

# Project Initiation Document

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Project Name:	Strand and Cambray Place Improvements		
Date:	15 <sup>th</sup> May 2019	Release:	Version 1.0
Author:	Interim Townscape Manager		
Owner:	Director of Planning		

## Revision History

Version	Summary of Changes	Changes Marked
0.1	Initial draft for project board	
0.2	Changes following project board – additional cost information; improved map and measurement	No
1.0	Change of version number only – denoting approval by project board	No

## Approvals

This document has been approved by the High Street Public Realm Project Board.

## Distribution

The latest version of this document is available from S:\Special Projects\Townscape Projects\Strand & Cambray Place 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.

Following:

- the agreement of a funding package with Gloucestershire County Council (GCC)
- GCC's confirmation that the Department of Transport's moratorium on 'shared space' schemes should not apply to the Strand and Cambray Place as the improvements do not create shared space

the project described in this PID will implement improvements to this area, thus delivering another stage in the council's ambitious regeneration of the High Street.

It is anticipated that this project will be followed by further improvement projects covering other areas in the vicinity.

## 2 Project Definition

### 2.1 Project Objectives

The objective of the Project is to make substantial improvements to the public realm in the Strand and Cambray Place.

### 2.2 Project Outcomes

The improvements will:

- Support a key priority of the Council's current strategy - to invest in our high street and public spaces for the benefit of people living in, working in and visiting Cheltenham
- 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 sustaining its long-term viability as a retail and cultural destination

## 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
- Works
- Cost consultancy

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

The most appropriate routes for the procurement of external resources for this and other town centre projects are being investigated by the Publica procurement team with the aims of:

- ensuring compliance with CBC's procurement rules and relevant legislation
- achieving best value
- ensuring the procurement process is efficient
- enabling the development of long-term relationships with trusted suppliers

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 classified as 'large, high value, high risk'.

## 2.4 Project deliverables

The primary deliverables are

1. Improvements to the public realm in the defined areas which gain broad support from all stakeholders including the public and businesses operating in the areas.
2. A maintenance regime which maximises the lifetime of the improvements which will include agreements with organisations operating vehicles in the defined areas aimed at minimising their impact.

The main interim deliverables are:

1. Strategic brief
2. Procurement strategy
3. Agreed contracts
4. Technical designs (based on design work completed in the previous masterplanning project)
5. Highway agreements with GCC
6. The results of consultation and communication with key stakeholders
7. Works programme including impacts on businesses operating in the area

### 2.5 Project Scope

The geographical scope of the project is set out in Appendix A: Scope of Improvements including the small area in front of 111-117 High Street where phase 1 paving could not be laid due to the presence of scaffolding. The total area is approximately 2310 square metres.

### 2.6 Constraints

Project constraints are:

Benefits	The improvements delivered must be capable of delivering the outcomes set out above.
Quality	The quality of public realm delivered must be appropriate to the area concerned. In previous conversations the concept of achieving a premium quality (equivalent to that in the Rodney Road – Cambray Place section of the High Street) in the core central areas of the High Street (up to and including Cambray Place) whilst allowing a lesser quality in other areas has been supported.
Design	Designs must comply with guidance issued by the DfT. Improvements must tie-in effectively with those made by the previous phase.
Time	The timing of works will need to be agreed with key stakeholders so as to minimise impact on the public and businesses.

### 2.7 Dependencies

There are interdependencies with:

- Any plans for other works in the area including utilities maintenance plans and business plans.
- Plans for events in the area under consideration during the periods of works
- Development of the Town Centre vision including related engagement
- Creating and Connecting Habitat. Some of its deliverables will be implemented by this project. This will enable support from the European Regional Development Fund to this project and will impose additional reporting requirements on the project.
- Events Infrastructure. Liaison with the project will be required to agree infrastructural elements to be included in designs.

## 3 Business Case

### 3.1 Benefits

The project will:

- Improve the visual appeal of the spaces
- Include events infrastructure
- Build on the improvements already made along the High Street between Rodney Road and Cambray Place
- Eradicate uneven paving and unsightly standing water following rainfall
- Deliver improvements which are sustainable
- Reduce street clutter
- Provide improved infrastructure for pedestrians and cyclists
- Improve bio-diversity in the town centre

Leading to:

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

Supporting the project outcomes set out in 2.2 above.

### 3.2 Costs

The costs of this project will be shared between CBC and GCC with a small contribution from the European Regional Development Fund (ERDF).

The estimated cost of the project is £1,843,500. This is based on costs extrapolated from the unit costs of earlier improvements adjusted for the surface area, inflation and the anticipated changes to paving quality.

CBC's contribution will be met from the £1.8M capital funding allocated to Public Realm Improvements.

GCC has allocated £250K p.a. funding over four years from 2019/20 from its highways maintenance budget.

The estimated contribution from the ERDF is £32,000.

## 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 approvals at Cabinet or Council level.
Senior Supplier	To be considered following procurement.	This role represents the interests of those delivering the project.
Senior User	Public Space Designer	Supplies the strategic brief. Ensures that designs and works meet the project's objectives and its intended benefits.
Project Manager	Interim 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 designs and works meet GCC's objectives. Co-ordinates GCC involvement across Highways, Legal, Streetworks and Finance teams.
Finance Lead	Accountant, Publica	Manages and advises on project budget
Procurement Lead	Procurement Business Partner, Publica	Supports and advises on project's procurement approach
Legal Lead	Solicitor, One Legal	Supports and advises on legal issues including supplier contracts and the highways agreement with GCC.
Comms Lead	Communications and Web Team leader	Supports and advises upon the 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, their role and interest/influence.

