

NORTH LINCOLNSHIRE COUNCIL

CABINET

WESTCLIFF UPDATE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update the Cabinet on progress with the Westcliff Regeneration Programme and to approve the Project Initiation Document.
- 1.2 To update Cabinet on the development of a community investment partnership to support key outcomes across all localities of North Lincolnshire.
- 1.3 The key points in this report are as follows.
 - The Homes and Community Agency have been briefed on the scheme.
 - A Project Vision and key objectives have been agreed.
 - North Lincolnshire Homes have engaged with current providers of community services within Westcliff Precinct.
 - A detailed Project Initiation Document has been agreed by the key partners.

2. BACKGROUND INFORMATION

- 2.1 Cabinet considered a report on 24 September 2013 under the title 'Westcliff looking back and moving forward'. Cabinet agreed to support the report and its recommendations to develop the Westcliff Regeneration Programme and further, requested to receive regular updates on progress.
- 2.2 The Homes and Community Agency (HCA) have been briefed on the updated position with the scheme. They are supportive and have confirmed that the guidance for the 2015-2018 Affordable Housing Programme will be published by January 2014 in preparation for bids at the end of April 2014. Successful bids will be announced by July 2014. There will also be the potential to submit in-year bids for agreed strategic priorities.
- 2.3 North Lincolnshire Homes (NLH) have briefed Westcliff Drop-in as a key partner in the successful delivery of the Community Hub element of the programme.

- 2.4 An updated land ownership plan has been prepared as the basis for planning work relating to the property acquisition and highways work.
- 2.5 Key partners have agreed a detailed Project Initiation Document (PID). It includes the establishment of the project board and project steering group. The PID sets out a project vision and objectives that all partners have agreed. A copy of the PID is attached at appendix one.
- 2.6 A design for the retail element of the scheme has been drafted. This will enable engagement with retail providers.
- 2.7 The Terms of Reference have been developed for the Community Investment Partnership and approved by the Leader. A development day will be held in December 2013 to develop an action plan for 2014 including an outcomes framework.

3. OPTIONS FOR CONSIDERATION

- 3.1 There are no options as this report is for information only.

4. ANALYSIS OF OPTIONS

- 4.1 Not applicable.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

Costs for the regeneration programme are still under development.

5.2 Staffing

A project board has been established and a project manager assigned to deliver the project. A project delivery group has also been established to manage the project on a day to day basis. Terms of Reference for the Community Investment Partnership have been written for approval at the next Westcliff Taskforce.

6. OUTCOMES OF INTEGRATED IMPACTASSESSMENT (IF APPLICABLE)

- 6.1 Officers have completed an Integrated Impact Assessment and no significant issues of concern were highlighted.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 7.1 A wide range of partners are involved in the delivery of the Community Investment Partnership and the Westcliff Regeneration Programme. Input from some of these partners has been essential in shaping these two strands the council is now committed to taking forward.
- 7.2 There are no known conflicts of interest for Cabinet to consider.

8. RECOMMENDATIONS

- 8.1 That Cabinet notes the draft Terms of Reference for the Community Investment Partnership.
- 8.2 That Cabinet notes the progress achieved on the development of the Westcliff Precinct Regeneration Programme.
- 8.3 That Cabinet receives a further progress update at their next meeting.

CHIEF EXECUTIVE

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SCUNTHORPE
North Lincolnshire
DN16 1AB
Author: Lesley Potts
Date: 21 October 2013

Background Papers used in the preparation of this report.

- Minute item 1057 (70) of the meeting of Cabinet held on 24 September 2013
– WESTCLIFF – LOOKING BACK AND MOVING FORWARD.



PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

WESTCLIFF REGENERATION PROJECT

VERSION 0.5

DATE: 4th November 2013

AUTHOR: Sally Grindrod-Smith

Westcliff Regeneration Project: Project Initiation Document



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1. Document Information

1.1 Document Location

The document will be made available upon request and will be stored electronically at the following location.

