

Full Project Business Case Principal Towns Programme

Document Information

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Owner: Paul Hussey

Document History

Version	Details	Date	Reviewed By
0.1	Initial draft		S. Whittaker
0.2	Second draft		S. Whittaker
0.3	Third draft	07/12/16	P. Hollingsworth
0.4	Fourth draft	07/12/16	S. Loach

Project Name:	Principal Towns
Lead Contact/Project Manager:	Philip Hollingsworth
Directorate:	Communities
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Senior Responsible Officer:	Paul Hussey

1. PROJECT OVERVIEW

Scope

What is in and out of scope?

To create a framework to support economic regeneration in Barnsley's defined principal towns and local centres. The commissioning approach is to encourage asset based community development as a catalyst to stimulate stronger and resilient communities.

Principal Towns:

Cudworth
 Hoyland
 Wombwell
 Goldthorpe
 Penistone
 Royston

Local Centres:

Athersley
 Bolton on Dearne
 Darfield
 Darton
 Dodworth
 Grimethorpe
 Hoyland Common
 Lundwood
 Mapplewell
 Stairfoot
 Thurnscoe

Context & Rationale

Provide detail on what the project is seeking to achieve or what problem is it trying to solve?

Due to the large amount of investment which is taking place within Barnsley Town

Centre, it has been highlighted that in order to ensure the benefits of economic regeneration are felt across the borough, a dedicated investment programme be put in place to support community led projects. At present there is no such investment programme specifically targeting our district town centres.

This would help to directly contribute towards our Corporate Economic priority for the Borough and will complement the various priorities set by the Area Councils.

Alternative Approaches

Include summary information on alternative approaches and/or solutions that have been considered and the reasons that these are not being considered further.

Do Nothing

If the principle towns investment programme was not taken forward, this would mean that there is no dedicated way of supporting economic regeneration away from the town centre. Although the Jobs and Business Plan is delivering a number of key strategic projects across the borough, these are not focussed on community led projects which can directly support regeneration in those areas.

Delegated Budgets

4.2 Allocate a budget to each individual Area Council instead of going through a borough wide commissioning framework. This would mean the proposed total capital allocation is split rather than centrally allocated. This is unlikely to result in meaningful and economically beneficial projects coming forward.

Links to Corporate Priorities

Provide detail about how this project will specifically support the delivery of the Council's corporate priorities and/or outcomes

- Strong and resilient communities
- Create more businesses
- Create more jobs
- Deliver economic infrastructure

2. BENEFITS

List the anticipated benefits (financial and non financial) and how these will be measured

Benefit	Measurement	Timescale
The proposal is to create a principle towns commissioning framework which can be used to form the basis for community led economic regeneration projects coming forward for funding by	<ul style="list-style-type: none"> • Quality Public Realm • Shopfront Schemes • Business 	Post October 2017

focusing on projects that ensure our principal town centres remain vibrant and attractive. Projects are expected to deliver the interventions that best deliver a thriving high street. These may be different in each of the principal towns but are likely to include a mix of the measurements:	Security <ul style="list-style-type: none"> • Business Incentives • Low maintenance public realm i.e. curbs, bollards • Transport improvements • Car parking improvements • Signage & branding • Acquisition of key buildings/ land to deliver the plan • Demolition where appropriate 	
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3. DEPENDENCIES

Provide details of any identified dependencies

Internal Resources	Why Required	When Required
Area Councils	To assist with project development	February 2017
Ward Alliance	To assist with project development	February 2017

External Resources	Why Required	When Required
Local businesses	Submit project plans	September 2017
Community groups	Submit project plans	September 2017
Other organisations	Submit project plans	September 2017

4. COSTS & FUNDING

Details of any funding available (e.g. voluntary sector, private sector, SCR) and provide details of any constraints or timescales on funding stream

2016/17	2017/18	2018/19	2019/20	2020/21
				£
Notes It is expected that the private sector will contribute to any approved projects though it is difficult to estimate the value of this at this stage				

Details of any funding required and where this will need to be sourced from

2016/17	2017/18	2018/19	2019/20	2020/21
£25,000	£975,000	£2,000,000	£2,000,000	£
Notes Approval for the above will be sought via a separate cabinet report which sets out the principles of the scheme				

5. IMPACT ASSESSMENT

What is the impact of implementing the project? Equality & Inclusion Business Partners can provide advice and guidance in this area with regards to completing initial Community Impact Assessment (CIA) and full Equality Impact Assessment (EIA) if required.

	Significant Impact? (✓)	Next Steps (✓)
Impact Assessment Undertaken	At this stage in the process there is not enough detail to understand the potential impacts. It will be necessary to undertake a CIA/Full EIA on each of the proposals for the principal towns as the plans are developed and prior to submission to the commissioning board.	
Details of Impact		
Next Steps		

RESOURCES

Details of resources required, such as office space, IT equipment, project team members, specific skills etc.

