

**Project Documentation**

**PROJECT INITIATION DOCUMENT  
(PID)**

**Midhurst Vision**

<b>Release:</b>	Final
<b>Date:</b>	16 July 2018
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<b>Approved by:</b>	Tania Murphy – Divisional Manager - Place

**Document History**

Revision Date	Version	Summary of Changes	Reviewer(s)
13/07/18	1	Changes following feedback from Corporate Improvement Team	TM/JW & PO

**Consideration by the Corporate Improvement Team**

Date	Reviewing Officer	Comments for Consideration
13/7/18	Andy Buckley	Minor amendments suggested to how the financial information is shown and to the impact ratings within the risk log. Nothing further to consider.

**Approvals**

This document requires the following approvals:

Name of person, group or committee
Midhurst Town Council
Midhurst Vision Steering Group
Chichester District Council (Cabinet)

**Distribution**

Name	Job Title
SLT	
Tania Murphy	Divisional Manager (Place)
Steve Hill	Rural Towns Coordinator
Tony Dignum	Leader and Portfolio Holder
Midhurst Town Council	
Midhurst Vision Steering Group	
Midhurst Town Team Community Interest Company (CIC)	

**1. PURPOSE OF DOCUMENT**

This Project Initiation Document (PID) defines the **Midhurst Vision** project. It builds upon the Initial Project Proposal document and sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

**2. PROJECT DESCRIPTION**

A refresh of the 2009 Midhurst Vision, creating a process for delivering actions to improve the town and wellbeing of local communities and business, and developing aspirations for the future of Midhurst. The project will be led by a partnership between Midhurst Town Council and Midhurst Town Team CIC and overseen by a multi-partner steering group.

### **3. BACKGROUND**

The first Midhurst Vision was published in 2009. The process enabled often disparate groups to work together, establishing a common vision and creating the ability to attract external funding. This helped them to make physical improvements to the town and provided advice for the traders. The project was able to raise funds via SEEDA and more recently as part of the Mary Portas work. Projects which emerged from the Vision have included shop front improvement scheme, retail consultancy advice, developing markets, improved signage, more benches and street furniture, and the development of the first version of Midhurst Town Team.

Since the Midhurst Town Team was constituted in 2013, the town has had an effective forum for local businesses, community groups and local people, to help to bring the town together and develop projects that improve Midhurst's prosperity for all the community.

Outcomes achieved include:

1) To keep the shop vacancy rate down on the High Street - Midhurst vacancies have reduced from 14% in 2009 to less than 1% now.

2) Making town promotions easier to achieve, for example Christmas street banner and promotional leaflet with traders contributing and helping with distribution.

3) Encouraging new businesses to choose Midhurst, by demonstrating that the town works well together. One business owner, also trading in Chichester, compared the Town Team in Midhurst to having the BID in the city. It gives potential businesses the confidence to set up in Midhurst

4) Developing a baseline of high street data by investing in Noggin foot flow sensors for Midhurst, in partnership with CDC.

5) Influencing trading enhancements in the town. For example, the Town Team invested in Christmas lights in 2016 to include West Street.

Midhurst Town Team constituted itself as a Community Interest Company in 2017, a social enterprise, with a board of directors and a local stakeholder consultation group from all over the town. The aim is to fund raise to become a sustainable organisation. Other existing groups and organisations will be working under the broader umbrella of the Midhurst Town Team CIC, for example Visit Midhurst.

Whilst much work has been completed, the changes to people's shopping patterns, the ability to shop online, and the development of newer facilities and amenities in neighbouring towns, have set further challenges. Therefore, many traders in Midhurst continue to find generating footfall and maintaining dwell time in the town a significant issue.

### **4. PROJECT OBJECTIVES AND SUCCESS CRITERIA**

#### **4.1. Outputs**

Midhurst Vision will help create a new future role for the small market town as a driving force for innovation and self-sufficiency. The town will continue to be a vibrant place to do business and will be more attractive to visitors and will understand clearly how dynamic its future might be.

Midhurst Vision will become a structure that enables continued involvement in the development of improvements to the town and help to retain and create businesses, encouraging local employment – by identifying gaps in the market, barriers to progression and barriers to local employment.

The Vision will create the vehicle for an ongoing dialogue between the Town Team and Town Council to be receptive to the needs and challenges of the changing role of the market town.

Employment and business development will be a central part of the work of the CIC, will create a regular forum and action plan. Regular monitoring of footfall via the 'Noggins' and feedback of results to focus priority on and evaluate business enhancing events.

