PROJECT INITIATION DOCUMENT

Development and Infrastructure Services Strategy for Signage

Release: **Draft**

Date: 14th June 2013

PRINCE 2

Author: Ross McLaughlin

Owner: Argyll and Bute Planning Protective Services and Licencing Com (PPSL) committee

Client: ABC PPSL

Document Number: Version 0.1

Contents

1 Project Initiation Document History

1.1 Document Location

This document will be held in the common drive PLANNING \\abck-fsk01
Should an opportunity arise to transfer to SharePoint this will be done at the relevant time.

1.2 Version Control

Revision Number	Revision date	Summary of Changes
0.1	19th June 2013	Initial Draft for consideration by PPSL

1.3 Approvals

This document requires the following approvals.
Signed approval forms are filed in the Management section of the project files.

Name	Signature	Title	Date of Issue	Version
Cllr Sandy Taylor		Chair of PPSL Committee (Owner)		
Cllr Louise Glen Lee		Depute Lead Councillor for Economic Development and Infrastructure (Tourism remit) (Key Stakeholder)		
Cllr John Semple		Lead Councillor for Economic Development and Infrastructure (Key Stakeholder)		
Cllr Blair		PPSL Member (Key Stakeholder)		
Cllr Freeman		PPSL Member (Key Stakeholder)		
Cllr Hall		PPSL Member (Key Stakeholder)		
Cllr McNaughton		PPSL Member (Key Stakeholder)		
Angus Gilmour		Head of Planning & Regulatory Services *(Project co-Sponsor)*		
Sandy MacTaggart		Director of Development and Infrastructure Services *(Project co-Sponsor)*		
Jim Smith		Head of Roads and Amenity Services *(Project co-Sponsor)*		
Robert Pollock		Head of Economic Development *(Project co-Sponsor)*		
Gordon Watson		Head of Planning at Loch Lomond and Trossachs National Park *(Project co-Sponsor)*		

1.4   Distribution

In addition to the above, the published document will be distributed to our key stakeholders who shall be involved and asked to participate in the project:-

Name	Title	Date of Issue	Version
Campbell Divertie/Bill Weston	Roads Engineers *(Stakeholder)*		
Fergus Murray	Planning Policy Manager *(Stakeholder)*		
Argyll and Isles Strategic Tourism Partnership	Tourism stakeholder *(Stakeholder)*		
BID in Oban	*(Stakeholder)*		
All Chambers of Commerce in ABC + LLTNP	*(Stakeholder)*		
Transport Scotland	Trunk Road Authority *(Stakeholder)*		
Ishabel Bremner	Economic Development Manager *(Stakeholder)*		
Tom Murphy	Streetscene Manager *(Stakeholder)*		
Lynda Robertson	Conservation Officer *(Stakeholder)*		
Communications Team / Press Team	PR *(Stakeholder)*		
Loch Lomond and Trossachs Tourism Team + Ranger Service	*(Stakeholder)*		
Disability Groups / Local Access Panels	*(Stakeholder)*		

2   Introduction

2.1 Purpose of the Document

The purpose of this Project Initiation Document (PID) is to define the scope of work to create a new **strategy for signage** for Argyll and Bute Council (ABC) and Loch Lomond and Trossachs National Park (LLTNP).

This is a joint project which stretches across the administration boundaries to address a common issue.

The following sections set out the aims, objectives, key deliverables, timescales and detail specific responsibilities for each task.

For the purpose of this PID we shall using a definition of 'signage' that includes signs / adverts on the side of the road, 'A boards' on pavements, banners and signs attached to trees or street furniture. We shall also be considering goods / merchandise displayed on pavements and outdoor seating. We do not intend to devise a strategy for shopfronts as this is adequately covered within existing Local Plan Policy.

2.2 Background

Both Argyll and Bute and Loch Lomond and the Trossachs National Park (*hereafter referred to as 'The Authorities'*), fully understand our local businesses are operating in difficult economic circumstances and we are keen to support their ongoing trade. We seek to deliver a strategy for signage that balances business needs to advertise along with obligations of the Authorities to ensure pedestrian / traffic safety and to protect the visual amenity and appearance of our area.

