

**North East Derbyshire District Council**

**Cabinet**

**25 October 2017**

**One Public Estate - Clay Cross**

**Report of Councillor G Baxter MBE, Leader of the Council**

This report is public

**Purpose of the Report**

- To update Members on progress made with the One Public Estate (OPE) initiative in Clay Cross.
- To nominate a District Councillor to attend the OPE Project Control Board meetings.

**1 Report Details**

- 1.1 In April 2016, the government put out a call for bids to the One Public Estate fund. One Public Estate (OPE) is an initiative delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA).
- 1.2 OPE funding provides technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.
- 1.3 There are three core objectives at the heart of the OPE initiative:-
  - The creation of economic growth in the form of new homes and jobs;
  - The delivery of better integrated and customer-focused services;
  - The generation of efficiencies through capital receipts and reduction in running costs.

More information on the OPE initiative can be found at <https://www.local.gov.uk/topics/housing-and-planning/one-public-estate/about-one-public-estate>

The Project Initiation Document for OPE is also attached to this report at Appendix 2.

**Background**

- 1.4 NEDDC and DCC submitted a joint bid to the OPE fund for Clay Cross Town Centre in October 2017, and was subsequently successful, being awarded a total of £85k. This is broken down as follows:-

- £50k for a feasibility study;
- £30k for a part time project manager;
- £5k for preparing a development brief/marketing literature.

1.5 The project area is centred around Clay Cross Town Centre (see Fig1.), with the majority of the land and buildings in public ownership, although some private property is included. It should be noted that there is still flexibility in terms of the study area as indicated in Fig.1, as this may evolve as discussions with stakeholders progress.