\\Nlc17391\Strategic Regeneration Service\Strategic Housing\Westcliff\2013\Project Documentation

1.2 Document History

Revision date	Previous revision date	Summary of Changes
06/10/13		First draft
28/10/13	06/10/13	Amendments to include detail re: NLH Governance
04/11/13	28/10/13	Update to intelligence

1.3 Document Approvals

This document requires the following approvals. Signed approvals are filed in the management section of the project files.

Name	Title	Date of issue	Version number
Pete Stones	Director of Regeneration NLH	28/10/13	0.3
Cllr Liz Redfern	Leader NLC		
Marcus Walker	AD Planning and Regeneration NLC	28/10/13	0.3

1.4 Document Distribution

Name	Title	Date of issue	Version number



1.5 Document Purpose

The purpose of the Project Initiation Document is to define the critical elements of the project relating to the 'what, why, who, how, where, when and how much' for agreement by the key stakeholders.

2. Project Information

2.1 Background

For almost a decade the council and more latterly North Lincolnshire Homes have tried to develop a deliverable strategy to transform the Precinct area of the Westcliff estate with a view to changing the fortunes of its residents. This has involved countless public consultation exercises, numerous consultancy reports and a handful of undeliverable plans.

Although a deliverable plan has not been achieved, work to date has not been in vain as the principle of the project has been established. The project would see the current precinct area including the Youth Hut, the Library and all of the retail provision demolished to make way for new homes, a modern retail facility and a community hub.

2013 has been a significant year for the fortunes of the Westcliff estate as several key factors aligned and the opportunity to create kick start change in the area arose. These factors included;

- North Lincolnshire Homes Gap funding arrangement has ended following stock transfer, meaning they can access prudential borrowing on a large scale and they are keen to invest in the area
- Opportunities within a range of funding programmes to secure investment for a community facility
- The Homes and Communities Agency are set to continue investment in quality affordable housing
- The SKINT documentary has focused minds on the reality of the inequality being experienced in the area and has brought with it support for change including political support
- North Lincolnshire Homes own 75% of the land in the precinct area, the council own 24% and around 1% is in private ownership.

Westcliff Regeneration Project: Project Initiation Document



As a result, North Lincolnshire Council's Cabinet considered a report on 24th September 2013 titled 'Westcliff looking back and moving forward'. The Cabinet supported the report and its recommendation to develop the Westcliff Regeneration Programme and to receive regular updates on progress. This is the Council's mandate to proceed with works to regenerate the Westcliff estate.

Work on the physical regeneration of the area will go hand in hand with the development of the Community Investment Partnership which will be a key element of establishing a community hub that can deliver the social and economic change needed.

Delivering long term change in the Westcliff area is a key strategic priority for North Lincolnshire Homes. North Lincolnshire Homes and North Lincolnshire Council will work together, in partnership to deliver this project.

2.2 Vision and Objectives

The Council and North Lincolnshire Homes have agreed a joint vision for the Westcliff Regeneration Project. This has been based on all of the previous public engagement work, work with third sector partners over the years and previous feasibility studies.

The plan at appendix one highlights the project area.

This vision and objectives are set out on the understanding that although the physical regeneration works will be delivered within the short to medium term, the truly transformational impacts will only be seen as the infants being born today become the family makers of tomorrow.

2.3 Vision

The vision is;

'To use the physical regeneration of the precinct area of Westcliff, including the provision of new homes, retail and community facilities, to kick start a fundamental shift in the wellbeing, aspirations and employment prospects of current and future generations'.

2.4 Objectives

The project has five objectives. These are:

- 1) Demolition of current precinct area including existing residential, retail and garage units
- 2) Provide new homes in a range of types and tenures
- 3) Provide a retail offer that meets the needs of the local community



- 4) Deliver a scheme which helps to combat and design out crime
- 5) Deliver a community hub to become the social heart of the area offering all cross sector services required to tackle the full range of health, social and economic inequalities.

