

**TRIMINGHAM VILLAGE HALL**  
**PROJECT INITIATION DOCUMENT**  
**North Norfolk Pathfinder Programme**

2010

**CONTENTS**

1. **Pathfinder Background**
2. **Introduction**
3. **Scope and overall approach**
4. **Project organisation**
5. **Project timescales**
6. **Project constraints**
7. **Project controls**
8. **Quality plan**
9. **Configuration**
10. **Reports to Defra**
11. **Appendices**



## **1. Pathfinder Background**

In late 2004 North Norfolk District Council (NNDC) published the draft Kelling to Lowestoft Shoreline Management Plan. On much of the frontage it was proposed that there would be a change from a policy of defence to one of retreat or doing nothing. While in many respects this move reflected the reality that the North Norfolk coastline has been eroding for thousands of years, it was nevertheless not a change the Council and its communities found acceptable without there being some recognition of the consequences of such a policy change and the need for help in responding to the issues arising from coastal erosion.

In the period since 2004 the Council has, with others, lobbied strongly for changes to the proposed arrangements. The outcome was the announcement by Government as part of the Comprehensive Spending Review 2007 of a Coastal Change (formerly Adaptation) Fund. This has been coupled with the publication in June 2009 of a draft Coastal Change Policy.

At the same time as publishing this draft Coastal Change Policy the Government invited local authorities in whose areas coastal change and management was a significant issue to bid for funds to trial various approaches to coastal change. North Norfolk District Council submitted a bid under the Coastal Pathfinder Programme and was successful in securing £3 million to trial a number of projects.

This project forms part of NNDC's trial Pathfinder projects.

## **2. Introduction**

The Trimingham Village Hall project forms part of a programme of Pathfinder projects funded by the Defra Coastal Change Fund. The project has been allocated £200,000 from North Norfolk District Councils £3million award and we aim to conclude this project, or at least have allocated all the funds by March 2011.

Trimingham is a village spread along the coast road between Mundesley and Cromer. The main part of the village comprises of residential houses, many of which are holiday homes, a historic church, playing field and a large holiday park. Beach access from the village is down a precarious cliff route, alternatively there is a slipway on the western end of the Mundesley (Vale Road) which gives access to the beach directly below the RAF radar station to the east of the village. The parish has a history of coastal erosion and historically was partially defended. The cliffs were heavily mined during World War II and various theories have been locally voiced concerning this activity and the current erosion rates.

Trimingham Village Hall (The Pilgrim Shelter) is a facility that the community of Trimingham is proud of; being something of a cultural/ historic icon locally. It is, however, very small, has very limited space around it for parking and outdoor uses and is inadequate for many of the potential uses to which it could be put. It comprises of a modest sized room with kitchen and toilet facilities and it has a small car park to the front of the shelter with room for approximately 6 cars.

The site lies within the 50 year erosion line although the 20 years line lies adjacent to the seaward edge of the hall. It has an expected life expectancy of 20-30 years, and consequently it is not considered to be viable (or sensible) to invest in extensions or improvements to it.

This project is to enable a replacement village hall to be provided within the village, in a more sustainable location.

### **3. Scope and Overall approach**

#### **3.1 Programme Aims**

This project will investigate the options and initiate a process to enable the relocation of Trimmingham Village Hall (the Pilgrim Shelter) to a location whereby it is no longer at imminent risk from coastal change. It will:

- Develop and evaluate options for the relocation of the village hall to a suitable site close to the village
- Agree a plan for the relocation of the hall

If appropriate, within the time, budget and other constraints, implement the relocation of the hall; alternatively establish a fund to help secure the relocation of the hall over a longer timescale.

#### **3.2 Scope**

During the project the feasibility of the completion of a new village hall will be assessed against the predicted costs, the funds available and any fundraising which may be achieved, including the future uses of the Pilgrims Shelter.

#### **3.3 Approach**

The project will be led by the NNDC Coastal Management Team involving the Parish Council and any other relevant local groups through the Project Liaison Group. Suitable steps will be put into place to enable the relocation of the village hall within or beyond the project's timescales.

#### **3.4 Outcomes**

This project has two potential outcomes:

1. Incorporating the views following the community engagement identify and purchase a suitable site, design the building, obtain planning consent, construct the village hall and open it to the public. Further fund raising may be necessary and a committee will have been formed to oversee the continuity and management of the new village hall.
2. Incorporating the views following the community engagement a suitable site will have been identified and planning consent will have been granted. A fundraising package will have been developed and (if necessary) a stage plan for the completion and construction of the hall will be in place for a village hall committee to take forward into the future.

