



Hemel Evolution: Market Square and Bus Station Regeneration Project

PROJECT INITIATION DOCUMENT

PROJECT DETAILS	
IDP Ref	
Project Title	Relocation of the Bus Station including re-provision of new facilities (phase 1) and Market Square Regeneration (Phase 2)
Brief Description	This project will aim to significantly enhance the access to sustainable transport through a modern provision in a good location for bus services set within the Town Centre, thereby facilitating regeneration opportunities by releasing a site which, once developed can secure greater footfall and expenditure and adding to the diversity of uses within the Town Centre, particularly in the evening creating growth and employment
Project Portfolio Holder	Cllr Terry Douris
Project Sponsor	James Doe
Project Accountable Officer	Chris Taylor
Project Manager	Nathalie Bateman
Finance and Legal Responsible Officers	James Deane, Assistant Director – Finance and Resources Mark Brookes, Group Manager – Legal Governance
Overview & Scrutiny Committee	Strategic Planning & Environment
Corporate Priority	Regeneration

Strategic Objective	Attract investment and regeneration Growth
Start Date	January 2013
Completion Date	2015
Approved by	
Date Approved	

VERSION CONTROL

Version	Date	Editor	Details of Changes
1	18/1/13	Chris Taylor	New PID developed
2	4/3/13	James Doe	Updating following CSSG report
3	8/3/13	James Doe	Updating to Project Plan for Cabinet report; changes to scope
4	26/3/13	Nathalie Bateman	Updating following steering group input and amendments to Cabinet report

CONTENTS

1.0 Project Background	3
2.0 Project Objective	4
2.1 Scope & Scope Exclusions	4
2.2 Critical Criteria	5
2.3 Non-Critical Criteria	5
2.4 Success Criteria	5
3.0 Costs and Benefits	6
3.1 Costs	6
3.2 Benefits	6
4.0 Assumptions, Constraints & Dependencies	6
4.1 Assumptions	6
4.2 Constraints	6
4.3 Dependencies	6
5.0 Impact Analysis	7
6.0 Project Plan & Organisation	8
6.1 Project Plan (Timeline)	8
6.2 Project Board Members	9
6.3 Project Working Groups	9
6.4 Project Resources	9
7.0 Communications Summary	9
8.0 Risk Summary	10
9.0 Project Controls & Reporting	11
10.0 Tolerances & Exceptions	11
11.0 Alternatives Considered & Why Rejected	11
12.0 Project Approvals	12

13.0 Appendices

12

1.0

PROJECT BACKGROUND

The area of land owned by the Council previously used as the Market Square and the land currently used as a bus station is a key focal point within the town and is currently underused and tired. Recent short term improvements have been carried out including the installation of seating, trees, a maze and a green wall masking an unattractive temporary bus station office. These improvements were identified through public consultation and delivered in 2012.

To help this area bring value to the Borough the Council will;

Phase 1 The first stage of the project will aim to significantly enhance the access to sustainable transport through a new bus interchange with modern provision in a good location for bus services on Bridge Street/Marlowes (as highlighted in the Town Centre Masterplan) including relocation of the Wednesday market and the Taxi Rank.

Phase 2 Through delivery of phase 1 the Council will be facilitating an opportunity for regeneration of council owned land at the Market Square and current bus station, creating connected public realm improvements and adding to the diversity of employment uses within the Town Centre, particularly in the evening. It is one of the aspirations of the Town Centre Masterplan to use the space to increase leisure activity within the town, improve the physical appearance and develop an evening economy to bring life and increased footfall into the town, particularly after shops have closed. This will increase employment opportunities both through the development and delivery stage and long term with the provision of hospitality and leisure services.

2.0

PROJECT OBJECTIVE

- Overall, delivery of the Town Centre Masterplan

Phase 1:

- Secure funding for relocation of the bus station and ancillary services to facilitate regeneration in the short term.
- Facilitate relocation of the Taxi Rank to Waterhouse Street
- Implement new bus interchange and supporting facilities at Bridge Street/northern Marlowes.
- Secure vacant possession of the site and relocate 'Wednesday' market to a more suitable location.