2.5 Scope

The area plan at appendix one sets out the redline boundary for the physical regeneration works to be included within the Westcliff Regeneration Project. However, the social and economic regeneration will not be constrained to this boundary.

The project will be driven by North Lincolnshire Council's Strategy; One Council, Putting Our Customers First. This strategy has a priority titled; Regenerate our area and increase prosperity. Similarly, North Lincolnshire Homes has a clear vision. This is 'To Create and Sustain Truly Vibrant Communities. This strategic direction forms the backbone of the project.

The project has five distinct areas that will form the basis of the project plan. These are

1) Project Management

Ensuring a clear decision making framework is in place including appropriate freedoms and flexibilities to allow the project to be delivered on time, to budget and to the quality required. This will also include ensuring that all partners are fully engaged in the project and that all resources, both physical and financial are available as required.

2) Housing

The project has the opportunity to deliver a significant number of new homes to meet local housing need. This element of the project will seek funding from the Homes and Communities Agency and other sources to deliver modern, well designed homes in a mix of property types and tenures.

3) Retail

A key element of the vision is the provision of a local retail centre. This area of work will include agreeing a commercially viable retail offer and securing a partner to deliver the offer.

4) Community Hub

This critical element of the project see the physical hub being designed and built, the management structure for the provision being agreed and most importantly the service provision designed and resourced.

5) Engagement

It is essential that we take the community with us in delivering this project. It is our aim to deliver a physical scheme which they take pride in a community hub which they take ownership of. To do this, careful engagement of the community at all levels is required throughout all stages.



2.6 Project Deliverables / Products

There are a number of key documents which are required for the delivery of the project.

Title	Description
Project Assumptions	Given the background to the project this document will set out all basic assumptions to ensure clarity from the start.
Delivery Strategy	This document will set out how each element of the project will be delivered
Communication Plan	To manage engagement with partners, providers and the local community
Project Plan	To establish who, what, how, when and how much
Master plan	To provide the physical plans for the scheme
Evidence Base	To underpin the business case for delivering the project and to form a baseline position for monitoring outcomes in the future
Outcomes Monitoring Framework	The method by which the outcomes delivered will be monitored
Risk Register	Risk Log – Records and monitors identified issues and risks throughout the lifecycle of the project.
Procurement Plan	To ensure compliance through each element of the project
Community Hub Service Specification	To agree the services to be provided from the community hub as a starting point

2.7 Exclusions

Element	Included	Excluded
Retail	The main retail unit will be included within the overall scheme design and phasing plans	Delivery and funding of main retail unit

