

Appendix 2

Project Initiation Document

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| Date | Draft 2 - 19 th October 2009 |
| Scrutiny Review | Factory Units |
| Project Team | Amy Terry, Estates Manager Sara Marshall, Principal Estates Surveyor An officer from Marketing as appropriate |
| Project Leader | Amy Terry, Estates Manager |
| Scrutiny Review Team Members | Councillors Armstrong, Barlow, Cartwright, Sabetian and Wilson Amy Terry, Estates Manager Sara Marshall, Principal Estates Surveyor |
| Officer(s) to Contact | Katrina Silverson, Scrutiny Officer Amy Terry, Estates Manager |
| Review Terms of Reference | To look at the HBC owned direct let Factory Units and make recommendations for improvement if/where current practices are found to be lacking. Key issues: <ol style="list-style-type: none"> 1) Marketing of the units; 2) Objectives for holding the units; 3) The effects of the recession; 4) HBC's response to the recession; 5) The vacancy rates at the two Business Centres at Castleham; and 6) The Services provided to tenants. Note - the review will exclude ground leases and other investment properties (e.g. shops) held by HBC. |
| Community Strategy Target or Key HBC Investment Issue? | Key HBC Investment Issue: Corporate Plan target is to maximise occupancy of industrial units against the uncertain economic environment, while maximising job opportunities. |
| Objectives | To review the HBC owned direct let Factory Units, and specifically to look at the following: <ol style="list-style-type: none"> 1) Whether the way we currently market the units is effective; 2) What are the objectives for holding the units (financial return vs employment); 3) What have been the effects of the recession on our tenants; 4) Have the measures we have taken to assist tenants been effective; 5) What can we do to attract tenants to the two Castleham Business Centres; and 6) How we can better engage with and retain tenants. |

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| Indicators of Success (how will we know if the project is achieving its purpose) | | Recommendations for improvement are made where appropriate. | |
| Methods of Inquiry | | Desk top reviews. Comparison with other authorities. A round table session/discussion with invited parties. | |
| Key Stakeholders | | Factory unit tenants. | |
| Documents | | HBC properties to let webpage. Sample marketing particulars. Plans showing ownership of factory units. Schedules of tenants. | |
| Site Visits | | Visits to the HBC Factory Units and possibly to Units owned by others (e.g. Sea Space). | |
| Publicity Requirements | | None | |
| Resource Requirements (Staffing and expenditure) | | This review can be completed within existing resources, led by the Estates Manager and Scrutiny Lead Officer. | |
| Projected start date | October 2009 | Reporting deadlines | Final report to O & S March 2010 |
| Meeting Frequency | As necessary – suggest every 6-8 weeks initially. | Projected completion date | March 2010 |
| Evaluation date | | Reports by the Chair to quarterly Resources Overview and Scrutiny Committee Meetings | |
| Evaluation tracking methods | | Monitoring can be incorporated into quarterly performance reviews. | |