

**Cabinet: 1<sup>st</sup> December 2008**

**Three Towns: One Vision**

**Developing Proposals for the Regeneration of Parts of Witham, Braintree and Halstead**

**Contact Details:** Andrew Epsom – Programme Manager  
**Designation:** Head of Asset Management  
**Ext. No:** 2921  
**E Mail Address:** [andrew.epsom@braintree.gov.uk](mailto:andrew.epsom@braintree.gov.uk)

**Background Papers:** Report to Cabinet on 7<sup>th</sup> July 2008, Business Case, Project Initiation Document, Project Plan, Minutes of Programme Board on 14/10/08  
**Financial Implications:** See details within the report  
**Equalities Implications:**  
**Legal Implications:** Land ownership, disposals and potential joint ventures  
**Options:**  

1. Do nothing
2. Develop plans to redevelop the sites

**Risks:**  

1. Increased building cost
2. Difficult market conditions
3. Unavailability of third party land/issues with partners

## **EXECUTIVE SUMMARY**

At its meeting on 7<sup>th</sup> July 2008, Cabinet resolved:-

- 1) That the following Governance arrangements for the three Town Centre regeneration sites be approved:- Programme Steering Board – Cllr Butland, Cllr Harley, Cllr Lager (plus three Members: one from each Local Committee), Peter Crofts and Allan Reid.
- 2) That Officer's be authorised to undertake a full consultation exercise and prepare a detailed development brief for both the Braintree and Witham Town Centre sites. The final development brief to be referred to each of the Local Committees and Cabinet for approval.
- 3) That the Council-owned land contained within the redevelopment site known as Land East of the High Street, Halstead, be declared surplus to requirements and disposed of on the open market on the terms to be agreed by the Programme Board.
- 4) That the costs of the recommendations (1, 2, & 3 above) be met from the capital provision made in the current Capital Programme. This includes any project management costs to deliver this project.

This report provides the Cabinet with a summary of the consultation recently undertaken and outlines draft development proposals and options for each site. The report also provides feedback from each of the Local Committees in respect of the development proposals relating to the site identified within their locality. The terms of reference and membership of the Programme Steering Board have also been set out for approval.

## **DECISION**

It is recommended that:-

- 1)** The Cabinet approves the Terms of Reference and Membership of The Programme Steering Board for the Three Towns: One Vision Project (see Appendix 1).
- 2)** The Cabinet approves the proposed development briefs for both the Braintree and Witham sites.
- 3)** The Consultants, Cushman & Wakefield, be appointed to market the redevelopment proposals for the sites in Braintree and Witham and seek an appropriate development partner for each site.

## **APPENDICES (Public Session)**

1. Terms of Reference and Membership of Programmer Steering Board
2. Consultation Summary and Development Proposals for the Braintree Site
3. Consultation Summary and Development Proposals for the Witham Site
4. Consultation Summary and Development Proposals for the Halstead Site
5. Three Towns: One Vision Programme Board Minutes (14/10/08)
6. Project Initiation Document

## APPENDIX 1

### **TERMS OF REFERENCE AND MEMBERSHIP OF PROGRAMME STEERING BOARD: THREE TOWNS ONE VISION**

1. The Council's Corporate Strategy for 2008-1012 has identified the regeneration of parts of Witham, Braintree and Halstead by 2012 as a key priority.

Developing regeneration plans for each of the towns is a high priority action in the Council's Corporate Action Plan for 2008/09.

2. At the meeting of Cabinet on 7<sup>th</sup> July 2008, Cabinet resolved: -
  - a) That the following Governance arrangements for the three Town Centre regeneration sites be approved:- Programme Steering Board – Cllr Butland, Cllr Harley, Cllr Lager (plus three Members: one from each Local Committee), Peter Crofts and Allan Reid.
  - b) That Officer's be authorised to undertake a full consultation exercise and prepare a detailed development brief for both the Braintree and Witham Town Centre sites. The final development brief to be referred to each of the Local Committees and Cabinet for approval.
  - c) That the Council-owned land contained within the redevelopment site known as Land East of the High Street, Halstead, be declared surplus to requirements and disposed of on the open market on the terms to be agreed by the Programme Board.
  - d) That the costs of the recommendations (1, 2, & 3 above) be met from the capital provision made in the current Capital Programme. This includes any project management costs to deliver this project.

The three Members from each Local Committee have now nominated to the Programme Board. They are: Cllr Gage (Halstead, Cllr Mann (Braintree) and Cllr Howell (Witham).

3. To give clarity to the purpose and operation of the Board the following key terms of reference have been identified: -
  - i) Work to secure redevelopment proposals which promote the economic benefit and improvement of the whole of each town, as well as the immediate project areas
  - ii) Using existing public sector assets where appropriate and working with partner organisations and consultants, encourage proposals for maximum leverage of inward investment and long term sustainability
  - iii) Oversee the delivery of projects supported by 'Three Towns: One Vision' as defined in the board's initial brochure.
  - iv) Monitor the outcomes of the project including housing and employment growth
  - v) Liaise with other agencies and stakeholders involved in the delivery of housing and employment growth and supporting infrastructure.
4. Programme board composition
  - One member representing each of the Council's local committees
  - Council Leader plus two Cabinet Members
  - Chief Executive and Development Director
5. Meetings of the Board will be called as required and not less than two meetings per year – to agree priorities for expenditure, redevelopment proposals and actions and to monitor progress during the year.

## APPENDIX 2

### **CONSULTATION BACKGROUND**

A full consultation exercise has been carried out covering the general public, business groups, community groups, local committees and members, town councils, town centre strategy groups, chambers of trade, Braintree District Business Council, special interest groups and individual residents.

The results of the consultation have been analysed and used as the basis of the draft development briefs for both the Braintree and Witham Town Centre sites as detailed below. The three local committees have been consulted on the draft development proposals for each town centre site and their feedback has also been summarized within this report.

### **Braintree – Site to the rear of the Town Hall**

#### **Consultation Results:**

1. 75% of respondents support the principle of a mixed-use scheme on the site incorporating potential uses such as community facilities, bus terminal, residential, retail, car parking and offices.
2. 62% of respondents support the retention of both the car parking and bus terminus on site.
3. 74% of respondents supported the principle of a new open town square.
4. 51% of respondents visit Braintree Town Centre on a daily basis and 30% on a weekly basis.
5. 45% of respondents' principal reason for visiting the Town Centre was for shopping, while for 26% it was work.
6. 38% of respondents use a car to get to the Town Centre, while 33% walk and 21% use a bus.

## **Development Brief (October 2008) – Site to the rear of the Town Hall, Braintree**

### **CONTENTS**

- 1.0 Introduction**
- 1.1 Background**
- 1.2 The Purpose of the Brief**
- 1.3 Status of the Brief**
- 2.0 The Site and Surrounding Area**
- 2.1 Location**
- 2.2 Ownership**
- 2.3 Public Services and Utilities**
- 3.0 Planning Policy Context**
- 4.0 Proposed Development**
- 4.1 Proposed Uses**
- 5.0 Bulk/Scale/Massing**
- 6.0 Ownership/Implementation**
- 7.0 Location Plan**

## **1.0 INTRODUCTION**

### **1.1 Background**

The site to the rear of the Town Hall (see attached plan) is an area currently predominantly used for surface car parking and as a bus park/interchange bordered by Manor Street, Fairfield Road and Victoria Street.

Braintree District Council is committed to encouraging the redevelopment of this site by a selected developer in accordance with this development brief. This brief sets out the Council's preference for the form and style of development to be carried out by the chosen development partner.

It is the Council's aim to invite proposals and tenders for the redevelopment of the Opportunity Site by way of a competitive dialogue under the relevant OJEU legislation.