Phase 2:

- Facilitate the offer of the opportunity for regeneration on the current market square and bus station land, owned by the council, to deliver an increased leisure offer within the Town Centre.
- Tender and agree the opportunity for development which will employ excellent urban design practice to create a safe and clean pedestrian streetscape.
- Provide coherent connective streetscape design through the town centre and create an attractive relationship between the new site and the Jellicoe Water Gardens.
- Deliver the leisure offer and create additional footfall and employment to the Town Centre

2.1

SCOPE AND SCOPE EXCLUSIONS

IN SCOPE:

- Formation of a Project Board
- Work with Bus operators and Herts County Council and Highways to develop new located services
- Secure resources for delivery of the relocated bus services
- Procure delivery partner/multi-disciplinary practice to design and build interchange
- Tender opportunity for regeneration of a new leisure offer
- Facilitate delivery of leisure offer and public realm improvements in market square and along bus interchange

OUT OF SCOPE:

- Further regeneration proposals around the Market Square involving land

	outside of DBC ownership
2.2	CRITICAL CRITERIA
	<ul style="list-style-type: none">• Agreement from the bus operators, County and Highways to the plan• Adequate resources are sourced to relocate the bus services and required ancillary services• Secure private sector investment into the regeneration of the current market square and bus station• Facilitate delivery as soon as possible
2.3	NON-CRITICAL CRITERIA
	[NOTE: Non-critical are things that it would be nice to have, although they are not critical to have for the project to 'go live'. Some non-critical' may be achieved once the project has been completed.]
2.4	SUCCESS CRITERIA
	<ul style="list-style-type: none">• There is consensus among all partners – including the bus garage operators, County and highways toward the whole scheme• Funding is secured to enable relocation to take place as soon as possible• The Private sector are keen to deliver appropriate regeneration• The two project phases work together to deliver in a seamless joined up way to ensure continuation of bus services for the public and subsequent delivery of the new leisure offer• Delivery of a new location for a modern bus services and ancillary services and a new successful leisure offer for the town which increases the evening economy

3.0	COSTS & BENEFITS			
3.1	COSTS			
	Category & Exp code	2013/14	2014/15	2015/16
	Capital	£1,180,000	£980,000	
	Revenue (one off)	£20,000	£20,000	
	Revenue (recurring)			
3.2	BENEFITS			
<p>This project will significantly enhance the access to sustainable transport through a modern provision in a good location for bus services and facilitate regeneration opportunities by releasing a site which, once developed can secure greater footfall and expenditure and adding to the diversity of uses within the Town Centre, particularly in the evening The project will also create employment both through the development phase and in the long term.</p> <p>Enter here how the project provides Value for Money? i.e. do we get more for less, more for the same or the same for less?</p> <ol style="list-style-type: none"> 1. This project will provide VFM by the facilitation of regeneration through the use of an underused and unattractive land asset in the Town Centre. 2. The bus service facilities offered will be greatly improved, and in an improved location to benefit the Town Centre and the offer to the town of a new leisure facility will also help promote economic prosperity to the town and create employment. 3. New bus stops to have improved real time information and will be more accessible – helping to promote a modal shift and more sustainable travel. 				

4.0	ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES		
4.1	ASSUMPTIONS		
	<ul style="list-style-type: none"> • Project stakeholders, particularly Arriva and other bus operators, Highways and Herts CC support the proposals. • Private sector can bring forward a leisure scheme. • Acquiring funding from Dacorum Borough Council 		

4.2	CONSTRAINTS
	<ul style="list-style-type: none"> • Economic uncertainty. • In-house capacity to manage the project. • Additional capital to fund purchase of new bus facility.
4.3	DEPENDENCIES
	<p>Support from the Bus Operators toward to relocation as the Lease on the current bus station runs to 2017. The aspiration will be to facilitate the relocation and bring forward the regeneration before this time.</p>

5.0	IMPACT ANALYSIS	
	(Please remember to consider Work Force Planning impacts)	
Who (or what) is going to be impacted?	How are they (or is it) going to be impacted and for how long?	What is going to be done about it?
Bus service delivery operators	To agree relocation, and to maintain services throughout delivery	Regular meetings to take place
Herts Highways	Agreement to works and support with the delivery	Representation on working groups
County Council Transport Access and safety Unit	Agreement to works and support with the delivery	Representation on working groups
Taxis	To agree relocation of taxi rank to Waterhouse Street	Representation on working group and liaise with external taxi forum
Market operator – re Wednesday Market	To agree relocation into the Town Centre or Old Town once project moves ahead	Gain clear political agreement Meetings with operator and stall holders
Decked car park use by the leisure operator	Contribution to development of plans	Consider s106 contributions
Strategic Planning and Regeneration	Work involved in co-ordinating delivery.	Use of SPAR officers and support officers to drive work forward. CRG and HHTC Board to help facilitate this work.
Development Management	Contribution to development of plans through the end to end development process	Major Developments Team engaged in Project Working Group
Procurement	Support around procurement matters	Engagement by Project Working Group.

