

# Project Initiation Documentation



<b>Project Name:</b>	<b>Tiverton Town Centre Regeneration</b>		
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<b>Client:</b>	Cabinet		
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Note: This document is only valid on the day it was printed

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## Revision History

Date of next revision:

Revision Date	Previous Revision Date	Summary of Changes	Changes Marked

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## Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version
Kevin Finan		Project Sponsor	8/1/15	1
Nick Sanderson		Business Case Owner		
Jenny Clifford		Project Assurance		

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**Distribution**

This document has been distributed to:

Name	Title	Date of Issue	Version
Chris Shears			
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**Overview**

**Purpose** The purpose of the Project Initiation Documentation (PID) is to define the project in order to form the basis for its management and an assessment of its overall success. The PID gives the direction and scope of the project.

**Contents** Project Definition  
Project Approach  
Business Case  
Project Management Team Structure  
Role Descriptions  
Quality Management Strategy  
Configuration Management Strategy  
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Communication Management Strategy  
Project Plan  
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Tailoring of PRINCE2

**Background**

Mid Devon District Council has a large strategic land holding in Tiverton ranging from centralised offices, to car parks and the Pannier market. As the local authority, we also have a responsibility for ensuring the economic vitality of the town centre.

A number of previous schemes to regenerate the town centre have not been brought to fruition and there is a need to be more proactive at this time to improve the overall operation of the town centre.

## **Business Case**

A report was prepared for Council on 3 September 2014 (attached).

## **Project objectives**

1. Produce a master-plan for Tiverton town centre that is agreed by the District Council after consultation with the Tiverton Town Council, Tiverton Traders Association and other interested parties.
2. Improve the range and quality of retailers and food and beverage operators operating within the town centre of Tiverton.
3. Bring forward a business plan for the Pannier market which provides for:
  - Additional income of £50k per annum
  - Additional days' trading
  - Covered walkway for shoppers
  - Wider diversity of events and themed markets
4. Facilitate an improved cinema offering for the town by working in partnership with Merlin Cinemas.
5. Improve the car parking facilities for visitors to the town through access improvements, signage and physical links to the town centre.
6. Build on the town's historic areas and heritage assets to contribute to this project, applying for grant funding where opportunities arise.
7. Develop a business plan to maximise the Council's property portfolio and bring forward new commercial development on land identified in the master-plan.
8. Encourage additional choice of low cost supermarket shopping within the town centre.
9. Include longer term consideration for the New Hall and Town Hall in any future master-plan.
10. Promote the formation of a Business Improvement District (BID) by April 2017.
11. Work with the private sector to bring forward plans for a hotel in the town centre.

## **Project scope and exclusions**

The area covered will be based on the existing main retail area of Tiverton, as shown in the recent Max Lyons study (Phoenix Lane multi-storey car park to Newport Street, Bampton Street, Fore Street, including the central Pannier market area, but excluding Gold Street, St Peter's Street, Bridge Street and the Westexe area).

The project will be complementary to, but not encompass, the work of the Portas pilot or Tiverton Town Traders groups.

The project will necessarily involve a number of partnership arrangements with the private sector. These are not specified here other than to highlight the need to involve others at appropriate points in the project.

## **Constraints and assumptions**

The retail offering in Tiverton will continue to face competition from Exeter and Taunton due to their size, range and quality of retail market. This may be impacted by a future development at Junction 27. Tiverton has its own unique offering that needs to be developed and enhanced to meet the changing expectations of local residents and visitors.

Car parking provision is not expected to increase, but better signage and linking to the town centre will make better use of existing, under-used facilities.

The growth of internet shopping and 'click & collect' will continue to impact on town centres and it is expected that this will change the way town centres operate. More speciality shops, services and leisure activities are expected to feature in the future high street.

At the present time, development values in Tiverton will prevent a private sector developer making a strategic investment in the town centre. For this reason, the Council will show confidence and support in Tiverton by making initial investments in this redevelopment project. This will be limited by our resources to fund this in the first instance and will lengthen the timescale for completion of a redevelopment scheme.

## **The user(s) and any other known interested parties**

This project will be of interest, and needs to be communicated, to:

- Tiverton Town Council

## **Project Initiation Documentation**

Created/updated 20/03/15

Tiverton Town Centre regeneration

- Tiverton Ward Members
- Tiverton Traders Association
- Tiverton Town Team
- Tiverton Portas Pilot
- Visitors to Tiverton
- Future residents of the Eastern urban extension
- Residents of Tiverton and the wider catchment area

## **Interfaces**

This project will complement the Local Plan review now being completed.

There will be an impact for the Council's Medium Term Financial Plan, Capital Programme and revenue budget arising from the successful completion of this project.