This project will connect closely with the Authorities' aims and objectives in terms of safeguarding the special qualities of landscape character and improving visitor experience. In certain areas, the amount of signage currently being displayed has reached the point where it is confusing and detracts from the special quality of our Villages, Towns and open countryside. We cannot accept signs appearing without consent which potentially create a hazard or are of an unsuitable scale, location or design. Banners, A-Boards and merchandise which traverse across public footpaths (pavements) or attached to street furniture in our towns also have potential to cause trip hazards to the public or damage property as well as their intended advertisement purpose. Provisions of the Disability Discrimination Act 2005 (DDA), Town & Country Planning (Scotland) Act 1997 and The Roads (Scotland) Act 1984 all must be given weighting by the Authorities in drawing up this new strategy.

The project aims to be pro-active, constructive and wide in scope by working alongside the Roads and Amenity Service, Transport Scotland, Economic Development, Visit Scotland, All the local Chambers of Commerce, HIE, Scottish Enterprise, Argyll and the Isles Tourism Partnership, Loch Lomond and the Trossachs Tourism Team, landscape officer and Ranger Service.

Whilst a significant portion of the project shall develop policy and guidance founded upon regulation, consistency, natural justice and monitoring / enforcement of signage there is also opportunity to foster enhancements by improving design and branding. Creating better advertisements for visitors to our area is essential in a competitive marketplace and uniformity of signage may act to enhance the Authorities' identity and appeal. LLTNP have already commenced branding work like this by installing stone signage at all the entrance points to the park and are considering further town and village signs.

3   Project Scope

The project will be led by the Planning Services of both ABC and LLTNP. It seeks to address all pertinent issues about signage in a town, village and countryside setting. Given the cross boundary and inter-departmental nature of the project there will be some impact on other teams involved in activities associated with the Planning Services (e.g. roads and amenity service, economic development, tourism team).

3.1   Core Scope

- Identification of current legislation pertinent to signage and scope Authorities' responsibilities
    - Disability Discrimination Act 2005 (DDA)
    - Town & Country Planning (Scotland) Act 1997
    - The Roads (Scotland) Act 1984
    - Town and Country Planning (Scotland) Advertisement Regulations 1984
- Survey public perception on existing signage and strategy (is it effective and does it influence them)
- Identification of current policy set by Transport Scotland, ABC and LLTNP
- Identifying and pursuing best practice and benchmarking in relation to signage
- Identifying funding opportunities or revenue opportunities
- Consulting, engaging and forming partnership with local business and Chambers of Commerce to develop signage strategy and design guides for signage
- Developing policy and design guides for signage which will be Supplementary Guidance (SG) in the Local Development Plan
- Developing design guides for pavement uses (e.g. outdoor seating, planting, display)
- Developing the concept of branding and area identity through signage
- Identifying priority areas where proliferation of signage is causing concern and recommending action
- Identifying potential areas where signage may be appropriate (e.g. Council Car Parks, entrances to villages)
- Development of a maintenance guidance for signage
- Identifying a protocol for engagement with Planning Officers and Roads Department
- Developing and implementing more efficient and consistent enforcement approach to signage based on risk, visual impact and effectiveness in terms of resource / legislation used
- Communicating new signage strategy
- Measuring improvement in quality of signage and visitor experience

- Post Implementation Reviews

3.2 Peripheral Scope

- Increasing cross border linkages and working practices between LLTNP + ABC

- Delivering EDAP by creating a 'Compelling' Argyll and Bute

- Potential to involve local artists / students / children to assist with design and branding

- Potential to support local trades in signwriting, painting or carpentry

- Increasing links to traders and local businesses

- Potential to examine electronic advertising and mobile apps – Bluetooth / wifi / apps

- Cultural improvements and emphasis through better signage in towns (e.g. Rothesay Blue)

- Creating a perception that Argyll and Bute + LLTNP is open for business

3.3 Not in Scope

- Improvement to areas outwith the control of the Authorities'

- Personnel policies and procedures

- We do not intend to review existing Local Plan Policy relating to shopfronts or their design

4   Project Objectives

The overarching aim is to create outstanding signage network that supports local businesses and complement our high quality built, cultural and natural environment.