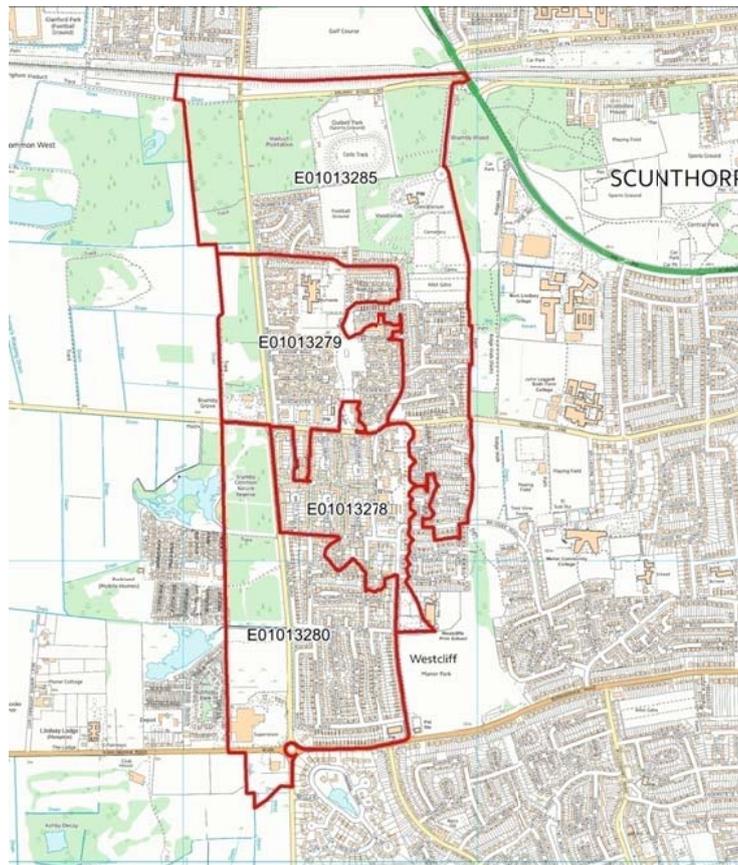
2.8 Interfaces

The Westcliff Regeneration Project will work closely with the Community Investment Partnership to maximise the opportunity to tackle the key issues of health inequality, employment, aspiration and ambition and skills.

3. Business Case

3.1 The Current Situation

- Westcliff sits within the Brumby Ward of North Lincolnshire. The area consists of four lower super output areas (LSOA's), Brumby E01013278, Brumby E01013279, Brumby E01013280 and Brumby E01013285. The Westcliff estate is almost entirely covered by lower super output areas E01013278 and E01013279 and the inequality within these lower super output areas in comparison to the rest of Brumby Ward and North Lincolnshire is set out below.
- Westcliff covers an area of approximately 177 hectares and has a population of 5,701. The population per hectare in North Lincolnshire varies from 0.3 to 93.1. In the Westcliff area the population per hectare varies from 16.9 in LSOA Brumby E01013285 to 71.2 in LSOA Brumby E01013278 (the second highest in North Lincolnshire).





3.2 Social Issues

- Significantly higher proportion of people under the age of 29
- The majority of housing is social rented accommodation with the most common house types being flats, maisonettes or apartments
- Brumby E01013278 and E0103279 fall into the 10% most deprived for the overall Index of Multiple Deprivation and also in five of the seven domains including crime and disorder and health deprivation and disability
- In 2011 the rate of children in poverty (all children) was 19.4% across North Lincolnshire. This was 50.2% and 45.3% for lower super output areas E01013278 and E0103279
- The 2011 Census self assessment of health found that 8.5% and 11.8% of people in lower super output areas E01013278 and E0103279 felt their health was bad compared to 5.7% across North Lincolnshire
- The level of economic inactivity due to disability or sickness is over 10% in lower super output areas E01013278 and E0103279 compared to 4.2% across North Lincolnshire
- Community facilities are not delivered in a joined up way and opportunities are missed to maximise the role that the voluntary sector can play

3.3 Economic Issues

- Educational attainment is poor, students within the two lower super areas in Westcliff Precinct achieve lower than average grades at GCSE level
- The % of people that have never worked within North Lincolnshire is 0.78%. For the lower super output areas E01013278 and E0103279 the percentages are significantly higher at 3.52% and 2.5%.
- In terms of the long term unemployed as a % of all 16-74 year olds, the rate is 1.93% across North Lincolnshire and again is significantly higher in lower super output areas E01013278 and E0103279 at 5.7% and 5.29%.
- Nomis data from April 2013 shows that the Claimant Count rate for lower super output areas E01013278 and E0103279 at 16.5% and 14% is much higher than the rate for North Lincolnshire of 4.4%.
- The existing retail offer does not have a road frontage and is not well signed and therefore does not attract much passing trade



3.4 Environmental Issues

- Although work to address crime and anti social behavior issues is beginning to see results in the Westcliff area, the physical built environment means that the area remains vulnerable to incidents of crime and disorder
- People feel insecure in the area due to the fact that there are lots of areas which have no natural surveillance
- The two lower super output areas E01013278 and E0103279 ranked 108 and 85 out of 32,482 nationally in the Index of Multiple Deprivation, with 1 being the most deprived
- A significant proportion of retail units are now vacant adding to the overall feel of an area that is unsafe, run down and has been left behind the times

3.5 Time for Change

The issues set out above are not dissimilar to issues faced across traditional social housing estates across the UK. Addressing entrenched unemployment, severe child poverty and stark health inequalities is not a simple task. It is perhaps for this reason that several attempts to bring about change in the Westcliff area have been unsuccessful in recent years.

