

# Project Initiation Document

---

Project Name:	High Street and Boots Corner Public Realm Concept Design		
Date:	2 <sup>nd</sup> January 2019	Release:	O&S version
Author:	Townscape Manager		
Owner:	Director of Planning		

## Revision History

Version	Summary of Changes	Changes Marked
0.1	Initial draft for project board	
0.2	Updated following project board	No
0.3	Add Comms to Project Board advisor list	No

## Approvals

This document requires the following approval of the High Street Public Realm Project Board and of the Corporate Management Team.

## Distribution

The latest version of this document is available from S:\Special Projects\Townscape Projects\High Street East & Boots Corner or from the project manager.

## 1 Project Background

When stakeholders were consulted during the development of Cheltenham's Place Strategy in 2016/7 the desire to create a high quality public realm accessible to all and to understand how this could be translated into improvements to the High Street emerged as important themes.

A package of High Street enhancements was created which led, initially, to improvements to the West End of the street.

During 2017/8 the council has commissioned a first phase of improvements to the public realm on the High Street East between its junctions with Rodney Road and Cambray Place. New paving, seating, and planters were installed through the summer and autumn of 2018.

The council's original plan was to undertake a second phase of improvements on Cambray Place and along the remainder of the High Street, south-east from the first phase, to its junction with Bath Road. However, in July 2018 the Department of Transport asked for a moratorium on 'shared space' schemes at the design stage in order that accessibility concerns can be addressed. GCC Highways view is that this request applies to the original plan for a second phase.

Therefore the council has decided to continue its ambitious regeneration of the High Street and its immediate vicinity by focussing on two further areas:

- Boots Corner and its vicinity
- High Street from Rodney Road to Winchcombe Street

This PID describes the development and agreement of concept designs for those areas.

This project will be followed by further projects to complete detailed design and construction of the agreed concepts.

## 2 Project Definition

### 2.1 Project Objectives

The objective of the Project is to recommend and approve a concept design for the in-scope areas (see below).

### 2.2 Project Outcomes

The approved design will:

- Support the delivery of the Cheltenham's Place Strategy vision by creating a space where business, culture and community thrive
- Support the ambitions of the emerging Town Centre Vision
- Attract more people to the town centre by improving the environment of the Town Centre and increasing connectivity, both along the High Street and with other areas of the town centre

## 2.3 Method of Approach

The project will be approached by mobilising external resources in support of internal CBC and GCC teams.

It is likely that internal capacity and capability will be used for:

- Design co-ordination
- Landscape design
- Project management and contract management
- Corporate financial and procurement advice (from Publica)
- Legal advice (One Legal)
- Corporate communications

whereas external resources will be sought for:

- Engineering design
- Highways design
- Product design
- Cost consultancy
- External engagement

though it is possible that this division may be varied according to circumstance.

The most appropriate routes for these and future procurements are being investigated by Publica procurement. However the desire for a consistent overarching procurement strategy covering all town centre projects may need to be balanced with an approach which allows this project to meet its desired timescales.

The project will be managed in a manner consistent with our corporate project management guidelines based on Prince2. Based on the thresholds in the guidelines, this project is not classified as 'large, high value, high risk'. However given the future consequences of the decisions made by this project, additional rigour (including a formal gate review of the final concept design (see section 7)) will be added where appropriate.

## 2.4 Project deliverables

The primary deliverable is a decision to proceed into detailed design and build on the basis of a concept design which meets the strategic brief and is affordable with agreed sources of funding. The concept design must be agreed by CBC (at Council level) and GCC.

Interim deliverables will include:

1. Strategic brief
2. Candidate concept designs on which public consultation will take place
3. Consultation results

## 2.5 Project Scope

The geographical scope of the project is set out in:

- Appendix B: map of the area around Boots Corner
- Appendix C: map of the relevant area of the High Street

Its functional scope is up to and including 'concept design'.

## 2.6 Constraints

Project constraints are:

Benefits	The concept design must be capable of delivering the outcomes set out above.
Quality	The concept design needs to deliver the quality of public realm appropriate to a prestige destination.
Design	Designs must not include 'shared space' elements. Designs must be based on the existing road system.
Time	The agreed concept design for Boots Corner and its vicinity must be available when a decision is made on the trial closure of Boots Corner (not earlier than the end of August 2019).