### **1.2 The Purpose of the Brief**

The purpose of this brief is to provide a framework to give guidance in general terms with regard to the Council's aspirations for the redevelopment of the site and to secure the proper civic and environmental benefits for the locality in accordance with both the adopted local plan and relevant planning legislation.

The target aim of the Council is to seek the comprehensive and sustainable redevelopment of the site by:

- (a) Ensuring the redevelopment makes a positive contribution to the area and creates a new pedestrian link between Victoria Street and Market Place.
- (b) Provides uses that are appropriate to the vicinity.
- (c) Creates a development that is of an appropriate scale and design that will provide a positive contribution to the local townscape.
- (d) Establishes a new built environment with a high quality design and landscaping treatment.
- (e) A development that provides a new transport interchange for both public car parking and the existing bus standing area.

### **1.3 Status of the Brief.**

This brief has been prepared by Cushman & Wakefield in consultation with officers and members of Braintree District Council. The brief has been issued for consultation and may be subject to amendments following feed back from the Three towns: One Vision Programme Board – developing proposals for the regeneration of parts of Witham, Braintree and Halstead.

## **2.0 THE SITES AND SURROUNDING AREA**

### **2.1 Location**

The attached plan shows the opportunity site consisting of an area within the ownership of Braintree District Council and an additional tract of land, at 8-16 Manor Street, which is currently held in private ownership. Braintree District Council is currently looking at this site to establish whether or not it might also be made available to incorporate within a comprehensive redevelopment of the site.

The land is bordered by three main roads; Manor Street, Fairfield Road and Victoria Street.

There is a considerable variation in levels across the site from north to south and, whilst no ground condition survey has been undertaken, it is considered that the existing topography can be used to the advantage of any development upon the site.

Vehicular access to the site is currently facilitated by way of Manor Street with an access for local bus companies to the “lower” portion of the site and private vehicular access to the upper level site used as a car parking.

In addition there is an existing community centre in the southeastern corner of the site. Braintree District Council is in negotiation with the trustees for the community centre to establish whether or not a relocation of the facility can be agreed off site. In the event that these discussions do not reach fruition the community facilities will need to be relocated within the existing site area (see section 6).

### **2.2 Ownership**

Braintree District Council is the freehold owner of the principal site. That ownership is subject to various agreements in relation to occupation by existing users including the car park and bus terminus. A detailed package in relation to tenure and title will be provided to interested parties at the appropriate time.

The remainder of the site (8-16 Manor Street) is in private ownership. As detailed above Braintree District Council is currently in negotiation with the owner to establish whether or not that site can be released to be incorporated in a wider scheme. Further details will be provided to prospective developers at the appropriate time.

### **2.3 Public Services and Utilities**

It is believed that all of the usual public services and utilities are available on site although no survey has been undertaken to date.

### 3.0 PLANNING POLICY CONTEXT

Braintree District Council considers that a mixed-use development upon the site providing office/B1, residential and A3/restaurant facilities is the most appropriate combination of land uses for the area.

Braintree District Council has commissioned a planning brief for the site, which will be made available to all interested parties at the appropriate time.

### 4.0 PROPOSED DEVELOPMENT

#### 4.1 Proposed Uses

As set out above, the focus of this development brief is to encourage the provision of a mixed-use development with the following characteristics.

**Office space/B1** - Braintree District Council has identified a need for a new office building to be occupied by the Council and County Council jointly.

Braintree District Council currently has 405 staff members at Causeway House with a further 31 individuals working from Millennium Tower. Essex County Council accommodates approximately 243 staff within this Braintree offices and a recent space planning exercise has ascertained that the combined staff members could now be accommodated within a building of 50,000 sq ft gross.

**Residential development** – it is considered that the site ideally lends itself to sympathetic infill residential development in keeping with site's location in the heart of Braintree Town Centre reflecting the existing residential uses within both Manor Street and Victoria Street. The appropriate level and nature of residential provision will be a matter for negotiation between the Council and the developer taking into account the prevalent local need. A target percentage of affordable housing will generally be sought and it may be appropriate to provide that either on site or elsewhere at an appropriate alternative location within the borough.

The Council will use legal agreements and its section 106 powers to ensure provision of the agreed affordable housing element within the scheme, which it is envisaged will be provided in conjunction with an approved Registered Social Landlord (RSL).

**Bus Station/ Interchange** - Braintree District Council is undertaking consultations with both the County Council and bus operating companies with regard to their requirements for a new bus interchange. A brief in relation to their precise requirements is being drawn up separately. However, and in the broadest terms, the requirements are as follows:

- i. Between 5 and 8 public auto bus rest stands capable of accepting vehicles up to a new standard of 12 m.
- ii. A dedicated access and egress into the site capable of accommodating up to a maximum of 25 vehicles per hour.
- iii. Sufficient circulation space to allow each vehicle to wait within the bays for approximately 5 minutes upon the understanding that vehicles will be stored or lay over on an out-of-town site.

- iv. Waiting facilities and a passenger shelter to include male and female WCs.
- v. Hard surfacing and raised kerbs in accordance with the bus operators' specifications.
- vi. Facilities to provide CCTV coverage across the site.

### **Car Parking**

A significant part of the existing site is utilised as a surface car park. It is envisaged that any development will, as an absolute minimum, retain the existing number of car parking spaces and development partners will be encouraged to provide additional accommodation either through undercroft parking (utilising the fall in site levels) or, if financially viable, a further level of underground parking.

**Open Space:** The redevelopment of the former town hall site provides an opportunity to create further open space and an additional urban square to complement the existing market place. In addition the fall in levels between the northern and southern site boundaries provides additional opportunities for sympathetic landscaping and creation of a new urban environment in keeping with the surrounding buildings and architecture.

### **Community Facilities**

Braintree District Council wishes to facilitate the provision of an improved community facility either on or off site. Negotiations are currently being held with the existing trustees of the community centre to establish whether or not an opportunity exists to relocate the centre off site at a suitable alternative location. It is considered that a potential opportunity to affect a suitable relocation has been identified and those discussions are currently continuing.

In the event however that it proves impossible to successfully relocate the community centre it will be necessary to re-provide the facilities on site within any new development.

## **5.0 BULK/SCALE/MASSING**

Subject to the requirements of the planning brief (available as a separate document) and future consultation with planning officers from Braintree District Council the following principles provide guidance on bulk, scale and massing

- The scale of any buildings upon the site should be in keeping with the surrounding environment.
- Potential may exist for buildings to be staggered across the different site levels to provide enhanced aspects and to maximise density upon the site.
- A dedicated access and egress for local bus operating companies must be maintained at all times.
- There must be clear boundary between vehicular access to any public car parking areas and pedestrian routes across the site in order to create a secure and safe pedestrian environment.

## **Landscaping**

The development is to be fully landscaped in accordance with an approved landscape scheme covering both hard and soft areas.

### **6.0 OWNERSHIP/IMPLEMENTATION**

- 6.1 Braintree District Council will grant a new 150-year lease over the site to the chosen development partner.
- 6.2 Any additional landholdings required to facilitate the chosen scheme of development will be purchased either by Braintree District Council or by the chosen development partner. Irrespective of the identity of the originating party all additional landholdings will be transferred to Braintree District Council on a freehold basis who will, in turn, grant a new 150-year lease at a peppercorn rent.

