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Date 27 September 2017

Dear Member

Cabinet – 28 September 2017

I am now able to enclose, for consideration at the next meeting of the **Cabinet**, the following reports that were unavailable when the agenda was printed.

Agenda Item 5

5. **Recommendation from the Scrutiny Committee - Tiverton Town centre** *(Pages 3 - 30)*

At its meeting on 11 September 2017, the Scrutiny Committee noted the number of policies and action plans which appeared to have been on-going for a number of years. In particular, in relation to Tiverton Town Centre, the Scrutiny Committee passed the following resolution:

Resolved to recommend to the Cabinet that it acts upon the action plans to improve the Tiverton Town Centre and Pannier Market that were approved in 2011.

Documents attached refer to the Tiverton Key Sites report 2011 as background information.

Yours sincerely

Sally Gabriel
Member Services Manager

Available in other languages and formats on request
Please telephone 01884 255255 or email customerfirst@middevon.gov.uk

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**CABINET
DECEMBER 15TH 2011**

AGENDA ITEM: 8

TIVERTON KEY SITES

Cabinet Member Cllr Richard Chesterton
Responsible Officer Head of Communities & Governance

Reason for Report:

To gain approval for the Tiverton Key Sites Project; to agree the Project Board, and to gain approval for the initiation of Stage 1.

RECOMMENDATION(S):

- That the Cabinet approves the business case for the Tiverton Key Sites Project.
- That the Cabinet agree the membership of the Project Board, which will be responsible for Stage 1 of the Tiverton Key Sites project, which is evaluating the development options for the sites and reporting back to Cabinet.

Relationship to Corporate Plan:

This project delivers against the priority in the current Corporate Plan (2010 – 2015) 'Developing the Local Economy'. The pledges within this priority are:

Pledge 7 – Improve Town Centres

Pledge 8 - Support local businesses and promote tourism opportunities

Pledge 9 – Support economic development throughout the District

Financial Implications:

The initial phase can be undertaken using in-house officer resources. If any key sites have a viable development option, this will require budget to bring them forwards. Further budget commitments will be subject to a decision to proceed from the Project Board.

Legal Implications:

These will be more fully assessed once the business case is approved.

Risk Assessment:

A detailed risk log will be developed as part of the project development process. Key risks are outlined within the report below at 2.0. If any key sites have a viable development option but budget is not committed, such sites are unlikely to be able to be brought forwards.

1.0 Introduction

1.1 MDDC owns, or has significant interests, in a number of sites in and around Tiverton Town Centre, which if developed in an appropriate manner, have potential to greatly benefit the local economy. These sites are shown on the plan in Appendix A and include:

- Town Hall/Rear of Town Hall – currently Town Hall, housing, and open site alongside riverfront
- Pannier Market – currently Pannier Market plus car parking
- William St. car park – currently car park

- Old Road Depot and Station Road site – currently used for housing, property and waste management functions
 - Phoenix Lane – currently primarily a pedestrian route to the town centre, plus Tourist Information Centre (TIC) and memorial garden¹
- 1.2 The Tiverton Key Sites Project proposes to look at the future development opportunities for the sites bulleted at 1.1 above. In addition, part of the initial work will include discussions with Devon County Council and Tiverton Town Council to explore any opportunities to include DCC and TTC sites. Opportunities with other strategic landowners, both public and private sector, will also be explored.
- 1.3 There are a number of reasons why MDDC should be considering the future options for these sites, most importantly their potential to contribute to the economic prosperity of the town, but also the possibility of generating capital receipts and / or revenue for MDDC.
- 1.4 MDDC has a corporate priority to improve the economic prosperity of the district, and the development and growth of Tiverton plays an important role in this. This is evidenced by the Mid Devon Economic Development Strategy which prioritises the enhancement of the district town centres Tiverton. Improving the district’s economic prosperity is also reflected in MDDC’s current corporate plan, and is also embedded within the recently adopted Local Development Framework (LDF).
- 1.5 Within COR13 of the LDF there is a focus on Tiverton as the district centre and main economic driver, with plans for a housing extension of around 2,000 dwellings to be delivered by 2026. There is an emphasis on the increased self-sufficiency of Tiverton, in particular around the retail offer, access to services, and provision of employment. COR13 states:
- “The Council will guide high quality development and other investment to: Manage the town centre so that economic success and heritage reinforce each other, promoting new homes, shops, leisure, offices and other key town centre uses which contribute to vitality and viability, including an additional 3,900 square metres of comparison net retail floorspace by 2016 in accordance with the sequential and other PPS6 retail policy considerations.”*
- 1.6 Progress is being made with delivering the Eastern Housing Extension through a master-planning exercise. However, a parallel process is required to ensure that Tiverton town centre develops appropriately to provide economic growth for the town and ensure Tiverton becomes more self-sufficient. In the current economic climate, key developments are unlikely to occur spontaneously in response to market forces.
- 1.7 The sites listed at 1.1 could be developed to provide:
- New retail space which could deliver additional comparison goods floorspace and an improved retail offer

¹ A number of other MDDC sites in the town centre have not been included within the initial scope of this project - the council offices, multi-storey car park, Beck’s Square and the bus station, plus sites at Westexe and Lowman Green.