Legal Services	Support around developing partnering, licence issues, etc.	Engagement by Project Working Group
Finance	Financial management and capital accounting.	Engagement by Project Working Group. CSSG to help facilitate this work.
Clean, Safe and Green	Maintenance responsibilities	Represented on Project Working Group.
Town Centre Management	Maintenance and Management responsibilities	Represented on Project Working Group.
Communications	This project will have a very high public profile and very important to clearly set out the objectives – this includes clarity over why it isn't a traditional type of bus station and why	Engagement by Project Working Group.

6.0 PROJECT PLAN & ORGANISATION				
6.1 PROJECT PLAN (TIMELINE)				
Task No	Description	Major / Minor Milestone	Start Date	End Date
Phase 1: New Bus Interchange				
1.	Valuation of Market Square and Bus Garage Land		Jan 2013	March 2013
2.	Agree PID, formation of Project Board and seek CMT and Cabinet agreement to the project		Jan 2013	May 2013
3.	Determine funding options		November 2012	June 2013
4.	Meetings with Bus Operators and Highways to gain in principle agreement to project scope		Jan 2013	June 2013
5.	Appoint Project Manager		Mar 2013	July 2013
6.	Determine procurement/delivery route		April 2013	May 2013
7.	Agree Business Case through Cabinet		May 2013	June 2013
8.	Procurement/appointment arrangements for consultant/contractor and agree timeline for delivery (assumption at this stage is for a 'design and build' contract)		June 2013	Dec 2013

9.	Deliver the taxi rank relocation		Mar 2013	Jan 2014
10.	Agree Bus interchange and facilities design. Agree construction methodology and timetable		Oct 2013	Jan 2014
11.	Secure delivery of bus interchange and related facilities. Agreement for on-going funding and management arrangements		May 2013	Sep 2014
12.	Have in place necessary permissions, consents and agreements including TRO approval		Jan 2014	April 2014
13.	Construction of new interchange and delivery of operator/passenger facilities.		May 2014	Sept 2014
Phase 2: Market Square Regeneration				
1.	Carry out developer procurement process in association with PSQ project		April 2013	Jan 2014
2.	Confirm developer appointment if considered appropriate from PSQ procurement process		May 2013	Jul 2013
3.	Develop key outputs of scheme for developer to consider		May 2013	Jun 2013
4.	Carry out separate procurement process for developer if PSQ process not successful		May 2013	Aug 2013
5.	Resolve all title and lease issues necessary to achieve clean title in the full control of DBC across the defined site		Mar 2013	Dec 2013
6.	Developer to prepare detailed design and agree with stakeholders		Dec 2013	March 2014
7.	Relocation of 'Wednesday' market		April 2014	June 2014
8.	Town planning submission and approval		Mar 2014	June 2014
9.	Site clearance		July 2014	Oct 2014
10.	Construction of new development and associated works		Nov 2014	Aug 2015
11.	Delivery of ancillary public realm improvements to Market Square		Sept 2015	Oct 2015

6.2 PROJECT BOARD MEMBERS

- Cllr Andrew Williams
- Cllr Terry Douris – Portfolio Holder for Planning & Regeneration
- Cllr William Wyatt Lowe – HCC Councillor for Town Centre
- James Doe –Assistant Director of Planning, Development & Regeneration

	<ul style="list-style-type: none"> • Chris Taylor – Group Manager – Strategic Planning & regeneration • Graham Winwright – Project Manger • Nathalie Bateman Team Leader Strategic Planning & Regeneration • HCC Highways representatives – Dan Tancock; Sanjay Patel; Morag Saunders; Allisa Ede; Andrew Freeman • Mike Evans - Asset Management • Mark Brookes - Legal Governance • Julie Still – Resident Services • Richard Baker – Finance • And Consultant once appointed
6.3	PROJECT WORKING GROUP
	<ul style="list-style-type: none"> • Graham Winwright - Project Manager • Nathalie Bateman Team Leader Strategic Planning & Regeneration • HCC Highways Project Officer • Alan Story - Sustainable Transport Officer • Tony Moore - Asset Management • Representative • Simon Coultas – Clean, Safe and Green • Jim Guiton – Town Centre Manager • Sara Hamilton - Communications • Adam Hawksworth -Arriva Main Bus Operator • Police Design Representative • Steve Barnes – Vinci Parking • Ross Hill - Licensing • Richard Baker – Finance • DBC Environment Protection Officer
6.4	PROJECT RESOURCES
	<p>Bullet any other resources that may be needed e.g. office space, computer etc..</p>