## 7.0 Location Plan

### Braintree DC Sites Rear of the Former Town Hall



*This plan is published for convenience of identification.  
Any site boundaries shown are indicative only and  
should be checked against title deeds.*

## **Feedback from Braintree Local Committee on the 4<sup>th</sup> November 2008 to the draft Development Proposals**

- Generally positive support to redevelop this site.
- Will there be adequate car parking for the scheme?
- Are BDC trying to get too much out of the site?
- Bus Terminal
  - Could this be incorporated in a different way?
  - The bus terminal is an important facility in this location and important to the vitality of the town going forward
- A long-term plan for the development and improvement of the Town Centre should be created around this scheme.
  - The site needs to be strategically joined up with the rest of the Town Centre (this scheme is a catalyst for attracting future investment)
- Concerns about the level of community facilities that will be included in this project – more importance needs to be placed on these facilities.
  - The site already has the basic ingredients to create a significant cultural centre
- Aesthetics of the scheme are very important and how it fits in with the existing townscape
- Seamless public services very welcome
- Does the Council need new offices? Wouldn't it be more cost effective to refurbish the existing building? (The current accommodation will be too big for BDC when Greenfields Community Housing vacates towards the end of 2009, it is not fit for purpose in terms of suitability for IT infrastructure and sustainability, it is in need of major refurbishment - the cost of which is considerably higher than the cost to the Council to redevelop the town hall site)
- There is a general deficiency of meeting rooms in Braintree and this needs to be properly designed within the scheme

## APPENDIX 3

### **Witham – Proposed Redevelopment of Newland Shopping Centre & Newland Drive Car Park**

#### **Consultation Results**

1. 82% of respondents gave 'to shop' as their primary reason to visit Witham, while for 28% it was to work.
2. 87% of respondents support the principle of a refurbishment/redevelopment of the Newlands Shopping Centre.
3. Respondents specifically asked for the retention of the surface car park and the Saturday market.
4. 55% of respondents visit the Town Centre on a daily basis and 28% on a weekly basis.
5. The majority of respondents wanted better shops and more shops in the Newland Shopping Centre.
6. 52% of respondents use Witham as their main shopping destination.
7. 58% of respondents use a car to get to the Town Centre, while 28% walk and 20% use a bus.

## **DEVELOPMENT BRIEF (October 2008)**

### **CONTENTS**

- 1.0 Introduction**
- 1.1 Background**
- 1.2 The Purpose of the Brief**
- 1.4 The Opportunity Site**
- 1.5 Purpose of Brief**
- 1.6 Status of the Brief**
- 2.0 The Site and Surrounding Area**
- 2.1 Location**
- 2.4 Ownership**
- 2.5 Public Services and Utilities**
- 3.0 Planning Policy Context**
- 4.0 Proposed Development**
- 4.1 Proposed Uses**
- 4.2 Car Parking**
- 4.3 Bulk/Scale/Massing**
- 4.4 Landscaping**
- 5.0 Ownership/Implementation**
- 6.0 Location Plan**

## 1.0 INTRODUCTION

### 1.1 BACKGROUND

Braintree District Council wishes to encourage a scheme of redevelopment/improvement to the Newland Precinct shopping centre in Witham Town Centre.

Braintree District Council, in association with Glanmore Property Fund, the freehold owners of the scheme, are committed to bringing forward the redevelopment of the opportunity site by a selected development partner in accordance with the attached development brief. The brief sets out Council's aspirations with regard to the form and style of development.

It is the joint vendors aim to invite proposals by tender for the redevelopment of the site.

### 1.2 THE PURPOSE OF THE BRIEF

The purpose of this brief is to provide a framework which gives guidance in general terms with regard to the vendor's aspirations for the future of the site and to secure a scheme of improvement to the existing environment with the potential for additional infill development both within Newland Precinct and immediate vicinity in line with both the adopted local plan and the relevant planning legislation.

### 1.3 THE OPPORTUNITY SITE

The opportunity site, as outlined on the attached Plan A, centres on four individual parcels of land (as shown on attached Plan B) as follows:

1. The Newland Precinct: freeholder **Glanmore Property Fund**.
2. Rear car park site: freeholder **Braintree District Council**.
3. Lockram Lane: freeholder **Braintree District Council**.
4. Lockram Lane car park site: freeholder **Braintree District Council**.

These parcels are considered to be the core landholdings although as the proposals develop other holdings within the opportunity area could be included as appropriate. The combined landholdings comprise an area in excess of six acres of land.

### 1.4 THE PURPOSE OF THE BRIEF

The purpose of this brief is to provide a framework which gives guidance in general terms with regards to the Council's aspirations for the future of Newland Shopping Precinct as part of a its strategy for continuing improvements to Witham Town Centre.

The target aim of the Council is to facilitate a major scheme of refurbishment and improvement to the site, which will achieve the following benefits:

- (a) A new revitalised Newland Precinct providing a retail environment, which reflects the existing built infrastructure within Witham Town Centre.

- (b) A scheme that provides modern accessible retail accommodation in accordance with current occupier demand.
- (c) The opportunity to create a new mixed-use environment which will reflect the ethos of a 24-hour town centre development with a number of complementary users including retail, office, A3 and residential.
- (d) A development that is of an appropriate scale and design that will provide a positive contribution to local townscape.
- (e) Establish a new built environment with a high quality design and landscaping treatment.
- (f) Provide a scheme which maximises the existing car parking to the rear of the site whilst, simultaneously, creating a safe and secure pedestrian pathway through Newland Precinct to Newland Street.
- (g) A development that creates additional residential accommodation on the appropriate car park boundaries.

## **1.5 Status of the Brief.**

This brief has been prepared by Cushman & Wakefield in consultation with officers and members of Braintree District Council. The brief has been issued for consultation and may be subject to amendment following feed back from the three towns: One Vision Programme Board – developing proposals for the regeneration of parts of Witham, Braintree and Halstead.

## **2.0 THE SITES AND SURROUNDING AREA**

### **2.1 Location**

The attached Plan B illustrates the opportunity site within the ownership of Glanmore Property Fund (the shopping centre) and those sites within the ownership of Braintree District Council (the car parking areas and Lockram Lane).

Newland Precinct is one of two established town centre retail schemes although the development has suffered from a lack of inward investment and is now in need of an urgent programme of works to reorientate the scheme within the town centre retail hierarchy. The rear car park site is one of two major car parks within the town centre and it is envisaged that by combining the various landholdings, as outlined in section 1.3, the chosen development partner will have the opportunity to restructure vehicular access to both the car park and rear servicing whilst simultaneously increasing the number of surface level car parking spaces.

## 2.2 Ownership

The shopping centre is in the freehold ownership of Glanmore Investments Limited. Their tenure is subject to a number of occupational leasehold agreements and a full schedule in relation to all subsidiary interests will be released to interested parties at the appropriate time.

The remainder of the site is in the ownership of Braintree District Council. The land has a number of existing uses including an important town centre surface car park and the Saturday market. Braintree District Council will wish to discuss in detail with any chosen development partner how the continuation of these important uses will be assured both in the long term and during the development process itself. Further details will be provided to prospective developers at the appropriate time.

## 2.3 Public Services and Utilities

It is believed that all of the usual public services and utilities are available on site although no survey has been undertaken to date.

## 3.0 PLANNING POLICY CONTEXT

Braintree District Council considers that a mixed-use development upon the site providing retail, A3/restaurant/leisure uses, residential and potentially B1 would be the most appropriate combination of land uses for the area.

Braintree District Council has commissioned a planning brief for the site, which will be made available to all interested parties at the appropriate time.

## 4.0 PROPOSED DEVELOPMENT

### 4.1 Proposed Uses

As set out within the body of this document the focus of this development brief is to encourage the provision of a new retail environment with the following characteristics.

**Retail Accommodation:** The Council wishes to encourage an innovative approach from development partners. It is however the principal aim of Braintree District Council to achieve two principal outcomes as follows:

1. The retail environment is refurbished/redeveloped to create a scheme in keeping with the remainder of the town centre.