- Space for leisure and/or tourism uses
- Office space
- Industrial units
- Residential provision including affordable and supported housing

There may also be secondary benefits from such development, enabling improved car parking, a coach park, an improved public realm and better pedestrian connectivity in and around the town. All of these would benefit the economic health of Tiverton and therefore Mid Devon District.

- 1.8 In order to get to the point at which a site can be developed, there are a number of key stages. These can be broken down broadly into the following phases:
- Evidence gathering to inform an outline vision and preferred development option for each site
 - Site evaluations with indicative development appraisals
 - Site specific masterplanning work, such as site development briefs, and ultimate delivery/disposal

A more detailed breakdown is given in the flow chart attached as Appendix B. The project can be halted at any one of these three stages if appropriate, reducing cost and risk to the Council.

- 1.9 Stage 1 involves an initial scoping of each of the town centre sites to show their potential for development. This will include top level evidence gathering and agreement of a vision for each site. As part of this exercise, a top-line market assessment will be sought from a commercial agent with public sector regeneration expertise. It is hoped such advice can be obtained at no cost.

2.0 Project Brief

- 2.1 The project is ultimately aiming to establish realistic development options which are viable and therefore deliverable. If any of the sites are shown to be suitable for such development, a further site-specific development appraisal will need be done. This will form the basis of Stage 2 of the project.
- 2.2 In order to document this project a Business Case is attached as Appendix C, which outlines the rationale, the options, and the benefits of this project. A Project Initiation Document is also attached, as Appendix D, which contains more specific details about the scope of the project and the approach. A timetable is attached at Appendix E.
- 2.3 To date the project development activity has been undertaken by the Economic Regeneration Officer who has been on secondment from North Devon Council along with the Community Development and Regeneration Manager. An alternative project lead will be required from 1st January 2012.
- 2.4 There is a range of additional officer support which will be needed for the effective delivery of the project – planning, legal, estates et al. It will be necessary for a corporate project delivery team to be established to take this project forward.

- 2.5 Although, it is hoped that Stage 1 of this project can be largely done in-house, if the Council chooses to proceed with Stage 2 of the project, substantial funding will need to be committed. This will be subject to a further decision by the Cabinet. Within Stage 1 it is suggested that the outsourced activity is limited to an initial market commentary from a commercial agent with public sector regeneration expertise to advise on likely demand for different uses of the key sites. This is a vital part of the evidence gathering phase.
- 2.6 In terms of managing this project it is suggested that a Project Board consisting of lead-members and senior managers is established. This would include:
- Leader of the Council
 - Cabinet Member for Economy and Planning
 - Cabinet Member for the Environment
 - Cabinet Member for Finance
 - Chief Executive
 - Head of Planning
 - Head of Communities and Governance

This board will be supported by a Project Team, who will attend the Project Board meetings. The Project Team will include the Head of Finance, Head of Legal & Democratic Services, Head of Housing & Property Services and other key officers from Community Development, Economic Regeneration and Planning.

- 2.7 A detailed Risk Log will be developed as part of the project planning process once the business case is agreed. However, the key risks of **not** undertaking this project are:
- The town centre receives no investment and the economic health of Tiverton deteriorates, particularly as other centres undertake regeneration/development initiatives to improve their retail/local economies.
 - Employers are not attracted to Tiverton and its environs as the town is not perceived to be attractive or vibrant as a location.
 - Key sites remain undeveloped within the town and connectivity issues are not addressed

The key risks of undertaking the project are:

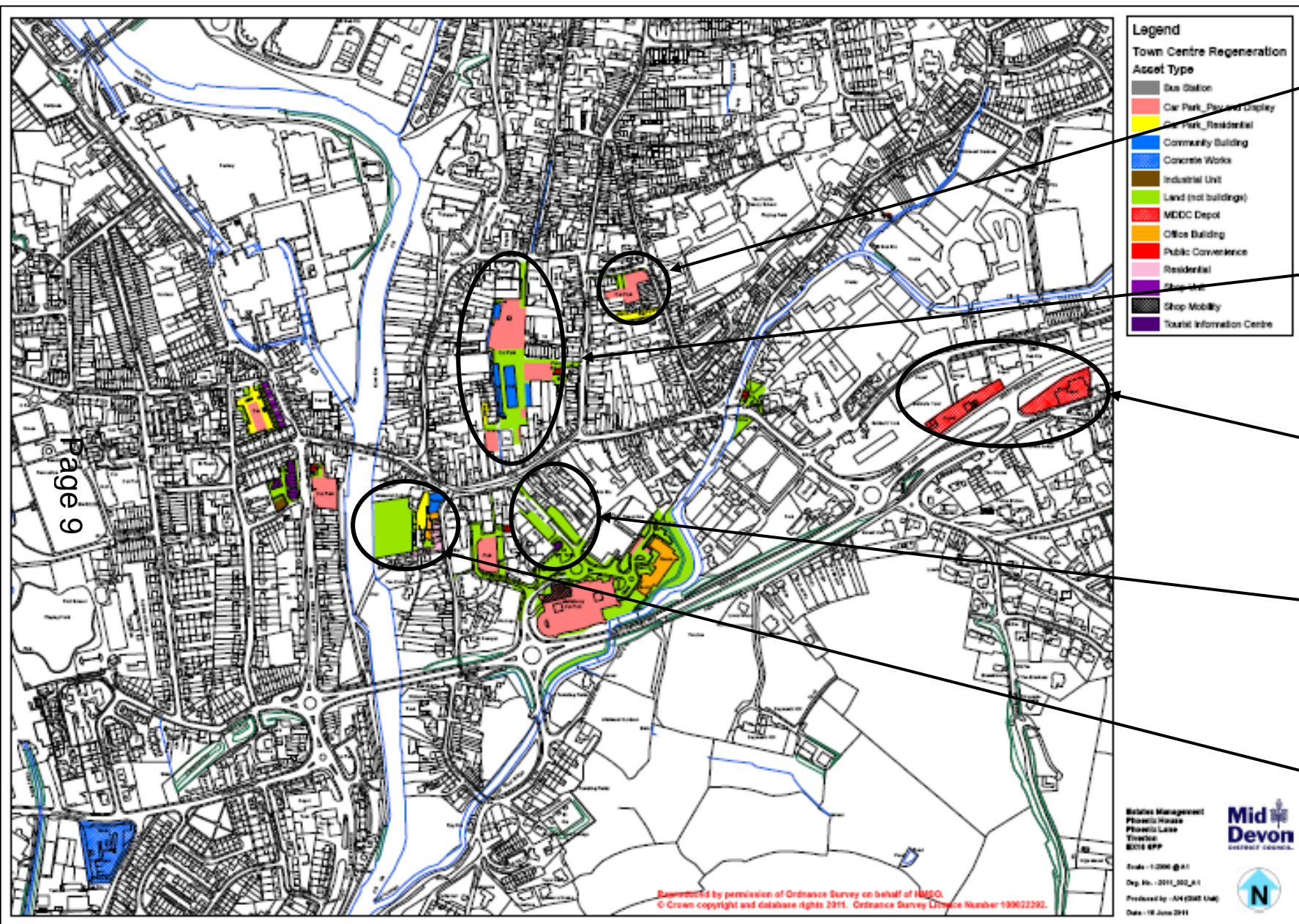
- The delivery viability of the key sites is currently unknown, therefore the main risk is that there may be few viable options for the key sites, or few viable options that the community as a whole needs or wants, and therefore the overall aim of the project (to improve Tiverton's economic success) can not be met.
- There is a risk that although a viable development option may be identified on any site, further budget is not made available by MDDC to take this through to delivery.
- The public at large may not understand or support the project; therefore there is political risk.

- 2.8 In terms of timings, an outline timescale is appended to the Project Initiation Document, which is attached at Appendix D. The initial stage of the project should be able to be completed within 3 – 6 months. To reach actual delivery will depend upon the preferred solution, but is likely to take 2 years or more in total.