7.0 COMMUNICATIONS SUMMARY			
What are we communicating?	With Whom?	Who is responsible?	How will we be communicating this?
Progress, Changes, Plans	Public and Stakeholders	SPAR and comms	Website – DBC and Look No Further

			Dacorum Digest Local Press Information Boards
Continued service delivery by Bus services	Public	SPAR and comms	Website– DBC and Look No Further Dacorum Digest Local Press Information Boards
Relocation of market	Customers and stall holders	SPAR and comms	Website– DBC and Look No Further Dacorum Digest Local Press Information Boards
Delivery of new leisure offer	Public	SPAR and comms	Website– DBC and Look No Further Dacorum Digest Local Press Information Boards

8.0 RISK SUMMARY						
(Taken from the Project Risk Log which is an appendence to the PID for further information)						
RISK NO	CATEGORY & REFERENCE	RISK DESCRIPTION	RISK LINKAGE	INHERENT RISK RATING	RESIDUAL RISK RATING	RESPONSIBLE OFFICER
1	MSq 1 Management	Scope of project gets lost		16	9	PID developed
2	MSq 2 Management	Risk of not gaining commitment to the scope of the project		16	12	<i>Early meetings to take place</i>
3	MSq 3 Management	Risk that development partner would not want to deliver a cinema in Market Square		12	9	<i>Soft market testing</i>
4	MSq 4 Financial	Value of market square could be lower		16	16	<i>Additional independent valuations</i>
5	MSq 5 Financial	Increase costs for the relocation of bus garage or failure of the GPF bid		16	12	<i>HCC are looking at cost to offer opinion</i>
6	MSq 4 Management	Internal capacity to deliver improvements		16	9	<i>Project Officer funded by DBC</i>
7	MSq 5 Management	Failure to reach agreement with bus operator and highways regarding detailed design		16	12	Working together to offer an improved offer
8	MSq 6 Financial	Costs for public realm improvements increase		16	12	Can be delivered over the long

		above initial estimates					term if needed
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9.0

PROJECT CONTROLS & REPORTING

The Accountable Officer will establish adequate controls to ensure that the proposed benefits are realised within the agreed timescales.

The Accountable Officer and project manager will ensure that this project complies with the IDP governance arrangements.

Project Manager will provide Accountable Officer with regular Status Report and a monthly Highlight Report showing current status of project. The Accountable Officer will submit approved report to Service Head / Manager for review and to the Improving Dacorum Programme Management Office for further distribution to the IDP COG and IDP BOARD.

Change Control – If the requirements, objective, scope or budget for the project change, an IDP Change Control form should be drafted by the Project Manager, reviewed and submitted by the Accountable Officer for approval and sign off by the Project Sponsor and COG.

10.0

TOLERANCES & EXCEPTIONS

Each Workstream Manager will be responsible for the development of a work plan (to be agreed with the Project Manager) and implementation of that plan for the particular strand of the project they are responsible for. In addition each Workstream Manager will be responsible for maintenance of an Issue Log and any exceptions or issues that have a detrimental impact on the project should be reported to the Project Manager as soon as possible via the appropriate method on email.

Exception issues outside the Project Managers authority will be referred to the Accountable Officer by the Project Manager. These will then be taken up with Project Sponsor by the Accountable Officer.

11.0

ALTERNATIVES CONSIDERED & WHY REJECTED

List all the alternatives and why they have been rejected.

- If this project does not go ahead then an opportunity to enhance the appearance, functionality and economy of the town and deliver aspirations contained in the masterplan will be missed.
- To leave the project and hope that the private sector market may bring a scheme forward in the future without the stimulation of the public sector – unlikely in the current economic climate that this will happen-

12.0	PROJECT APPROVALS	
PROJECT SPONSOR – James Doe Assistant Director	DATE : January 2013	
ACCOUNTABLE OFFICER – Chris Taylor – Group Manager	DATE :	
IDP FINANCE OFFICER	DATE :	
IDP COG	DATE	

13.0	APPENDICES	
Full Risk Register (COMPULSORY)	To be completed	
CSSG Forms (Compulsory for Capital spend)		
Gantt Chart		
Full Communications Plan		
Other		