However, as North Lincolnshire begins to see the gains of delivering nationally significant schemes such as the South Humber Gateway and Lincolnshire Lakes, we recognise that we can not afford to let those areas suffering from a range of inequalities fall even further behind.

3.6 Risks

With a project as complex in nature as this one, with two lead interested parties and several key partners, understanding and managing risk is key. The initial serious areas of risk are listed below and a separate risk register will be developed.

- Unable to obtain vacant possession from the existing right to buy and other residential private investors / owner occupiers due to cost implications
- Unable to obtain vacant possession from existing retail traders
- Inability of NLC and NLH to agree a land deal
- Scheme not viable due to market conditions
- Funding not available for community hub element
- HCA funding not available / project not priority for HCA
- Programme issues – timing of demolition, phasing and availability of funding
- High site clearance costs



3.7 Summary Costs

It will be the role of the Project Steering Group to develop a cost plan.

4. Project Governance

4.1 Accountability

Accountability for the project is to the Project Board, which receives regular update reports via Highlight Reports and verbal update at the Project Board meetings.

The Project Board is accountable to North Lincolnshire Council Cabinet and North Lincolnshire Homes Board. The Board has the authority to direct the project within the remit set by the corporate framework as above. The Project Board is also responsible for the communications between the project management team and stakeholders external to that team.

The project plan will set out clear stages for achieving the strategic objectives and the project will be reviewed as each stage reaches completion.

4.2 Project Team

Within the project management structure there are a number of key roles which have specific areas of responsibility. These are:

- | | |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Director: | The Director is ultimately responsible for the project, supported by the senior User and Senior Supplier. The Project Directors role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecast benefits. |
| Senior User: | Representing the interests of all those who will use the final product (s)
Ensuring the requirements of the users have been completely and clearly defined to the Project Board |
| Senior Supplier: | The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the projects products. This role is accountable for the quality of the products delivered by the supplier and is responsible for technical integrity of the project. |

Westcliff Regeneration Project: Project Initiation Document



Project Manager: The Project Manager has the authority to run the project on a day to day basis on behalf of the Project Board within the constraints laid down by them.

The project management team for this project will be:

Project Director: Lesley Potts
Senior Supplier: Andy Orrey
Senior User: Susan Twemlow
Project Manager: Sally Grindrod-Smith
Project Officer: Kate Robinson

4.3 Project Board

The Project Board represents the business, user and supplier interests of the project. The Project Board members are decision makers and are responsible for the commitment of resources to the project, such as finance, equipment and personnel. As project board responsibilities are in addition to normal working commitments they should conduct management by exception, i.e being kept regularly informed, but only asked for decisions at key stages of the project.

Name	Title	Role on Board
Cllr Liz Redfern	Leader of the Council	Chair of the Project Board representing communities and businesses of North Lincolnshire
Andy Orrey	Chief Exec NLH	Senior Supplier
Lesley Potts	Head of Resources, Strategic Investment and Funding	Project Director and support to chair
Susan Twemlow	AD People Services	Senior User
Frances Cuning	Director Public Health	Representing public health interests

4.4 Project Steering Group

The Project Steering Group will be responsible for the day to implementation of the project plan and agreeing the lead roles in delivering the Work Packages contained within the project plan.