2. That the elevation of the existing Newland Precinct (facing the rear car park) is redeveloped so that there is a direct mall link from the car park to Newland Street, providing a safe and secure pedestrian through-route simultaneously re-orientating the rear of the scheme to create a vibrant and interesting environment.

**Residential development:** It is believed that the site ideally lends itself to sympathetic infill residential development within part of the rear car park site and a refurbished Newland Precinct.

The appropriate level and nature of residential provision will be a matter for negotiation between the Council and the developer taking into account the prevalent local need. A target percentage of affordable housing will be sought and it may be

appropriate to provide that either on site or elsewhere at an appropriate alternative location within the borough.

The Council will use legal agreements and its Section 106 powers to ensure provision of the agreed affordable housing element within the scheme, which it is envisaged, will be provided in conjunction with an approved registered social landlord (RSL).

#### **4.2 Car Parking**

A significant part of the existing site is utilised as a surface car park. It is envisaged that any development will, as an absolute minimum, retain the existing number of car parking spaces and the development partner will be encouraged to provide additional parking where possible.

**Open space:** the potential for “opening up” the rear of the Newland Precinct to demolish the existing curtail wall will provide the opportunity to create open space and an urban square within the Precinct itself.

#### **4.3 Bulk/Scale/Massing**

Braintree District Council is keen to encourage an innovative and imaginative approach to the refurbishment/redevelopment of Newland Precinct and adjoining areas however, and subject to the requirements of the planning brief (available as a separate document) and future consultation with planning officers the following principles provide guidance on bulk, scale and massing

- The scale of any buildings upon the site should be in keeping with the surrounding environment with a particular reference to existing residential units and the church adjoining the existing car park.
- The potential may exist to add a floor to Newland Precinct to create additional residential accommodation.
- The scheme provides a real opportunity to re-orientate the servicing access so that the conflict between pedestrian and vehicular uses is minimised.

#### **4.4 Landscaping**

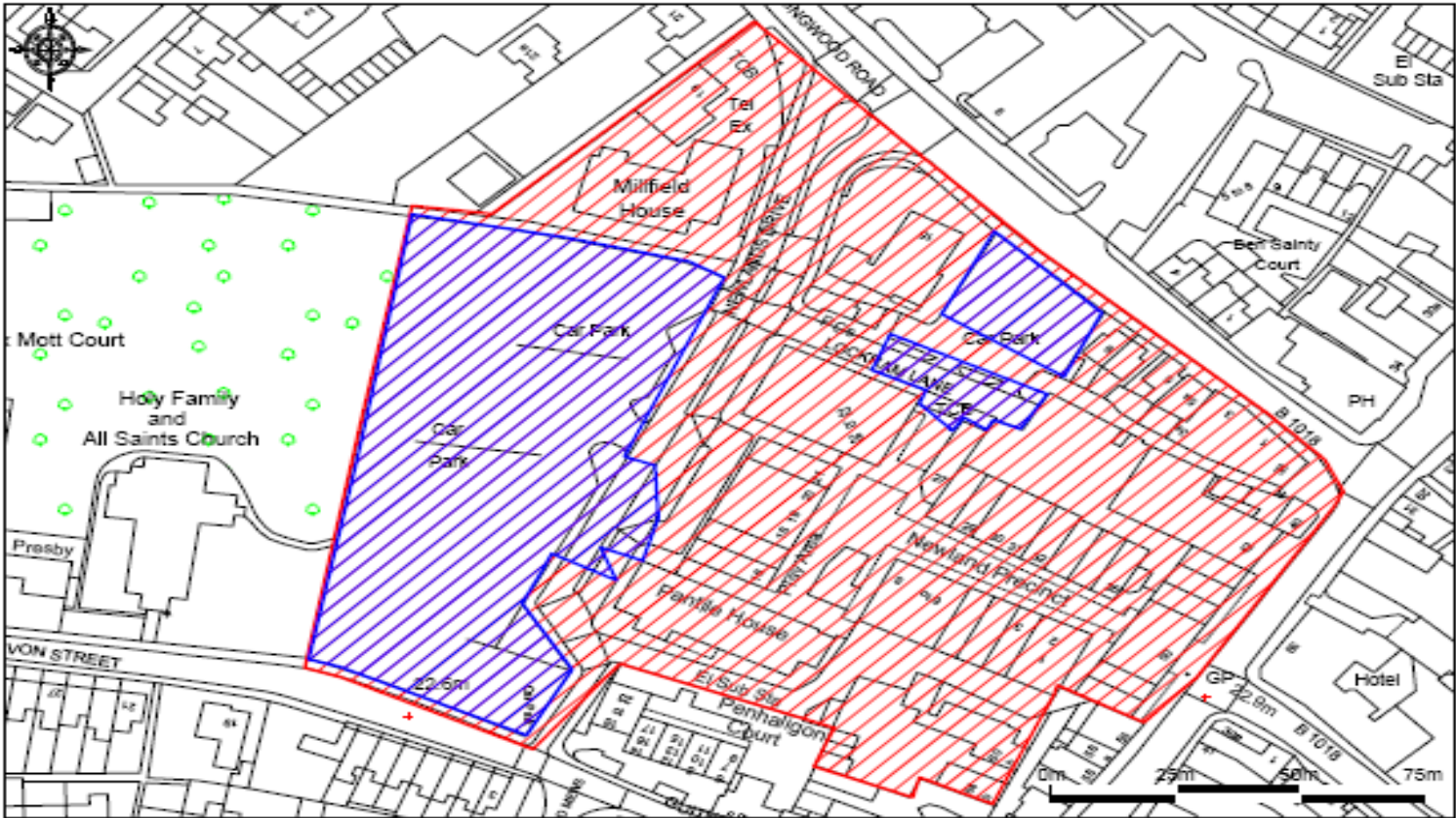
The development is to be fully landscaped in accordance with an approved landscape scheme covering both hard and soft areas.

### **5.0 OWNERSHIP/IMPLEMENTATION**

**5.1** Braintree District Council will grant a new 150-year lease over the site to the chosen development partner.

**5.2.1** Any additional landholdings required to facilitate the chosen scheme of development will be purchased either by Braintree District Council or by the chosen development partner. Irrespective of the identity of the originating party all additional landholdings will be transferred to Braintree District Council on a freehold basis who will, in turn, grant a new 150-year lease at a peppercorn rent.