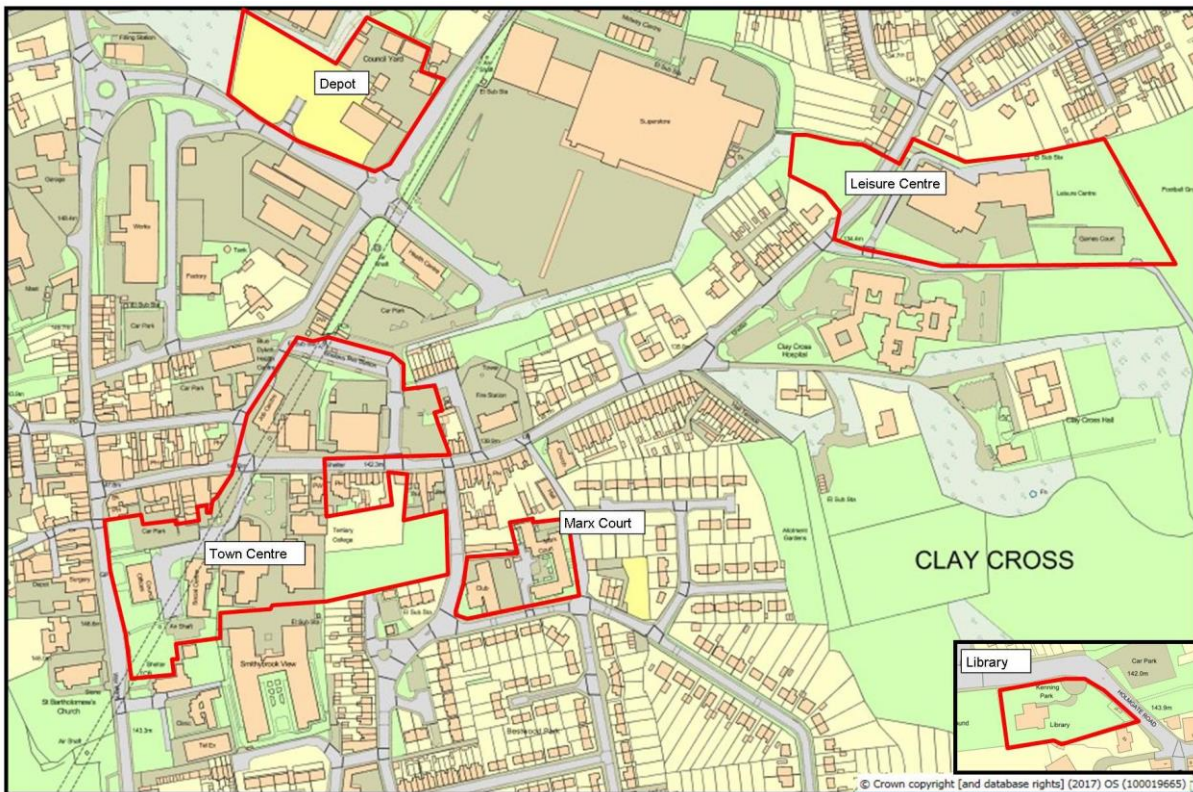


Fig.1 OPE Project Area

- 1.6 Public sector agencies active within the project area include Derbyshire County Council, Rykneld Homes, North East Derbyshire District Council, Clay Cross Parish Council, Hardwick CCG, Derbyshire Community Health Service, and JobCentre+.
- 1.7 Services currently being delivered include the Leisure Centre, Library, Social Services, Adult Education, and Countryside Service, Thriving Communities, Health, and the Third Sector. Consequently, it is considered that OPE funding presents an opportunity to rationalise the public estate through a locality review.
- 1.8 Clay Cross town centre has been the focus of regeneration activity for a number of years, with significant progress made to date. The Clay Cross Regeneration Framework (2009, revised 2013) provides the strategic overview for the regeneration of the town, and has overseen two phases so far:-
- **Phase 1** – A transformational project that saw the removal of a former pit tip on Bridge Street in the town centre, and the delivery of a new supermarket, bus station, medical centre, a parade of shops, and high quality public realm.

- **Phase 2** – Consisted of Derbyshire County Council’s redevelopment of a town centre former school site into a 90 unit extra care scheme.

## **Project Governance**

- 1.9 To ensure a robust and transparent governance structure is in place, it is proposed to adopt the model that has been used to good effect for the Coalite initiative. Appendix 1 sets out this two-tier structure, with a Project Control Board (PCB), responsible for strategic leadership and direction, and a Project Officer Group (POG), for operational delivery. The POG will brief the PCB and report to it on a regular basis.
- 1.10 The PCB will be chaired by Cllr. Angelique Foster, DCC Cabinet Member for Council Services, and will also include a Councillor from NEDDC, and one from Clay Cross Parish. It is anticipated that the PCB will meet quarterly.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 To ensure the objectives and priorities of NEDDC are represented on the Clay Cross OPE Project Control Board.

## **3 Consultation and Equality Impact**

- 3.1 A comprehensive consultation exercise with local residents, community groups, and other key stakeholders will be carried out as part of the OPE initiative.

## **4 Alternative Options and Reasons for Rejection**

- 4.1 The governance structure proposed follows standard principles for projects of this size and complexity, and the experience gained using this model for Coalite has proven its suitability for the OPE initiative.

## **5 Implications**

### **5.1 Finance and Risk Implications**

- 5.1.1 A NEDDC officer, Bryan Harrison, Senior Regeneration Officer in the Economic Development Team, has been appointed as Project Manager for the course of the OPE project. The NEDDC Finance Team will submit invoices to DCC at 6-month intervals for OPE work carried out by the officer, up to a maximum of £30,000.

### **5.2 Legal Implications including Data Protection**

- 5.2.1 No implications

### **5.3 Human Resources Implications**

- 5.3.1 NEDDC officers will lead and manage the process, but there is sufficient experience and capacity in the Growth Directorate to do this.

## 6 Recommendations

- 6.1 That Cabinet nominate a District Councillor to represent NEDDC on the Clay Cross OPE Project Control Board.

## 7 Decision Information

<p><b>Is the decision a Key Decision?</b>  A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds:  <i>BDC: Revenue - £75,000</i> <input type="checkbox"/>  <i>Capital - £150,000</i> <input type="checkbox"/>  <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/>  <i>Capital - £250,000</i> <input type="checkbox"/>  <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p><b>Is the decision subject to Call-In?</b>  (Only Key Decisions are subject to Call-In)</p>	No
<p><b>District Wards Affected</b></p>	Clay Cross North
<p><b>Links to Corporate Plan priorities or Policy Framework</b></p>	Unlocking our Growth Potential

## 8 Document Information

Appendix No	Title
1	PCB Terms of Reference
2	Project Initiation Document
<p><b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)</p>	
<p> </p>	
Report Author	Contact Number
Bryan Harrison	x7204

## Appendix 1 – PCB Terms of Reference



### Appendix 2. PROJECT GOVERNANCE

#### Project Control Board

- 1.1) The Project Control Board (PCB) will provide strategic leadership and direction with overall responsibility for the management and governance of the Project.
- 1.2) The PCB will meet as frequently as required but at least quarterly during the Project's lifetime. More frequent meetings will be held during the project's initial phase and if sign-off of project works are required between scheduled meetings.
- 1.3) Membership of the PCB will comprise the public sector representatives (or their nominee) involved in the project and representatives from key private sector stakeholders/partners:
  - Derbyshire County Council Leader/Member - Chair
  - NEDDC Member
  - Clay Cross Parish Council Member
  - Other key partners as deemed appropriate

Officer support from Sarah Morris (DCC), Allison-Westray Chapman (NEDDC), Bryan Harrison (NEDDC), Matthew Scarborough (DCC).

