

PROJECT INITIATION DOCUMENT

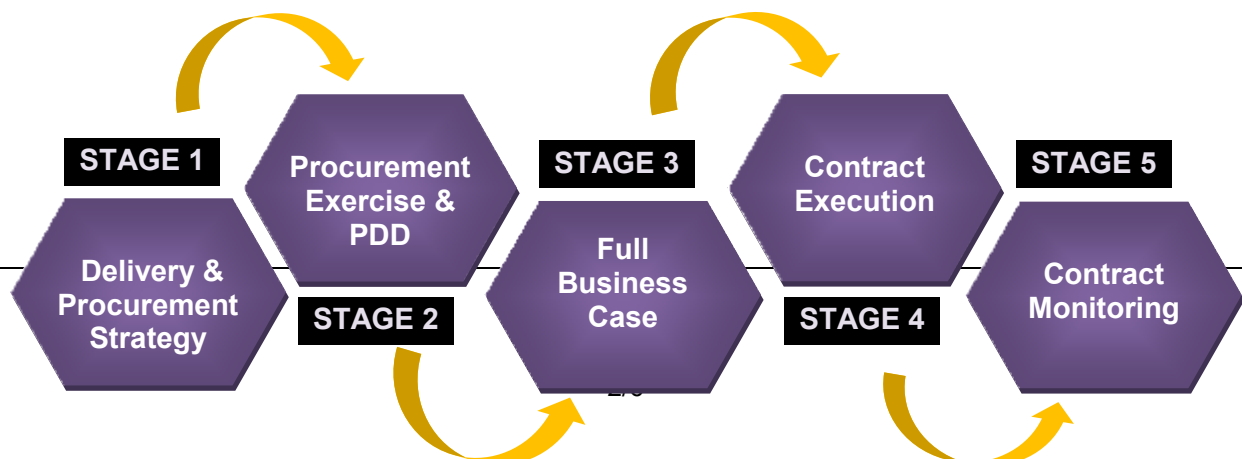
TITLE	BIG CITY PLAN – LADYWOOD		
LEAD DIRECTORATE	Economy		
PROJECT EXECUTIVE	Waheed Nazir , Director Inclusive Growth		
PROJECT MANAGER	Ron Williams , Project Delivery Officer		
PROJECT BOARD	Richard Cowell -Assistant Director Development, Inclusive Growth Waheed Nazir - Director Inclusive Growth Julie Griffin – Service Director Housing Kathryn James – Assistant Director Property, Inclusive Growth Simon Delahuntley-Forrest – Head of City Design, Inclusive Growth		
TIMESCALE	START DATE:	December 2018	END DATE November 2022
FUNDING	Element	Cost	Funding Source(s)
	ALL	£400,000 revenue	HRA/New Growth Points.
PROJECT BACKGROUND/ INTRODUCTION	<p>The Ladywood Estate is located in the City Centre and a short walk from the major commercial and business tourist areas of Westside and the City Centre City. The area is adjacent to the Great Icknield housing growth area and the historic Jewellery Quarter. Appendix 1 shows the extent of the Estate and its location.</p> <p>The Big City Plan (2011) (BCP) identifies the opportunity for Ladywood as an area that can to be rejuvenated to become home of new family living with well-balanced infrastructure, including private and communal open spaces, improved network of local walking routes and community facilities. The opportunity to create higher density development and significantly enhance the overall environmental quality is recognised.</p>		
AIM & DEFINITION	<p>The aim of the project is to bring about a major housing led regeneration initiative for the Ladywood Estate and delivery new homes, infrastructure and improved environmental and social outcomes for the community.</p> <p>The city council will partner with developer/investor partner(s) to deliver the regeneration who will lead the programme and manage all aspects of the project including masterplanning, planning, community engagement, delivery and long term management and maintenance.</p> <p>The partner(s) will be procured through a competitive process and the project will be further defined through the Outline and Full Business Cases.</p>		

PROJECT INITIATION DOCUMENT

OBJECTIVES	<p>The aim of the project will be achieved by:</p> <ol style="list-style-type: none"> 1. Producing a Descriptive Document for the development of the site and a Procurement Strategy to appoint development partner/investors to take forward the delivery of the site. 2. Procuring development partner/investors and producing an option appraisal for the development of the site. 3. Ensuring that the local community is fully engaged in the development of proposals for the area. 4. Producing a Full Business Case based on the Preferred development/investment partner(s) proposal and appointing the development/investment partner(s) 5. Monitoring & reviewing the progress of developing the Ladywood area.
DESIRED OUTCOMES	<p>The project will enable the delivery of the vision for Ladywood to create a family focused neighbourhood delivering the next generation in city centre living set within a high quality environment, connected by a well-designed network of streets and public spaces and supported by local amenities and facilities. This vision shall be achieved by creating</p> <ul style="list-style-type: none"> • To secure high quality, sustainable new homes as part of a well-designed neighbourhood • To provide a safe and attractive network of connected public open spaces and pedestrian routes • To create a new local centre with facilities and amenities to serve the local community • To enable the enhancement of the canal through improved access and greater levels of utility and interface with development • To create improved connections across the Middleway including boulevarding • To create a complementary mix of commercial and other uses to support a vibrant active neighbourhood. • New high quality social housing, replacing the existing obsolete typologies; • Ensuring that the existing community is retained and involved in the development of the new neighbourhood.
ALIGNMENT TO SERVICE PRIORITIES & PLANS	<p>Ladywood forms part of the City Centre strategic transformational area for growth, as set out in the Big City Plan and Birmingham Development Plan.</p>

KEY STAGES AND DELIVERABLES

The key stages of service delivery have been identified as follows:



PROJECT INITIATION DOCUMENT

STAGE 1 (Part A)

1A To produce an Outline Delivery Strategy for the development of Birmingham Ladywood by:

- 1.1 Produce a procurement strategy as the basis for engaging in a procurement exercise for a development/investor partner(s).
- 1.2 Produce the descriptive document to underpin the procurement process and testing of bidder proposals.
- 1.3 This stage has already been completed.

STAGE 1 (Part B)

1B Development of a Procurement Strategy to appoint a development partner/investors to take forward the delivery of the Site, to include:

- 1.4 An appraisal of **procurement/disposal route options** and recommend a preferred option with detail of justification constraints, risks, cost, activity schedule, critical path and key milestones.
- 1.5 Appraisal of different electronic disposal/tendering platforms options including In-Tend.
- 1.6 Development Partner/Investor Requirements that includes deliverables, benefits/outcomes and key deadlines to be achieved
- 1.7 Robust appraisal of different types of contract/agreement structures that can be used and recommend the most appropriate **form of contract/agreement, terms and conditions** that meets the needs of the client.
- 1.8 **Procurement risk management plan** including actions to mitigate through contract performance metrics, insurance, or other means
- 1.9 Bidder **Evaluation and selection Criteria** establishing desirable, acceptable and unacceptable terms including stretch targets for the Business Charter for Social Responsibility Action Plan
- 1.10 This stage has been substantially completed.

STAGE 2

2 Undertake Procurement Exercise for the appointment of development/investment partners to take forward the delivery of the Site, to include:

- 2.1 Carrying out the **marketing and procurement exercise** in line with Public Contract Regulations 2015 and using an agreed electronic disposal/tendering system.
- 2.2 Production of **draft heads of terms** for the partnering agreement
- 2.3 Preparation of **Procurement Report** and **Outline Business Case** based on the proposals of the preferred bidder for the Councils in principle approval.

PROJECT INITIATION DOCUMENT

- 2.4 Production of report for Cabinet for approval of the PDD and in principle approval to enter into an agreement with the preferred bidder(s).
- 2.5 This stage is encapsulated within this report to Cabinet.