NEWLANDS SHOPPING CENTRE AND CAR PARK  
WITHAM

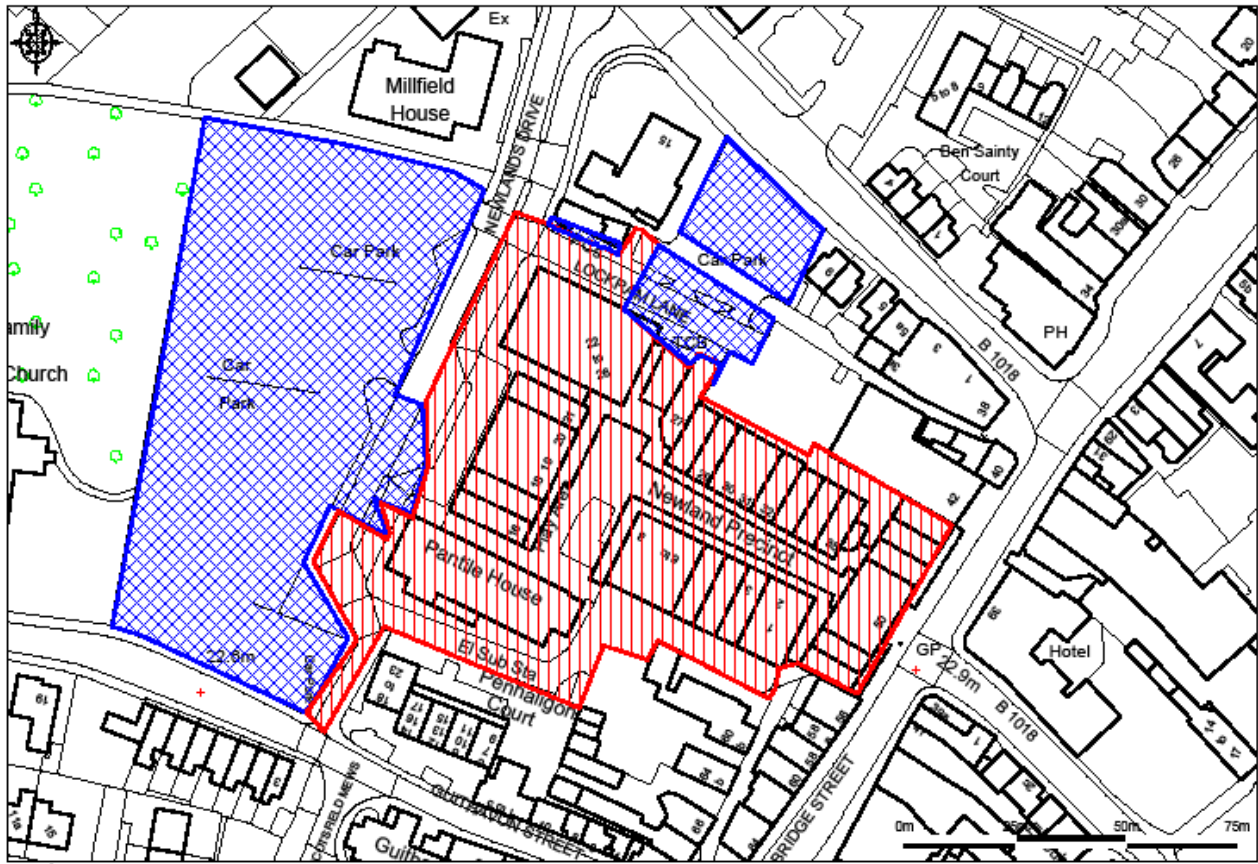


© Crown Copyright 2008. All rights reserved. Licence number 100020449. Plotted Scale - 1:1550

*This plan is published for convenience of identification.  
Any site boundaries shown are indicative only and  
should be checked against title deeds.*

## 6.0 Location Plan B

### NEWLANDS SHOPPING CENTRE AND CAR PARK WITHAM



© Crown Copyright 2008. All rights reserved. Licence number 100020449. Plotter Scale - 1:1100

*This plan is published for convenience of identification.  
Any site boundaries shown are indicative only and  
should be checked against title deeds.*

## **Feedback from the Witham Local Committee on the 18<sup>th</sup> November 2008 to the draft Development Brief**

Specific points and comments raised by the Witham Local committee

- There was general consensus in favour of improvements, which are seen to be long overdue.
- There was criticism that the breakdown of results of the public consultation questionnaires gave the impression that a significant survey had been conducted, whereas the actual numbers were generally small (120). Nevertheless, it was observed that the response to consultation in Witham was much greater than in Braintree or Halstead. It should be noted that a full consultation exercise was undertaken including the public, business groups, town councils, local committees, community groups etc.
- The heritage of Lockram Lane is valued and should be retained.
- There was approval for the single level only car park proposal.
- The future of the market was raised and any relocation should be discussed and agreed as early as possible.
- A sustainability appraisal was requested, with provision for recycling facilities, cycle parking, improved play area, landscaping.
- The overall plan was commended and there were calls to ensure high standards of design: 'to bring beauty' back into the town centre. This comment should also apply to service areas, to ensure they do not spoil the development through lack of care for detail.
- Officers were encouraged to ensure that the maximum site area should be considered for the development brief and to include consideration of Clockhouse Way.
- Proposals for further residential space above the centre were welcomed: to add value, improve appearance and to encourage people to use the centre for more hours each day.
- Pedestrianisation (e.g during day time) of the crossing on Newland St. should be considered, to ensure easy movement for shoppers between the Newlands Centre and Grove Centre. All neighbouring towns ensure safe pedestrian connections between their shopping areas.
- During question time: pedestrian rights of way through the site to Guithavon Street were mentioned and that a footpath would be needed on the church side, if the row of new cottages were to be built. Other details were raised; such as the ownership of the flint boundary wall and its maintenance.

## APPENDIX 4

### **Halstead – Land to the Rear of The High Street**

A development brief was prepared back in 2004, which identified the site for predominantly residential use with a shopper's car park. However, market conditions have moved on and changed quite significantly in relation to this site with a large number of food retailers expressing an interest in developing this site. It is our intention, therefore, to produce a further development brief on the basis of the site being predominantly developed for a food retail use. A budget has been allocated from within the Growth Area Fund to cover the cost of this work. This will provide flexibility when the site is marketed to enable developers to look at residential, retail or mixed-use schemes.

All eight landowners have now signed up to the Vendor Cooperation Agreement, whereby each vendor has agreed to sell the site jointly to a single purchaser.

It is proposed that the marketing of the site will commence shortly once the Vendors have jointly signed an Agency Agreement (to enable the appointment of a joint agent to dispose of the site).

### **Consultation Results:**

- Unanimous support was given for development of the site for uses such as car parking, retail, residential.
- Preference would be for large "quality" food retailer.
- Not enthusiastic about possibility of sheltered housing as already significant number of plans in place for sheltered provision. However, there was interest in provision of affordable starter homes/flats.
- Enthusiastic response given to possible mixed retail & provision of new market square with associated additional parking.
- Infrastructure and traffic issues in Halstead regarded as an important consideration within any development proposals.



## **Feedback from the Halstead Local Committee on the 12<sup>th</sup> November 2008 to the draft Development Proposals**

- All members indicated support for the scheme.
- Several committee members commented that the scheme is exciting and was welcomed. A project plan identifying timescales is anticipated and would be welcomed.
- Car parking has always been a local concern and a retail development offers the opportunity to negotiate use of some parking by general shoppers whereas a residential development presents parking pressures of a different kind, with a proportion of available spaces restricted to individual properties.
- The appointed highways consultants who are undertaking a transport study should liaise closely with Essex County Council highways department in order to advise what would be needed to meet any issues raised in consultation.
- Concern was expressed that existing highways expertise within both councils should be fully used to avoid unnecessary expenditure on consultancy.
- The appearance and style of any new development should match the character of the existing town centre.
- The previous development brief is not necessarily superceded, having identified important site features, such as trees and the former air raid shelters, both of which will need careful consideration. A proposal which is a predominantly residential scheme would still be considered seriously.
- St Andrews Road was confirmed as part of the development area.

**THREE TOWNS:ONE VISION PROGRAMME BOARD MINUTES**

**Notes of meeting held 14<sup>th</sup> October 2008**

Present: Councillors: Graham Butland, Michael Gage, Sandra Howell, Michael Lager, David Mann  
Allan Reid, Chief Executive; Peter Crofts, Corporate Director  
Andrew Epsom, Head of Asset Management; Mike Innell, Project Manager;  
Chris Trim, PR Manager  
Cushman & Wakefield: represented by partner Mike Sudlow, Rupert Corney, Joanna Lea

1. Appointment of Chairman

Cllr Butland was nominated by Cllr Gage and seconded by Cllr Lager. There was no other nomination. Vice chair – briefly discussed, but not decided.