Larger scale complimentary attraction for the town centre will be created, for example a regular market space defined in the Town Centre for larger scale markets, with the infrastructure in place, therefore encouraging bigger and more attractive markets 3 or 4 times a year.

Responsibilities for infrastructure and development of events in the town will be established.

Taking full advantage of existing events calendar will be improved, for example MADhurst; Christmas Street party; Cowdray Ruins; Polo.

Development of new cultural venue/practice space and creation space in the town centre. This initiative is well supported in Midhurst, particularly amongst local retailers and young people, as it's often said that there is no real unique focus in the town centre (outside of the Ruins for example), so limited reasons to visit or stay in town. The centre would provide space for established and start-up artists and makers to remain in the town; and initiate the development of a 'cultural quarter', with a small performance space included and space for creative tuition, for example music and drama.

#### **4.2. Outcomes**

As a result of the collaborative nature of Vision activities, the Midhurst Town Team CIC Stakeholder group attendance will increase and the variety of backgrounds and interests of stakeholder group will broaden.

Local people, particularly young people, will feel more confident that good jobs can be found in town.

A developing narrative and clear identity of the town will encourage confidence in the future of the town, and improvements to cultural resources will provide more reasons to stay in and visit the town.

Better communication and collaboration between statutory authorities will ensure the Vision has a lasting legacy.

#### 4.3. Outcome Measures

The main outcome will be creating the ability to refresh the vision for Midhurst.

Outcome measures are:

- Increased visitor numbers and duration of stay (to be measured through Visit Midhurst/Car Parks/Noggin footflow data)
- Refreshed Vision process to include an online presence for Midhurst Vision
- Better retention of young people (data to be captured through MRC)
- Improved sustainability of businesses (to be measured through vacancy rates)
- More creative businesses/artists and makers starting-up in the town (to be measured through statistics collected through the Economic Development team)
- Improved wayfinding and transport (improvements to signage and customer feedback)

#### 4.4. Dis-benefits

None

#### 4.5. Out of Scope

Midhurst Vision isn't a full-blown rewrite involving wide scale public consultation. It will constitute a refresh and update of the previous Vision, with additional consultation achieved through networking and the increasing role of the Midhurst Town Team CIC.

### 5. PROJECT CONSTRAINTS

Limited budget available for big-ticket projects and initiative, for example better bus services or establishing a creation space/performance venue. It will include an emphasis on collaboration. Much work being carried out by volunteers, limited officer time available on the project and limited administrative support. Time taken to arrange meetings (due to availability of local people) may limit the effectiveness of the 12 month project.

### 6. PROJECT ASSUMPTIONS

The project commenced in April 2018. The project is being led by Midhurst Town Council, supported by CDC, working closely with Midhurst Town Team CIC (MTTCIC). The outputs of the Vision development will in part inform the strategic plan and actions for MTTCIC.

### 7. PROJECT COSTS

#### 7.1. Project Delivery Costs

Costs (£)		Source
	<b>Midhurst Vision projects for which funding will be requested/sought</b>	
One-off	Enhancement of Visit Midhurst website to include B2B services	CDC Enabling Grant/Midhurst Town

	section; creation of Midhurst Town Team CIC page on the site.	Team CIC
One-off/ongoing	£1,500 - CDC ICT Web Team to design and host Midhurst Vision website (online portal, providing legacy for the project and creating a lasting collaborative platform to ensure longer-term project delivery according to local needs).	CDC Midhurst Vision fund (joint-funded with Selsey Vision website)
One-off	£1,500 - Creation of 'welcome pack' for new businesses in town	CDC Midhurst Vision fund
One-off	£2,500 – Printing of final Vision leaflet / poster and Marketing of the Vision	CDC Midhurst Vision fund
One-Off	Interactive shopping guide – hosted by Visit Midhurst website Designed by local design company.	Rural Towns Co-ordinator budget
Ongoing	Welcome / Meet and Greet Patrolling officer for North Street (information provider not parking by-law enforcer)	Midhurst Town Team CIC
One-off/ongoing	Feasibility study to consider potential to develop an Arts Centre/Creation space with emphasis on creating spaces for creative businesses in central Midhurst	Midhurst Vision Fund/sustainable business/Arts Council/SDNPA/Crowd-funding
One-off	£4,000 - Improvements to street furniture and paving.	CDC Midhurst Vision fund/MTC
One-off	£3,000 Wayfinding sign enhancement – including gateway signage to Old Town areas	CDC Midhurst Vision fund/MTC/SDNPA
Revenue	None	
Savings	None	
Services to be involved in the project delivery	City & Town Co-ordination, Planning, Estates, PR, Economic Development, ICT Web	

## 7.2. On-going Costs Following Project Completion

Ongoing costs – hosting and updates of the Midhurst Vision website, captured within existing budget and resources.