#### Project Operational Group

- 1.4) The Project Operational Group (POG) will have responsibility for operational delivery of the Project.
- 1.5) The POG reports to the PCB.
- 1.6) The POG will:
  - i. ensure the effective and positive engagement of all partners in delivery of the project

- ii. establish project management and timetable systems for delivery of the Project.
- iii. agree service level agreements, where required.
- iv. procure professional and technical consultancy and specialist advice as required to support delivery of the Project.
- v. monitor performance against the timetable, financial milestones and output targets and report on general progress of the Project's delivery to the PCB.
- vi. report audit findings and implement recommendations.
- vii. report, via the PCB, to respective Committees and Boards as appropriate.

1.7) The POG will meet as frequently as required but at least monthly during the project's lifetime.

1.8) Membership of the POG will comprise officers of the public sector partners involved in delivering the Project, and key private sector partners and landowners. Membership of the POG is likely to vary dependent on the matter to be addressed but as a core will include:

**a) NE Derbyshire District Council**

- Joint Assistant Director, Economic Growth
- Assistant Director Property & Estates
- Senior Regeneration Officer

**b) Derbyshire County Council**

- Assistant Director, Corporate Landlord
- OPE Project Manager
- Head of Heritage, Conservation and Design

**c) Private Sector key partners/landowners**

**Appendix 2 – Project Initiation Document**



**PPM040**

**Project Initiation Document (PID)**

**For Moderately Complex and Complex Projects**

**One Public Estate, Clay Cross**

**Project Reference: OPE May 2017**

<b>Planned start date:</b>	May 2017	<b>Planned end date:</b>	May 2018
<b>Prepared By</b>	<b>Bryan Harrison</b>		
<b>Position:</b>	Project Manager	<b>Date:</b>	May 2017
<b>Project Board / SAMT Approval By:</b>			
<b>Position:</b>		<b>Date:</b>	



# Strategic Alliance Project Initiation Document

## Purpose

The purpose of the Project Initiation Document (PID) is to define the project and to form the basis for its management and assessment of its overall success. It will:

- Ensure that the project has a sound basis before commitment is made to move to the execution phase;
- Act as the base document against which progress can be assessed.

## Document Control

The following table is provided to help ensure that the document remains up to date. Please enter details of all amendments that are incorporated into this document. Be sure to enter the revised version number, date of incorporation and to sign your initials beside the entry.

Version	Date	Details of Change	By Whom
1.1	July 2017	Appendices added	BH

# Strategic Alliance Project Initiation Document

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# Strategic Alliance Project Initiation Document

## 1.1 Project background, definition and business case

INCLUDE:

THE PROJECT BRIEF FOR BACKGROUND AND DEFINITION PRODUCED AT PROJECT START-UP

THE BUSINESS CASE PRODUCED AT PROJECT START-UP

- In April 2016, the government put out a call for bids to the One Public Estate fund. One Public Estate (OPE) is an initiative delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA).
- OPE funding provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
- DCC and NEDDC submitted a joint bid to the OPE fund for Clay Cross Town Centre in October 2017, and was subsequently successful, being awarded a total of £85k. This is broken down as follows:
  - £50k for a feasibility study
  - £30k for a part time project manager
  - £5k for preparing a development brief/marketing literature
- The project area is centred around Clay Cross Town Centre (see Fig1.), with the majority of the land and buildings in public ownership, although some private property is included.
- Public sector agencies active within the project area include Derbyshire County Council, Rykneld Homes, North East Derbyshire District Council, Clay Cross Parish Council, Hardwick CCG, Derbyshire Community Health Service, and JobCentre+.
- Services currently being delivered include the Leisure Centre, Library, Social Services, Adult Education, and Countryside Service, Thriving Communities, Health, and the Third Sector. Consequently, it is considered that OPE funding presents an opportunity to rationalise the public estate through a locality review.
- Clay Cross town centre has been the focus of regeneration activity for a number of years, with significant progress made to date. The Clay Cross Regeneration Framework (2009, revised 2013) provides the strategic overview for the regeneration of the town, and has overseen two phases so far:
  - **Phase 1** – A transformational project that saw the removal of a former pit tip on Bridge Street in the town centre, and the delivery of a new supermarket, bus station, medical centre, a parade of shops, and high quality public realm.
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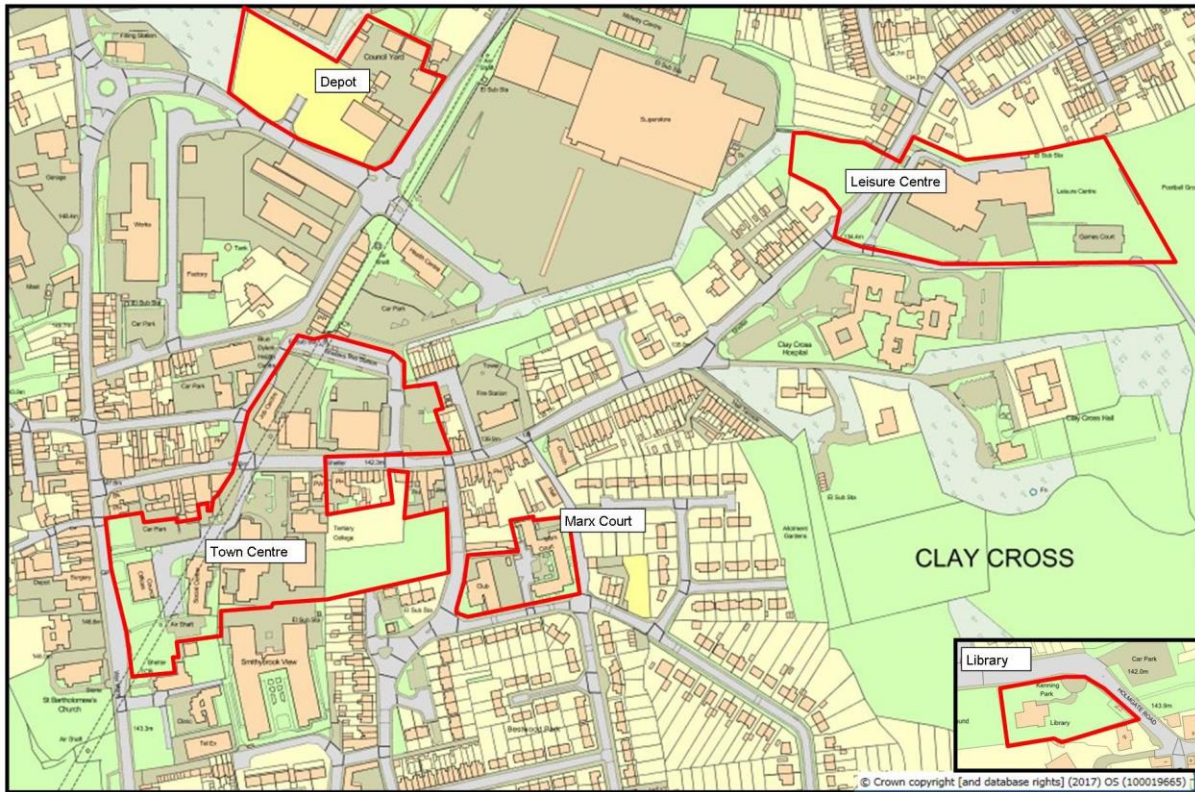


Fig.1 Project Area

- The OPE locality review presents an opportunity to maintain this momentum, and to deliver the third phase of town centre regeneration.
- Conservation is a key consideration when developing Phase 3, and Fig. 2 below illustrates the extent of the Clay Cross Town Centre Conservation Area, and its relationship with the majority of the project area.