To do this, this project must create a clear strategy to manage and monitor the display of advertisements including the development of design guidance to safeguard the statutory aims, responsibilities and policies of the Authorities'. It shall seek to complement the existing policies contained within the Local and Park Plan.

The signage strategy project is premised in the belief that good signage in the right place enlivens built environments and in the countryside it can be a valuable source of direction and information for visitors and residents alike. Unauthorised and inappropriate signage, on the other hand, has the opposite effect on amenity and is the subject of growing public concern. However, it is not intended to '*clean sweep*' the Authorities' of all unauthorised signage; this would not be practical nor in the public interest. There is also no '*one size fits all*' solution and sustainable outcomes will be sought according to the circumstances and environmental constraints of each site.

Advertising and signage is an indispensable part of commercial activity and people who run or own businesses often believe signage is pivotal to the success, or otherwise, of their operations. Advertising is a sensitive and controversial subject. The project shall be led by the planning services of LLTNP and ABC in close collaboration with colleagues in Roads and Amenity Service, Economic Development, business support, tourism, heritage, landscape, press / media, access, the ranger service and external partners particularly Transport Scotland, HIE, Argyll and the Isles Tourism Partnership and local Chambers of Commerce to ensure consistency and an integrated approach. Early engagement with business representatives and community councils along with a wider publicity drive should help to raise awareness of the aims and nature of the project to encourage its support and take-up.

The project will be challenging given the many competing interests that need to be taken into account with very different agendas. For the project to successfully influence and control the display of signage/advertisements it will need to take account of these pressures and be seen to be consistent, transparent, reasoned and in the wider public interest. A communications strategy shall also be formed.

5   Method of Approach

5.1   Project Management

A small, core project board will be established for the life of the project.

Close liaison will take place between the core project board and the project team which is made up of identified representatives of the relevant partner organisations and departments.

Small sub-project teams will be pulled together as and when necessary in order to progress work associated with specific areas of work identified.

The project will be managed by Ross McLaughlin and Iain Nicholson under the direction the ABC PPSL and LLTNP Planning Committee.   Resource for specific work streams will be principally drawn from Planning staff from both Authorities' however given the cross disciplinary nature of the project other resources may be required.

Team roles and composition:

Project Governance	
PPSL Committee & Full Council	
Project Board	**BPR Board Members**
Ross McLaughlin	Project Manager
Angus Gilmour	Executive
Gordon Watson	Executive
Jim Smith	Executive
Robert Pollock	Executive
Cllr Sandy Taylor	Executive
Cllr Louise Glen Lee	Executive
Cllr John Semple	Executive
Cllr Blair	Executive
Cllr Freeman	Executive
Cllr Hall	Executive
Cllr McNaughton	Executive
Project Team	**Key Members Involved Throughout Project Life Cycle**
Campbell Divertie/Bill Weston	Roads Engineers *(project support)*
Fergus Murray	Planning Policy Manager *(project support)*
Argyll and Isles Strategic Tourism Partnership	Tourism stakeholder *(project support)*
Transport Scotland	Trunk Road Authority *(project support)*
Ishabel Bremner	Economic Development Manager *(Stakeholder)*

Tom Murphy	Streetscene Manager *(project support)*
Lynda Robertson	Conservation Officer *(project support)*
Communications Team / Press Team	PR *(project support)*
Loch Lomond and Trossachs Tourism Team + Ranger Service	*(project support)*

Prince 2 team role definition
Project Manager – to ensure the project deliverables meet expected criteria and project objectives
Project Support – to complete tasks / work packages as required and overseen by the Project Manager
Senior User – responsible for specifying the needs of those who will use the project deliverable
Senior Supplier – those with a vested interest in the implementation and operation of the project deliverable
Executive – responsible for delivery of the project and realisation of the project objectives

5.2   Methodology

The project will be managed in accordance with Prince2 methodology to facilitate auditing and control.