Contact for more Information: Ellen Vernon, Economic Regeneration Officer
07775 720132 evernon@middevon.gov.uk or John Bodley Scott, Community
Development and Regeneration Manager, 01884 234363
jbodleyscott@middevon.gov.uk

Circulation of the Report: Cllr Peter Hare-Scott, Cllr Richard Chesterton,
Management Team

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Legend

Town Centre Regeneration Asset Type

- Bus Station
- Car Park, Pay and Display
- Car Park, Residential
- Community Building
- Concrete Works
- Industrial Unit
- Land (not buildings)
- MEDC Depot
- Office Building
- Public Convenience
- Residential
- Shop/Mobility
- Tourist Information Centre

William Street car park

Pannier Market and car park

Old Road depot sites

Phoenix Lane

Town Hall/land to rear of

Page 9

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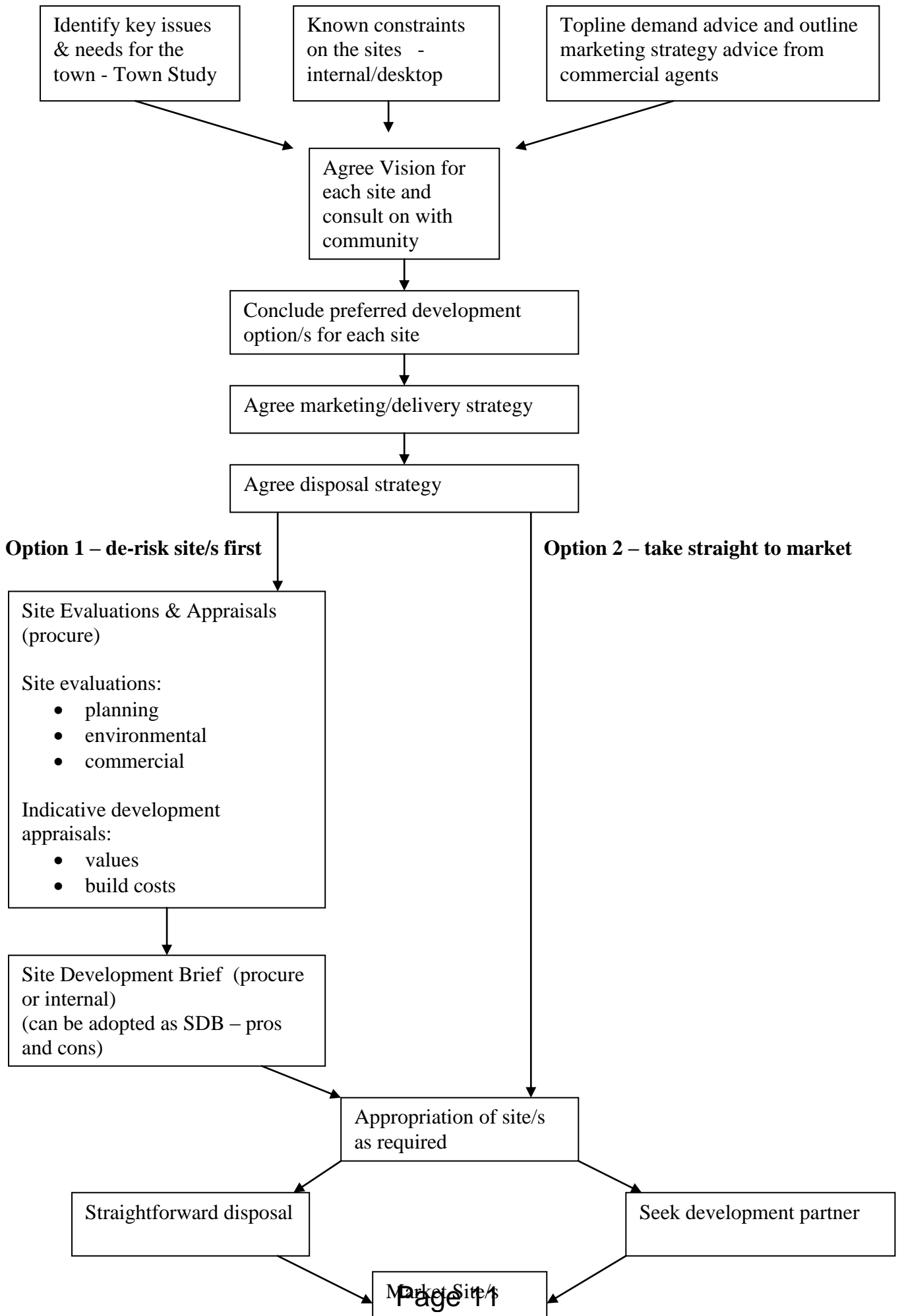
Estates Management
 Phoenix Lane
 Tiverton
 EX16 6PP

Mid Devon
 DISTRICT COUNCIL

Scale: 1:2000 @ A1
 Dep. No.: 2011_202_A1
 Produced by: AM (S&S) Ltd
 Date: 18 June 2011

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Appendix B



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PROJECT DOCUMENTATION

BUSINESS CASE

Tiverton Key Sites

Release: Draft/Final
Date: 19th October 2011

PRINCE 2

Author: Ellen Vernon

Owner: JBS

Client: MDDC

Document Number: 1

Business Case History

Document Location

This document is only valid on the day it was printed.

