

Project Brief

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Directorate/Service:	Economic Services
Project Sponsor:	Renaissance Leeds Partnership
Project Executive:	Colin Mawhinney
Parent Programme:	Renaissance Leeds Project

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Purpose

This Project Brief has been produced to provide the Programme Executive, Project Sponsor or Project Executive with an outline justification - in terms of business need, strategic fit with corporate or other priorities, identifiable benefits – and an initial indication of the resources required to deliver the project in order to establish whether it is desirable, viable and achievable and should be approved for development as a 'full' Business Case before significant resources have been expended.



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It is important to cover all the items shown in the Project Brief. If any are not appropriate you will need to explain the reason for this under the appropriate heading.

DOCUMENT CONTROL

1.1. Revision History

Date of this revision:

Version	Status	Revision Date	Summary of Changes	Author

1.2. Review & Approvals

Name	Signature	Title	Date of Issue

1.3. Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

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PROJECT BRIEF

2. BACKGROUND TO BUSINESS NEED

The Rim study forms part of the ongoing Renaissance Leeds project, which has been supported by Yorkshire Forward, Leeds Initiative and the Council since its inception in 2003.

The Renaissance Leeds study developed between 2003 and 2005 included identification of a “Rim of Disconnectivity” which surrounds the city centre. Formally this was defined by an inner circle of 1.2km radius and an outer circle of 2.2 km radius centred upon City Square and City Station. However, in practice conditions in the Rim can not be identified by very fixed boundaries.

The study was undertaken during 2006 and 2007 by the Leeds Civic Architect and Bauman Lyons Architects with two principal objectives:

- to test the validity of the Rim concept and understand its character and the conditions within it;
- to develop themes and ideas which could stimulate debate and influence emerging policies for the future development of the city’s core and the wider city which surrounds it.

The study demonstrated that physical disconnection and reconnection represents the most significant dilemma of the Rim. This is considerably affected by the impact of highway and railway infrastructure, the River Aire, tributary becks and a “ridge-and-valley topography”.

There is a fragmentation of walking and cycling routes and of green space and green linkages within the Rim. If the potential to reverse this situation was fulfilled then the study suggests it could significantly contribute to the sustainable development of the entire city by providing scope for the provision of new homes and jobs leading to more sustainable communities and seeking to narrow the gap between rich and poor. Thereby ensuring the city achieves its objectives as set out in the Leeds Strategic Plan and the Regional Spatial Strategy.

The Rim Study led to the following key conclusions and recommendations:

- Leeds is growing and projected to continue to grow. In the last two years there have been over 60 major planning applications within the Rim alone. This means that, notwithstanding the current period of reduced growth, now is the time to form an integrated approach to secure its future in an increasingly competitive environment.
- The Rim offers an opportunity to address a number of pressing issues to support sustainable urban communities by maximising sustainable economic growth and improve the quality of life in

the city, including housing and employment provision, tackling congestion and promoting walkability.

Whilst the rim study began its investigation with an examination of the physical disconnectivity, its development as an integrated strategy requires a more thorough understanding of the key economic and social causes of disconnectivity, principally in relation to both housing and unemployment.

Over 54,000 people live in the rim in different communities. Historically these communities have experienced higher levels of worklessness, ill health and crime compared with the city average. Whilst the city has been successful overall in generating employment and per capita income, urban clustering of poverty in many of these communities has increased.

Institutional arrangements exacerbate this problem with the economic development and social inclusion agendas split between different policy agendas and partner organisations.

3. PROJECT DEFINITION

3.1. Project Objectives

An early objective for this work is for key stakeholders to *agree* a common objective in working together to realise the opportunities for sustainable growth in the rim. In this respect, this work should be directed to ensure the rim realises its full economic and social potential while contributing to a reduced ecological footprint for the city and improving its resilience to climate change.

Recognising that this overall objective will take time to achieve this project represents the earliest stage of work to build knowledge, collect data and make the recommendations that are necessary to facilitate an integrated approach as part of a longer term strategy for the rim. Taken together this study should demonstrate how an integrated approach to investment could work to accelerate the transformation of place making within the rim.

The first section of the study will provide an outline of broader and longer term development opportunities across the rim that could support sustainable growth of both housing and employment based on stronger connections and use of green space. Resource constraints will limit this to a fairly high level view of those opportunities and will be presented in the 'layers', a similar method adopted in Rim Study

The second section of the study will be comprised of a detailed case study of 'place' selected as typifying the rim dilemma. The case study will focus on a more limited number of immediate opportunities to reconnect physical sites, space and routes with targeted economic, employment and housing initiatives to create sustainable communities in these areas within a ten year period and thereby implementing the councils Local Development Plan process.

