

Project Initiation Document

Project Name:	Cheltenham High Street East Masterplan - delivery phase 1		
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Approvals

This document requires the following approvals.

Name	comment	Title	Version
Tracey Crews		Director of Planning	V2
Tracey Crews	Incorporates Exec Board amends	Director of Planning	V3

Distribution

This document has been distributed to:

Name	Title	Version
Tracey Crews	All versions for approval	V1/2/3
Executive Board	V2 for approval	Agreed with amendments
Cllr S Jordan	For information	V3
Cllr A. McKinlay	Sign off as cabinet lead	V3

1 Project Background

The High Street East Masterplan project has been generated through the coalescence of several processes.

The Latham Report (2000) & Halcrow's study (2000) had raised the issue that the town's public realm was not performing well in terms of supporting the town as the sub-regional cultural & retail destination of choice. The streets were neither functioning well nor contributing to the town's identity in any strong way. Consequently the Task Force identified public realm improvements and in particular improvements to the High Street as a priority. Funds were identified to support an enhanced quality of treatment over and above the standard highway renewal.

During engagement with partners through the Placemaking Strategy process the poor condition of the public realm was raised as an issue by many different parties, and again the High street was identified as a major failing in this respect.

In 2015 the £450,000 identified to support uplift within the High St was allotted to particular sections of the High St with £385,000 for the stretch from Winchcombe St to Bath Rd.

Focus on this stretch of the High St was raised in priority when it became apparent that a new John Lewis store will be opening here in the previous Beechwood Shopping Centre location.

The purpose of this PID is to formalise this process as the project moves from masterplanning to implementation of the first phases.

The High St public realm is a priority action for the Council and delivery will contribute to the placemaking agenda, support for local economy and drive for inward investment together with support for tourism and events agenda.

2 Project Definition

2.1 Project Objectives

The objectives of the Project are to:

- Determine a quality threshold for the whole masterplan area (from Winchcombe St to Bath Road) with a target benchmarked at least equal to our local competitors, which is realistic in terms of overall costs for the total project area.
- Deliver the first construction phase on or below budget
- Substantially complete the first construct phases prior to John Lewis store opening in September 2018

2.2 Project Outcomes

Project outcome is the completion of an enhanced quality public realm scheme. The quality is determined in relation to a number of factors:

- Quality of materials used
- Quality of finish & workmanship
- Performance for discharging rainfall
- Robustness for management of vehicles
- Agility of space to accommodate short term changes such as events, exhibitions
- Ease of street maintenance
- Longevity for utility service repairs & maintenance
- Environmental sustainability and sourcing
- Comfort & ease of use for pedestrians and cyclists
- Appropriate threshold for retailers & businesses
- Appropriate showcase for the town
- Enabling improved access and use for events

The project links specifically to the following priority actions from the Corporate Strategy;

ENV 2- Vision for Cheltenham's Town Centre & its public realm.

ENV 7- Working with GCC to develop a sustainable approach to managing highways in Cheltenham.

ECON 1- We will work in partnership with key stakeholders to develop a longer term strategy for placemaking.

ECON 3- improvements to key sites & infrastructure

ECON 6-events infrastructure / commercial opportunities

2.3 Method of Approach (methods and standards to be used)

This project is classified per the CBC's project management methodology as a major project. This means it will be managed with the full rigour of the council's project management methodology

A multi-disciplinary project team is being created including resources from Cheltenham borough Council, Gloucestershire County Council and consultancies.

Procurement will be both through Cheltenham Borough Council procurement and contracts together with Gloucestershire County Council framework agreements.

2.4 Project Scope

The project scope is to agree quality thresholds and costings for the whole masterplan area which will require detailed design of the whole project area to allow accurate cost forecasting. From the overall masterplan packages will be defined which can be delivered as a series of phases, the first phase has a total budget currently of £725,000, made up of £340,000 from GCC and 385,000 from the CBC High Street public realm budget. This phase of works is to be substantially complete prior to the opening of the John Lewis store in September 2018.

Initial costings indicate that to complete the whole of the masterplanned area would be between £2.44m and £3.52m (see section 3 below).

2.5 Dependencies

There are dependencies with:

Private developments fronting the masterplan area.

Gloucestershire County Council highway projects in the town centre.