The source of the document will be found on the project's PC in location S:\CDR\CDU NEW SHARED DRIVE STRUCTURE\Ellen Economy\Tiverton development\TKS Project Management\Business Case.doc

Revision History

Date of this revision:

Date of Next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	
17/11/11		version 1.2	

Approvals

This document requires the following approvals.

Signed approval forms are filed in the Management section of the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to

Name	Title	Date of Issue	Version

Business Case

Purpose of Document

- The Business Case is used to say why the forecast effort and time will be worth the expenditure.
- To document the justification for the undertaking of a project based on the estimated cost of development and the anticipated business benefits to be gained.
- The on-going viability of the project will be monitored by the Project Board against the Business Case.

NB Keep document simple, use bullet points or numbers, use xls for building costs, ask for help as needed.

Reasons

Tiverton Key Sites is a project proposed to look at the development options for a number of MDDC owned sites in and around Tiverton town centre, in order to:

- **Maximise benefits to the local economy**
- **Meet community's vision for the town**
- **Maximise income from MDDC sites**
- **Meet wider strategic objectives**

MDDC has an adopted Local Development Framework. Within COR13 there is a focus on Tiverton as the district centre and main economic driver. More specifically there are plans for a housing extension of around 2,000 dwellings to be delivered by 2026, with up to 130,000 sqm of employment space included as part of this. Within COR13 there is an emphasis on the increased self-sufficiency of Tiverton, in particular around the retail offer, access to services, and provision of employment. COR 13 allows for an additional 3,900 sqm of comparison net retail floorspace.

COR13 states:

“The Council will guide high quality development and other investment to:

Manage the town centre so that economic success and heritage reinforce each other, promoting new homes, shops, leisure, offices and other key town centre uses which contribute to vitality and viability, including an additional 3,900 square metres of comparison net retail floorspace by 2016 in accordance with the sequential and other PPS6 retail policy considerations.”

Progress is being made in terms of the housing extension delivery.

However, a more targeted approach is required to ensure that Tiverton town centre develops to provide economic success and ensure Tiverton becomes more self-sufficient; in the current

economic climate key developments are unlikely to occur spontaneously in response to market forces.

There are some key sites within Tiverton town centre owned by the Council. MDDC is in a position to influence the development of these key sites, and potentially to enable the extraction of values from some sites to enable the development of Tiverton as a whole.

MDDC has both a responsibility and a role in ensuring the delivery of these sites. It is the planning authority, it owns property assets in the town, and it provides services from sites within the town. MDDC also has a corporate priority to improve the economic prosperity of the district, and the development and growth of Tiverton plays an important role in this.

Options

The options to deliver this project include:

- i. Do not progress project
- ii. Market the sites in the context of their allocations within the LDF
- iii. Use internal resource to establish the development options for the sites in question and assess deliverability
- iv. Use external resource to establish the development options for the sites in question and assess deliverability

In terms of the options:

- i. MDDC has a corporate priority to improve the economic prosperity of the district, and coupled with COR13 in the LDF there is a strong desire to enable the economic success of Tiverton town centre.
- ii. Whilst this may deliver suitable developments on some sites and generate some capital receipt for MDDC, this option is unlikely to lead to the best use of all the sites in order to deliver against the LDF (COR13) and the town's vision.
- iii. Internal discussion at Chief Executive/SMT level concluded that the skill set did not exist within MDDC
- iv. This is the preferred option, because it is the most likely way of establishing the development options and deliverability of the key sites in the most comprehensive, robust, and timely way.

Benefits

The benefits of the project as a whole include:

- i. Properly understanding the needs of Tiverton and reaching an agreed vision for the future development of the town
- ii. Properly understanding the viable development options for the key sites

- iii. Potential to deliver what the town really needs in the right locations
- iv. Potential generation of capital receipts for MDDC
- v. Overall, moving towards ensuring Tiverton is a vibrant and sustainable market town.

Benefits i. and ii. can be measured by the fact of their delivery, but will need to be assessed as to their quality i.e. are they at least fit for purpose. Benefits iii. – v. really fall outside the scope of this project although they will cascade from it.

There are some key stages in order to get to the point of site development; essentially 3 phases:

- Evidence gathering to inform an outline vision and preferred development option for each site
- Site evaluations with indicative development appraisals
- Site specific masterplanning work, such as site development briefs, and ultimate delivery/disposal

This project will focus on the initial evidence gathering stage, and then based on the initial findings and visions develop the project further as appropriate.