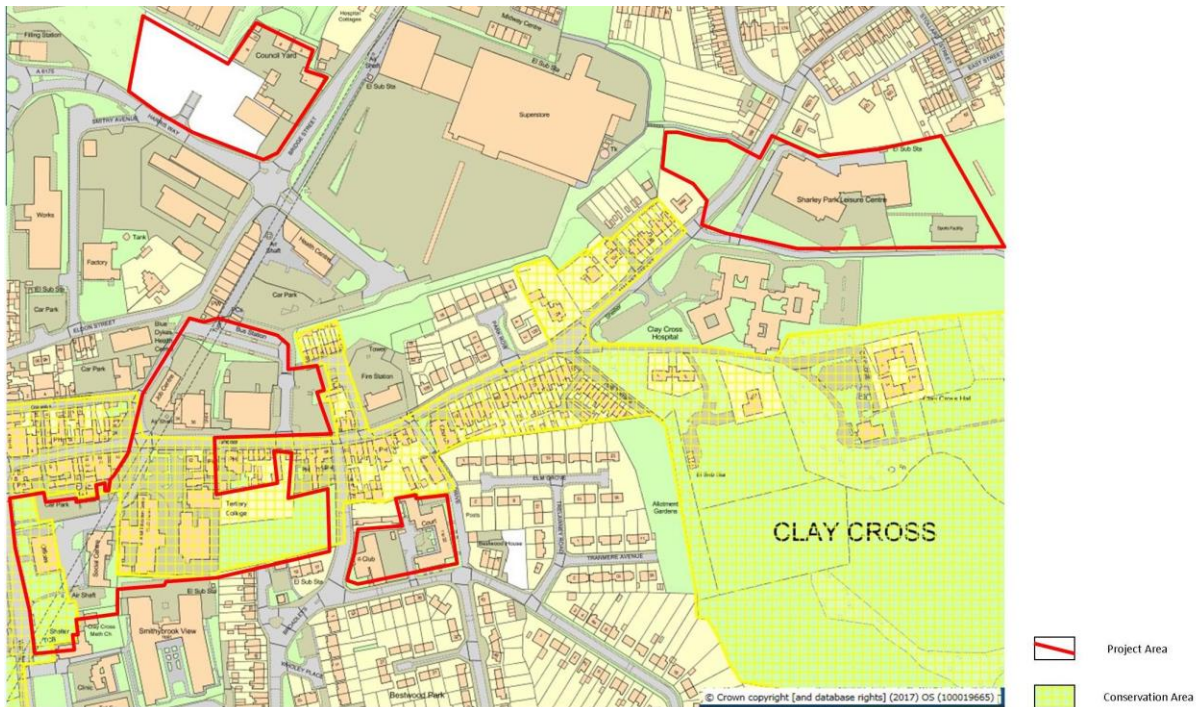


Fig.2 Clay Cross Town Centre Conservation Area

## 1.2 Project organisation

### Project Control Board

The Project Control Board (PCB) will provide strategic leadership and direction with overall responsibility for the management and governance of the Project. The PCB will meet as frequently as required but at least quarterly during the Project's lifetime. More frequent meetings will be held during the project's initial phase and if sign-off of project works are required between scheduled meetings. Membership of the PCB will comprise key stakeholders from both public sector (officers and elected Members) and private sector partners, and will be drawn from the following organisations:

- Derbyshire County Council
- North East Derbyshire District Council
- Clay Cross Parish Council
- Key private sector landowners

### Project Officer Group

The Project Officer Group (POG) will be composed of officers from NEDDC, DCC and Rykneld, and include disciplines such as Estates, Regeneration, Urban Design, Conservation, and Housing. Other disciplines will be invited to the project team meetings as required, for example Highways, Planning, etc.

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The funding secured is subject to a Memorandum of Understanding. The County Council is the lead authority for the North Midlands OPE bid, and the MoU is between DCC and the Local Government Association and the Government Property Unit. The MoU sets out the government's expectations in terms of outputs, information sharing, performance, reporting, and financial arrangements. A copy of the MoU is available from the OPE Project Manager.

### 1.3 Project scope

What does the project cover and what is NOT covered

The project covers the geographical areas indicated in Fig 1., and all the land and property contained within those areas.

### 1.4 Resources

This details any specialist facilities and resources that are critical for successful project delivery.

Resource item	Cost (£)	Location/owner
Project Manager	tbc	NEDDC/DCC
Heritage Consultant	tbc	NEDDC/DCC
Development Surveyor/Consultancy	tbc	NEDDC/DCC

### 1.4 Project outputs (Products)

Details the project outputs

Output description	By whom	Delivery Date
Development Brief/Options Appraisal	External consultants	April 2018
Marketing Literature	External consultants	April 2018
Secure development partner	DCC/NEDDC	December 2018

## Strategic Alliance Project Initiation Document

### 1.5 Risk Management

(for complex projects this may be stored as a separate document PPM050)

Risks are uncertain events that, should they occur, will have an effect on achieving objectives