2. Apologies for absence

Cllr N Harley

3. Declarations of Interest

Cllr Butland declared a personal interest in a lease of 45 High St. Halstead: being considered by East Anglian Children's Hospice, of which he is Chief Executive. Cllr Gage declared a personal interest as a member of Halstead Town Council. Cllrs Mrs Howell and Lager declared personal interests as members of Witham Town Council, which has commented on proposals.

4. Developing Proposals for the Regeneration of Parts of Witham, Braintree and Halstead

Andrew Epsom introduced the report and outlined the significant consultation and feasibility studies that have been undertaken. He invited Mike Sudlow of Cushman & Wakefield to outline draft development briefs prepared on the basis of consultation and known objectives.

It was emphasised that the Board can comment and discuss the recommendations, bearing in mind they are still to go to Local Committees for further comment and approval.

Mike Sudlow gave a brief overview of the current state of the commercial market in these current and unprecedented economic times. He stressed that commercial values (not necessarily domestic values) should be sustained.

Commercial developers are not so exposed to debt as residential developers with typically a 60/40% loan ratio in commercial property.

Outlined activity with other public sector clients e.g. Councils of Hammersmith and Fulham, Bexley, Islington, North Devon DC, and two other councils. Stressed that the public sector takes longer view, can work up schemes while market is deflated and seldom requires significant sums to acquire land holdings.

## **Braintree: Manor Street car park, community centre and bus interchange area**

Mike Sudlow described the Braintree scheme and suggested the Council should consider additional land holding adjacent to the main site: an 'opportunity site' which would enable better bus transport interchange design.

He emphasised that the proposals were still at a high level – requiring further appraisal, while intending to produce 50,000 sq ft of commercial space at minimum cost to the Council. An additional 50,000 sq ft of residential development could include 30% social housing. The cost to the Council would depend upon a complex equation involving variable elements: Council space, shared facilities, community facilities and social housing. A bus interchange with greater capacity, but reduced 'footprint' would be included, following discussion with ECC and fleet operators.

Issues of variable and bottom line costs: selection of facilities, quality of design and construction, sustainability, property values and commercial rents were discussed.

Mike Sudlow stressed that Braintree is not a suitable location for speculative commercial development. The scheme should be tightly specified from the outset and that costs were a 'snapshot' at today's values. Materials and other costs are changing weekly: however the proposals are realistic and are broadly supported by the public consultation to date.

## **Witham: Newlands Shopping Centre**

Mike Sudlow outlined this proposal, which is completely different to that in Braintree and has strong public support: evident through the consultation day and into the evening.

The development brief has been prepared in consultation with existing freeholders and its purpose will be to encourage more people into the area.

Demolition and redevelopment would not be viable here, however a phased approach to increasing the retail area, by slightly narrowing the 'mall' and by radically improving the design and appearance of the premises would attract higher value businesses and encourage greater footfall within the centre.

High quality design and landscaping – including the car park will be essential.

Mike Sudlow outlined the results of public consultation, which revealed that Newlands centre is clearly under utilised with very little evening or nighttime usage. The proposals need to increase the residential proportion to ensure 24-hour usage and occupation.

Most people suggested that more and better shops were needed and the consultants agree. There was general agreement that the market should be supported, with some suggestion of a return to Newland Street.

The Witham scheme relies on the current freeholders, who must be encouraged to stay committed, as a willing partner.

Cushman and Wakefield recommend that both schemes are viable.

Discussion focused on car parking, parking charges and the potential for tariffs, which encourage better use of public parking versus supermarket parking. The Halstead experience of parking showed that free parking did not necessarily bring the intended consequences, by allowing motorists to occupy spaces all day, thus reducing capacity even

further. Encouraging turnover of space usage through charging results in greater numbers of visitors and shoppers throughout the day.

There was agreement that the right scheme with the right layout will encourage greater use of the centre and that future closure of Newland Street should be re-considered, to allow pedestrians to move freely between the Grove and Newlands.

There was further discussion of the potential to include the BT building and separately, to consider the Council's land ownership and financial position once the scheme is completed: bearing in mind the objective of benefiting the whole town.

### **Halstead: 'Land east of High Street'**

Andrew Epsom provided a summary. All landowners have now signed the vendor agreement and marketing the site would begin soon. There has been a generally positive response to consultation in support of redevelopment, including a retail store. Most respondents favoured a 'complementary' development rather than one that differed radically in appearance to its surroundings.

Of the options suggested: pay & display parking was preferred.

Principle concerns included vehicle access (especially service trucks) and a transport study will be commissioned to quantify what the site can support.

**It was agreed that** the Board is making suggestions, not recommendations and all agreed that the development briefs were ready to be presented individually to each Local Committee, as appropriate.

Of the actions listed in the report, the following were agreed:

- Work on updating the Halstead development brief shall continue. Growth Area fund group has already agreed funding of work to be done.
- Cabinet to approve any further property acquisitions required to facilitate the schemes.
- Work style analysis – an operational issue and can continue.
- Analysis of workspace – report to Board before engaging consultants or contractors.
- Co-locating of district and county staff – work continues
- Risk register - continuing
- Backscan archive – follows above, as appropriate, in due course.

### **Sequence of events to follow**

November 08 Report to Local Committees

1 Dec 08 Report to Cabinet

presenting response from Local Committees

terms of reference for the Programme Board.

business case, project plan, timescales

### **5. Date of next meeting**

To be advised.

The meeting commenced at 5.00pm and closed at 6.45pm

Councillor G Butland

(Chairman)

**PROJECT INITIATION DOCUMENT**

**Distribution**

Programme Steering Board  
Cllr Butland  
Cllr Harley  
Cllr Lager  
Cllr Howell  
Cllr Gage  
Cllr Mann  
Allan Reid  
Peter Crofts (sponsor)

**Table of Contents**

Vision  
Witham  
Background  
Project Objectives - Witham  
Project Scope – Witham.  
Project Scope Exclusions  
Project Outcomes  
Halstead - (Land East of The High Street)  
Background:  
Project Objectives:  
Project Scope:  
Project Exclusions:  
Braintree – Land to Rear of The Town Hall  
Background  
Project Objectives  
Project Scope  
Office space  
Headcount  
Residential development  
Car Parking  
Open Space  
Community Facilities  
Bus Station/ Interchange  
Project Exclusions  
All areas other than those specified in original scope.  
Project Outcomes  
Project Organisation  
Roles and Responsibilities  
Project Steering Board  
Project Manager  
Project Team  
Stakeholders  
Organisation Structure  
Key Milestones Plan  
Budget  
Project Reporting and Controls  
Highlight Report Template  
Risk Log Template  
Change Control Template

Communication  
Internal Communication (see attached templates)  
Associated Projects / Dependencies

## **Vision**

The Council's Corporate Strategy for 2008-2012 has identified the regeneration of parts of Witham, Braintree and Halstead by 2012 as a key priority.

Developing regeneration plans for each of the towns is a high priority action in the Council's Corporate Action Plan for 2008/09.

In different ways, the proposals will unlock the hidden potential of forgotten or neglected areas of each town. They build upon the quality and value of already well established areas, such as the historic high streets; and the modern and successful shopping precincts.

The aim is to act as a catalyst to stimulate new developments: bringing modern community facilities, commercial premises and new homes into the town centres: improving the attractiveness for shoppers, visitors and residents alike.

Proposals like these will produce a beneficial ripple effect into neighbouring areas, encouraging extra new investment for a better future.

For more information about the Council's four year vision: see [www.braintree.gov.uk](http://www.braintree.gov.uk) and browse the strategy documents under Council and Democracy.

This report looks at each of the regeneration sites identified and outlines proposals for redeveloping them in accordance with the Council's aspirations.