Westcliff Regeneration Project: Project Initiation Document



Name	Title
Lesley Potts	
Sally Grindrod-Smith	Strategic Housing Officer NLH
Kate Robinson	Housing Strategy Officer NLC
Pete Stones	Director of Regeneration NLH
Martin Phillips	Development Manager NLH
Jan Williams	Community Investment Manager NLH
Rae Twidale	Westcliff Drop in Centre
Matt Wilkinson	Lincolnshire Co-op
TBC	Public Health Consultant
TBC	Children and Young Peoples Service
TBC	Adult Services
TBC	Development Management Planner

Terms of reference for the Project Steering Group are currently being drafted.

5. Communications Plan

Separate communications plan to be developed and agreed.

6. Project Controls

6.1 Authority, approvals and reviews

Implementation will be conducted using the PRINCE2 project management methodology.

This provides a set of controls to facilitate the provision of key decision making information allowing the Project Board and Project Director/Manager to make timely and effective decisions when resolving any problems. The Project Board controls are based on management by exception, i.e. once a stage plan is agreed the project manager and project steering group will continue with this activity until it is completed or if something is forecast to go wrong.

Delivery of the project will be split into multiple stages, outlined in the project plan. The transition from one stage to the next will act as a control point for the Project Board, allowing a review of progress and re-verification of the Business Case supporting the project. An alternate control for the project is delivery of an Exception Report to the Project Board as outlined below.



6.2 Exception Process

An exception report will be produced when any approved stage plan is forecast to exceed tolerance levels (time, cost and/or quality) set for that part of the project. Any exception report will be prepared by the Project Manager for the attention of the Project Board, which will typically result in the production of an exception plan.

Any Exception Report will consist of:

- A description of the cause of the deviation from the Stage Plan.
- The consequences of the deviation.
- Available options.
- The effect of each option upon the Business Case, project risks, project and stage tolerances.
- The Project Manager's recommendations, including an initial exception plan where possible.

7. Project Plan

The project plan is being developed and will be overseen by the Project Steering Group. The Project Steering Group will be responsible for establishing a project timetable as a key priority.

8. Assumptions

The following assumptions are made

- Staff will be available to work on this project for its entire lifecycle
- Support to run, deliver and implement this project is reliant on the engagement from a wider range of services and teams to ensure a co-ordinated approach

North Lincolnshire Community Investment Partnership

Terms of Reference

October 2013

Aim of the Community Investment Partnership

- To contribute to the sustainable growth of the economy in North Lincolnshire
- To address barriers to economic growth including unemployment, aspiration, skills and well being
- To inform the priorities of the Regeneration Strategy
- To deliver key objectives within the Regeneration Strategy
- To deliver the outcomes and priorities of the Health and Well-Being Strategy

Role and Responsibility of the Community Investment Partnership

- Develop a robust understanding of the barriers to economic growth from the perspective of the local community
- Use all available intelligence to plan strategic interventions at a local level
- Develop a broad understanding of current delivery to minimize duplication and maximise outputs
- Bring together partners including public, private and voluntary sector to deliver agreed interventions
- Deliver interventions in a timely fashion that are responsive and focus on prevention
- Work proactively with communities to establish a visible presence and make a difference
- Promote, market, raise awareness of available opportunities, services and resources
- Closely monitor impact of local interventions

Membership

- Lead elected member
- Representative from Planning and Regeneration
- Representative from People's Services
- North Lincolnshire Homes
- Job Centre Plus
- Voluntary / Community Sector
- Representative of the Health and Well being Board (health)