				Scoring: Risk: Highly Likely=5, Likely=4, Foreseeable=3, Unlikely Incident=2, Rare Occurrence=1								
				Impact: Catastrophic=5, Severe=4, Moderate=3, Minor=2, Negligible=1								
Risk ID	Risk	Date Identified	Mitigating Actions	Risk (R)	Impact (I)	Residual Score R x I	Type	Owner	Date Reviewed	Escalate	Status	Comment
1	OPE funding not forthcoming	May 2017	Ongoing dialogue with government	2	4	8	Financial	DCC				
2	Public sector partners not engaging	May 2017	Public sector partners represented on project team	2	4	8	Programme	All				
3	Public sector partners not engaging	May 2017	Identification of key landowners and early dialogue	2	4	8	Programme	All				
4	Delay in delivery of options appraisal/development brief	May 2018	Robust project management process will	3	3	9	Programme	NEDDC				

## Strategic Alliance Project Initiation Document

			be in place, including contract requirements of appointed consultant									
5	Lack of interest from private sector	December 2018	Developer interest growing in Clay Cross. Marketing campaign will be carried out to identify potential partner	2	4	8						



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### 1.6 Issue Management

(for complex projects this may be stored as a separate document PPM060)

Issues are events that have happened, were not planned, and require management action

Issue ID	Issue	Risk ID	Type	Logged By	Date Logged	Priority	Impact Analysis	Decision	Owner	Decision Date	Progress report

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### 1.7 Benefits management

(for complex projects this may be stored as a separate document PPM130) Benefits need to be identified, quantified and measured.

Benefit ID	Expected Benefit	Timing for realisation	Measures Used to Quantify Benefit	Type	Owner	Date Reviewed	Status	Cash Benefit	Comment
1	Houses built	2020	Number of houses built	OP	NEDDC	July 2017	Future	Not yet known	
2	Development of broenfield land	2020	Hectare of land developed	OP	NEDDC	July 2017	Future	Not yet known	
3	Businesses supported into new premises	2020	Number of businesses supported	REP	NEDDC	July 2017	Future	Not yet known	
4	Public sector organisations efficiency savings	2025	Operational savings	OP	All	July 2017	Future	Not yet known	

## Strategic Alliance Project Initiation Document

### 1.8 Work Breakdown Structure (WBS)

[Use Microsoft Project, Excel Spreadsheet Template PPM140, or the worksheet below]

ACTION	Tasks	Planned Start Date	Planned End Date	Revised Start Date	Revised End Date	Owner	Status (R/A/G)
Confirm red-line	NEDDC/Rykneld/private landowners to confirm extent of red-line	July 2017	September 2017			NEDDC	Green
DCHS to confirm status of hospital	DCHS to confirm status of hospital	July 2017	December 2017			DCHS	Green
Project structure	AWC to confirm project structure with SM	July 2017	August 2017			NEDDC	Green
Monitoring document	BH to attached monitoring document to PID	July 2017	July 2017			NEDDC	Green

## Strategic Alliance Project Initiation Document

### 1.9 Stakeholder management

In order to understand who the key stakeholders are, the 'audience' for the project has to be established. These can be internal to the council, and/or to the project or may be external parties with an interest in or they may be impacted by the project.

Stakeholder interests should be expressed as what they might be concerned about getting (or avoiding) from the project.

#### Stakeholder map

STAKEHOLDER	Job security	Reduced risk	Improved performance	Long term stability	Greater efficiency	Lower cost	Financial Gain	Improved town centre facilities
NEDDC			√		√	√		
DCC			√		√	√		
Clay Cross Parish			√		√	√		
Local Residents								√
Private Landowners							√	
Members								√

#### Stakeholder categories

The stakeholders' reaction to the project should be considered. This can be used as a means of deciding how each stakeholder or group of stakeholders should be handled.

STAKEHOLDER	Support for the project	Impact of the project	Importance or Power
Name/organisation	Antagonistic-attempt to collaborate Advocates-keep satisfied, harness support Indifferent-keep informed	High/Med/Low	High/Med/Low

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Stakeholder Action Plan		
Name	Organisation / Interest	ACTION

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## 1.10 Communications plan

The communications plan details: the purpose of the communication, what is to be communicated, to whom, when and how the project team will communicate. The table below provides a structure for framing a communication.

### Communication timing plan

Communication	Description	Frequency	When	Format	Owner	Recipient/Attendees

# Strategic Alliance Project Initiation Document

## 1.11 Constraints

Mention any constraints that apply to the project.

## 1.12 Assumptions

[Have any assumptions been made for the delivery of this project? These are realistic expectations about what will be in place or will happen].

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