Although significantly different in terms of scope, it is essential that all three projects adhere to Braintree District Councils project governance; consequently much of the delivery detail contained in this document is common to all three projects.

## **Witham**

### **Background**

The market town of Witham contains two retail precincts, the Newland Shopping Centre & the Grove Centre located on the westerly & easterly sides of Newland Street respectively. The Grove Centre is a modern two/three storey development anchored by Tesco Superstore with associated car parking.

The Newland Shopping Centre is a late 60s/early 70s development occupying the western half of Newland Street which is held freehold by Glanmore Investments. The remainder of this site is occupied by a large surface car park owned by Braintree District Council with a number of ancillary ownerships upon its immediate borders.

The Newland Shopping Centre is now a dated environment suffering from a poor image with largely un-modernised retail accommodation unsuited to current occupational needs.

## **Project Objectives - Witham**

An initial report was prepared in March 2008 which recommended that consideration be given to a phased redevelopment based upon a mix of retail, residential and office uses with associated car parking facilities.

A joint agreement is being sought between Glanmore Investments and Braintree District Council for taking the combined sites to the market in order to identify a suitable development partner / site purchaser.

It is proposed to market test the viability of the development brief prepared for the site and enter into competitive dialogue with developers to establish an appropriate scheme to take forward. This could result in a cost neutral scheme or a need by the council to subsidise a negative value scheme.

## **Project Scope – Witham.**

Appointed Consultants Cushman and Wakefield and AWW Architects have considered a number of options to address these issues by reconfiguring the north end of the development to provide a 15,000sq ft retail unit and to improve access by opening up the western end of the precinct to the car park addressing the current issue of the blank frontages to the rear of the scheme. Additionally the plans have sought to improve access by re-routing the access road away from the shopping centre entrance around the north side of the car park.

The open courtyard created following this reconfiguration could accommodate either the existing market stalls or small speciality retail units. Over and above existing retail units and the new build accommodation two storeys of residential flats are proposed although these are subject to an assessment of the capacity and condition to support new build upon the existing structures.

In order to create a semi-climate controlled environment a glazed roof has been proposed which extends out to, and enhances, the precinct entrance onto Newland Street.

Further residential accommodation is proposed adjoining Collinwood Road and Guithavon Street although these would be carefully designed to ensure that they are appropriate to the immediate environment and context.

It is estimated that the total site area amounts to approximately 2.54 hectares (6.3 acres) and the environment agency flood map indicates that there are no immediate risks associated with the site

## **Project Scope Exclusions**

All areas other than those specified in original scope.

## **Project Outcomes**

It is intended that this project will result in the following outcomes:

- Additional retail space.
- Improved access to site & facilities.
- A modern, semi-climate controlled retail environment.
- Provision of residential accommodation.
- Enhance the existing Bridge Street frontage.
- Further residential accommodation is proposed adjoining Collinwood Road and Guithavon Street (subject to investigation).

## **Halstead - (Land East of The High Street)**

### **Background:**

The Council has been facilitating the site assembly of an area totalling approximately 5 acres east of Halstead High Street in order to unlock a site which will contribute to a major regeneration project.

Agreement has been reached with all parties with an interest in this site to jointly bring the site forward for redevelopment. Suggested/potential schemes could include an exciting mix of food retail/residential/ perhaps including a fully pedestrianised market square! A significant level of interest has been forthcoming over recent months from a number of big name food retailers with a substantial offer having already been submitted! The Vendor Cooperation Agreement is on target to be signed by all parties by the end of Q4 2009, at which time the site will be actively marketed. The Council has negotiated a 20% share in the net sale proceeds having the benefit of a key access to the site off St. Andrew's Road. Additionally, the council has acquired 2 houses with large gardens at 1 & 2 Vicarage Meadow and will be reimbursed the acquisition costs, together with interest, from the disposal receipt to be distributed amongst the various landowners.

Any offer received will be subject to planning and highways considerations and therefore it may take until the end of 2009 before a sale is concluded.

It should however be recognised that this is a unique opportunity to create a landmark development which should benefit future generations & any submitted scheme should be judged accordingly.

### **Project Objectives:**

It is intended that this project will result in the following outcomes:

- Obtain agreement of 8 different landowners to progress sale of site for development.
- Provision of additional retail/residential space.
- Improved access to site facilities & town High Street.

### **Project Scope:**

See above

### **Project Exclusions:**

All areas other than those specified in original scope.

## **Braintree – Land to Rear of The Town Hall**

### **Background**

The Town Hall site lies on the eastern edge of Braintree Town Centre and is currently occupied by surface car parking, a bus station, café and a community centre. Two civic buildings, the former Town Hall and the Town Library border the site in its western edge and the Town Museum lies north on the other side of Manor Street. Existing development which fronts onto the other boundaries is of a smaller scale and generally of a residential nature.

The site amounts approximately 0.7 hectares and features a fall of four meters from north to south.

An initial feasibility appraisal by consultants, Cushman & Wakefield, indicated that an exciting scheme was possible in this location which could act as a catalyst to enhance and improve the town centre. Potential uses for the site include office accommodation, community facilities, retail, residential and public car parking.

### **Project Objectives**

The proposals are based around creation of a new public square in the northern part of the site which benefits from a direct link to the existing pedestrian route through to the Town Centre. The Council and new civic buildings will be located around the square with ancillary retail blocks to complement existing Town Centre facilities. New residential blocks will be located in the southern half of the site with parking of a quality consistent with a new accommodation provided to replace any lost facilities.

Additionally it is proposed that this development should include a new Bus terminal facility, & a new community centre (on or off site).

### **Project Scope**

Following an extensive options appraisal exercise it has been concluded that the most cost effective and beneficial option (both for the customer and the District) is a new build office as part of a wider regeneration scheme on the land to the rear of the Town Hall in Braintree.

This scheme has a potential maximum developable area as follows:

- 50,000 sq ft: new office accommodation
- 10,000 sq ft: new retail accommodation
- 50,000 sq ft new residential accommodation
- 225 Car Parking spaces (undercroft)
- Bus terminal (to be defined)
- Community centre (on/off site. To be agreed)

**Office space/B1** - Braintree District Council has identified a need for a new office building to be occupied by the Council and County Council jointly.

Braintree District Council currently has 405 staff members at Causeway House with a further 31 individuals working from Millennium Tower. Essex County Council accommodates approximately 243 staff within this Braintree offices and a recent space planning exercise has ascertained that the combined staff members could now be accommodated within a building of 50,000 sq ft gross.

### **Office Space Requirements (continued)**

Future requirements have been based on anticipation of stable operations but have some in built flexibility to accommodate business change.

**Our estimated joint office space requirement is 50,000 sq feet based on the following:**

**Headcount:**

**436 BDC staff**

**243 ECC staff**

**Total = 679**

- Industry standard 10sq metres gross per person (includes meeting rooms, shared reception, shared comms rooms, post room, wash rooms etc).
- Permanent desking reduced to 70% through full implementation of Mobile & Flexible working initiative.
- Significant reduction of current document storage requirements through full implementation of IDOX document management & managed off-site archiving. In order to achieve these significant space savings there are three key project dependencies which will need to be addressed. These are:

**1) Mobile & Flexible working:** ICT/Serco have delivered the enabling SSL-VPN technical infrastructure however, in order to achieve the required 30% reduction in full time desking, there is a key dependency on BDC management & HR to evaluate individual employees scope for changing workstyles. This initiative represents a significant change in BDC`s current workstyle & as such requires senior management sponsorship.

