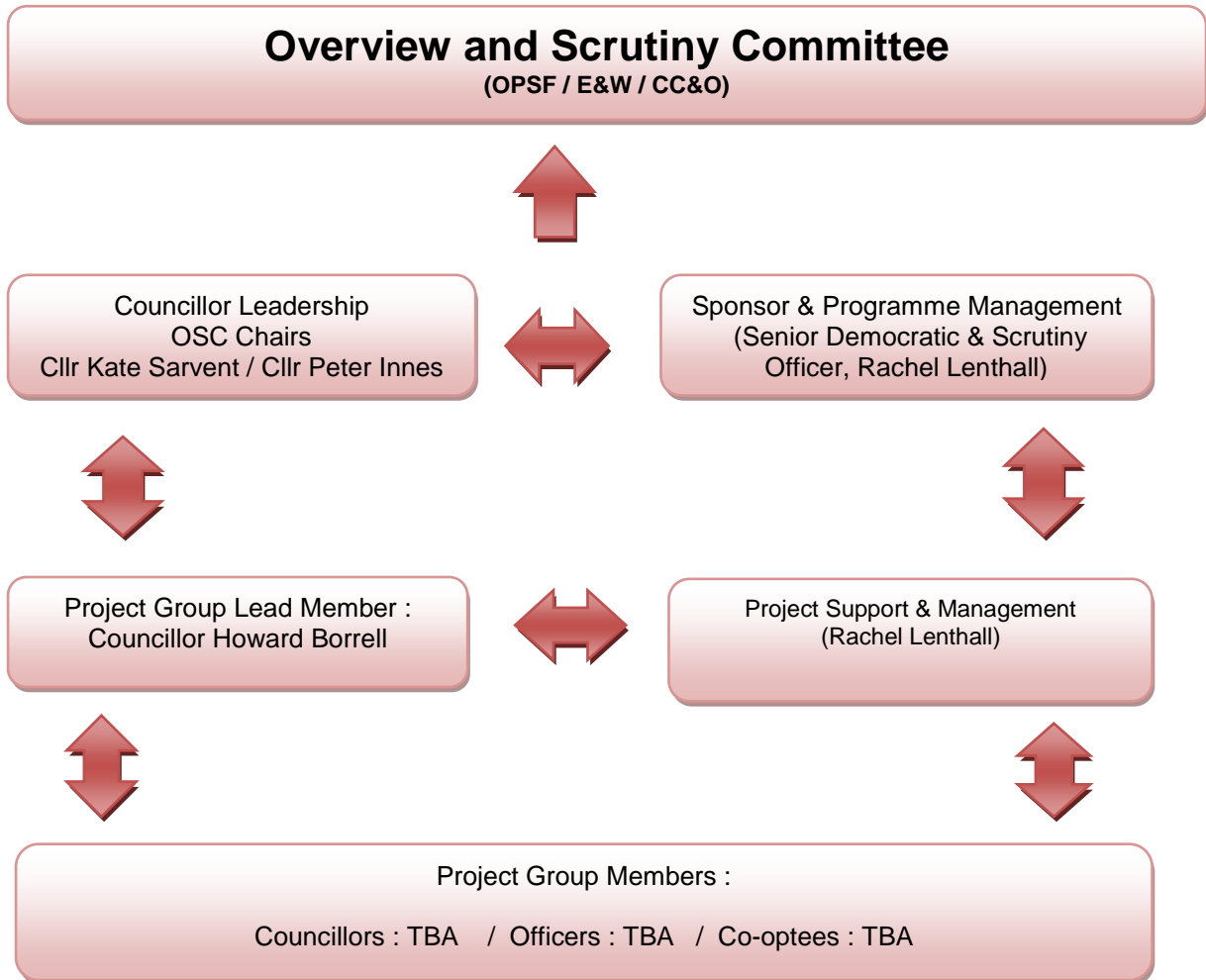
Cabinet members and the senior leadership team have been consulted on the scrutiny work programme.

Relevant cabinet members and service managers have been consulted on this PSR (see dates below).

<b>OSC Project Consent date :</b>	<i>OSC &amp; date : 9 May, 2017</i>
<b>Relevant Cabinet Member &amp; SLT/CMT/Service Manager(s) PSR Consultation date :</b>	<i>Date consulted : 7 June 2017</i>
<b>SPG PSR Approval date :</b>	<i>SPG Lead Member Approval : 23 June, 2017</i>
<b>PSR Checked date :</b>	Senior Democratic and Scrutiny Officer <i>checked</i> : 23 June 2017
<b>PSR Approved for submission to OSC :</b>	<i>Date approved by relevant OSC Chair(s) :</i> <b>Cllr Kate Sarvent</b> : 23 June 2017 <b>Cllr Peter Innes</b> :
<b>corporate notification :</b>	<i>Date notified to programme management office / business transformation, for corporate register/record (as required):</i>



## 15. Project Team Structure



## 16. Role Descriptions

<b>OSC :</b>	Overall (statutory) approvals
<b>OSC Chairs :</b>	General leadership and support
<b>Project Sponsor :</b>	General leadership and support
<b>Project Lead Member :</b>	SPG leadership, direction and approvals (with SPG)
<b>Project Manager :</b>	Support and manage the project process