STAGE 3

3 Production of Final Delivery Strategy and Full Business Case and Execution of Contract, to include:

- 3.1 Preparation of a **Full Delivery Strategy** and **Full Business Case** based on the refined proposals of the preferred bidder for Council's approval.
- 3.2 Production of **Cabinet Report** for approval of the FBC and approval to enter into an agreement with the preferred bidder.
- 3.3 Production of **Legal Report** and **final heads of terms**
- 3.4 Preparation of a schedule for finalising the contract agreement
- 3.5 Preparation of instructions and all necessary information to enable the contract/agreement to be finalised, signed and sealed.
- 3.6 Despatching contract/agreement documents to preferred bidder for checking and execution.
- 3.7 Clarifying and determining the final contract/agreement with the preferred bidder
- 3.8 Identifying Preferred Bidders decision maker, approval process, availability of funds, potential commitment fee and any due diligence requirements.
- 3.9 Production of Promotion Video to inform public of appointment of the Development/Investment Partner and the progress in developing the site.

STAGE 4:

4 Monitoring & Review the progress of development

- 4.1 Monitoring the progress of the development of Birmingham Ladywood and Development Partner(s) compliance with the contract/agreement.

SCOPE AND EXCLUSIONS	The geographical scope of the project is shown at Appendix 1.
PROJECT APPROACH	<p>A Delivery Adviser shall be responsible for the production of a comprehensive and robust Delivery Strategy and Business Case and co- coordinating advice, assistance or information obtained from internal teams and external suppliers.</p> <p>The Delivery Adviser shall also procure any necessary surveys/investigations or other specialist services to be undertaken as agreed.</p>

PROJECT INITIATION DOCUMENT

PROJECT CONSTRAINTS		1. Scope: See above 2. Resources: The project must not exceed the budget limit of £400,000 3. Quality: None Specified 4. Technical: None Specified			
PROJECT ASSUMPTIONS		None specified.			
SERVICES REQUIRED		A. EXTERNAL SERVICES 1. Delivery Advice & Project Management 2. Financial and Taxation Advice 3. Legal Advice B. INTERNAL SERVICES 1. Procurement Services 2. Legal Services 3. Property Services 4. Client Project Management 5. Financial Services			
KEY OUTPUTS & TIMETABLE					
END PRODUCT USERS		<ul style="list-style-type: none">• The Final Business Case shall be used by the council to inform decision making on the delivery of the site.• The Signed Contract shall be used to govern the delivery of the development and partnership working arrangements.			
DEPENDANT PROJECTS		Amey Highway Maintenance Programme Other City Centre Major Capital Projects The Provider shall attend the quarterly City Centre Coordination and Forward Planning Meeting in order to gain and maintain knowledge and understanding of the key capital projects taking place within the city and considers their impact on the project.			
MILESTONES		DATE	2018/19	2019/20	2020/21
Report to Cabinet seeking approval to the regeneration of			January		

PROJECT INITIATION DOCUMENT

Ladywood;		January		
Prepare specification for procurement of developer partners;				
OJEU Contract Notice & Publish Opportunity		February		
SQ Stage				
Competitive Dialogue with Bidders			April - June	
Invitation to Tender			July - September	
Tender Evaluation			October – November	December
Cabinet Approval (Preferred Bidders)				
				February 2020

INTERFACE	<p>The Project Manager shall:</p> <ul style="list-style-type: none"> • Be responsible for finalising service contracts and issuing instructions and receiving highlight reports from all service providers and team managers. • Make reports to external funders as required. • Coordinate the interface, communication and information exchange expeditiously between different teams and organisations involved in the delivery of the project. • Provide regular reports to the Project Board to keep senior management routinely informed of project status and all developments that impact on the project success.
PROJECT CONTROLS	<p>The Project Board shall:</p> <ul style="list-style-type: none"> • Provide overall guidance and direction to the project at a strategic level to ensure that it meets directorate and corporate policy priorities and remains within any specific constraints. • Review and sign off of each key project stage and key products • Authorise any major project deviation/change. • Ensure resources are committed to project • Arbitrate on any conflicts within the project. • Evaluate the success or otherwise of the project. <p>The Project Group shall:</p> <ul style="list-style-type: none"> • Provide guidance and direction to the project to ensure that project remains delivers the required outputs and project benefits within the agreed budget and schedule. • Monitor the development of solutions/proposals at all stages to ensure it will meet the organisations needs and is progressing towards target. • Evaluate the impact of solutions/proposals on the Council and Partners. • Ensure risks are being tracked and mitigated as effectively as possible <p>All issue and exception reports shall be made to the Project Board/Sponsor for direction and decision making.</p>