

Project Initiation Documentation

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Nov 18	N/A	PID creation	N/A

Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version
Matt Bowers		Assistant Director, Growth and Regeneration		
Sarah McGrandle		Assistant Director, Ops and Leisure		

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Overview

Purpose

The purpose of the Project Initiation Documentation is to define the project, in order to form the basis for its management and an assessment of its overall success. The Project Initiation Documentation gives the direction and scope of the project and (along with the Stage Plan) forms the 'contract' between the Project Manager and the Project Board.

The three primary uses of the Project Initiation Documentation are to:

- Ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Act as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the 'temporary organisation' can quickly and easily find out what the project is about, and how it is being managed.

The Project Initiation Documentation is ongoing in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

The version of the Project Initiation Documentation that was used to gain authorisation for the project is preserved as the basis against which performance will later be assessed when closing the project.

Contents

The Project Initiation Documentation should cover the following topics.

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Advice

The Project Initiation Documentation is derived from the Project Brief and discussions with user, business and suppliers for input on methods, standards and controls.

The Project Initiation Documentation could be a single document; an index for a collection of documents; a document with cross references to a number of other documents; a collection of information in a project management tool.

The following quality criteria should be observed:

- The Project Initiation Documentation correctly represents the project
- It shows a viable, achievable project that is in line with corporate strategy or overall programme needs
- The project management team structure is complete, with names and titles. All the roles have been considered and are backed up by agreed role descriptions. The relationships and lines of authority are clear. If necessary, the project management team structure says to whom the Project Board reports
- It clearly shows a control, reporting and direction regime that can be implemented, appropriate to the scale, risk and importance of the

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- project to corporate or programme management
- The controls cover the needs of the Project Board, Project Manager and Team Managers and satisfy any delegated assurance requirements
 - It is clear who will administer each control
 - The project objectives, approach and strategies are consistent with the organisation's corporate visions, and the project controls are adequate to ensure that the project remains compliant with such strategy
 - Consideration has been given to the format of the Project Initiation Documentation. For small projects a single document is appropriate. For large projects it is more appropriate for the Project Initiation Documentation to be a collection of stand-alone documents. The volatility of each element of the Project Initiation Documentation should be used to assess whether it should be stand-alone, e.g. elements that are likely to change frequently are best separated out.
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Project Definition

The Amington Community Woodland project aims to create an accessible community open space for both existing and new residents in the Amington area and a destination for residents from the whole of Tamworth Borough.

The newly created open space will include a mosaic of habitats to increase biodiversity in the area whilst creating spaces for people to use for informal sport, recreation, health and wellbeing. The space will also be used as a volunteer and educational resource.

Background

The 7.5Ha site was originally part of the Amington Colliery pit mound and was transformed into a golf course in the 1970's. The 60Ha golf course closed in 2014 and was sold to Redrow homes for redevelopment. A comprehensive masterplan for the site was put together with community consultation, alongside the development of circa 1100 houses. The masterplan includes 25Ha of green infrastructure across the whole site, with the community woodland element (to be developed by TBC) being approximately 7.5Ha.

Proposals for the community woodland include a dual pedestrian/cycleway through the site, linking in with existing and new paths to the north and south. More informal paths will lead users around the site and to viewpoints over surrounding countryside. Biodiversity will be increased with the planting of native trees, wildflowers meadows and a community orchard.

Policy HG2 (Sustainable Urban Extensions) in the Local Plan 2006-2031 specifies that new public open space should be provided on the former golf course site. In addition Policy EN3 supports proposals for the creation of a new multifunctional park on the eastern side of the town.

Project objectives

(Covering time, cost, quality, scope, risk and benefit performance goals)

The project objectives are:

- To create an accessible open space to the east of Tamworth
- To increase biodiversity by creating a mosaic of different habitats including native woodland, hedgerows, wildflower meadow areas and grassland
- To increase community involvement in the site through volunteer and educational activities.
- To increase the opportunities for Tamworth (and in particular Amington) residents to take part in informal sport and recreation, to increase their health and wellbeing

The project will utilise s106 funding and external grant monies (where applicable/appropriate) to design and deliver the community woodland. It is envisaged that a design and specification for the woodland will be drawn up using a qualified landscape architect.

The overall budget from s106 monies for the entire project is £700k (not including any external funding). Through the design and tendering process it is envisaged that the budget will be separated into three distinct parts with indicative costs:

- | | |
|--|-------|
| 1. Surfaced pedestrian/cycleway through the site | £200k |
| 2. Design and creation of the community woodland | £250k |
| 3. Maintenance of the open space and a part time ranger to facilitate educational and volunteer activities | £250k |

Scope

The scope of the project will be to create a community woodland and open space on land as specified in the latest Amington Golf Course Masterplan (see attached document). The project will improve the existing vegetation and create a mosaic of habitats for the benefit of wildlife

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and residents of Tamworth. The section 106 agreement specified that the contributions should be spent on creating a surfaced footpath/cycleway through the site and design, creation and maintenance of the community woodland.

Risks

Project not delivered – section 106 money is specifically for design, delivery and maintenance of a footpath/cycleway and the community woodland. There is a potential that if the money cannot be evidenced that it has been spent on this it may have to be returned to the developer.