The first stage will include

- Gathering key evidence, which will include:
 - a market commentary from a commercial agent in order to assess the likely demand for any uses for the key sites. It is hoped that such topline advice can be obtained at no cost.
- Agreement of site visions includes outsourced advice,

The project is ultimately aiming to establish the realistic development options for these sites, by evaluating what options are viable and therefore deliverable. Ultimately more site-specific delivery focused projects are likely to cascade from this original project.

Risks

Of not doing the project:

- The town centre receives no investment and the economic health of Tiverton deteriorates, particularly as other centres undertake regeneration/development initiatives to improve their retail/local economies.
- The economic health of Tiverton deteriorates, particularly as other centres undertake regeneration/development initiatives to improve their local economies
- Employers are not attracted to Tiverton and its environs as the town is not perceived to be attractive or vibrant as a location

Of undertaking the project:

- The delivery viability of the key sites is currently unknown, therefore the main risk is that there may be few viable options for the key sites, or few viable options that the community as a whole needs or wants, and therefore the overall aim of the project (to improve Tiverton's economic success) will not be met.
- The public at large may not understand or support the project; therefore there is political risk

Cost

The following are indicative costs for the project

Tiverton Key Sites	FINANCIAL YEARS					Final Total Cost	Funding
	11/12 Year 1	12/13 Year 2	13/14 Year 3	14/15 Year 4	15/16 Year 5		
Consultation – re needs, vision and options	In house					1,000	Project management - 2 days/wk Av 1-2 days/wk - from a variety of other services, eg finance, legal, estates, planning etc.
Legal – costs to obtain title info etc	In house?					1,000	
Initial agents brief	£0					0.00	
Site specific evaluation and masterplanning		Budget for £100,000?				100,000	
Annual Maintenance						0.00	
Resource/People						0.00	
Implementation						0.00	
Data migration/Data input						0.00	
Services						0.00	
Equipment						0.00	
Equipment Maintenance						0.00	
Training						0.00	
Totals	£0	£100,000	0.00	0.00	0.00	£100,000	

Timescales

The initial phase of this project, the evidence gathering and commercial advice, is likely to take 3-6 months.

Undertaking the subsequent stages of detailed site specific evaluations and masterplanning as required are likely to take 1-2 years depending on the priorities pursued once the evidence has been assessed.

This timescale also depends on the human resourcing provided by MDDC, particularly to the project management role.

This project will involve a wide range of officers across MDDC. The project delivery team is likely to involve:

- Economic regeneration resource/project management (currently EV, but successor needs to be identified)
 - Lead officer for regeneration and community development – John Bodley Scott
 - Head of planning, or key development management planner – Jonathon Guscott/Jenny Clifford
 - Lead officer for assets/estates – Steve Densham
 - Legal resource – to be identified
 - Communications lead officer – to be identified
 - DCC – Highways officer
-

Investment Appraisal

The initial phase of this project, the evidence gathering and commercial advice, is expected to be undertaken at no cost, but by utilising in-house resources.

The costs of subsequent stages of detailed site specific evaluations/masterplanning are difficult to estimate as they depend on the evidence and advice and the visions for the sites. However, it may be prudent for MDDC to plan for provision of a budget of £100K to progress key sites. Such a decision can be confirmed once the findings from the initial stage have been analysed.

There may be no direct return on investment (ROI); this depends on the outcomes as above.



PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

Tiverton Key Sites

Release: Draft
Date: 15th November 2011

PRINCE 2

Author: Ellen Vernon

Owner: JBS

Client: MDDC

Document Number: 1

Project Initiation Document History**Document Location**

This document is only valid on the day it was printed.

The source of the document will be found on the project's PC in location S:\CDR\CDU NEW SHARED DRIVE STRUCTURE\Ellen Economy\Tiverton development\TKS Project Management\PID Business case\TKS.doc

Revision History

Date of this revision:

Date of Next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	
17/11/11		Version 1.2	

Approvals

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Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to

Name	Title	Date of Issue	Version

Project Initiation Document

Purpose of Document

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success.

- *To ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project*
- *To act as a base document against which the Project Board can assess progress, change management issues and ongoing viability questions.*
- *How and When is it going to happen?*
- *What is it aiming to achieve?*
- *Why is it important to achieve it?*
- *Who is going to be doing what?*
- *This is not a form filling exercise, use bullet points/numbers and explanatory sentences where appropriate*

Background

MDDC has an adopted Local Development Framework. Within COR13 there is a focus on Tiverton as the district centre and main economic driver. More specifically there are plans for a housing extension of around 2,000 dwellings to be delivered by 2026, with up to 130,000 sqm of employment space included as part of this. Within COR13 there is an emphasis on the increased self-sufficiency of Tiverton, in particular around the retail offer, access to services, and provision of employment. COR 13 allows for an additional 3,900 sqm of comparison net retail floorspace.