**2) IDOX document management:** ICT/Serco/IDOX have delivered enabling infrastructure however there is currently insufficient resource available to scan backlog of documents. No formal process in place to scan/upload new documents. No formal process in place to manage off-site archiving. No on-going management / training in place. Recommendation that BDC outsource scanning of backlog to 3<sup>rd</sup> party (IDOX or TNT for example) & identifies internal resource to own management of IDOX going forward. Requires senior management sponsorship.

**3) Shared Front Office (joint ECC/BDC):** Braintree District Council and Essex County Council both currently provide key services for residents across the local community. Both authorities are committed to working together in order to provide improved citizens` accessibility to key services at the first point of contact. It has therefore been proposed that we jointly work with Partners from Essex Police, PCT Trust the Essex Fire and Rescue Service and Voluntary agencies in order to jointly deliver an integrated `access to services` point within the main Causeway House reception area. This will deliver enhanced, easily accessible & clearly communicated multi-channel customer access to a wide range of products & services.

**Residential development** – it is considered that the site ideally lends itself to sympathetic infill residential development in keeping with site`s location in the heart of Braintree Town Centre reflecting the existing residential uses within both Manor Street and Victoria Street. The appropriate level and nature of residential provision will be a matter for negotiation between the Council and the developer taking into account the prevalent local need. A target percentage of affordable housing will generally be sought and it may be appropriate to provide that either on site or elsewhere at an appropriate alternative location within the borough.

The Council will use legal agreements and its section 106 powers to ensure provision of the agreed affordable housing element within the scheme which it is envisaged will be provided in conjunction with an approved Registered Social Landlord (RSL).

**Car Parking** - A significant part of the existing site is utilised as a surface car park. It is envisaged that any development will, as an absolute minimum, retain the existing number of car parking spaces and development partners will be encouraged to provide additional accommodation either through undercroft parking (utilising the fall in site levels) or, if financially viable, a further level of underground parking.

**Open Space** - The redevelopment of the former town hall site provides an opportunity to create further open space and an additional urban square to complement the existing market place. In addition the fall in levels between the northern and southern site boundaries provides additional opportunities for sympathetic landscaping and creation of a new urban environment in keeping with the surrounding buildings and architecture.

**Community Facilities** - Braintree District Council wish to facilitate the provision of an improved community facility either on or off site. Negotiations are currently being held with the existing trustees of the community centre to establish whether or not an opportunity exists to relocate the centre off site at a suitable alternative location. It is considered that a potential opportunity to affect a suitable relocation has been identified and those discussions are currently continuing.

In the event however that it proves impossible to successfully relocate the community centre it will be necessary to re-provide the facilities on site within any new development.

**Bus Station/ Interchange** - Braintree District Council is undertaking consultations with both the County Council and bus operating companies with regard to their requirements for a new bus interchange. A brief in relation to their precise requirements is being drawn up separately. However, and in the broadest terms, the requirements are as follows:

- i. Between 5 and 8 public auto bus rest stands capable of accepting vehicles up to a new standard of 12 m.
- ii. A dedicated access and egress into the site capable of accommodating up to a maximum of 25 vehicles per hour.
- iii. Sufficient circulation space to allow each vehicle to wait within the bays for approximately 5 minutes upon the understanding that vehicles will be stored or lay over on an out-of-town site.
- iv. Waiting facilities and a passenger shelter to include male and female WCs.
- v. Hard surfacing and raised kerbs in accordance with the bus operators' specifications.
- vi. Facilities to provide CCTV coverage across the site.

### **Project Exclusions**

All areas other than those specified in original scope.

### **Project Outcomes**

The aim is to act as a catalyst to stimulate new developments: bringing modern community facilities, commercial premises and new homes into the town centres: improving the attractiveness for shoppers, visitors and residents alike.

Proposals like these will produce a beneficial ripple effect into neighbouring areas, encouraging extra new investment for a better future.

## **Project Organisation**

### **Method of Delivery**

The Three Towns: One Vision Programme will be delivered following formal Prince 2 methods in accordance with OGC performance & project management guidelines. PRINCE 2 is a structured project management method which helps us to define the following:

- A project organisation so that everyone can see who is going to be involved;
- Roles for the people in the project so that everyone is clear about who is doing what;
- A clear set of processes so that staff can see how work progresses from one stage to the next, ensuring quality & accuracy along the way;
- A set of schedules or plans so that everyone can see the detailed order in which work has to be done and when it needs to happen;
- A list of deliverables and associated / agreed quality standards so that our customer knows what to expect & we know what success should look like.

### **Roles and Responsibilities Project Steering Board**

The Project Board has overall responsibility for the success of the project. Their specific responsibilities to the project will include:

- To sponsor the project and be the champion to all stakeholders, including engaging with service managers within own area to ensure that level of participation required is achieved.
- To make effective and timely decisions in relation to the project and to engage members when appropriate.
- To approve appropriate project documentation, including project initiation document and project plans
- If changes to the project are required to request these through the Project Manager and follow the change control process highlighted in the project initiation document.
- To act as a point of escalation for issues that cannot be resolved at project team level
- To monitor project delivery

## **Project Manager**

The Project Manager will lead the Project Team in their role. He will also be responsible for the following:

- To manage the budget for the project
- To ensure the project team have the resources available to carry out their role
- To act as a conduit between the Project Board and the Project Team.
- Managing the change control process, and ensuring that changes are reflected in documentation and the communication plan.

## **Project Team**

The project team will be managing the project on a day-to-day basis. Their specific responsibilities will include:

- To plan, develop and implement the project
- To procure and manage specialist consultants required to undertake projects
- To support Managers to deliver their projects
- Monitor and report progress of project to the Project Board
- Manage the project risks and provide mitigation where possible
- To ensure the decisions that need to be made by the Project Board are informed effectively.
- To escalate issues that cannot be resolved within the Project Team to the Project Board.
- To own and implement the communication plan.
- To ensure that internal team communication remains effective and timely.

## **Stakeholders**

These will include those affected by the project and therefore will need to be included in communications. Stakeholders will often take a key role in decision making if they are direct stakeholders. These will include:

- All staff
- Unions
- Partner organisations
- Service Users
- Members

## **Organisation Structure** **Programme Board**

Cllr Butland, Cllr Harley, Cllr Lager, Cllr Howell, Cllr M.Gage, Cllr Mann,  
Allan Reid, Peter Crofts (Sponsor)

## **Programme Manager**

Andrew Epsom

## **Project Manager**

Mike Innell

## **Specialist Resources**

Cushman & Wakefield, AWW Architects,  
Subject Matter Experts,

**Central Programme Office**  
Paul Burt

**Communications**  
Christopher Trim

**Key Milestones Plan**  
Draft Detail Plan.mpp

**Budget**  
Revenue 2008-2009: £100,000  
Anticipated Revenue required 2009-2010: £100,000

**Project Reporting and Controls**  
**Highlight Report Template**  
PSR.doc

**Risk Log Template**  
r&i.xls

**Change Control Template**  
Change Management.doc  
Change Log.xls

**Communication**  
**Internal Communication (see attached templates)**

**Weekly Reporting**

- Project Status Reports
- Milestone Plan Updates
- Risk & Issue Reviews
- Change Reviews
- Budget Updates

**Fortnightly**

- Core Team Meetings
- Review Risk & Issue Register
- Review Change Requests
- Issues for Escalation

**Monthly - Steering Group**

- Programme Update
- Issues For Escalation
- Budget Requests
- Change Requests
- Approval to Proceed

**Associated Projects / Dependencies**

1. Essex County Council – Mobile & Flexible Working Project. Project Lead: Ben Sutherland.
2. Braintree District Council – Mobile & Flexible Working Project. Project Lead: Cherie Root
3. Braintree District Council – Document Management Project (IDOX). Project Lead: Cherie Root