



Droitwich Spa Neighbourhood Plan

Project Initiation Document

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1 Project Summary

This document has been created to provide an overview of the Droitwich Spa Neighbourhood Plan project (DSNP II¹) and to seek approval for progression to Phase 1 which will define the project in detail.

DSNP II will deliver approved plans for the town of Droitwich Spa in support of Droitwich Spa Town council. DSNP II will support the South Worcestershire Development Plan (SWDP) and inform its future development.

DSNP II will engage local people so that the plans have support and credibility.

The project will produce an approved Neighbourhood Plan for Droitwich Spa.

The project will be modular in structure; at the end of each phase the structure and content of future phases will be revised and reviewed to ensure on-going feasibility and approval of expenditure of resources.

2 Project objectives

The purpose of DSNP II is to mobilise the Droitwich Spa community to contribute to the future well-being of the town and its people and businesses through making planning inputs which will provide a reference point for local planning decisions, with force of law where appropriate.

The objectives are to:

- Create a vision for all aspects of future development in Droitwich Spa, reflecting the views of the community.
- Support (and influence) the South Worcestershire Development Plan (SWDP) and provide policies on
 - How land within the Town boundaries should be used
 - where new homes and offices should be built,
 - what they should look like;
 - how green spaces must be protected or enhanced and
 - how new infrastructure is handled
- Additionally, the plan may include statements reflecting additional planning considerations that are not included in statutory Neighbourhood Planning but have been highlighted as key issues by residents of the town through consultation.

¹ This terminology is being used to differentiate current work from that undertaken before September 2018.

There is an existing benefits map; this will be reviewed and updated. Key outcomes are:²

- Compliance with the SWDP
- Increased health & wellbeing locally
- Increased local economic activity
- Increased support for the environment

Context

A project had been established to develop a Neighbourhood Plan under the leadership of Councillor Richard Morris. Much good work was undertaken and draft issues and options material was prepared for some of the subjects that the plan was expected to cover. This work was suspended in September 2018 as a result of poor communication between DSTC and the then DNP project team. There were also concerns that excessive costs were likely to be incurred on an independent consultant, with limited certainty of the outcome.

Much of the material from this initial project is of value going forward and it is hoped that many of the volunteers will continue to work on the new project.

Work has been undertaken to understand lessons learned from the initial project and to ensure a cooperative approach which builds confidence going forward.

3 Scope and exclusions

The project will produce a plan containing two sets of information:

- Statutory Plan components that fall under the scope of Neighbourhood Plans and that have legal weight
- Aspirational plan components of DNPII that are important to the Droitwich Spa Community but cannot be legally enforced, but will nonetheless have influence over future planning decisions.

Statutory parts that have legal status will be put through an approval process in order to the DSNP be “made” (i.e. assessed and given legal weight in future planning decisions).

4 Project deliverables

Project deliverables will include:

- Statements of Planning Issues and Options to address them
- Public consultations
- Draft and final planning policy statements
- The Neighbourhood Plan document (drafts and “made versions”)

Deliverables of the first Phase will be

- Stakeholder Analysis
- Engagement of sufficient volunteers to draft and develop topic areas and project management
- Continued close engagement of most DSTC members
- Agreed controls over the communications processes, especially the use of newspapers, website, and social media channels

On-going project deliverables include:

- Project plans
- Progress reports
- Funding Applications for external costs
- Authorisation documents
- Issues and Risks Analyses.

² These are the strategic objectives from the current Benefits Map created in 2018

5 Interfaces and dependencies

The project depends upon the support and approval of Droitwich Spa Town Council (DSTC).

The project will be inclusive and is expected to interact with

- development of the SWDP
- the High Street development opportunities
- the Westlands Project
- and other initiatives (initiated from within and outwith DSTC) during the project life time.

The project will be modular in structure; at the end of each phase the structure and content of future phases will be revised and reviewed to ensure on-going feasibility and approval of expenditure of resources.

6 Assumptions

Key assumptions are:

- That the defined objectives and benefits are achievable
- That DSTC councillors support and participate in the project
- That project costs are within approved funding levels and that these funds will be secured.
- Appropriate engagement of local people, businesses and town councillors will be achieved
- Acceptance that at end of each phase, if project is not viable, it will not proceed to the next phase.

7 Acceptance criteria

This Project Initiation Document will be approved if:

- DSTC agrees with the overall objectives of the project
- DSTC accepts that the project organisation and approach is appropriate
- Resources required for the next phase will be available and the resource requirements of future phases (as far as they can be determined at this point) are realistic and reasonable.

8 Monitoring and evaluation

Regular reporting will inform DSTC main meetings.

At the end of each phase, an appropriate planning and approval documents (including revised plans) will be prepared for DSTC to approve initiation of the next phase.

9 Project delivery

The project will have a phased approach. Stakeholder approval will be obtained prior to progression to the next phase.

9.1 Initial risk log

	Risk	Likelihood	Impact	Mitigation
1	Lack of support	Medium	Could cause NP to be abandoned	Strong focus on recruitment Regular communications
2	Inadequate resources	High	Will delay or halt project progress	Volunteer Recruitment will be a key component of Phase 1
3	Inadequate financial support	Medium	Will delay or halt project progress	a. This PID identifies financial requirements; DSTC will be asked a small amount to initiate work b. DSTC to provide project meeting space c. Cost-free venues for large scale meetings to be sought

4	Conflicting/duplicating initiatives	High	We do need to have knowledge of other initiatives. It would be much more productive to work alongside, or be part of, other overlapping initiatives rather than duplicate or compete.	DSTC councillors to advise of projects that may conflict or duplicate some of the Neighbourhood Planning work
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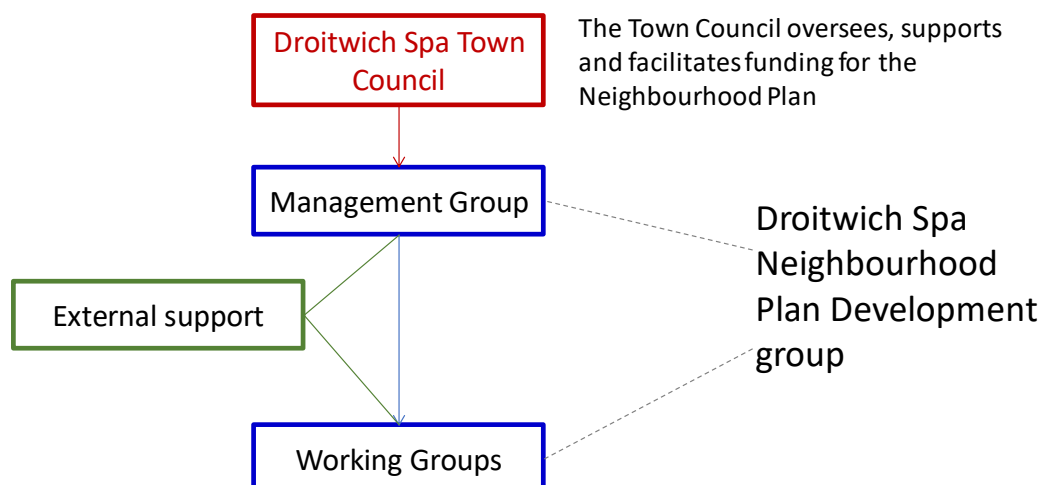
9.2 Project organisation structure

The **stakeholders** for the project are the people living and working in Droitwich Spa, businesses and organisations based there. The stakeholders’ primary representatives are the members of Droitwich Spa Town Council (DSTC),

Additional stakeholders include:

- Wychavon District Council

The project structure is shown in the following diagram:



The **Management Group** is responsible for the organisation and general management of the project, reporting to the DSTC. The Management Group includes Town Councillors and project volunteers. It has a chairman, secretary and treasurer, plus other officers.

Working groups will be constituted as needed to create components of the DSNPII and handle specific pieces of work (e.g. organisation of public consultation). The Working Groups includes Town Councillors and project volunteers. Each Working Group will have a leader to be a focal point for organising the group and reporting to the Management Group.

Volunteers will be drawn from many sources, including the stakeholder groups. An assessment of skills and abilities for the volunteers will be maintained, so that gaps can be identified and responsibilities assigned. It is essential that such volunteers are prepared to construct the agreed policies rather than just being observers.

External resources will be employed to undertake activities and produce deliverable that the volunteer resources are unable to supply. This may include specialist consultant work to ensure that the plan is legally watertight. External resources also include expenditure on materials and support needed for communications and public consultations.

9.3 Communication plan

Internal communication is about project organisation, approvals and progress reporting.

There are two primary external communication requirements:

- To increase awareness of the Neighbourhood Plan, what it is for and what it means for the town, ultimately to secure support at the public referendum and
- To encourage and engage people, organisations and businesses to participate in the work of creating and promoting DSNPII.

9.4 Internal project communication

Internal project communication will be largely achieved through electronic means primarily email. A contact register is kept by the secretary and is subject to Data Protection Regulation controls.

9.5 External project communication

Target audiences

- residents of Droitwich Spa
- other stakeholders such as owners or senior managers of businesses within Droitwich Spa, and
- and voluntary groups and other organisations that operate within Droitwich Spa

Communications approaches

Press releases	We can issue which presumably the Droitwich Standard, the Droitwich Advertiser and the Worcester News will print, but we know that the distribution of the printed papers is rather limited. The papers will probably place the articles on their websites as well.
Social media	<p>Social media is often viewed as a simple and free solution, however there are two essential ingredients: compelling content, and a large audience.</p> <p>On Facebook we will use the <i>Droitwich Spa neighbourhood plan Group</i> page and the <i>Droitwich Spa Neighbourhood Plan working group page</i>.</p> <p>We can also contribute to <i>Spotted Droitwich</i> page (about 15,000 followers) <i>PDS Extra Bits Group</i> (about 1,000 followers). There are also other Facebook local groups / pages.</p>
Web site	<p>The DSTC has a page available for DNP use. This can contain</p> <ul style="list-style-type: none"> • general information about Neighbourhood Planning and the DSNPII project • reference information, including local statistics • project documents archive • Work-in-progress issues and options (once approved)
Leaflets & posters	We might want to design and print some A5 leaflets for distribution to key locations such as the library, pubs, coffee shops, town noticeboards, etc.
Public Meetings	<p>Public meetings will provide focal opportunities for potential volunteers and increase awareness.</p> <p>Public meetings will also form the core of public consultations.</p> <p>They will also enable one-to-one conversations to confirm volunteer commitments, their interests and roles within the project.</p>

9.6 Quality management

Documentation produced by the project will be subject to reviews. The final Neighbourhood Plan will be formally assessed by Wychavon District Council before it is “made” and has the power of legal enforcement.

All communications will be subject to an approval process:

- DSTC will review sensitive and significant material
- DSTC will delegate approval to DSTC councillors (and others) within the DSNP Management Group for minor communications and upon topics agreed by DSTC. This is to reduce delays and keep material fresh.

9.7 Decommit criteria

The project will stop

- If there are insufficient resources to proceed
- Funding is not available for the work outstanding
- A referendum rejects the proposed plan

10 Project milestones

See Schedule for detailed plans.

Phase 0 Initiation & Organisation

Management Group established

Definition

Project initiation Document agreed

Restart proposal sent to DSTC

Phase 1 Mobilisation

Volunteers engaged

External resources estimated & funded for phase 2.

Phase 2 - Requirements

DNP components confirmed

Initial issues and options outlined

Project Definition approved

Grant Funding Application made

Phase 3 - Design

Policies drafted by Work Groups

Evidence for issues obtained

Initial public consultation conducted

Stage end review/ Phase 3 approved

Phase 4 - Development

Policies finalised by Work Groups

Final evidence obtained

2nd public consultation conducted

Stage end review/ Phase 4 approved

Phase 5 - Implementation

Referendum held

Approval sought - DSTC/ WDC

Assessment/ plan made

On-going maintenance

Phase 1 tasks

Phase 1 is concerned with preparing for the plans and cost projections for the project and communications, primarily about engaging volunteers so that we have people to work on the issues and options.

- Prepare Project Definition document
 - confirmation of objectives
 - confirmation of separation of statutory and aspirational plan components
 - forward outline schedule, and financial requirements
 - Stakeholder Analysis prepared
 - draft proposal to the Town Council to restart the NP project.
- Agree communications approval approach
 - delegation of general communications approval to councillors within the Management Group
 - agree communications team
 - agree minimal approval requirements, including approver response times (we do not want communications to be significantly held up by bureaucratic approval process)
 - confirm subjects which must be subject to further approval (town clerk, wider councillor base) and the mechanisms/ response times expected
 - confirm contacts for responses
 - agree communications standards (response times to messages received, etc.)
- Prepare volunteer recruitment materials
 - Identify potential volunteer sources
 - create and agree base text for attracting volunteers
 - Issue communications
- Prepare awareness materials
 - identify audiences and specific approaches where necessary
 - Agree text
- Issue communications
 - identify and agree (no cost) communication channels

- issue communications for phase 1

11 Resource plan

Immediate resource requirements centre on the need to assess the existing plan documents for currency and validity. The Management Group is already constituted and has a minimum of 6 members, including a chair person, treasurer and secretary. At least three members of DSTC will be members of the Management Group.

Additional resources are also required as follows

Purpose	Phases	Requirement	Min #
Communications Team	1 - 5	Leader plus at least one other	2
Project Office	0 - 5	Leader plus at least one other	2
Working Groups	2 - 5	Leader plus at least one other (see 13.2 for a list of working groups)	14
Total			18+

12 Project tolerance and exception process

The project will be run using the UK government Prince 2 methods, tailored appropriately to the demands of this type of project.

Decommit criteria include:

- Failure to secure approval for the next phase of work at the phase end review points (go/ no go decisions)

13 Appendices

13.1 Terminology

The following terminology will be used throughout the DSNPII project to ensure clarity of communication.

DNPII	Project short name
Droitwich Spa Community	Residents, businesses and others that have a direct interest in the future of Droitwich Spa
Statutory Plan	Components of DNPII that fall under the scope of Neighbourhood Plans that have legal weight
Aspirational plan	Components of DNPII that are important to the Droitwich Spa Community but cannot be legally enforced

13.2 Deliverables / Working Groups

Deliverables:

High level deliverables include:

- Project plans and documents
- Progress reports
- Communications materials
- Populated working Groups
- Draft and final Issues & Options
- Draft and final Policies
- Public consultations to extend and refine the ideas being pursued
- Draft Neighbourhood plan
- Referendum
- Neighbourhood plan approval and authorisation

Working Groups

Each Working Group focusses upon a major topic that will be covered in the Neighbourhood Plan. Historically, there have been working groups for

- Planning, Housing and Infrastructure
- Heritage and Culture
- Business
- Open Spaces, Sport Recreation & Leisure
- Highways and Transport
- Health, Social Care and Education
- Environment and Conservation
- Green Spaces and Recreation

13.3 Financial / budget requirements

The financial requirements of the project by phase are:

Phase	£ Estimate	Notes	Sources ref (see below)
0 - Initiation	0	All work conducted by Management Group	
1 - Mobilisation	200	Most work by Management Group; Some Comms including web site.	1
2 – Requirements	TBA		
3 - Design	TBA		
4 - Development	TBA	The plans referendum is assumed to be part of a scheduled election	2
5 - Implementation	TBA		
	TBA	Total estimate	

Funding opportunities

The following funds are potentially available

Ref	Amount	Source
1	£200	DTSC – discretionary funding
2	20,000	Localism funding TBA

13.4 Detailed schedules

See separate Gantt chart

13.5 Document change log

Version	Date	Content
0.1	18 Nov 19	Initial draft
0.2	5 Dec 19	Changes following Management Group meeting 18 th November.
0.3	18 Dec 19	Changes following further inputs
0.4	31 Dec 19	Minor adjustment prior to circulation to the Management Group
0.5	8 Jan 2020	Adjustments made at Management Group 6 January
0.6	20 Jan 2020	Correction of typos – all references to “Droitwich” are now “Droitwich Spa” 13.2 Inclusion of Green Spaces and Recreation in list of past Working Groups.

Prepared on behalf of the Droitwich Spa Neighbourhood Plan Management Group