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 and other organisations operate on and around the Strand and Cambray Place, 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.  Need to be kept in touch during with progress and any plan changes during the works.
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.
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	Part funds the project.  Has responsibility as Highways Authority for the areas concerned and must therefore agree designs and sign off completed works.  Capacity and expertise will aid delivery of the project.
Ubico	Responsible for cleansing of the areas concerned.  Will be impacted by the works themselves and will be involved in the agreement of maintenance regimes.
CBC Members and Member committees	Ultimate decision makers.  Scrutinise the project.  Raise local awareness.

Stakeholder Group	What is their Role?
Alex Chalk	Member of Parliament for Cheltenham

## 7 Quality Plan

The following quality reviews are anticipated:

- Strategic Brief – desktop review by project team
- Technical designs - desktop review by project team followed by Project Board sign-off
- Maintenance regime – desktop review by project team followed by Project Board sign-off

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 defined by the completion of deliverables listed in section 2.4 above. Initial resourcing plans are based upon work beginning on site by September 2019 – discussions will be held with chosen contractors with the aim of accelerating timescales and mitigating timeline risks (see section 11 below) as early as possible.

## 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
- Baseline designs, once initial agreement has been reached

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 and are the responsibility of the Project Manager:

- Provision of Highlight (Status) reports on a regular basis to project board and other relevant parties.  
Provision of updates to the corporate project register.



- 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. An overarching risk will be considered for inclusion on the corporate risk register.

Currently identified risks are:

Risk	Mitigation
If a funding agreement cannot be reached with Gloucestershire County Council then the costs of the project may need to be borne fully by CBC.	Confirm the funding agreement with GCC.
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.
If procurement of resources is unsuccessful then the project will be delayed.	Continue to engage with procurement frameworks and contractors to confirm resource availability.
If the strategic brief is not sufficiently clear then designs may not meet stakeholder requirements.	Ensure brief is clear about aspirations and constraints. Discuss brief with contractors at an early stage.
If designs fail to comply with potentially changing DfT guidelines then rework may be required.	Liaise with GCC to understand any constraints and monitor any changes to guidelines.
If sub-surface issues arise then the project may be delayed and costs will escalate.	Engage with utility companies as early as possible. Take contractors advice on steps needed to reduce the risk.
If there are delays accessing the site then delivery of the project will be delayed and costs may escalate.	Understand any access constraints at an early stage; liaise with GCC to secure and protect the site.
If engagement with stakeholders is not successful then the project may suffer reputational damage.	Reform key stakeholder group Develop and maintain stakeholder engagement plan
If the works impact substantially on businesses, especially around Christmas, then the project may suffer reputational damage.	Ensure that businesses are considered when developing engagement plans and are consulted as plans are developed and works progress.
If works are subject to weather impacts in autumn and winter then there may be delays and additional costs.	Begin works as early as possible. Understand how bad weather impacts are treated contractually.
If costs escalate beyond the outline estimates, then the project may become unviable, the council may suffer reputational damage and the budget available for future public realm improvements may be reduced.	Work with contractors to confirm key assumptions and estimates at an early stage; to reduce cost risks; to reduce cost uncertainty. Put an effective change control process in place.
If funding is not agreed for later phases then Cheltenham will be left with a patchwork of improvements to its High Street.	Continue to liaise with GCC on funding options.

## 12 Project Documentation

Project Documentation will be held at \\VMBUSDATA\Built Environment\ECONOMIC DEVELOPMENT\Townscape\Projects\T27 High St 2 Strand & Cambray within the internal CBC network.

Glasscubes may 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 – Scope of improvements

The scope is the areas within the red line below



## 14 Appendix B - 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 to be 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	Project already mandated through the Corporate Strategy. PID will be approved by Project Board.
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 / Ubico 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	No	Potentially increased revenue costs for maintenance and cleansing acknowledged but

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	and profiled?		not yet estimated.
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	Delivery of benefits is urgent.
<b>Compliance</b>			
19.	Is the project compliant with CBC's project management guidelines? Any variation must be signed off by the appropriate corporate director.	Yes	See section 2.3
20.	Has the need for Community Impact Assessments 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 Social Value Act?	Yes	Incorporated in determining procurement strategy.
<b>Other</b>			
26.	Has the need for benefits realisation, potentially after the formal completion of the project, been considered, including accountabilities and tracking?	Yes	Working with stakeholders to maintain / extend current measures of High St footfall
27.	Have external funding options been considered?	Yes	External funding from GCC and ERDF is envisaged.  Other options will be followed up as they arise.
28.	Have partnership opportunities been considered?	Yes	Partnership with GCC
29.	Has the need for any requirements for public	Yes	To be incorporated in project as set out above.

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	or stakeholder consultation been considered?		
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 – the risk that CBC fails to deliver improvements to the public realm around High St East and in the vicinity of Boots Corner. As the project progresses the risk score will be reviewed.