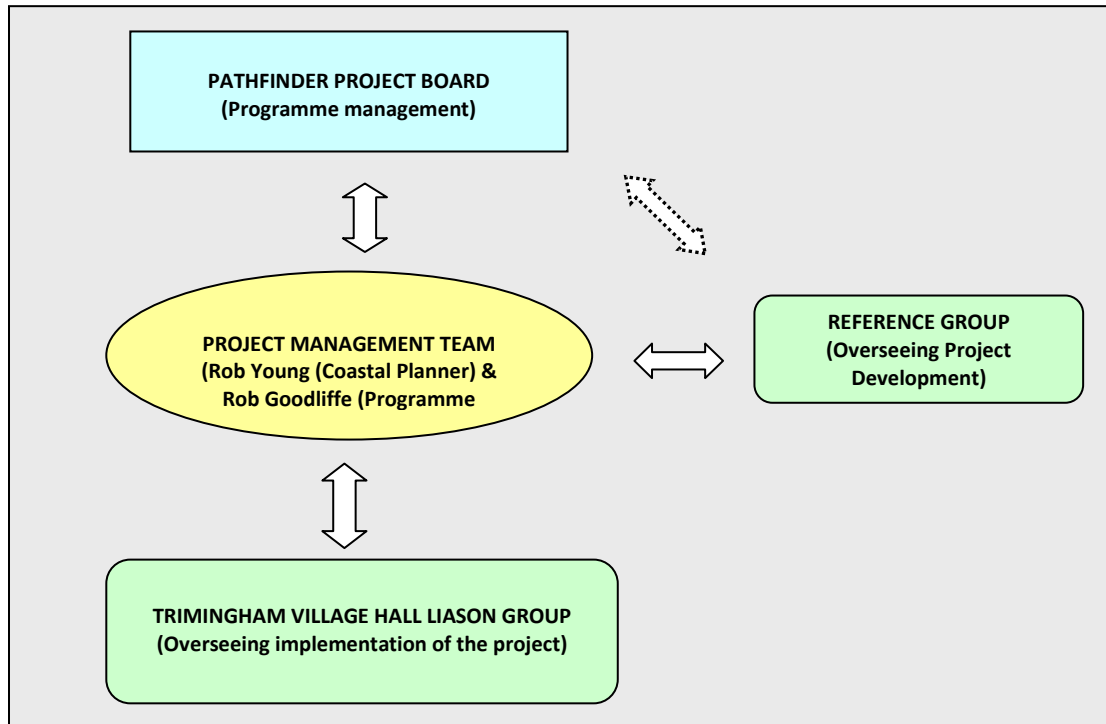
Consideration must be made under either outcome to ensure that the Pilgrims Shelter is put to some beneficial use for the remainder of its life, rather than demolished.

## 4. Project Organisation

### 4.1 **Project Structure**

The Project will co-ordinated as part of the Pathfinder programme of projects and will be structured as in figure 1.

Figure 1. Trimingham village hall project structure



### 4.2 **Roles and Responsibilities**

The programme Sponsor is Steve Blatch (Strategic Director, Community Services). The Project Board will be responsible for the overall management of the Trimingham Village Hall Project. It consists of officers and councillors, augmented by the Chair of the North Norfolk Community Partnership and the Chair of the North Norfolk Business Forum. The reference and project liaison group will play key roles involving the community and will feedback to the Project Board through the pathfinder project team.

For information regarding the Project Board and Reference Group please view the Programme Initiation Document.

The Trimingham Village Hall Project Team will be formed consist of Rob Young (Coastal Planner) as Project Officer with project management support by Rob Goodliffe (Programme Manager). Administrative support will be provided by the Coastal Team Technical Administrative Assistant Marti Tipper.

The function of the Project Team is to:

- oversee the delivery of the project and provide advice/ideas/input into the project and identify any challenges, issues, risks, lessons learned and costs;
- ensure that the tasks identified within the project plan are carried out in accordance with the timetable of the project plan;

- ensure the project communication is undertaken as identified in the Programme Communications Matrix and that any further methods are identified;
- report progress to the Project Board.