The Council's Corporate Plan will need to reflect this project, its costs and likely impact.

A range of partnerships will be required to support the project delivery. These will be developed and managed through the project management system adopted for this project.

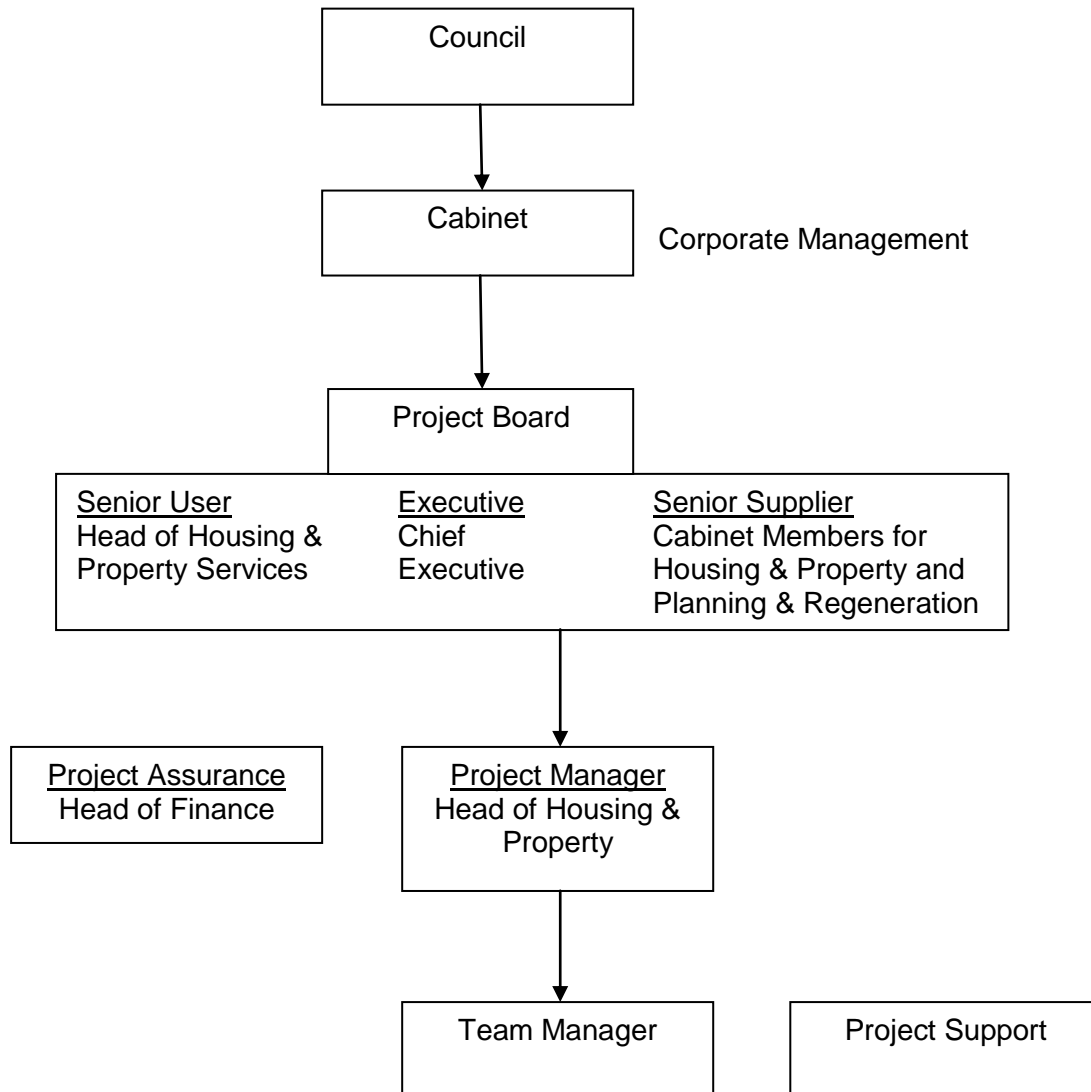
## **Project Approach**

A report will be taken to the Cabinet to authorise the project initiation document. This will confirm the scope and aims of the project that will guide the project planning for the future.

In developing a master-plan for future adoption there will be the opportunity to consider a range of options to include in the future plans. Once this master-plan is prepared and adopted, it will set out the firm direction for the project and provide the basis for detailed consultations with all interested parties. Before final decisions are made on the master-plan, it will be important to gain widespread support and therefore two public consultation processes will be undertaken.

## Project Management Team Structure

The project structure initially will be:



### Role Descriptions

These will follow the general roles and responsibilities expected in a project operated under Prince 2 project management. The Project Manager will brief each team member on their role.