3 Business Case

The masterplan project has outline costings based on the best information currently available; three principal cost options have been developed to gauge affordability at this stage, these are;

Lower cost option - standard highway materials generally, with mid-range quality pre-cast concrete products

Mid cost option - a mix of mid-range pre-cast concrete products and low cost natural stone products in pedestrian areas

Higher cost option - UK sourced Yorkstone natural stone with local Forest of Dean paving in highlight areas

The third option is benchmarked with other local retail centres such as Gloucester, Hereford, Cirencester and Stroud

Total masterplan cost estimates are;

Low cost option	£2.44M
Mid cost option	£3.02M
Higher cost option	£3.52M

The available funding to implement phase 1 of the construction is £725,000 with a potential additional £197,000 match funding from the European Structural Investment Fund. Unofficial confirmation that this funding has been approved has been received and we expect official confirmation in the week commencing 6 November 2017. Until this funding stream is officially confirmed it will be excluded from the funding totals below.

Financial Forecast

CAPITAL COSTS PROFILE	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Infrastructure (public realm)	£725,000	To be determined	To be determined	To be determined	To be determined	£725,000
Total capital cost of project	£2.44M - £3.52M					£2.44M - £3.52M

CAPITAL FUNDING PROFILE						
joint funded						
CBC contribution (confirmed)	£385,000					£385,000
GCC (Highways maintenance) confirmed	£140,000	-	-	-	-	£140,000
GCC (National productivity Investment Fund) confirmed	£200,000	-	-	-	-	£200,000
Total capital funding of project						
Net capital cost to CBC	£385,000					£385,000

ADDITIONAL REVENUE COSTS PROFILE						
Direct staffing / Additional support services staffing	£160,000					£160,000
Total additional revenue cost of project						

INCOME / SAVINGS / MATCH FUNDING PROFILE						
Increased income						
Cashable savings						
Non-cashable savings						

NET CONTRIBUTION TO BRIDGING THE GAP						
Please profile the net contribution to the bridging the gap programme	na					
CONTINGENCY FOR RISK MITIGATION						
Size of contingency should be drive by risk analyses						
With the level of detail available to the project team the current contingency is set at 10% of construction project costs	£72,500					

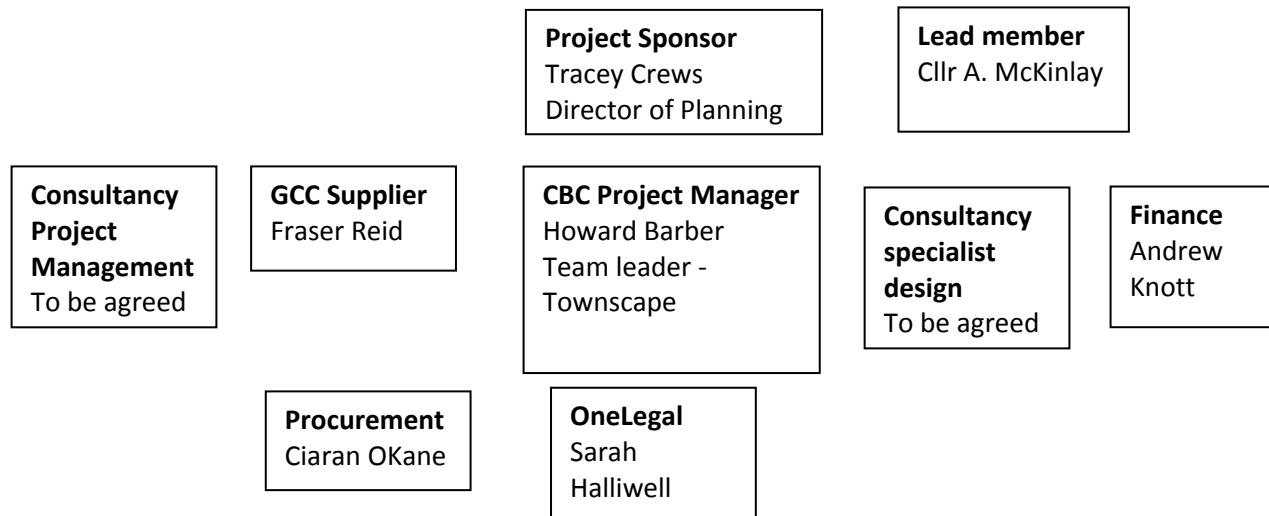
4 Project Organisation

This section describes the main roles, responsibilities and role holders on the project board and project team.