Trimingham Parish council will play a key role in the project development and implementation. They will enable the establishment of a Project Liaison Group made up from Parish Councillors and other individuals who are residents or are linked to parish organisations. The group will keep local people informed, ensure the project is sensitive to local circumstances and identify any issues which may arise around site selection and design. Please see Appendix 1 for the groups terms of reference.

The Pathfinder Legal Executive – Ian Coupe is available to provide legal assistance during the project and will complete necessary property conveyancing.

It will be necessary to engage with external organisations to provide some of the skills required to fulfil the project including, property valuer, property advisor/negotiator, planning agent, and construction firm. The contracted Pathfinder property advisors are Bruton Knowles and will provide assistance as required.

It will be necessary for other internal departments to assist in the delivery in the programme, particularly, Property Services, Planning (including Planning Policy), Finance/Procurement, Corporate Monitoring and Communications.

#### **4.3 Interfaces & Community Engagement**

All the North Norfolk pathfinder projects have been based on public engagement and this will be maintained throughout their implementation. The Communications and Community Engagement Strategy sets out how this will be achieved (see the Programme Initiation Document). Key elements of engagement in this project will be public open days to be arranged at key points in the project to enable the project team and liaison group to share information with residents to keep them updated. They will also be an opportunity to explore any issues or ideas with site selection, site layout and building design with members of the community.

The table below summarises the communications required for this project as identified in the Pathfinder Programme communications matrix.

<b>Who will be informed</b>	<b>How</b>	<b>How Often</b>
NNDC Staff	The Briefing Newsletter	Monthly Monthly
Council Members	Members Bulletin Coastal Management Board Coastal issues Forum Newsletter	At key stages During scheduled meetings Quarterly Monthly
Project Board	Meetings	At scheduled meeting or if required
Project Team (Internal)	Meetings	Weekly
Parish Council	Via verbal updates by the Project team to the parish Clerk and at meeting	Ongoing verbal reports with attendance at meeting when requested.

<b>Who will be informed</b>	<b>How</b>	<b>How Often</b>
Reference Group	Meetings Documents and updates from the Project board	Minimum once per quarter
Liaison Group	Meetings	As often as required by the project and the group
Public	Outlook Articles Pathfinder Newsletter Press articles Local newsletter articles  Website Open days/Workshops	Quarterly Monthly At key stages When key information is required to be disseminated Updated Weekly At the start of the project, and at design stage.
Defra	Quarterly Reports  Final Report	April, July, October 2010, January 2011 June 2011
External government agencies, authorities, & professionals	Conferences/Events Meetings Workshops Periodicals Website Final Report	As required    Ongoing June 2011

#### **4.4 Dependencies**

The success of this project is dependent on:

- A suitable site being identified and available for purchase at an affordable price.
- Sufficient funds are available or can be raised in the future.

## 5. Project Plan

### 5.1 *Project Timetable*

The project will progress as outlined in the figure 2.

**Figure 2 – Project timescales**

	<b>Task</b>	<b>Predicted timescale</b>
1.	Scope the potential village hall sites – Sites on and around Middle Street, Yard Field (on the lane past the church), Playing Field, West of the playing Field and West of Staden park were initially investigated.	Jan – March 2010
3.	Hold a community open day to look at sites and community needs.	March
2.	Set up Local Liaison Group	March –April
4.	Investigate the project feasibility <ul style="list-style-type: none"><li>• Detailed site investigations</li><li>• Build cost investigation</li><li>• Further funding investigations</li><li>• Future uses of the Pilgrims Shelter</li></ul>	March – May
5.	Analysis investigation and set objectives of what can be achieved.	May
6.	Village Hall continuity planning	May-August
7.	Site and building design.	June
8.	Site Planning Permission.	June - July
9.	Site Acquisition	June - August
10.	Construction	October – May
11.	Village Hall opening.	June 2011

### 5.2 **Project plan**

The project plan will be created and updated using MS Project. The plan will detail all the tasks required to complete the project and will be used to forecast estimated timescales of project completion and aid in the allocation of resources.

## **6. Project Constraints**

### **6.1 Time**

This project has a defined timeframe and must be completed or have funds committed by April 2011.

### **6.2 Personnel/contracts**

Officer time is limited due to other commitments beyond the Pathfinder programme.

Bruton Knowles, property advisor and negotiator for NNDC during the pathfinder projects will be available to provide property advice as required.

