

**PROJECT DOCUMENTATION**

**PROJECT INITIATION DOCUMENT**

***Commonwealth Games (Lawn Bowls & Para Bowls) 2022  
and associated activities***

Release: Draft  
Date: 14<sup>th</sup> February 2019

**PRINCE 2**

Project Manager: Christina Boxer

Project Sponsor: Chris Elliott

Document Number: 2

## Project Initiation Document History

### Document Location

This document is only valid on the day it was printed.

Cultural Services I: Central Filing/Commonwealth Games/Project Documentation

This is the first revision (2<sup>nd</sup> version), adapting the original PID submitted at the commencement of the Project Initiation Phase in 2018

### Revision History

<b>Document</b>	PID
<b>Author</b>	Christina Boxer
<b>Date Completed</b>	<b>14.02.19</b>

Version	Revision Date	Revised By	Revisions Made
0.1	<i>Original PID dated 10.01.2018</i>		
2.0	14.02.19	Christina Boxer	
3.0			

### Approvals

This document requires the following approvals:

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

### Distribution

This document has been distributed to:

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

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# Project Initiation Document

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## Purpose of Document

This document constitutes the first update of the original Project Initiation Document (PID) for the delivery of the lawn bowls events as part of the Birmingham 2022 Commonwealth Games. The purpose of this updated PID (2.0) is to:

- 1 Provide additional information, including enhanced project objectives, outcomes and organisational structure resulting from progress made during the initiation phase of the project;
- 1 Ensure that all parties have a common and agreed understanding of the changes made to the initial PID. Acceptance of this PID (2.0) 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 (2.0) acts as a formal agreement between the Project Sponsor, and the project team;
- 1 Provide a base against which any need for further alterations to the project can be measured. Once this updated PID (2.0) 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 ongoing scope of the project;
- 1 Identify the required internal/external resources for ongoing delivery of the project;
- 1 Provide a means of assessment for its overall success.

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## Background

In December 2017, the Commonwealth Games Federation (CGF), after much deliberation, confirmed that Birmingham would be the host for the 2022 Games, with the Lawn Bowls and Para Bowls being hosted at the Royal Leamington Spa's Victoria Park. This Warwick District Commonwealth Games Project was approved in order to ensure Warwick District Council (WDC) could comply with the range of venue requirements stipulated by the CGF. It is also intended to be ready to welcome the Commonwealth Games in 2022, to maximise the success of the event in terms of economic impact, community engagement and establish a tangible legacy.

In April/May 2018 Christina Boxer was appointed as the Project Manager and has been responsible for leading the initiation phase of the project in order to implement and develop the strategic objectives and governance of the project. In order to effectively manage roles and responsibilities a revised organisational structure and enhanced key objectives have been approved by the Project Board and are included in this document. Various meetings during the project's initiation phase with key personnel from the CGF, Commonwealth Games Federation Partnership, Birmingham 2022 and Warwickshire County Council have also provided greater clarity with regard to priority objectives, stakeholder responsibilities and desired outcomes.

Whilst supporting Birmingham 2022 to deliver a successful Commonwealth Games Lawn Bowls and Para Bowls competition, the associated enhancement of Royal Leamington Spa's Victoria Park venue remain within the priority objectives. This updated PID version (2.0) provides more

defined details with regard to the additional opportunities the District aims to maximise during the main delivery stage of the project (2019 and 2022).

## 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; which was confirmed on 21<sup>st</sup> December 2017.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
Intended outcomes: Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	Intended outcomes: Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	Intended outcomes: Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
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
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
Intended outcomes: 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	Intended outcomes: Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	Intended outcomes: Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The addition of 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

