



PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

Tiverton Key Sites

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PRINCE 2

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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

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

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:

“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, 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