Revenue costs - CDC officer time to monitor website and ensure the dynamism of the ongoing Vision process is maintained.

On-going internal support from other service areas – specified in 7.1 above

Efficiency savings - NA

## 8. OPTIONS SUMMARY

The project will be a refresh of the existing Vision. Midhurst Town Council is keen to build on what is already there, with little appetite or capacity to undertake a full public consultation process.

This has already been done in part by the establishment of Midhurst Town Team CIC, an independent community and business organisation that will use local networks to involve and engage the wider community and generate Vision aspirations.

## 9. PROJECT APPROACH

The project will be lead in the town by Midhurst Town Council assisted by the CDC Rural Towns Co-ordinator and Midhurst Town Team CIC.

There will be four independent project groups led by local councillors and business-people:

**Branding** – led by Philippa McCullough from Visit Midhurst

**Transport** – led by Cllr Steve Morley (will incorporate the work of the Highway Review Group)

**Place** – led by Cllr Gordon McAra

**Business Development/Town Centre Promotion** – led by local businessman, Andrew Chiverton from Midhurst Town Team CIC.

**Website:** stand alone, mobile friendly, currently under discussion with CDC web team. Ability to create a visual and dynamic process, capturing views, ideas, progress, actions and conversations, using social media. The legacy of these websites will be the creation of an ongoing project delivery and development Vision website that will provide a focus for the project going forward and alleviate the need for paper documents.

## 10. PROJECT PLAN

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
<b>Stage 1</b>				
1	Set up project groups	Completed	Steve Hill/MTC/ group leads	Availability of group members
2	Project Groups Create Action/Delivery Plans	Ongoing/ April 2019	Group leads	Availability of group members
3	Steering Group – quarterly oversight	Ongoing/ April 2019	Steve Hill/MTC	Time management
4	Communicate progress	ongoing	Steve Hill	Time management
<b>Stage 2</b>				
5	Create project portal/website	September 2018	Steve Hill/CDC ICT	Midhurst Vision fund

			team	
6	Project prioritisation – from Action sheets for delivery	Ongoing	Steve Hill/MTC/ Midhurst Town Team CIC	Midhurst Vision fund, searches for partnership funding.
<b>Stage 3</b>				
	Monitoring and Review against approved outcomes	April 2019	Steve Hill / MTC	Time management

## 11. PROJECT TEAM

Tania Murphy: Divisional Manager Place	Project overview
Steve Hill: Rural Towns Co-ordinator	To co-ordinate and facilitate the Midhurst Vision process; relationships and confidence building; budget monitoring; fundraising and collaboration advice.
Mark Purves/Gordon McAra: Midhurst Town Councillors	Chair Midhurst Vision Steering Group, meets quarterly and overview of project progress on the ground.

## 12. COMMUNICATION

The Vision process has a simple hierarchy, using local networks to provide input and assess need via four themed project groups: Brand; Place; Transport and Business Development/Town Centre Promotion.

The project groups are populated by members of the local community, representatives from statutory agencies, local business people. Overseeing the process is a steering group, primarily reps from the local authorities and local town team.

Progress is communicated up to the steering group from the project groups on a quarterly basis.

Communication of progress of projects and activities from project groups is communicated to the wider community via public meetings; one-to one consultation; an independent website and the creation of a project portal aimed at facilitating collaborative approaches to delivery and fundraising for projects and activities.

## 13. RISK LOG

Risk No	Risk Description	Likelihood Unlikely Possible Probable Certain	Impact Minor Significant Serious Major	Planned Actions to Reduce Risk	Responsible Officer
1	Lack of funding	Possible	Serious	Multiple sources of funding sought, including pump-prime funding from CDC's Midhurst Vision fund. Can	Steve Hill

Chichester District Council

<b>Risk No</b>	<b>Risk Description</b>	<b>Likelihood</b> Unlikely Possible Probable Certain	<b>Impact</b> Minor Significant Serious Major	<b>Planned Actions to Reduce Risk</b>	<b>Responsible Officer</b>
				extend project deadlines or re-prioritise projects, or find other creative solutions.	
2	Lack of cooperation	Possible	Serious	Frequent contact via meetings and emails; developing relationships of trust; creating project ownership; regular progress updates to all partners and stakeholders.	Steve Hill
3	Missed deadlines	Possible	Minor	See above (point 1)	SH
4	Lack of staff resources	Possible	Significant	Inclusion within service plans for partners	All partners