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## Project Definition

### WDC Commonwealth Games Project 5 Objectives



Feb 2019

**Project Objectives**

Id	Objective	Priority (High, Medium, Low)	Desired Outcome	Current Performance	Target Performance
1.	To deliver a successful CG2022 Lawn Bowls and Para Bowls Event	High	<p><i>Achieve excellent feedback after the event from Games organisers, competitors, Bowls England and the media</i></p> <p><i>Create a very special, exciting and welcoming atmosphere in Royal Leamington Spa before and during CG</i></p> <p><i>Effective working with Birmingham 2022 resilience personnel/partners to ensure safe Games</i></p> <p><i>Create a potential Team England friends, family &amp; fans base at Warwickshire College Group's (WCG) Leamington campus</i></p>	<p><i>Good reputation for a wide range of local and national events</i></p> <p><i>Positive response to Flag dressing of The Parade during previous World Bowls Champs (and Road Cycling events?)</i></p> <p><i>No previous safety issues at major sports events held within Warwick District</i></p> <p><i>Warwickshire College's parking and accommodation facilities currently under-utilised during their off peak times (weekends &amp; summer)</i></p>	<p><i>Excellent event feedback in 2022 – keep record of positive media coverage &amp; all CG2022 feedback</i></p> <p><i>To dress Royal Leamington Spa to reflect the International flavour of CG in accordance with Birmingham 2022 rules</i></p> <p><i>No safety issues during CG in and around venue/Royal Leamington Spa</i></p> <p><i>Closer partnership with WCG, especially re: their Leamington facilities, to support major events held at Victoria Park</i></p>
2.	To improve the bowls venue, competition, participation and diversity	High	<p><i>Maintain Victoria Park's reputation as the home of English Bowls and venue for hosting national and international competitions</i></p> <p><i>Improved greens and permanent lighting for show green resulting in enhanced, extended playing conditions and excellent feedback from all users. Appointment of additional greens staff to assist with maintenance and to be in attendance for come &amp; try bookings</i></p> <p><i>Link to national participation campaigns linked to Birmingham 2022</i></p>	<p><i>Venue for Bowls England National Championships, Home International fixtures (senior/junior) and Disability Bowls events</i></p> <p><i>Greens at good standard but levels need improving. Greens D and E not to standard of other three. No lighting on any greens, limiting hours of use on dull days and early/late season. Come &amp; try attendant not always present</i></p> <p><i>No activity currently</i></p>	<p><i>To enhance venue accessibility and create an ongoing legacy of attracting major events and increase in junior competitions</i></p> <p><i>Improve to get consistently international standard on greens A-D and to improve E. and to gain excellent feedback from users</i></p> <p><i>Engage with Bowls England regarding proposed NGB collaborative participation CG campaign</i></p>

			<p><i>Introduce younger and more diverse competitors to the sport of bowls within the District</i></p> <p><i>Support resident bowls club in development of a junior section</i></p>	<p><i>High percentage of older white middleclass bowls members/players.</i></p> <p><i>Resident Bowls Club does not currently have a junior section</i></p>	<p><i>Launch and deliver a Warwick District Junior, inclusive bowls initiative and fun competition</i></p> <p><i>The successful establishment of a junior section</i></p>
3.	<p>To enhance wider Victoria Park facilities, access and riverside links</p> <p>Medium</p>	<p><i>Investment in ancillary facilities in Victoria Park that will enhance accessibility and benefit local residents after the Games.</i></p> <p><i>Enhance signage /wayfinding within the Park and also to and from the station, high street, cultural facilities and other nearby parks</i></p> <p><i>Improve riverside access to Victoria Park on both sides of the River Leam, including better links with Warwickshire College Group's (WCG) Leamington campus for both pedestrians and cyclists</i></p>	<p><i>Currently poor power supply, drainage, toilet facilities and average accessibility provision</i></p> <p><i>Wayfinding within the Park average and from main routes in and out poor</i></p> <p><i>Good quality green spaces but riverside walk on north bank poor in places, especially by WCG Leamington rear campus access near Princes Drive, viaduct and bridge. Future plans to also connect up a green corridor from Victoria Park through to St Nicholas Park in Warwick that would incorporate the underpass at Princess Drive on the north side of the River Leam.</i></p>	<p><i>Maximise legacy by applying Birmingham 2002 temporary overlay costs towards permanent improvements</i></p> <p><i>Create clear and dynamic signage to welcome visitors and encourage them to visit all of Royal Leamington Spa's leisure and cultural facilities</i></p> <p><i>An attractive, well signed, direct and safe walkway &amp; cycle path from the WCG's Leamington's campus to the Princes Drive end of Victoria Park.</i></p>	
4,	<p>To raise awareness of the wellbeing benefits of an active lifestyle</p> <p>Medium</p>	<p><i>Annual Commonwealth Games countdown event rotating within the District's four main towns and links to other WDC section's events e.g. Green Spaces 'Eco Fest'</i></p> <p><i>Commonwealth Day annual</i></p>	<p><i>No similar event currently held linked to a major multicultural sports event</i></p> <p><i>No previous direct WDC</i></p>	<p><i>A mixture of sport, leisure and cultural activities rotated across District's towns to finish at Royal Leamington Spa in 2022 with additional fanzone &amp; big screen to view opening ceremony</i></p> <p><i>To maximise</i></p>	

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			<p><i>event focusing on wellbeing involving local colleges, schools and relevant charities</i></p> <p><i>Commonwealth Games themed school visits promoting benefits of being active</i></p> <p><i>Enhanced riverside cycle and walkway between Warwickshire College and Victoria Park</i></p>	<p><i>involvement in national delivery</i></p> <p><i>No previous delivery</i></p> <p><i>North side of Leam adjacent to Victoria Park pool near Princess Drive</i></p>	<p><i>National programme of events linked to schools within the District linked to hosting CG</i></p> <p><i>CG medallists &amp; WDC sports ambassadors visits and fun Commonwealth and bowls related activities</i></p> <p><i>Launch enhanced cycle-walkway with some fun activity events e.g. walk, jog or cycle +come &amp; try bowls</i></p>
5.	To maximise opportunities for local enterprise, culture, tourism and showcasing WDC's reputation for events delivery	Medium	<p><i>Promote potential business opportunities linked to Birmingham2022</i></p> <p><i>Maximise links between hosting Commonwealth Games event with Coventry City of Culture (CoC) 2021</i></p> <p><i>Host pre-training camps with nations with cultural diversity and/or links to Warwick District</i></p> <p><i>Maximise tourism opportunities via promotion of the District's historic towns, beautiful green spaces and cultural attractions before, during and after Commonwealth Games</i></p> <p><i>Promote the District as an experienced and reliable host for major cultural and sports events</i></p>	<p><i>Established links with Chamber of Commerce network and Business Improvement District (BID)</i></p> <p><i>Some initial links being pursued via Coventry &amp; Warwickshire LEP</i></p> <p><i>Strong links with Sierra Leone through the One Word Link (OWL) charity</i></p> <p><i>Membership of Shakespeare England currently being recommended to continue beyond 2019 at same level, main focus currently on Warwick and historic castles</i></p> <p><i>Good reputation for a wide range of local and national events</i></p>	<p><i>Attend via local business breakfast events and promote regional Chamber of Commerce and 'Birmingham 2022 Business Briefings' and Business Expo pre Games</i></p> <p><i>Have Warwick District presence to promote involvement in CG during CoC 2021</i></p> <p><i>Attract up to 3 small nations using local facilities, including Further Education, Higher Education and schools</i></p> <p><i>Deliver a Warwick District Tourism Campaign to maximise coverage Royal Leamington Spa will get during CG2022 to worldwide audience</i></p> <p><i>Increase the profile beyond the local area and beyond the sport of bowls</i></p>



### **Project Scope:**

Work with the Birmingham 2022 Organising Committee as it becomes established to plan for the successful delivery of the Lawn Bowls and Para Bowls events and to maximise volunteering and legacy opportunities

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, during and after the Games in 2022

To work with Bowls England, other Bowls Development Organisations, Warwick District Bowls Clubs and Schools to create a Junior Bowls Initiative focusing on enhanced coaching, participation and fun competitions

To attract some Commonwealth teams to base their training camps in the district in the lead up to CG 2022, liaising closely with Higher Education and Further Education institutions

To liaise with Commonwealth Games Team England to pursue the potential to maximise Warwickshire College Group's Leamington Campus as a Family, Friends and Fans base, including the use of their car parking, catering and accommodation facilities

To work with local businesses to open up opportunities for them to optimise their business through links with Birmingham 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, working in partnership with other organisations including Shakespeare's England.

### **Exclusions:**

Direct management of the 2022 Commonwealth Games bowls events (this will be the responsibility of the Birmingham 2022 Organising Committee).

### **Business Case:**

Will be developed now that Birmingham 2022 Organising Committee is established and further information is anticipated to become available. It will evolve over the duration of the project.

### **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.

### **Constraints:**

- The project will be bound by the Host City Guarantee and as stipulated by the CGF and the Birmingham 2022 Organising Committee
- 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)
- Ongoing consultation with Friends of Victoria Park to prioritise improvements in the park
- Agreement with Bowls England to use the 2021 National Bowls Championships, or an alternative major event, as the “test event” for CG 2022, if requested by Birmingham2022 Organising Committee
- 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, Safer Communities and CCTV)
- Finance
- Media
- Development Services (Development Management; Economic Development and Events)
- Assets
- Cultural Services (Sports & Leisure; Arts)
- WCC Legal Services
- WCC Commonwealth Games Lead with responsibility for Transport & Economy

During the lead up 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.

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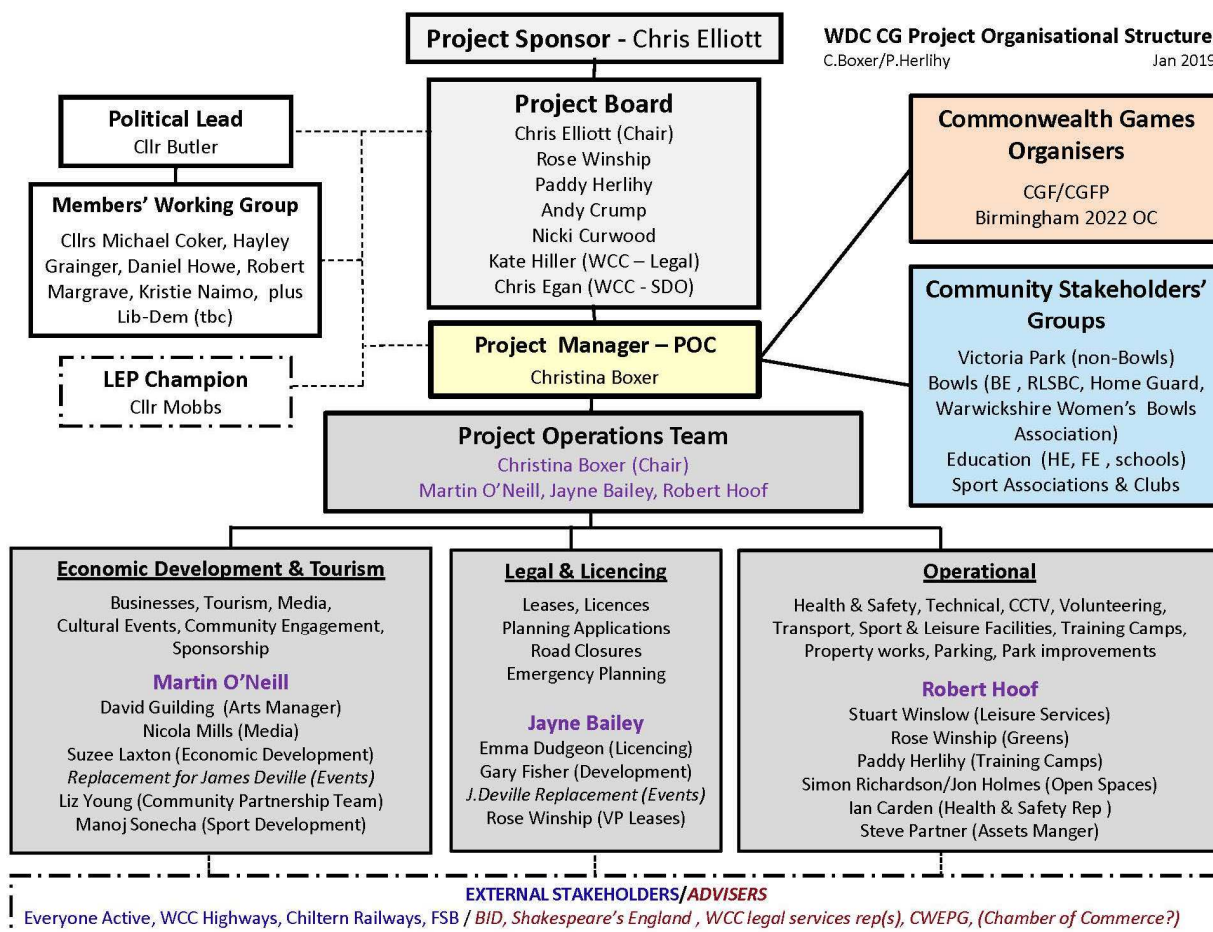
**Assumptions**

- That the outcome of the local authority elections in May 2019 will not adversely impact on the planning and delivery of the event
- Appropriate legal documents can be prepared between WDC and existing leaseholder (RLSBC) to minimise the impact on them for the duration and lead up to the CG 2022
- That the Council secures the purchase of the café lease
- That the inclusion of a Warwickshire County Council representative with highways remit will assist with reducing concerns regarding roadworks in 2022

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**Project Organisation Structure**

The following organisational structure has evolved during the Initiation Phase



## Project Board

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. 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 is the political lead on the project supported by Cllr Michael Coker.

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### **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. These include Legal, Finance, Licensing, Community Safety.

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### **Communications Plan**

A Communications Plan will be developed in the coming months as Birmingham 2022 becomes more central to the overall communication strategy following the interim period led by the BCC Wider Stakeholders Communications Group. There will be an overarching Communications Plan dictated by CGF and the Birmingham 2022 Organising Committee and any local communications plan will need to be approved by them.

### **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**

See Organisational Structure Diagram above at start of this Organisation Structure section.

The Project Manager liaised with colleagues to conduct a stakeholder analysis to identify key stakeholders:

- 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

We are assuming that Safety Advisory Groups and Civil Contingency input will be dictated by the BOC – so we expect to be involved once the Birmingham team is established for discussions specific to Leamington and the venue.

### **Initial Project Plan**

A summary of the Initiation Phase key milestones is listed below. Once there is further clarity on the way that the project will evolve through dialogue with Birmingham 2022 and the BCC Lead Officers Group, an updated Action Plan will be produced that will continue to be updated through the life of the project.

Stage	Project Milestone	Target Completion Date	Actual Completion Date	Key Resources
Initiation Phase 2018-19	Project Manager appointed	Spring 2018	April 2018	Officer time
	Project Board biannual meetings established	Spring 2018 (after April)	June 2018	Officer time
	Engagement with CGF/CGFP, BCC and Birmingham Organising Committee once	Spring 2018 (after April)	Initial contact made 2018	Officer time

	established and work in partnership going forward	and ongoing	(Birmingham 2022 CEO visited Jan 2019 following appointment)	
	Engagement with LA in Gold Coast to benefit from lessons learned from the 2018 event	Ongoing	Initial contact made 2018	Officer time
	Publicity (1) - Commonwealth Games local medallists presentation & WDC Sports Ambassadors Launch	Late Spring 2018	July 2018	Officer time
	Stakeholder Engagement	2018 and ongoing	Commenced June 2018	Officer time
	Publicity (2) – Birmingham 2022 Official Announcements re: venues and one year since awarded CG	2018	Dec 2018	Officer time
	Project Organisation and Structure Revision	Jan 2019	Jan 2019	Officer time
	Establishment of ongoing funding for 2 years	March 2019		

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### **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.

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**Risk Log – Delivery Phase (1), 2019-2021**

Below are high level risks at the commencement of the first two years of the project delivery phase. A more detailed Risk Log will be developed through the life of the project once there is further clarity on the way that the project will evolve as the Birmingham2022 Organising Committee continues to be established.

<b>Risk No.</b>	<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>
1	Birmingham 2022 funding shortfall causes cancellation or reallocation of CG2022	Low	High	
2	The Executive decide not to proceed with the project	Low	High	
3	Unachievable CGF/International Federation (IF –World Bowls) greens specification upgrade prior to summer 2021	Medium	High	
4	Problems are experienced with the management of the work area	Low	Medium	