COR13 states:

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Progress is being made in terms of the housing extension delivery.

However, a more targeted approach is required to ensure that Tiverton town centre develops to provide economic success and ensure Tiverton becomes more self-sufficient; in the current economic climate key developments are unlikely to occur spontaneously in response to market forces.

There are some key sites within Tiverton town centre owned by the Council, shown on the plan at Appendix i). MDDC is in a position to influence the development of these key sites, and potentially to enable the extraction of values from some sites to enable the development of Tiverton as a whole.

MDDC has both a responsibility and a role in ensuring the delivery of these sites. It is the planning authority, it owns property assets in the town, and it provides services from sites within the town. MDDC also has a corporate priority to improve the economic prosperity of the district, and the development and growth of Tiverton plays an important role in this.

Project Definition

This project, Tiverton Key Sites, seeks to:

- summarise the key issues and needs for Tiverton and agree a vision for the town and the key sites in question, with the community and key stakeholders. To agree a preferred development option for each site.
- to agree a marketing/delivery strategy for the site/s. This may mean simply marketing the sites or it may involve appointing external expertise to undertake site evaluation and development appraisals before moving to disposal/delivery. This will depend on the state of the market and the need for MDDC to ensure delivery of a particular option.

Project Objectives

The purpose of this project is to develop options for key sites and assess deliverability, before planning the best way of ensuring delivery.

Project Scope

This project includes:

- Collating a robust evidence base of Tiverton's issues and needs, with emphasis on the town centre areas. This is likely to use existing data, and to involve key stakeholder consultation.
- Understanding the likely market demand from occupiers, developers and investors
- Working with key stakeholders, and in the context of Tiverton's needs/issues, to agree a vision for Tiverton and for each of these key sites, concluding with a preferred development option for each site
- Agreement of a marketing/delivery strategy for each site

Dependent upon the agreed marketing/delivery strategy for each site, there may be further site specific projects cascading from this one. There may be benefit in undertaking more detailed work evaluating any site and considering its potential development values in more detail, before development of a site development brief, in order to increase values and aid certainty of delivery against the vision for that site. Subject to any legal/estates issues (for example historic covenants, the need to appropriate a site for economic development uses etc) disposal can commence, either by seeking a development partner or simple disposal. It is likely that external expertise will be required to undertake most of these activities.

Method of Approach

The Flow Chart attached as Appendix ii) outlines the approach.

The initial stage collating a robust evidence base of Tiverton's issues and needs, with emphasis on the town centre areas, is likely to use existing data, and to involve key stakeholder consultation. This can be carried out in-house.

Understanding the likely market demand from occupiers, developers and investors, is advice that will be sourced from a commercial agent.

Working with key stakeholders, and in the context of Tiverton's needs/issues, to agree a vision for Tiverton and for each of these key sites, concluding with a preferred development option for each site can be undertaken in-house.

The agreement of a marketing/delivery strategy for each site will be determined by the project board, against officer recommendations once the evidence gathering stage has concluded.

It is suggested that a Communications Plan and an Engagement Strategy (which could be combined in the case of this project) will be drafted once the Business case is approved.

The methodology for further stages in the process, which in reality will need to be treated as specific projects cascading from this one, cannot be recommended at this stage. The Flow Chart attached at Appendix ii) does give some indication of likely approaches however.

Project Deliverables and/or Desired Outcomes

The desired outcomes are:

- An evidence based summary of Tiverton's key issues and needs
- An agreed vision for the town
- Commercial agents commentary on the likely market demand for each site
- An agreed vision and preferred development option for each site
- An agreed delivery strategy for each key site

Exclusions

There are a number of other sites owned by MDDC in Tiverton Town Centre which have not been included in the scope of this project, including:

- Beck's Square
- Multi-storey car-park
- Phoenix House
- Lowman Green
- Westexe South car park
- Westexe North car park

Depending on the outcome of Stage 1 of the project, it may be necessary to look again at some of these sites to see if they can add to the development potential of particular sites.

This project excludes the actual delivery of each key site – this will be determined by the results of this project, and cannot be planned or included until known.