## 2.7 Dependencies

There are interdependencies with:

- Cheltenham Transport Plan Phase 4 trial. Alternative candidate concept designs need to reflect the trial becoming permanent or a reversion to the pre-trial situation. Further, modifications to the trial must be monitored for their impact on emerging concept designs.
- Cheltenham Transport Connectivity Study. Proposals may impact transport usage of the space and hence emerging concept designs. At this stage, the study is expected to complete in February 2019.
- Development of the Town Centre vision including related engagement
- Creating and Connecting Habitat. Some of its deliverables will be included in the concept designs.
- Events Infrastructure

## 3 Business Case

### 3.1 Benefits

The approved designs will:

- Improve the visual appeal of the spaces
- Include events infrastructure
- Build on the temporary improvements already made at Boots Corner
- Improve drainage
- Remove signs of incomplete or inappropriate maintenance
- Provide greater longevity
- Reduce street clutter

- Provide improved infrastructure for pedestrians and cyclists

Leading to:

- Maintained or increased footfall (against a background tendency for High Street footfall to drop)
- Reduced maintenance costs to the council and its partners

Contributing to the objectives of Cheltenham's Place Strategy – to make Cheltenham a place where:

- Businesses and their workforces thrive
- Culture and creativity thrive
- People and Communities thrive

## 3.2 Costs

The costs of this project will be met from the £1.8M capital funding allocated to Boots Corner.

A funding package covering all costs of the design and development of Boots Corner and remaining parts of the High Street East, taking account of external funding which may be available (such as the recently announced ['Future High Street Fund'](#)) is to be agreed between CBC and Gloucestershire County Council.

# 4 Project Organisation

## 4.1 Project Governance

This project is being commissioned by CBC's Corporate Management Team with authority delegated to the Project Sponsor to deliver the project within the constraints identified.

## 4.2 Project Board Roles

Role	Roleholder	Role Summary
Project Sponsor	Director of Planning	Ultimate officer accountability for the project. Represents the project at corporate level and monitors changes in the external business environment which may impact the project. Owns project risks. Chairs project board.
Cabinet Lead	Cabinet Member, Development and Safety	Represents the interests of Cabinet and Members. Determines the need for formal approval of concept designs at Cabinet or Council level.
Senior Supplier	To be considered following procurement.	This role represents the interests of those producing the concept design.
Senior User	Public Space Designer	Supplies the strategic brief. Ensures that the concept design meets the project's objectives

Role	Roleholder	Role Summary
Project Manager	Townscape Manager	Provides day-to-day management of the project including management of contracts.
Project Assurance	May be undertaken by Senior Supplier or Senior User roles.	Gives independent assurance to Project Board that the project is capable of meeting its objectives

Other advisors will be invited to Project Board as required:

Role	Roleholder	Role Summary
GCC Lead	Area Highway Manager – Northern, GCC	Ensures that the concept design meets GCC’s objectives. Co-ordinates GCC involvement.
Finance Lead	Accountant, Publica	Manages and advises on project budget
Procurement Lead	Procurement Officer, Publica	Supports and advises on project’s procurement approach
Legal Lead	Solicitor, One Legal	Supports and advises on legal issues including supplier contracts
Comms Lead	Comms and Web Team Leader	Supports and advises upon project’s communications approach.

## 5 Resource Plan

To be agreed with participants

## 6 Stakeholder Analysis and Engagement Plan

A full stakeholder engagement plan will be created and maintained by the Project Manager. Below is a summary of stakeholders and their role.

Stakeholder Group	What is their Role?
Public	Primary ‘users’ of the area visiting it for shopping and entertainment.
Special interest groups (accessibility, cycling...)	Have specific priorities and expertise
Businesses	Businesses operate on and around the High Street, the quality of the street has an impact upon their performance.  Will be impacted by construction work when it takes place.  May wish to influence the timetable for works.