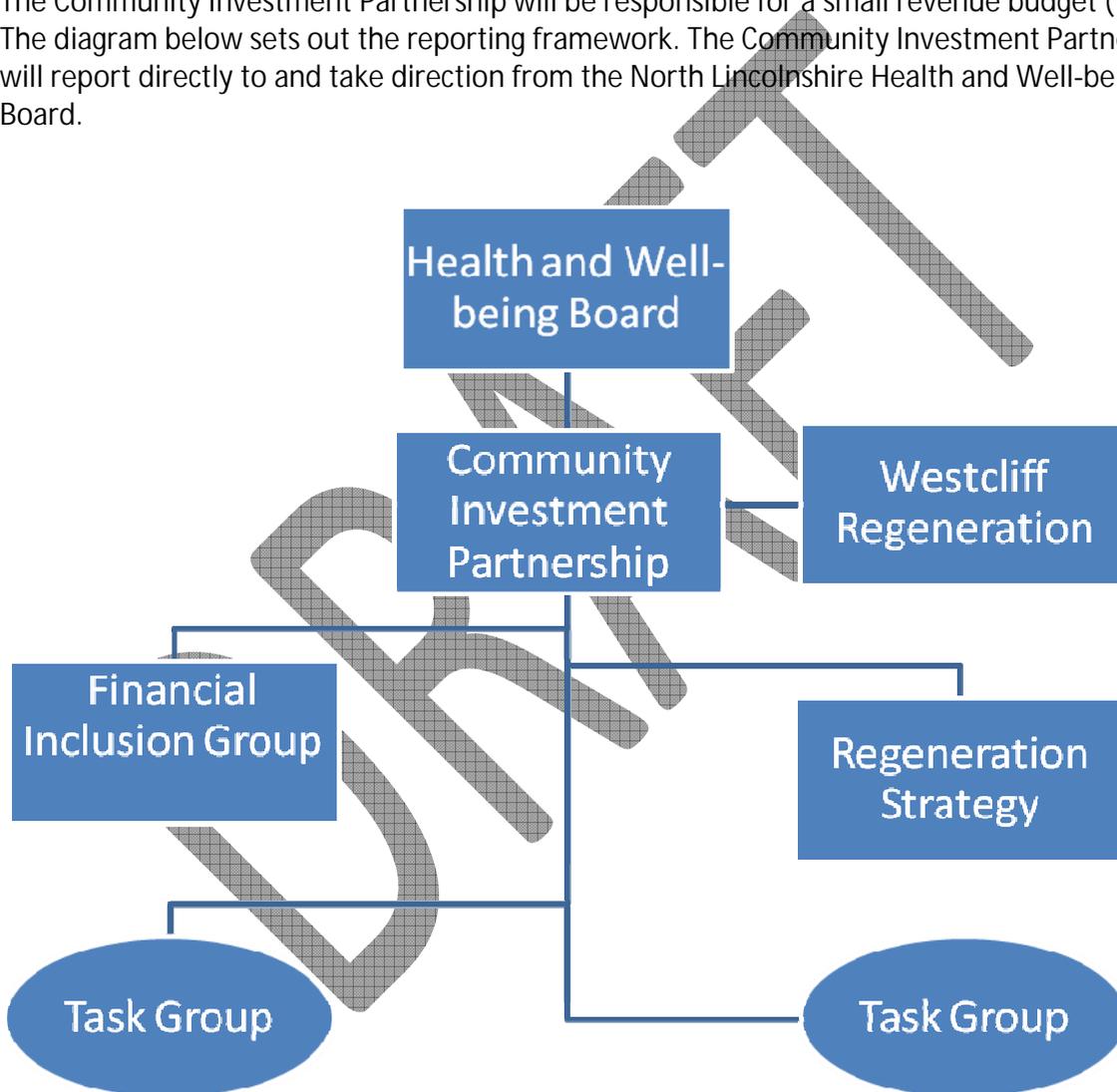
The main partnership will be supported by a range of delivery task groups which will pull in additional partners as and when required.

Frequency of meetings

The Community Investment Partnership will meet on a bi monthly basis. The meeting will be facilitated by the Community Investment Manager based within Planning and Regeneration.

Decision Making

The Community Investment Partnership will be responsible for a small revenue budget (TBC) The diagram below sets out the reporting framework. The Community Investment Partnership will report directly to and take direction from the North Lincolnshire Health and Well-being Board.



Review Date

Once approved the Terms of Reference will be reviewed annually.