Constraints

Constraints include:

- Resourcing from MDDC, to include the overall project management, evidence gathering, stakeholder engagement and consultation activity.
- Budget available to MDDC to progress the delivery of key sites as may be concluded and recommended by this project
- The requirements in terms of the way MDDC handles the project; in terms of its constitution and any legal limitations (for example in terms of eventual disposal of a site).
- The economic climate itself

Interfaces

Mid Devon Local Development Framework

Other corporate priorities and initiatives – for example affordable housing, waste operations, and any others to be identified.

MDDC Communications Strategy

Assumptions

Assumptions include:

MDDC is able to provide the resources to deliver this project, both internal staff resource as well as budget for future external work

The community at large will be comfortable with the overall concept of development within and around Tiverton town centre, where there is an economic regeneration benefit

Initial Business Case

Please see Appendix iii) – a simple Business Case is attached

Note – this is also referred to as Appendix C to the Cabinet report for December 15th 2011 with regards to this project.

Project Organisation Structure

Who will be on the project management team, plus team structure, job descriptions if appropriate

It is suggested that the following structures are established:

Project Board – Cabinet need to agree the composition of the Project Board, but it should be member led. The Project Board will make the key decisions such as signing off communications/engagement strategies, agreeing the vision/s, agreeing the delivery strategy for each key site etc.

The Leader
 Portfolio Holder for Economic Wellbeing
 Portfolio Holder for Council Finances
 Chief Executive
 Head of Planning & Regeneration
 Head of Communities and Governance

A project delivery group will also need to be formed – the project management team should include key officers as follows:

- Economic regeneration resource (currently EV, but successor to be identified)
- Lead officer for regeneration and community development – John Bodley Scott
- Head of planning, or key development management planner – Jonathan Guscott/Simon Trafford
- Lead officer for assets/estates – Steve Densham
- Legal resource – to be identified
- Communications lead officer – to be identified
- DCC – Highways officer

It is likely the team will draw on additional MDDC resources during the course of the project – for example car parks, waste/recycling, economic development and others

Project Lead – currently this project is being led by EV, but succession planning is required.

Project Champion – It is proposed that a council member is identified as the ‘champion’ for this project

Communications Plan

A Communications Plan will be drafted once the Business case is approved.

Project Quality Plan

This is hard to establish for a project of this nature, and is suggested the officer team self-critique.

Initial Project Plan

Please find an outline timing plan attached as Appendix iv). A detailed MS Project timing plan will be produced once the Business Case for this project is approved.

Project Controls

It is proposed that the standard MDDC report template is used for clarity and consistency.

Exception Process

It is proposed that for a project of this nature the project team would produce a report in response to any situations that might arise. The Project Board would then need to consider any such issues and agree a resolution.

Initial Risk Log

A detailed Risk Log will be drafted once the Business Case is agreed.

Contingency Plans

It is proposed that for a project of this nature the project team would produce an options paper in response to any issues that might arise. The Project Board would then need to consider any such issue and agree a solution.

Project Filing Structure

All electronic documents are filed under:

S:\CDR\CDU NEW SHARED DRIVE STRUCTURE\Ellen Economy\Tiverton development\TKS Project Management

Appendix i) Sites Plan

Appendix ii) Flow Chart

Appendix iii) Business Case

Appendix iv) Timing Plan

Key Stage	Task	Detail	Resource	2011			2012												
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Business case	Business case	Draft Business Case plus appendices	EV																
	PID	Draft PID plus appendices	EV																
	Report to Cabinet	Draft Report and submit	EV																
		Cabinet meeting	Cabinet			Dec 15th													
Project Management Structure	Establish Project Board	Kick Off Meeting	Project Board/officers				early Jan												
	Establish Project Team	Brief prior to Kick Off Meeting	Officers				early Jan												
	Engagement Plan	Identify key stakeholders and plan engagement	EV																
	Communications Plan	Draft Comms Plan	EV?																
Agree Preferred Development Options	Collate evidence base	Scope evidence to collect	?																
		Identify data sources	?																
		Collate data	?																
		Liaison with key stakeholders to agree key issues and needs	?																
		Site constraints - desktop work	Estates?																
		Obtain commercial market demand view	EV																
		Conclude preferred development options for key sites and Project Board sign off	?																
		Consultation	Propose consultation approach	?															
			Project Board agree consultation methodology	Project Board															
			Community consultation on Tiverton Vision and preferred development options for key sites	?															
	Conclusion	Produce summary document which outlines the evidence, visions, and preferred development options	?																
		Project Board agrees summary document	Project Board																
		Project Board agrees marketing/delivery strategy for each site	Project Board																
	Next Steps	Develop project planning for next stages	?																

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