Stakeholder Group	What is their Role?
Business Improvement District	Aim to make Cheltenham a vibrant and prosperous town where businesses flourish and visitor numbers increase.  Represent the businesses in the area.
Utility Companies	Run services in the area. Need to be engaged in design discussions and may need to take action to support the project.
Transport Companies	Make intensive use of the area to provide services
Media	Report and comment on the project and its impact upon the town.  Able to promote awareness of the project within the town.
Gloucestershire County Council	May part fund the project.  Control the areas concerned.  Capacity and expertise will aid delivery of the project.
CBC Members and Member committees	Ultimate decision makers.  Raise local awareness.
MP	Member of parliament

## 7 Quality Plan

The following quality reviews are anticipated:

- Strategic Brief – desktop review by project team followed by Project Board sign-off
- Candidate concept designs on which consultation will take place - desktop review by project team followed by Project Board sign-off
- Final concept design – Gate Review to be undertaken by Project Board and others as appropriate

A Quality Plan will be maintained by the Project Manager.

## 8 Initial Project Plan

An initial project plan will be developed by the Project Manager.

Key milestones are:

- Agreement of this PID
- Agreement of strategic brief

- Appointment of consultants / contractors
- Agreement of concept design options for public consultation
- Recommendation of concept design
- Approval of concept design

## 9 Change Control

Formal change control will apply to the following deliverables:

- This Project Initiation Document except for those elements, such as the Risk Register, which are initially drafted within this PID but subject to continuous review and change.
- Strategic Brief
- Candidate concept designs for public consultation
- Agreed concept design

Decisions to agree or change the above deliverables will be made by Project Board. If a rapid decision is required it may be made by the project sponsor and recorded in the decision log for subsequent review by Project Board.

## 10 Project Controls

The following controls will apply:

- Provision of Highlight (Status) reports on a regular basis.
- Provision of an up-to-date Decision Log to project board. The decision log template sets out the decisions which would normally be recorded.
- Project Closure and acceptance of the Project Closure Report.

## 11 Initial Risk Register and Risk Management Strategy

A project risk register will be maintained by the Project Manager and reviewed by Project Board and other groups as appropriate. If any risks score 16 or over they will be considered for inclusion on the corporate risk register.

Currently identified risks are:

Risk	Mitigation
If the brief is not sufficiently clear then designs may not meet stakeholder requirements.	Ensure brief is clear about aspirations and constraints.
If different possible outcomes to the Boots Corner trial are not catered for in concept designs then rework may be necessary and there may be criticism of the council.	Identify different scenarios and ensure alternate designs are produced where necessary.



Risk	Mitigation
If the conclusions of the Cheltenham Transport Connectivity study are not taken account of in concept design work then there may be inconsistencies between designs and future transport changes in the town.	Maintain close contact with the progress of the connectivity study – ensure consultants can influence the strategic brief and identify any necessary changes as the projects progress.
If concept designs for Boots Corner are not available when the decision on the trial is made then there will be public uncertainty, adverse publicity for the council and a greater delay before works can be completed.	<p>Establish achievable timeline for concept design at an early stage and set expectations accordingly.</p> <p>Ensure sufficient resources are in place to deliver against the timeline.</p> <p>Ensure the resource needs of competing projects and their relative priorities are understood and communicated.</p> <p>Descope the project to focus on Boots Corner if necessary.</p>
If a funding agreement cannot be reached with Gloucestershire County Council then the costs of concept design may need to be borne fully by CBC and there will be a delay before subsequent phases of design and construction can be undertaken.	Continue to liaise with GCC on a funding agreement.
If an agreed procurement strategy for all Townscape projects is not agreed in good time then piecemeal procurement may be needed for this project and there may be inefficiencies and inconsistencies arising.	Liaise with Publica Procurement on most effective approach to procurement for this project balancing timescales with long-term procurement strategy aspirations.

## 12 Project Documentation

Project Documentation will be held at \\VMBUSDATA\Built Environment\ECONOMIC DEVELOPMENT\Townscape\Projects\T24-High St 4 Boots Corner within the internal CBC network.

Glasscubes will be used to share documents with external parties during the lifetime of the project with retention of documents required for future phases of design / construction.