3.2. Project Scope and Exclusions

Much of the data and information to complete this work is already available within public authorities. For this reason it is recommended that the following pieces of work are completed in house:

- Identification of development sites
- Identification of potential routes and spaces
- Socio-economic statistics on rim communities

However external resources will be required to:

- Map perceptual barriers of local communities included in the case studies
- Produce final graph images included in the final report

The project team will take responsibility for completing the final report and the priorities for delivery.

3.3. Project Deliverables

Taking into account the need for the study to balance city wide with neighbourhood issues in the rim the study will focus on:

Task 1: Identify development opportunities across the entire rim area

Component: Identifying key space for housing, employment and other uses, connected by public realm, particularly for land that can be brought forward within ten years. The analysis will also include:

- identification of land ownerships
- Identification of current planning applications
- Identification of proposals to enhance health, leisure and community facilities.

Output: An estimate of growth capacity for both housing and employment and distribution of this across the rim

Task 2: Potential Routes and Infrastructure

Component: Identification of appropriate measures to improve connectivity between the Rim and the city centre from studies already completed and further appraisals. These routes would take into account recent development and potential development opportunities. Any new links could also improve resilience to climate change.

- Infrastructure proposals: road, cycle, pedestrian
- Potential new links through regeneration proposals
- Greenspace/ public realm
- Waterways

Output: Focusing on new connections required to create 'economic', 'employment' and 'residential' value.

Task 3: Case study

Component: Taking the thematic information produced above and applying this to the creation of 'place' in the neighbourhoods'. Funding constraints would limit this to one neighbourhood. In addition to mapping of spaces and routes this case study will also include:

- physical barriers to the city centre generally
- employment opportunities
- other investment opportunities such as new health facilities

This would entail the mapping of perceptual barriers and products of statistical information on social and economic obstacles such as crime, employment and social status would also be produced to provide a clearer picture of motivators/ de-motivators in walkable movement between the city centre and the rim. The study should also include environmental barriers and opportunities identified by residents.

Output: An Action Plan of economic vitality and social deprivation:

- This will provide indicators of the motivators/ de-motivators for walkable movement between the rim and the city centre or the neighbourhoods beyond
- Targets, agreed by agencies/ partners to measure effectiveness of projects to reconnect places.
- Priorities, projects and actions to achieve reconnections.

These are likely to identify specific sites and routes that should be brought forward. More specifically, the study would lead to further work including appropriate Local Area Action Plans.

- conceptual models and solutions to overcome physical barriers
- new service priorities to support the creation of place

Task 4: Final report

Components: Will include:

- Foundation principles for reconnection that will take into account the RSS and LDF, and which will inform an emerging understanding of works funded by either section 106 contributions or community infrastructure levy.
- Proposals to remove social and economic barriers and opportunities to supplement the original rim study.
- Priorities for delivery (including sites and routes measured by an agreed set of indicators and outcomes (which would feed into the LAA)
- An illustrated example of how pooled budgets and resources could be directed to implement a programme of works.

Outputs: Will provide the basis for further work which will seek to roll the pilot case studies out to a larger number of places in the rim.

This document will form the basis for developing a brief that will be presented to the Renaissance Partnership Board, City Development management and other stakeholders for approval.

3.4. Constraints

Time constraints – funding from 08/09 SRIP budget.

3.5. Outline Project Plan

See Gantt chart.

3.6. Stakeholder Identification

There are key risks associated with this type of policy related work which concerns both omissions that skew the accuracy or reliability of the findings, and duplication, which can undermine the value of the conclusions. This can be avoided by achieving the highest levels of support and ownership to the project across the departments. It is therefore recommended that following approval of principles by CDD and Environment and Neighbourhoods the brief should be circulated to Regeneration Management Team, Economic Services Management Team and Planning Services Management Team for detailed comment before Programme Management arrangements are put in place.

3.7. Interfaces and Dependencies

Existing work programmes and availability of Key Officers

.

4. STRATEGIC FIT

4.1. Strategic Context and Project Priority

- Vision for Leeds: “Going up a league “ and ‘Narrowing the gap” and Leeds Strategic Plan priorities
- Principles to be incorporated into Regional Spatial Strategy and Local Development Framework.
- Priorities for delivery could potentially feed into the Local Area Agreement.

4.2 Project Impact and Governance

Presentations to sponsors

-Programme Board (CDLT) plus Paul Langford

Project inception – 17/10/08

Mid Project – 28/01/09

Project closure – before the end of March

-Leader Management Team

22ND January 2009

-Renaissance Leeds Partnership Board

18th December 2008

2nd March 2009

5. OUTLINE BUSINESS CASE

5.1. Outline Benefits

The purpose of the project is to conduct a further study demonstrating how an integrated approach to investment in the 'rim' could accelerate sustainable growth in the city to benefit local communities and the city. This is achieved by examining and testing the potential for an integrated approach in two case studies. The findings of these case studies could inform the identification of priorities for targeted interventions in the rim.