4.1.1 Project Governance

4.2 Governance provided by project sponsor, in collaboration with the Cabinet Member for Development and Safety Project Board Roles

Include a diagram of the projects management structure with named individuals in their project roles. The project board will normally include the following roles:



4.2.1 Project Sponsor

Project Sponsor is Tracey Crews

4.2.2 Senior Supplier

Gloucestershire County Council is the Highways Authority and as such holds responsibility for the maintenance of public roads. Gloucestershire County Council is providing officer support 1 day a week, working collaboratively with project team to support delivery of the High St public realm project. Alongside this support financial contributions are supporting the delivery of the project as set out in section 3 above.

Gloucestershire County Council will be required to sign off all section 278 agreement works as defined by the project to enable the project to move to the construction phase.

Gloucestershire County Council as Highways Authority will be required to provide the necessary assurances to project board that the objectives of the project will be met.

4.3 Project Manager

The CBC project manager will be Howard Barber; this role is responsible for the day to day running of the project. External project management will be provided by a consultant (to be determined) who will report to the CBC Project Manager

4.4 Project Team

The core project team is as outlined in the chart above. Additional resources may be required for example HR, planning, ICT. If resources are required these will be identified and discussed with relevant service managers at the earliest opportunity.

5 Resource Plan

- To support the project team the additional technical input will included

Resource	Role/Function/Purpose	Time/Material	Quantity
F. Reid	GCC consultant support	Time	
H Dennish	Designer	Time	
S Tang	Designer	time	

6 Stakeholder Analysis and Engagement Plan

When you consider that the project team, project management, programme management, users, stakeholders and other interested parties can be dispersed both organisationally and geographically, consideration must be given to how best to engage them.

- An analysis and engagement plan template is available [here](#).
- Consideration must be given to keeping stakeholders aware of changes to project costs, timescales, quality, scope, risk profile and benefits.

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in <i>italics</i>)
SLT	Organisational management, Sets boundaries of operation for Project Sponsor	Interest = Medium Influence = High	SLT Highlight reports	Monitoring the project by report	SLT Highlight reports
CBC Members (cabinet & ward members)	To provide political support and approval of CBC funds.	Interest = High Influence = High	Regular 1-2-1 with cabinet lead member Briefings as appropriate		

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in italics)
	To support engagement with key groups, raise awareness locally		Sharing key documents/information		
CBC Members (All)	To provide political support	Interest = Medium	Updates via Briefing note Member seminar at appropriate time		
Project Team	To produce work pieces for the project	Interest = High Influence = High	Collaborative working		
John Lewis Partnership &	consultee	Interest = High Influence = Medium	Engagement with the project Explore opportunities for funding	Produce products according to work package	Agree work stream leads for CBC/GCC <i>Progress stage 1 project management</i> Progress to procurement of stage 2 project management and design specialist <i>Brief lead members</i> Brief John Lewis Partnership and BID
BID	consultee	Interest = High Influence = Medium	Engagement with the project Explore opportunities for funding To support stakeholder management	To support stakeholder management	
Business frontages	consultee	Interest = High Influence = Medium	Engagement with the project Understanding of timeline and constraints		

Stakeholder Group	What is their Role?	What is their level of interest (high/medium/low) and influence (high/medium/low) in the project?	What are the Key Messages we wish to send	Ongoing and Future Activity	Specific Actions (completed actions are in <i>italics</i>)
Civic society	consultee	Interest = Medium Influence = low	Engagement with the project		
General public	consultee	Interest = Medium Influence = low	Engagement with relevant community groups, local members, residents and businesses Understanding ambition and key dates for works		

7 Benefits

This project will create a new agile section of the high street setting a new standard for the town's public realm. The project will resolve drainage issues and cater for delivery access Use this section to describe the benefits of the project.

8 Change Control

The Project Manager will register all changes on the Decision Log [link here](#) . This will be reviewed with the project Sponsor when any change is recorded.

9 Project Controls

This section describes what functions will be undertaken to facilitate the decision making of the Project Management Team.

Stage boundaries will be based on RIBA work stages with formal client sign-off by the project Board at key Stages

gateway 1- PID sign-off

gateway 2- stage 1 sign-off (pre-developed design)

gateway 3- design freeze (pre-technical design)

gateway 4-technical design sign-off

gateway 5- commission of construction project

gateway 6- completion of construction project

monthly project updates distributed to project Sponsor

Project Closure and acceptance of the Project Closure Report.

Decision log will be updated as required

10 Initial Risk Register and Risk Management Strategy

The project risk register will be reviewed and updated by the project manager at each project meeting.

[Document link](#)