

PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

Commonwealth Games (Lawn Bowls) 2022 and associated activities

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PRINCE 2

Project Manager: TBC

Project Sponsor: Chris Elliott

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Project Initiation Document History

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Cultural Services I:Central Filing/Commonwealth Games

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Author	Rose Winship
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Approvals

This document requires the following approvals:

Name	Project Role	Title
Chris Elliott	Project Sponsor	Chief Executive
Paddy Herlihy		Programme Manager
Rose Winship		Head of Cultural Services
Noel Butler	Lead Councillor	Portfolio Holder
	Project Manager	Project Manager

Distribution

This document has been distributed to:

Name	Project Role	Title
Chris Elliott	Project Sponsor	Chief Executive
TBC	Project Manager	Project Manager
Paddy Herlihy	Board Member	Programme Manager
Rose Winship	Board Member	Head of Cultural Services
Cllr Noel Butler	Lead Councillor	Portfolio Holder

Date:

Cllr Michael Coker	Lead Councillor	Portfolio Holder
List Board Members		

Project Initiation Document

Purpose of Document

This document constitutes the Project Initiation Document (PID) for the delivery of the lawn bowls events as part of the Birmingham Commonwealth Games 2022. The purpose of this PID is to:

- 1 Provide a formal basis for the initiation of the project;
- 1 Ensure that all parties have a common and agreed understanding of the purpose of the project, the objectives, what will be delivered and the responsibilities in achieving the stated goals. Acceptance of this PID is taken to mean the issues are understood and that commitment is given to providing the resources and effort identified as necessary for successful completion of the project. In this way this PID acts as a formal agreement between the Project Sponsor, and the project team;
- 1 Provide a base against which any need for alterations to the project can be measured. Once the PID is approved any requested amendments will be subject to a change control procedure that must be sanctioned by the Project Sponsor before being incorporated;
- 1 Define the scope of the project;
- 1 Identify the required internal/external resources.
- 1 Provide a means of assessment for its overall success.

Background

In summer 2017, Warwick District Council approached Birmingham City Council (BCC) to offer the 5 international standard bowling greens at Victoria Park, Leamington Spa as a venue to be part of the BCC bid to host the 2022 Commonwealth Games. This offer was accepted by BCC and supported by Bowls England, and in August 2017 the Council were delighted to share in BCC news that the Birmingham bid had beaten Liverpool to be selected as the UK nomination for the CG 2022. In December 2017, the Commonwealth Games Federation, after much deliberation, confirmed that Birmingham would be the host for the 2022 Games.

Initial work had taken place in summer 2017 to ensure that WDC could comply with the range of requirements stipulated by the CGF in terms of the Victoria Park venue, and now that the award has been confirmed, work will recommence to ensure that the venue, the surrounding area, and the district will be ready to welcome the Commonwealth in 2022.

A Project Board and supporting sub groups have been established and work has commenced in scoping the project and establishing some strategic objectives and governance for the project. Initial discussions have taken place with the Executive to agree who will lead from a Member perspective.

Whilst there is an obvious focus for the project of the Council working with the Birmingham CG Event Team to deliver a safe and successful sports event, there are also a range of opportunities for the district to maximise the impact of the event in terms of economic impact, community engagement, and to secure a tangible legacy for the district.

Relationship to the Corporate Strategy and / or Corporate Programmes

In November 2017 the Executive approved this project being added to the Fit for the Future Strategy as a Key Project, subject to the Birmingham bid being successful.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Impressive cultural and sports activities Cohesive and active communities Increased physical activity for all the community	Area has well looked after public spaces Safe and vibrant town centres where the community feel comfortable at all times	Dynamic and diverse local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The proposal to add a dedicated project manager will add resource to the team and avoid existing officers being over-stretched. Opportunities for a range of staff to be involved in a major sporting/cultural event	Focusing on our customers' needs	Better return/use of our assets