Resource	Details	Cost	Date Required
Project Managers x2 (existing grade 9 job profile). 3 year contracts.	To undertake all investigation, submission of proposals and delivery of each approved plan	£86k/year	February 2017
Marketing promotion	To promote the scheme to get community groups interested e.g. workshops	Minimal – to be contained	Spring 2017
Surface Pro x2	To enable flexible mobile working	Standard cost	February 2017
Office equipment	Utilise existing office accommodation of Stronger Communities Area Teams	No additional charges	February 2017

6. PROJECT SCHEDULE

What are the key project milestones for the on-going development and implementation of the project?

Milestone	Start Date	Completion Date
Cabinet approval	January 2017	
Full business case	December / January 2017	
Capital Programme funding approval	February 2017	
Recruitment of project officers	January / February 2017	
Meetings with Members and Area Councils	February / March 2017	
Workshops with community groups and Area Councils	April / May 2017	
Principal Towns Panel	September 2017	
Cabinet approval of projects	October 2017	
Projects implemented	From October 2017	
Thereafter the programme will continue with meetings of the Panel x3/year		

7. ROLES & RESPONSIBILITIES

Provide details of the project team and their roles and responsibilities linked to this project. Indicate the status of each role i.e. is this role part time, full time, temporary current post

Role	Responsibilities	Name	Status
Project Managers x2 (existing grade 9 job profile). 3 year contracts.	To undertake all investigation, submission of proposals and delivery of each approved plan	?	February 2017 for 3 years
Area Managers (South and North-East)	Day-to-day line management of the Project Managers.	Kate Faulkes Caroline Donovan	Existing, Permanent
Head of Stronger Communities	To ensure the programme continues to progress and deliver	Phil Hollingsworth	Existing, Permanent
Other Area Managers/Area Teams	To provide support advice and facilitation to enable the programme to work	Various	Existing, Permanent

8. PROJECT GOVERNANCE

Provide details around governance, sign off and reporting arrangements

Standalone project or part of a wider programme?	<i>Standalone</i>
Governance Arrangements	<p><i>Is there already an appropriate board in existence to oversee this project or will a new one need to be created?</i></p> <p><i>A project board is already in place and a commissioning panel will be implemented for the initial approval of projects.</i></p>
Meeting Arrangements	<p><i>What is / will be the frequency of board meetings?</i></p> <p><i>Currently every 4 weeks.</i></p>
Reporting	<p><i>What reports will be received by the board and at what times (monthly, gateways etc.)</i></p> <p><i>Progress and monitoring reports for the commissioning panel and project boards.</i></p>
Gateway Processes	<p><i>At which points in the project is sign off required and by whom?</i></p> <p><i>Commissioning panel and cabinet.</i></p>

9. RISKS

What are the anticipated risks of undertaking this project and how could these be mitigated?

Risk Detail	Probability and Impact	Mitigation
Too much demand	Escalating risk as the programme progresses and the amount of remaining funding decreases.	We'll work with the Principal Towns throughout the lifetime of the programme to ensure that proposals only progress where there is a realistic chance of funding.
Not enough demand	Low probability, the interest in this should be significant	Workshops and briefings will be held to generate interest
Too many small initiatives	Medium probability	Minimum thresholds have been set to prevent this.

What are the anticipated risk of NOT undertaking this project and how could these be mitigated?

Risk Detail	Probability and Impact	Mitigation
Footfall decreases	Medium	The proposed investment programme
More business close as a result of not investing	Medium	The proposed investment programme
Areas enter a 'spiral of decline'	Medium	The proposed investment programme

10. ISSUES

What are the anticipated issues linked with undertaking this project and how could these be controlled?

Issue Detail	Probability and Impact	Control
Possible political fall-out if areas are not perceived as getting a fair allocation from the programme	Low	Members roles on the panel and project sign-off by Cabinet

11. STAKEHOLDERS

Who are the key stakeholders and how will they be consulted on?

Stakeholder	Internal or External	Type of Consultation	When
Public	External	Workshops / press releases	Project promotion implementation and as and when projects commence
Members	Internal	All Member Briefing	Prior to panel
Key Officers	Internal	Updates	Prior to panel

12. COMMUNICATION & ENGAGEMENT

When will communication take place, how, why and with whom?

Communication Method	Date	With Whom	Purpose
Press releases	Milestones	Communities / public	Update and to inform
Workshops	Spring	Community Groups / Area Councils	Update and to inform
Social Media	Ongoing	Communities /	Update and to inform

		public	
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13.APPROVAL

Approval	Approved / Not Approved		
Assigned Project Board			
Comments			
Communication	Outcome Reported to Project Manager	Yes / No	Date: