

Draft Churchgate Project Plan

Timeframe	Task	Resources	Key officer	Current Progress
August 2022	Acquire leasehold	External consultant	Steve Crowley Chloe Gray	
20 September 2022	Pre Project-Board Meeting to brief potential Project Board Members on the process, approach and roles of Project Board.	Internally	Steve Crowley	
26 September 2022	Step 1 - Project Trigger, Leadership Approval on the following: - <ul style="list-style-type: none"> ➤ Project Mandate ➤ Project Categorisation 	Internally	Steve Crowley	
October 2022	Set up Project Board for approval at first Project Board meeting Consider the resource required to project manage the project and how best to deliver that. Board to be: - (PRINCE 2 principles) Chair of Project Board – Cllr Keith Hoskins Project Executive – Steve Crowley Senior User – Cllrs Keith Hoskins and Ian Albert Senior Supplier – Anthony Roche, Ian Couper and Isabelle Alajooz Project Assurance – Ian Couper Elizabeth Dennis-Harburg and Ruth Brown (specific roles to be agreed at first Project Board) Project Manager – Chloe Gray There may be the need to add additional members through the project, therefore, the membership of the Project Board will be flexible to allow this.	Internally	Steve Crowley	
7 th November 2022	Project Board, Step 2 - Project Start Up <ul style="list-style-type: none"> ➤ Project Manager and Project Executive appointed ➤ Project Board and Project Assurance roles appointed, and clear terms of reference established ➤ Quality expectations established and documented in the Project Product Description ➤ Draft Business Case produced ➤ Project Brief produced – updated Project Mandate, draft Business Case and details of project approach ➤ Relevant Lessons Learned from previous projects captured and Lessons Log produced ➤ Project Plan produced for 'Step 3 - Project Initiation' only 	Internally	Project Board	

	Decision Point - Project Initiation authorised by the Project Board and the Project Manager's responsibilities and accountabilities confirmed			
November/ December 2022	Consider site area and scope for regeneration (to be approved by Project Board at January 2023 meeting)	Project Board	Project Board	
September 2022 – February 2023	Identify budget for consultant support costs (Budget approval process, for approval in February Full Council)	Project Board Project Team External consultant	Steve Crowley Chloe Gray	
November/ December 2022	Produce Project Plan, to include Communications Plan/Strategy (to be approved by Project Board in December 2022)	Project Executive Project Team	Steve Crowley Chloe Gray Christine Crofts	
January 2023	<p>Project Board, Step 3 - Project Initiation</p> <ul style="list-style-type: none"> ➤ Full Project Plan produced, including Communication and Quality activities, with key stages identified ➤ Draft Business Case refined ➤ Any organisation conflicts in Council roles and duties identified and the method of managing these determined ➤ Issues Log produced ➤ Project Risks identified / analysed, Project Risk Log produced and summary risk entry entered on Pentana Performance (Pentana Performance entry required for large and medium projects only) ➤ Benefits Review Plan produced on Pentana Performance ➤ Project Initiation Documentation assembled - Benefits Review Plan, updated Project Brief (updated Project Mandate, refined Business Case and details of project approach), Project Plan, Project Product Description and Project Risk Log <p>Decision Point - Project authorised by the Project Board, including approval of Project Tolerances and Change Control responsibilities</p>	Project Manager	Chloe Gray	
19 January 2023	<p>Report to Full Council</p> <p>Report to set out short, medium, and long-term approach of the asset and how the project will be managed. This will include a draft project plan and draft Communications plan.</p>	Project Executive Project Manager	Steve Crowley Chloe Gray	Report complete – awaiting meeting.
January 2023	<p>Economic recovery work</p> <p>Consider outcome of town centre recovery work being undertaken by People for Places and how it could inform proposals. Ensure that these</p>	Consultants (People for Places) Project Team Newly appointed	Louise Symes Chloe Gray	

	strategies are aligned with Project Churchgate and the newly adopted Local Plan.	Planning Officer Andrew Figgis		
February 2023	<p>Consultation – Phase 1 Close Phase 1 survey (on 5 February) and analyse data (with help from ZenCity)</p> <p>Start to build digital hub on Engage platform using information regarding the journey so far. This will provide a platform for results to be shared, comments, interactions and allows us to upload live data (or responses back to questions etc).</p>	Engage (owners of the ZenCity platform) Project Team	Chloe Gray Christine Crofts Sarah Jenkinson Steve Crowley	
End of February-early March 2023	<p>Open in-person Hub in Unit 10, Churchgate. This will provide a base for relevant officers to work from and create a presence within the premises. Members of the community and businesses will be encouraged to come in and talk to officers to find out more about the project. Members are also welcomed to work from/ be present at the Hub once we have agreed set times and dates.</p>	Project Manager Project Executive Brown & Lee Members	Chloe Gray Steve Crowley Graham Stilwell	
Early March 2023	<p>Sharing the results Release top level information to the community (via various comms channels defined in the Comms Plan) regarding key themes identified from the survey.</p> <p>We will create vision boards to display in the Hub to show the key themes and how these <i>may</i> look. The themes will allow the Council to define a clear vision for the project. Once the Council are clear on this, we can continue to tailor our messaging and other communications accordingly.</p> <p>These themes will also enable us to narrow down our specification for any potential partners (examples of this include housing associations, retail operators, entertainment operators etc).</p>	Communications Engage (owners of the ZenCity platform) Project Team	Christine Crofts Sarah Jenkinson Chloe Gray	
March-April 2023	<p>Preparing to appoint a consultant/s Write the specification for the appointment of a consultant that will assist the Council in the development and project support of Churchgate. This role will be independent of any potential developer and be appointed directly by the Council to assist of the writing of any tender specifications/ documentation according to the consultations and briefs given by the Council. This role will act on the Council's behalf when engaging with subcontractors etc in the future. The independency of this</p>	Project Team Project Board Seek external advice to support the Council Procurement Team	Chloe Gray Steve Crowley Anthony Roche	

	role ensures that the Council are getting value for money, working with the 'best possible' contractors and ensures that the project is controlled.			
April 2023	Digital Hub goes live	Communications Engage (owners of the ZenCity platform) Project Team	Chloe Gray Christine Crofts Sarah Jenkinson	
May-June 2023	Appointment of the consultant/s Upon writing the specification for the above role, the team will look to appoint this role via the Council's Procurement Process. The current aim is to appoint by June 2023 depending on the preparation process.	Project Team Project Board Procurement Team	Chloe Gray Steve Crowley Anthony Roche Rizwan Sarwar	
June-August 2023	Consultation – Phase 2 This is yet to be determined and will take steer from the Phase 1 outcome/s. However ultimately this will seek to clarify what the public would like to see (based on Phase 1 responses) and looking to see how this can be made possible alongside the vision of the Council.	Project Team Project Board	Steve Crowley Chloe Gray	
August 2023	Consultation – Phase 2 Prepare the Consultation.	Communications Project Manager Project Team	Christine Crofts Sarah Jenkinson Chloe Gray	

August 2023 onwards – Dates will be set following the appointment of a consultant.	Deliver Consultation – Phase 2	Communications Engage (owners of the ZenCity platform) Project Team	Chloe Gray Christine Crofts Sarah Jenkinson	
	Act upon results of the Consultation			
	Continue to work on Hitchin Town Centre Strategy	Economic Development Project Team	Louise Symes Andrew Figgis Chloe Gray	
	Host a series of workshops and presentations This will enable the public to have sight (in the Hub) of the key themes we are including in our tender specification. This will outline our expectations from the tendering process and detail our vision.	Project Board Consultant (Master Planner/ Developer) Project Team	Steve Crowley Chloe Gray	

	We will also want to host a series of workshops with current/ surrounding tenants once we are clearer on the plan.			
	Explore opportunity for external funding options to either support the viability of the scheme, or to enhance the scheme.	Project Board Finance Team	Chloe Gray Steve Crowley Ian Couper Antonio Ciampa	
	Tender Kick Off	Project Board Project Team Procurement Legal Finance	Chloe Gray Steve Crowley Anthony Roche Rizwan Sarwar Ian Couper Jeanette Thompson	
	Appoint a developer/ joint partner	Project Board Project Team Procurement Legal Finance		
	Agree project plan and timescales	Project Team Developer		
	Pre application planning advice to be sought once a potential viable solution is agreed.	Planning Developer Project Team		
	Develop and submit a planning application	Planning Developer Project Team		
	Consider long-term stewardship of regenerated site and council's revenue/capital needs eg whether to retain or sell off elements of the development, this will help to determine overall financial viability.	Project Board		
	Regeneration completed			
	Following practical completion, ongoing management of retained elements most likely through an agent.	Management agent Estates Project Board Project Team		

Green – Complete
Amber – In progress

Grey – Not started

Red – Behind schedule