Project Definition

Project Objectives

Id	Objective	Priority (High, Medium, Low)	Desired Outcome	Current Performance	Target Performance
1.	To deliver a safe and successful event	High	<i>Achieve excellent feedback after the event from Games organisers, competitors and Bowls England</i>	<i>Good reputation for a wide range of local and national events</i>	<i>Excellent feedback after the event in 2022</i>
2.	Investment in existing bowls facilities in order for them to be maintained at a high standard, be accessible to all, and continue to be the home of English Bowls.	High	<i>Achieve excellent feedback after the event from Games organisers, competitors and Bowls England</i>	<i>Greens at good standard. Improve to get consistently excellent standard on all greens</i>	
3.	A safe and vibrant district (this will include town centres, signage, accessibility, range of cultural events, quality open spaces that can be used for range of events) that contributes to making the District a Great Place to Live, Work and Visit. To extend the principles of Purple Flag across the district as appropriate	Medium			
4.	Expansion and Improvement of Green Spaces between Leamington and Warwick that will enable people to lead healthy and active lifestyles	Medium	<i>Connect up green corridor from Victoria Park through to St Nicholas Park in Warwick. Implement priority projects within Victoria Park as identified by local residents. Investment in ancillary facilities in Victoria Park that will benefit local residents after the Games.</i>	<i>Good quality green spaces but with some missing links to create a continuous riverside route from Leamington to Warwick</i>	

5.	To showcase Warwick District Council as a quality organisation able to deliver diverse and ambitious high profile regional, national and international events	<i>Medium</i>	<i>Achieve excellent feedback after the event from Games organisers, competitors and Bowls England</i>	<i>Good reputation for a wide range of local and national events</i>	<i>Increase the profile beyond the local area and beyond the sport of bowls.</i>
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Project Scope:

Work with the BCC CG Team to plan for the successful delivery of the Lawn Bowls and Para Bowls events as part of the 2022 CG.

Work with existing leaseholders in Victoria Park to agree a strategy that does not disadvantage their activities and/or business in the lead up to and for the duration of the Games in 2022

To attract some Commonwealth teams to base their training camps in the district in the lead up to CG 2022

To work with local businesses to open up opportunities for them to optimise their business through links to the CG 2022.

Secure funding to invest in the improvement of parks and open spaces in the vicinity of Victoria Park and the assets and equipment within these areas, including the bowling greens, to secure a legacy for local communities after the Games.

Improve accessibility to the bowling facilities and the other facilities in Victoria Park.

To use the 2022 events in the district to market the district to potential tourists by working in partnership with other organisations including Shakespeare's England.

Exclusions:

Direct management of the 2022 Bowls events (this will be Birmingham Organising Committee)

Initial Business Case:

To follow

Method of Approach:

The project is a Key Project within the Fit for the Future Strategy. The Chief Executive is Project Sponsor and a project Board has been established – see Project Organisation Structure section below.

High Level Project Deliverables

Objective Id	Product	Description
	Successful and safe CG Bowls events 2022	
	Improved quality of facilities and open space in Victoria Park by summer 2021	
	Continuous green corridor along the rivers Leam and Avon from Leamington to	

	Warwick	
	A series of varied and quality cultural events to run in parallel with the bowls events in 2022	
	Increased accessibility to facilities within Victoria Park and the surrounding area	Access audit of the facilities and key access routes will help us focus on where accessibility needs to be improved
	Local businesses successful in securing trade through the supply chain to Birmingham 2022	
	Success in attracting teams from CG 2022 to base their training camps in the district	Focussing on some of the countries with smaller teams, matching their needs with the facilities that exist within the district (WDC facilities and others)
	Increased participation in the sport of bowls in the district	Increased membership of local clubs and “pay and play” bowls, in particular by targeting specific groups who are under-represented in the sport.

*Each of these high level deliverables will have a range of specific deliverables and targets which will evolve as the project develops.

Constraints:

- The project will be bound by the Host City Guarantee and as stipulated by the CGF and the Birmingham Games Team
- Legal constraints
- Work on the greens will need to be scheduled around the bowling season and have minimal impact on regular bowlers and events in the years leading up to 2022
- Financial constraints

Dependencies on other Projects or Activities:

- The greens will be in use in the years leading up to 2022 and need to be in the best possible condition each season (see above)
- The extension of the green corridor depends on the outcome of the potential relocation of the athletics track, the successful negotiation with the Guide Dogs to secure the piece of land adjoining Edmondscote, and the successful acquisition of the land on the south of the Avon currently in private ownership.
- Ongoing consultation with Friends of Victoria Park to prioritise improvements in the park
- Agreement with Birmingham CG Team and Bowls England to use the 2021 National Bowls Championships as the “test event” for CG 2022
- To maximise opportunities as a result of partnership with Coventry in the lead up to and during their tenure as City of Culture in 2021.
- Consideration required on the impact on the current CCTV provision and whether it needs extending to include the venue.

Relationships with other Projects or Services:

The project team includes representatives from:

- Neighbourhood Services (Green Spaces)

- Health & Community Protection (Licensing, Community Partnership, Health & Safety; Emergency Planning and CCTV)
- Finance
- Media
- Development Services (Development Management; Economic Development and Events)
- Assets
- Cultural Services (Sports & Leisure; Arts)
- WCC Legal Services

During the lead in to 2022 service areas will have varying levels of input into the project and will need to factor this in when planning their workload and resources.

Assumptions

- Appropriate legal documents can be prepared between WDC and existing leaseholders (café and RLSBC) to minimise the impact on them for the duration and lead up to the CG 2022
- That Bowls England will be part of the Project Team and advise from a “bowls specialist” perspective
- That the outcome of the local authority elections in May 2019 will not adversely impact on the planning and delivery of the event.

Project Organisation Structure

Project Board

The Board will consist of:

See the attached organogram

The Project Board is responsible to CMT and the Executive for the overall direction and management of the project and has responsibility and authority for the project within the remit (Project Mandate) set by the Executive and as described within the PID.

The Project Board is responsible for any publicity or other dissemination of information about the project.

The Project Board will approve all major plans and authorise any major deviation from the agreed Stage Plans. It is the authority that will sign off the completion of each stage and will authorise the start of the next stage. The Board will ensure that the required resources are committed and will arbitrate on any conflicts. This will include negotiating a solution to any problems between the project and external bodies.

The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired outcome of the required quality to meet the Business Case defined in this document.

Project Sponsor

The Project Sponsor is responsible for the project, supported by the Senior User and Senior Supplier. The Sponsor will ensure that the project is focused throughout its life cycle on achieving its objectives and delivering the project deliverables and desired outcomes. The Sponsor will

ensure that the project gives value for money, balancing the demands of business, user and supplier

Throughout the project the Sponsor 'owns' the Business Case.

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board.

The Project Manager's prime responsibility is to ensure that the project produces the required outcomes, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

Political Lead

The project will extend across many areas of the Council and therefore will require buy in by many elected members. It has been agreed that Cllr Noel Butler will take the political lead on the project supported by Cllr Michael Coker.

Assurance

There are a number of roles on the Project Board, that will be responsible for validating deliverables, monitoring progress/standards in particular areas, or providing subject matter expertise. Legal, Finance, Licensing, Community Safety.

Communications Plan

A Communications Plan will be developed in the coming months following early engagement with the Birmingham City CG Team. There will be an overarching Communications Plan dictated by CGF and the Birmingham Team and any local comms plan will need to be approved by the Birmingham Team.

Overview

The purpose of the Communication Plan is to:

- formalise the process and timeline for distributing information to the stakeholders
- outline the key messages to be delivered, adapted as appropriate for its target audience.
- establish a process for tracking and monitoring progress of all planned communication activities.
- serve as a model for ongoing communication efforts.

The objectives of the Communication Plan are to:

- understand individual stakeholder communication needs.
- ensure the right people receive the right messages at the right time.

- proactively manage the pace and amount of change that each stakeholder group must undergo to avoid 'change overload'.
- minimise resistance to change.

The Communication Plan is a 'living' document and needs to be revisited and updated throughout the project lifecycle. Information needs change throughout the duration of the project and stakeholders' positions in the matrix may shift. As a result, the project communication needs to be monitored and adjusted to meet the various stakeholders' changing information requirements.

Stakeholder Identification

The Project Manager conducted a stakeholder analysis to identify key stakeholders:

There is a need to consider who needs to be added to this list as the project progresses, how do we engage with them, and when. It is probably too early to engage with some stakeholders listed below as we don't have detail but others may need to be involved from the start.

- Chamber of Trade
- Chamber of Commerce
- Federation of Small Businesses
- Shakespeare's England
- Coventry City of Culture
- RLSBC, VP Tennis, VP Café, Cricketers Arms, Friends of VP
- CSW Sport, Bowls England
- Everyone Active
- BID Leamington
- C&W Better Business for All and WDC Better Business for All group
- Warwickshire County Council

Assuming that Safety Advisory Groups and Civil Contingency input will be dictated by CG Team – so expect to be involved once the Birmingham team is established for discussions specific to Leamington and the venue.

Initial Project Plan

A summary of Phase I key milestones, are listed below.

Once there is further clarity on the way that the project will evolve through dialogue with BCC, an updated Action Plan will be produced and will be updated through the life of the project.

Stage	Project Milestone	Target Completion Date	Actual Completion Date	Key Resources
	Venue Use Agreement needs confirming	Spring 2018		WLS
	Establish a CG Reserve for 4 years from 2018/19	March 2018		£100k from NHB
	Report to Executive (March 2018) and	March 2018		Officer time

	Employment Committee (March 2018)			
	Discussion with Tony Allcock on best way to use his presence in Gold Coast in April 2018	End March	Feb 2018	TA time
	Engage with Birmingham CG Organising Committee once established and work in partnership going forward	Spring 2018 (after April)		Officer time
	Engage with LA in Gold Coast to benefit from lessons learned from the 2018 event	Ongoing	Initial contact made 2018	
	TBC following engagement with Birmingham CG Organising Committee			

Project Controls

The monitoring of progress will be maintained through the use of Board meetings.

In the initial stage of the Project, the Board will receive reports back from each of the sub groups using a standard template to report progress and actions required.

Once the specific project deliverables have been agreed, the Board will receive a bi-monthly “dashboard report” summarising the progress from each of the sub groups and to include identification of risks from each group.

The Project plan will be reviewed monthly by the Project Manager to ensure that the Project remains within the tolerances delegated by the Project Board and to track expenditure throughout the Project.

Change Control Process

Following sign-off of this document (the Project Initiation Document) any proposed alterations to the agreed high level deliverables or the specific deliverables once agreed need the approval of the Board. The mechanism for this change will be through a discussion at a Board meeting.

Project Closure

The Project Sponsor will formally close the project when he/she is assured that all the agreed outcomes have been achieved.

Initial Risk Log – Phase I

The Risk Log will be reviewed and revised once there is further clarity on the way that the project will evolve through dialogue with BCC, and then through the life of the project.

Risk No.	Risk	Likelihood	Impact	Score
1	Venue Use Agreement fails to get agreement from leaseholders at Victoria Park			
2	Birmingham CG Organising Team make unreasonable demands on WDC either in terms of scale of requests or lack of notice			
3	Failure to be able deliver greens to the required standard due to extreme weather or vandalism			
4	Local residents objections once detail of the event overlay are published			
5	Failure to obtain appropriate permissions incl Planning, licences			
6	Executive do not approve the resource for Project Manager and project has to be delivered through the existing officer team.			
7	Funding implications on extension of CCTV			