The project will follow the scope identified above and will be split into a number of work streams to deliver meaningful outputs.

The Project Board and Elected Members of the PPSL and Planning Committee as sponsors will champion the cause of this project. The Project Manager will update the PPSL and Planning Committee on a regular basis and seek his input where necessary.

The Project Manager and Members of the Project Board will convene a number of workshops across the area to launch the project, obtain feedback, involve local business, community councils and other groups to communicate and form design guidance.

Following a period of information collection and review of legislation, the core project board will prioritise each of the work streams that have been identified within the scope. Best practice will be sought from other local authorities with a view to emulating success without internally 're-inventing the wheel'. In close collaboration with the outer project team, small sub-project teams will be brought together to work on specific work streams with the Project Manager.

5.3   Project Plan

A project plan will be used to identify the phases – including key tasks and milestones – of the overall project and its work streams. It will be key to prioritising workload at the Project Board. The project plan(s) will evolve throughout the life cycle of the project and will be accessible via the shared drive identified in 1.1 (above). It/they will be referenced in the project updates which form the backbone of the communication strategy.

XXXXXXX THE PROJECT PLAN & PHASING PLAN SHALL NOT BE COMPLETED UNTIL GENERAL SCOPE AND MEMBERSHIP OF PROJECT TEAM IS COMPLETE XXXXXXX

XX SB note: publish with approx. timings with PID v1.0 XX

5.4   Phasing

Phase one requires the setting up of the governance structure, and associated controls, including relevant documentation, of which this **PID** forms part. The key components will be a **risk register**, **project plan**, and **communication strategy** (with associated documentation).

Phase two involves ……………

Phase three will use the output from the previous phase to formally define the work streams and prioritise the work packages.

Phase four cannot be thoroughly defined at this stage, ……………………………

Phase five will see …………………………..

7. Budget

There is no envisaged requirement for supplementary budget with this programme of work at this stage. Any small miscellaneous costs will be met through the Directorate Budget.

8 Quality Plan

8.1 Quality Expectations

The project will follow the Prince2 methodology for Project Management and will be managed to achieve the timescales approved by the Project Board.

All documents will be stored in the designated drive and will be managed by the Project Manager with versions of reports being controlled through this.

An initial risk register will identify the key risks to the project. Details of risk controls will be contained within the register and maintained throughout the project by the Project Manager.

Individual work packages will be generated for each agreed work stream. These work packages will be project managed through their relevant project team structures.

8.2 Quality Criteria

The project Board will be responsible for signing off the various work packages and prioritising.

8.3 Project Assurance

The Project Manager will be responsible for ensuring that the overall programme is running to the identified timescale and will report to the Project Board on progress.

9   Initial Project Plans

A gantt chart identifying the initial project plan will be drafted for review/feedback from the Project Board. This Gantt chart will evolve throughout the life cycle of the project and identify various work streams necessary along with the timescales and deliverables expected.
If necessary, individual project plans will be created as part of each work package.
The project plan(s) will be available on the shared drive as highlighted in 1.1 (above).

10 Project Controls

The Project Manager will control the project in accordance with the timescales agreed with the Project Board. Any changes to the timescales will be agreed with the Project Board.
Regular review meetings will be scheduled between the Project Manager and Project Sponsors making up the Project Board. In addition, meetings specific to the various work streams will take be chaired by the Project Manager as necessary.
Project Plan(s) will be utilised to control project timescales and milestones. In line with good project management practice, standard documentation will be used: risk register, issue log and also an ideas log to capture cost saving ideas suggested by staff in the field. In addition to this, regular project updates will be issued to keep both users and stakeholders up-to-date with progress.