Money not spent in accordance with financial procedures - the project will conform to both TBC and if applicable EU financial regulations.

Benefits

- Creation of a new open space to the east of the borough, highlighted as deficient in the 2011 open space review, the Local Plan 2006-2031 and Infrastructure Delivery Plan.
- 7.5 Ha increase in accessible open space for the borough with opportunities for informal sports and recreation.
- Improvement of biodiversity on the site with the creation and maintenance of a mosaic of habitats.

Project Approach

(To define the choice of solution that will be used in the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit)

The project will be based on the 2015 masterplan and latest masterplan iteration from the 2018 planning application for the footpath/cycleway. A landscape architect will be commissioned to create a layout for the site (based on constraints and consultation feedback) and will draw up a detailed specification to enable TBC to go out to competitive tender for contractors. At tender stage it will be decided whether to tender the hard and soft landscaping separately or as one contract.

After the contract default period TBC will assume responsibility for maintenance of the site.

Consideration will need to be given as to how the community will be involved in the design, implementation and maintenance. There may be a need to bring in resource to facilitate this work, possibly on a long term basis which would be paid for from the project cost, such as a Ranger. This could be delivered in a number of ways such as utilising existing partnerships such as Wild About Tamworth, use of own staff etc.

Business Case

(Describing the justification for the project based on estimated costs, risks and benefits)

The business case for this project has been previously considered as part of the sale of the golf course and masterplanning of the entire site in 2014/15. As part of the masterplanning the council committed to utilising section 106 contributions from the development to create and manage the community woodland for the benefit of residents in Tamworth.

Project Management Team Structure

(A chart showing who will be involved with the project)

Project Sponsor – Sarah McGrandle

Project Manager – Corinne O'Hare

The programme Board: Executive Leadership Team

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The project board:

Sarah McGrandle

Matt Bowers

Working project group:

Corinne O'Hare

Shelley Pattison

David Hunter

Ester Bramble

James Hazlehurst

Karen Moss

Ian Owen

Mark Greaves

Barbara Cox (as required)

Role Descriptions

(For the project management team and any other key resources)

Day to day project management will be carried out by the Project Manager. Specific roles for members of the project group will be determined as the project progresses. It is envisaged that project members will have responsibility for specific parts of the project, depending on their speciality.

Quality Management Strategy

(Describing the quality techniques and standards to be applied, and the responsibilities for achieving the required quality levels)

A number of industry engineering / environmental / maintenance requirements will need to be met during the project and these will be detailed in the action plan that forms part of the Master Plan document to ensure legal compliance and quality standards are met and can be maintained in the future.

Design and specification, including 15 year maintenance plan will be undertaken by a qualified Landscape architect.

If external contractors are required to implement then they will be procured through the Councils InTend system and an appropriate contract will be put in place to ensure quality standards are met (e.g. construction standards).

Plants and trees will be purchased from approved supplier and will be specified at tender stage.

Configuration Management Strategy

(Describing how and by whom the project's products will be controlled and protected)

The Management Strategy will be controlled by the project working group and over seen by the Governance group. Progression and implementation will be authorised at TBC Cabinet level.

Risk Management Strategy

(Describing the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure)

A Risk Assessment template will be formed on the project and completed, monitored and updated by the working group. This document will be reported to the Governance group. It will show the risks associated and the remedial actions to be taken against each identified risk.

Current risks should be identified at the next project meeting and a risk register developed.

Communication Management Strategy

(To define the parties interested in the project and the means and frequency of communication between them and the project)

A number of key groups and organisations will be consulted with throughout the project:

- Tamworth Borough Council (both internal departments and members)
- Redrow Homes
- Community – new residents to the development, existing residents in the vicinity and residents of the wider town.
- Wildlife Trust
- Hodge Lane LNR volunteers

Project Plan

(Describing how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. It provides a baseline against which to monitor the project's progress stage by stage)

The obligation to create a community woodland has no time limit but for the purpose of preparing this project it is split into three distinct phases:

Phase 1 – Design, consultation and tendering. October 2018 – September 2019

Phase 2 – Construction of the main footpath/cycleway and ancillary paths through the site. Planting of woodland areas, hedgerows, wildflower meadow areas, orchards and specimen trees. October 2019 – November 2020

Phase 3 – Maintenance of the site and educational and volunteer activities with a ranger. September 2020 onwards (minimum 15 year maintenance)

Project Controls

(Summarizing the project-level controls such as stage boundaries, agreed tolerances, monitoring and reporting)

The timing of the three phases of the project are indicative at this stage. As the project outputs are mainly hard and soft landscaping timings will ultimately be agreed between contractors and TBC and will need to fall within optimum construction/planting times. The soft landscaping must be predominantly carried out in the winter, therefore if the planting season in 2019/20 is missed it will require waiting until the autumn/winter of 2020 to be completed.

Monitoring of the project will be carried out by the project manager and sponsor and

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will be reported to cabinet.

Definitions

Open Space – All space of public value, including not just land, but also areas of water such as rivers, canals, lakes and reservoirs, which can offer opportunities for sport and recreation. They can also act as a haven for wildlife and are usually attractive.

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