### Quality Management Strategy

Quality management for the master-plan will be provided by the Council's planning process. This will ensure public consultation, debate and independence from the project.

In carrying out a project assurance role, the Head of Finance will review the effectiveness of the project by use of financial data to include:

- Growth of business rate base for Tiverton town centre
- Return on capital employed by the Council
- Growth in rental income received by the Council
- Growth in capital value of the Council's property portfolio
- Growth in car parking usage

## **Configuration Management Strategy**

The Project Manager will receive reports from the Economic Development Officer on the occupation of retail units within the town centre. These will show:

- Occupation of Council owned units
- Development planned/completed on Council owned land
- Progress in developing the Business Improvement District (BID)
- Occupation levels and marketing mix of the town centre retail market
- Projects against the business plan for the Pannier Market

## **Risk Management Strategy**

Risks will be noted in a risk log together with a note of mitigations. The risk log will be reviewed by the Project Board.

Initial risks identified include:

- Political – changes post 2015 election may reduce commitment to project
- Economic changes – continuing decline in use of retail premises resulting from internet and other changes in shopping patterns – could make Council's investment less cost effective
- Increasing economic activity may increase retail land values and make Council led market intervention too expensive for the Council to fund
- Change to shopping patterns arising from internet and 'click and collect'
- Loss of critical mass in town centre shopping leading to further decline
- Town Centre Manager fails to halt decline in retail offer and does not secure Business Improvement District (BID) status through ballot of businesses
- Lack of internal capacity to deliver project
- Lack of funding agreed by Members to deliver project.

## Communication Management Strategy

Who	What	How	When	If not
Project team	Progress	Monthly meetings	Monthly	Fail to coordinate and deliver
Cabinet	Progress Decisions required	Reports Briefings	Quarterly Quarterly	Fail to support
Council	Progress Decisions required	Reports	As required	Fail to support
Tiverton Town Council	Aims/objectives Progress	Updates and meet with representatives	Regularly Quarterly	Alienation and failure to support
Tiverton Traders Association	Aims/objectives Progress	Updates and meet with representatives	Regularly Quarterly	Alienation and failure to support
Town Centre Manager	Progress	Meetings, reports and briefings	Monthly	Failure to coordinate with other town centre initiatives

## Project Plan

To be developed further as project goals becomes clearer.

6/3/15 Initial report to Cabinet  
 2/4/15 Agreement to budget  
 12/3/15 Project Board meeting  
 12/3/15 Project roles agreed  
 31/3/15 Market Walk purchase

1/6/15 Funding bid to LEP for town centre regeneration project officer and costs

1/7/15 Report on Market Walk to Cabinet



1/7/15	Instruct urban designer to review, refine and propose master-plan
1/10/15	Agree relocation of DWP staff from Phoenix Lane
15/10/15	Initial meeting regarding creation of Business Improvement District (BID)
30/10/15	Agree relocation of Burma Star garden and creation of improved war memorial for Tiverton
1/11/15	Agree access arrangements to refurbished Tivoli cinema
1/12/15	Submit planning applications for new commercial buildings on Council land following master-plan completion
1/1/16	Agree lease terms for new restaurants to be built on Phoenix Lane open space areas

### **Project Deliverable and/or Desired outcomes**

1. Income stream that meets the repayment requirements for the capital cost over 25 years and contributes £100,000 per annum additional income for economic regeneration work and future investment.
2. A second hotel provision in Tiverton.
3. An improved war memorial for the town, centred on Angel Hill.
4. An improved access to the Tivoli cinema to facilitate refurbishment.
5. An increase in the income stream from the Pannier Market arising from a greater diversity of traders operating more frequently.
6. Changes to Market Walk that respond to market needs and ensure continued profitable occupation.
7. A master-plan that sets out the future development aspirations for the town centre over the next 5-10 years.
8. A Business Improvement District (BID) is established by April 2017.
9. Development of additional retail and food beverage units in Phoenix Lane.
10. Improved access to the Pannier Market from Fore Street.

### **Project Controls**

These will be refined as the project timetable is agreed.

The Project Board will meet two-monthly and oversee the submission of

reports to the Cabinet at least six-monthly or as decisions are required, if sooner.

The Project Manager will report to the Chief Executive and Management Team monthly on progress.

The completion of the master-plan will give rise to the setting out of further detailed stages over a number of years. These will be formulated into appropriate stages and managed/controlled accordingly.

## **Exception Process**

Exception reports will be prepared by the Project Manager if required by the project exceeding capital costs by £50,000 or by major variations in income streams.

Regular updates will advise the Project Board of timetable variations.

An issues log and risk log will be maintained and any potential problems or deviations will be escalated by an exceptions report where necessary.

## **Project Filing Structure**

## **Tailoring of PRINCE2**