## 13 Appendix A - Initiation Checklist

	Meeting Corporate Needs	Yes, or No	Explanation (if required)
1.	Are the project's links to corporate strategic objectives and outcomes set out?	Yes	
2.	Have the social, economic and environmental (including climate change) impacts of the project been considered to ensure there are no negative impacts and benefits are maximised?	Yes	
3.	Are the project's governance arrangements adequate?	Yes	
4.	Are project roles clearly defined?	Yes	
5.	Does the project team have the right skills to ensure successful delivery? If not, is there a clearly defined plan, with cost implications on how to fill the skills gap?	No	External resources to be procured (see section 2.3 and risk register)
6.	Has the need for the project to report to the Corporate Management Team been considered?	Yes	Project included on project register
7.	Has the need for reporting to / support from Cabinet, Scrutiny or other member groups been considered?	Yes	Cabinet member on Project Board. Overview and Scrutiny Committee to discuss the approach to scrutiny.
8.	Is it clear who is responsible for giving the project authority to proceed?	Yes	Request from CBC Cabinet.
9.	Is there an estimate for the human resource required to deliver the project and has it been incorporated into corporate resource plans? Have individuals confirmed their capacity to deliver within timeframes?	No	Resource plan required
10.	Does the estimate for human resource include the resource required from other organisations, e.g. Ubico, One Legal, CBH, GOSS as well as divisions within CBC and has it been approved by the respective organisations and service managers?	No	Resource needs from Publica / One Legal acknowledged but not yet estimated
11.	Have support services confirmed support for the project within current recharge arrangements and if not, have additional support costs been identified?	No	No request for additional costs yet received.
12.	Is the project considered to be affordable within the context of the MTFs?	Yes	Capital budget assigned
13.	Are there likely to be ongoing revenue implications and have these been estimated and profiled?	No	Revenue costs will arise following further design and build but not as a direct result of this project.

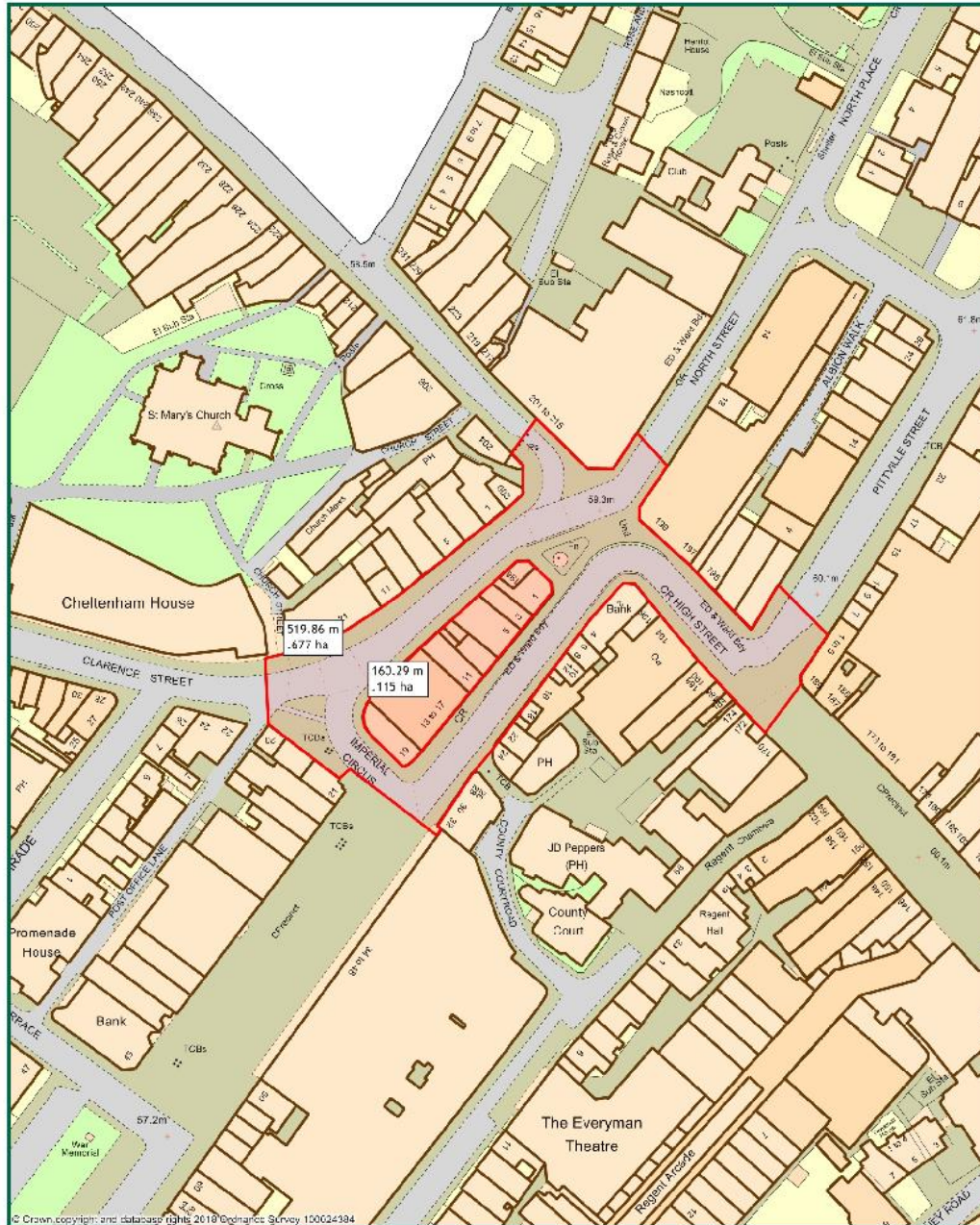
# High Street and Boots Corner Public Realm Concept Design PID