It may be necessary to engage with external specialists to provide some of the skills required to fulfil the project, this may include for example a planning agent.

It will be necessary for other internal departments to assist in the delivery in the programme, particularly, Planning (including Planning Policy), Finance/Procurement, and Communications. Additional internal assistance may be limited due to other commitments.

### **6.3 Finance**

The pathfinder projects have been allocated budgets to enable them to be planned and proceed. These allocations may be amended as projects progress.

The Trimmingham Village Hall Project has been allocated a project budget of £200,000 (capital) with an addition of £8,637 (revenue) for project management costs, totalling £208,637. All funds are capital.

### **6.4 Legal**

Procurement must follow the NNDC Procurement Strategy.

Delegated authority has been granted by the cabinet of NNDC that the Chief Executive or Strategic Director (Communities) is able to procure works and services within the parameters set out in the Council's Coastal Change Pathfinder applications.

The Authority has the powers to acquire land for coastal protection works the under the Coast Protection Act 1949. However for this project these powers are not relevant. However under section 120 of the Local Government Act 1972 acquisition of land can be completed for the purposes of the benefit, improvement or development of their area.

It is necessary that all due processes within the council are followed, and should the project deviate from existing policies or conventions it will be assessed and the relevant action taken to ensure that there are no constitutional issues. One element which has arisen is the need for a Corporate Acquisitions Policy.

The Authority has the powers to acquire land for coastal protection works the under the Coast Protection Act 1949. However for this project these powers are not relevant. However under section 120 of the Local Government Act 1972

acquisition of land can be completed for the purposes of the benefit, improvement or development of their area.

It is not clear at present the position with regards to covenants on the existing Pilgrims Shelter and if this restricts potential future uses and of any funds generated by its disposal. This is being investigated by the Legal Executive.

It may be desirable to transfer the new property or complete the purchase so that the land (and building when it is built) becomes the property of Trimmingham Parish Council or a Village Hall Trust. This may have implications with the manner of the sale and the use of the funds (i.e. VAT). This will require investigation during the feasibility and continuity planning stage.

### **6.5 *Planning Consent/Land Availability***

The Pilgrims Shelter is an attractive building within the Trimmingham Conservation Area. It is not Listed, however, it would be desirable for it to be put to some beneficial use for the remainder of its life, rather than demolished - a view held by many who commented at the open day.

In principle it is likely that a temporary permission could be granted for a range of alternative uses, especially where this is likely to prevent its dereliction and help facilitate the construction of a new village hall elsewhere. Given the limited life expectancy of the site, however, it is unlikely to have potential to raise a huge amount of revenue (see budget below). In addition it is understood that the deeds to the Hall include a covenant to the effect that if its use as a village hall ceases, the Church of St John the Baptist, Trimmingham, can exercise the right to possess the building for one pound sterling. The views of the church in respect of this are not yet known.

### **6.6 *Assumptions***

It is assumed that Defra wish NNDC to complete the projects as we see fit as indicated by to the open nature of the funding offer. The Coastal Management Team also assume the general support of the Authority and its departments as a whole in the project delivery.

## 6.7 Risks

Ref	Date Logged	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
1	22.03.10	RG	Timescales	3	4	12	Non completion of project due to the short timeframe available.	Programme manager & Project Officer in position to monitor and manage progress. The project will investigate feasibility as part of the plan and an assessment will be made to access if the project continues and in what form. Continuity planning will look at the possibility of a staged implementation.	Open	1	4	4
2	24.03.10	RG	Funds	4	5	20	Non completion due to lack of funds.	Feasibility investigations are designed in to the project. Fund raising is investigated in the project.	Open	2	3	6
3	22.03.10	RG	Costs	4	5	20	Implementation costs exceeding the budget leading to project overspend or incompleteness of project.	Financial monitoring throughout project. Investigation into further sources of funding. Opportunity for project expanding beyond the budget by the setting up of a longer term community fund.	Open	4	2	8
4	22.03.10	RG	Community Support	3	3	9	Loss of community support & engagement	Establishment of the Project Liaison Group to aid in delivery. Local press releases to inform residents of the project as it reaches milestones.	Open	2	2	4
6	22.03.10	RY	Site availability	2	5	10	Failure to secure a suitable site	Assessment of more than one site.	Open	2	2	4

Ref	Date Logged	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
7	22.03.10	RY	Expectations	3	3	9	Raised expectations that eh Pathfinder will provide a new hvillahe Hall	It has been made clear room the start of the project the limited timescales and funds available and the likely hood of a new village hall within these constraints being slim.	Open	1	2	2

1 = Low → 5 = High

## **7. Project Controls**

### **7.1 Management**

The project will be documented with the following; project initiation document, project plan, ongoing issues log, quality log, lessons learned log and change log as required. The project initiation document will be agreed by the Project Board.