5.2. Critical Success Factors

<Type Here>

5.3. Options for Consideration

<Type Here>

5.4. Recommended Option

<Type Here>

5.5. Estimated Budget Requirements

£50k

5.6. Source of Funding

Funding for this project will be provided by the existing Renaissance SRIP Programme subject to Renaissance Leeds Partnership Board approval.

6. PRELIMINARY RISK ASSESSMENT

- Omissions in information/data collection that could skew the accuracy or reliability of the findings
- Duplication of findings which could undermine the value of the conclusions.
- Buy in from all partners to drive the project and its findings forward.

7. ADDITIONAL INFORMATION

The council's Programme Management framework (DSC) will be adopted to manage the programme with a Programme Board comprised of senior officers drawn from City Development and Environment and

Neighbourhoods. It is recommended that this board should be Chaired by a Strategic Director This would be supported by a project team Chaired by the Head of Renaissance Unit and similarly composed of lead officers from the following teams:

- Strategy and Policy
- Neighbourhoods and Environment Policy
- Economic Policy
- Civic Architects
- Sustainable Development Unit
- Jobs and Skills
- Asset Management

8. DECISION

9.	The Project Brief has been reviewed and the following decision has been reached:	
10.		<input type="checkbox"/>
11.	The project is approved and a Business Case can be prepared	
12.		
13.	The project is deferred for further work (see actions below)	<input type="checkbox"/>
14.		
15.		
16.	The project IS NOT APPROVED and no further work may be undertaken	<input type="checkbox"/>
17.		
18.	Limitations on the Approval	
19.		
20.	Comments/Actions	
21.		
22.	Name and Designation of Authorised Officer	
23.		
24.	Date	
25.		

For projects requiring capital funding, completed and approved Project Briefs should be forwarded to Financial Development Section for assessment and injection into the capital programme.

26. APPENDIX A - Estimated Business Case Development Cost

BUSINESS CASE DEVELOPMENT				
Resources Required	No. FTE	Total No. of Mths	Resource £ Hourly Rate	Total £ per Resource Type
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0
<Insert Resource Type>				£0

27. APPENDIX B – Estimated Resource Costs

HIGH LEVEL RESOURCE REQUIREMENTS																												
Resources Required	Year 0				Year 1				Year 2				Year 3				Year 4				Year 5							
	No FTE	No Mths	£ p/hr	Total £	No FTE	No Mths	£ p/hr	Total £	No FTE	No Mths	£ p/hr	Total £	No FTE	No Mths	£ p/hr	Total £	No FTE	No Mths	£ p/hr	Total £	No FTE	No Mths	£ p/hr	Total £				
<Insert Resource Type>				0				0				0				0				0				0				0
<Insert Resource Type>				0				0				0				0				0				0				0
<Insert Resource Type>				0				0				0				0				0				0				0
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<Insert Resource Type>				0				0				0				0				0				0				0
<Insert Resource Type>				0				0				0				0				0				0				0
Total FTE & Man Mths	0	0		£0	0	0		£0	0	0		£0	0	0		£0	0	0		£0	0	0		£0	0	0		£0
Total Resource Cost				£0																								

28. APPENDIX C – Estimated Total Project Cost

ESTIMATED PROJECT COSTS (CAPITAL AND REVENUE)							
CAPITAL							
Estimated Capital Costs of Project	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5 +	Total
Land							£0
Construction							£0
Furniture and Equipment							£0
Internal Fees							£0
External Fees & Other Costs							£0
Inflation Allowance							£0
Total Capital Costs (1)	£0	£0	£0	£0	£0	£0	£0
Sources of Funding							
Sources of Funding	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5 +	Total
A							£0
B							£0
C							£0
Total Funding	£0	£0	£0	£0	£0	£0	£0
REVENUE							
Revenue Costs of Developing Project	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5 +	Total
Staffing							£0
Premises							£0
Supplies/Services							£0
Asset Rental							£0
Other (Specify)							£0
Other (Specify)							£0
Total Revenue Costs (2)	£0	£0	£0	£0	£0	£0	£0
Recurring Revenue Costs							
Recurring Revenue Costs	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5 +	Total
Staffing							£0
Premises							£0
Supplies/Services							£0
Transport							£0
Asset Rental							£0
Borrowing Costs (for schemes requiring unsupported borrowing)							£0
External Income (Specify)							£0
Total Recurring Revenue Cost (3)	£0	£0	£0	£0	£0	£0	£0
Existing Revenue Budget							£0
Variance (TRRC-ERB)	£0	£0	£0	£0	£0	£0	£0
Estimated Total Project Cost (1, 2, 3)	£0	£0	£0	£0	£0	£0	£0
Total Estimated Project Cost	£0						
VAT Partial Exemption (where a scheme includes provision of any facilities, confirm the type and expected costs) List of facilities that are VAT-exempt:							