14.	Does the project require CBC capital funding and, if so, has this been identified in the capital strategy?	Yes	
15.	Does the project have a clear and robust funding requirement or coherent 'invest to save' business case?	Yes	
16.	Has cabinet identified the project as a corporate priority?	Yes	
17.	Is the project supported by the relevant Cabinet portfolio holder?	Yes	
18.	Is the project time critical and if so, has the reason for the urgency been clearly demonstrated?	Yes	See 'Time' constraint above
<b>Compliance</b>			
19.	Is the project compliant with CBC's <a href="#">project management guidelines</a> ? Any variation must be signed off by the appropriate corporate director.	Yes	See section 2.3
20.	Has the need for <a href="#">Community Impact Assessments</a> been considered?	No	To be considered
21.	Has the need for Privacy Impact Assessments been considered?	No	Not required
22.	Has the need for Payment Card Industry (PCI) Data Security Standard compliance been considered?	No	Not required
23.	Has the need for connection to and compliance with the government's Public Sector Network been considered?	No	Not required
24.	Have health and safety requirements been considered and appropriate documents produced?	Yes	Any site work will be subject to control
25.	Have the potential social value benefits of the project been considered and does the project comply with the <a href="#">Social Value Act</a> ?	Yes	
<b>Other</b>			
26.	Has the need for benefits realisation, potentially after the formal completion of the project, been considered, including accountabilities and tracking?	No	Outputs from this project will be picked up by subsequent design / build projects.
27.	Have external funding options been considered?	Yes	External funding from GCCis envisaged.  Other options (e.g. central government High Street Fund) will be followed up as they arise.
28.	Have partnership opportunities been considered?	Yes	Partnership with GCC

## High Street and Boots Corner Public Realm Concept Design PID

29.	Has the need for any requirements for public or stakeholder consultation been considered?	Yes	To be incorporated in project as set out above.
30.	Has the need for procurement been considered?	Yes	See section 2.3
31.	Has the impact of the project on business continuity arrangements been considered?	Yes	No impact
32.	Should risks from this project be added to the Corporate Risk Register?	Yes	Risks will be considered as they are scored
33.	Will the project mitigate corporate risk and what impact will it have on existing scores?	Yes	Mitigates CR113

## 14 Appendix B – Scope of concept design at Boots Corner





## 15 Appendix C – Scope of concept design along High Street

The scope is the dashed area at the northern end of the plan below marked 'Winchcombe St – Rodney Rd package'.