The board will be updated during each stage of the project and will make the decision on the final land purchase/agreement. When 'exceptions' occur which require a decision to be made urgently by the project board, information will be circulated via email to members of the Board. The discussions and decision will be recorded in the emails and resolution must be met in a maximum of 5 working days.

Once the feasibility of the sites, build costs and funding have been investigated the Project Officer will report to the board the proposed direction of the project. The project officer must report to the project board in September 2010 as to the likelihood of project completion.

The minutes of the Liaison Group will be assessed by the Project Manager and action taken as required. The minutes will be circulated where necessary prior to Board meetings and made available to the Reference Group.

### **7.2 Financial**

The project must not exceed the total budget of £208,637 (capital) without the consent of the project board.

The accounts will be monitored monthly following a report from the Accounts Team by the Programme Manager and reported back to the board.

## **8. Quality Plan**

The quality log will include the meetings for the Liaison Group and reports of each of the public open days. Where the quality check reveals the project is off specification or feedback suggest the scope of the project may need amending, the project team with the programme manager will investigate the options and present to the Project Board agree the most appropriate action.

The monthly financial report/check and scheduled re assessment of risks and issues logs will be completed prior to Project board meetings.

## **7. Miscellaneous**

### **8.1 Document Versions**

Project documents will be saved in the pathfinder folders M:\File System\Pathfinder Programme\Projects\Infrastructure Package\Trimingham village hall of the coastal management section and documents will carry in their title the creation/amendment date to enable current versions to be easily identified.

### **8.2 Meeting Minutes**

Meetings will be concisely recorded with Actions, Decisions and Issues highlighted where appropriate.

## **8. Defra Reports**

The project will be reported quarterly from April 2010 to Defra on the proforma provided.

Report will be produced for the end of the month in:

- April 2010
- July 2010
- October 2010
- January 2011
- April 2011

## 10. Appendices

### Appendix A: Trimingham Liaison Group Terms of Reference.

## Trimingham Village Hall Liaison Group:

### Terms of Reference

---



#### Overview

The Trimingham village hall project liaison group will be established to oversee the implementation of the Pathfinder Pilgrim Shelter Project. This project aims to assist in the relocation of the village hall facilities to an alternative site and provide new facilities suitable for the needs of the Parish.

The **aims** of the group will be:

1. to keep local people informed of the implementation of the Pilgrim Shelter Project and to act as a channel between the residents and the Project Team.
2. to ensure that the project is sensitive to local circumstances and that those who are affected by the implementation of particular project interventions are content with the approach that is being taken.
3. to identify issues around site selection, hall design, site layout and any others which arise during project implementation.
4. to help foster a sense of ownership of the project outcomes by running and supporting community sessions where necessary.

#### Membership

Membership will comprise of a mix of Parish Councillors and other members of the community.

#### Terms of Reference

1. Membership of the group may vary throughout the pathfinder projects dependent on the needs of the group and project.
2. The Group's chairman will be elected by the members of the Group, in the absence of the chairman the group will select a substitute chairman for the duration of the meeting.
3. The Group will meet regularly as the projects require or in response to issues arising.
4. The secretariat will be provided by the Pathfinder Programme Manager and further support and expert advice will be made available to the group as appropriate.
5. Meeting agendas will be agreed with the chairman and made available one week in advance of the meeting.
6. Meeting minutes will be recorded and will inform the project team of issues arising or requested actions.

7. Apart from meetings, business could be transacted by exchange of reports, notes minutes etc. as determined by the group.
8. Where urgent issues arise the group will directly contact the Programme Manager.
9. The group will receive information concerning the project and receive relevant reports, notes and action points from the Project Board (via the Project Team/Programme Manager).
10. Members of the group will declare of any conflicts of interest as they arise.
11. The Group will terminate on completion of the Pathfinder Programme.

•

