



CAMBRIDGE
CITY COUNCIL

**Cambridge City Centre
Cycle Parking
Project Proposal**

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1.0 INTRODUCTION

1.1 Project Purpose

- 1.1.1 This document has been produced to record the basic information needed to initiate the project and give guidance to those involved.

1.2 Project Background

- 1.2.1 A recent Department for Transport (DfT) study *Local area walking and cycling statistics: England 2010/11* has found that fifty two percent (52%) of Cambridge City residents cycle at least once a week, which is the highest proportion of adult cyclists in England.¹
- 1.2.2 The increase in cycle use has led to a significant demand for cycle parking facilities within the historic part of Cambridge city centre. Both the Grand Arcade Cycle Park and the Park Street Cycle Park are fully utilised and cyclists coming into the city centre tend to park their bicycles either along railings or along the side of buildings.
- 1.2.3 Improving cycling facilities is reflected within the Cambridge City Council's current policy context including:
- The council's *Medium Term Strategy* (MTS), which aims to promote Cambridge as a sustainable city; maintain a healthy, safe and enjoyable city for all; and to help provide attractive, sustainable new neighbourhoods. One of the strategic actions of the MTS includes: "Improving facilities for pedestrians, cyclists and public transport users, including consideration of extending areas with a 20mph limit".²
 - The council's forthcoming *Climate Change Strategy 2012-2016*, which sets out to: "Identify opportunities in the development of the

¹ DfT, *Local area walking and cycling statistics: England 2010/11*, Department for Transport, 2012, retrieved 18 December 2012,
<<http://assets.dft.gov.uk/statistics/releases/local-area-walking-and-cycling-in-england-2010-11/local-area-walking-and-cycling-2010-11.pdf>>

² Cambridge City Council, *Medium Term Strategy*, Cambridge City Council, 2009, retrieved 18 December 2012,
<<http://www.cambridge.gov.uk/public/docs/Medium%20Term%20Strategy%202010-11.pdf>>

Cambridge Local Plan to minimise traffic generation and promote public transport, cycling and walking”.³

- 1.2.4 Furthermore, with the council’s commitment to sustainable transport and easing car use and increasing cycle usage around Cambridge city centre, this project will further allow for this smooth transition, as car users will be able to see the availability of designated and secured cycle parking spaces in and around Cambridge city centre.

1.3 Project Delivery

- 1.3.1 The project is to be delivered by the Streets and Open Spaces Project Delivery Team within the Environment Directorate.

1.4 Project Deliverables

- 1.4.1 The two key aims of the project are:
- Investigating the feasibility of implementing a third secured undercover cycle park in the heart of the city centre
(a)
 - Provide additional on-street cycle stands within the historic core of Cambridge, especially where demand is high and space is available.

³ Cambridge City Council, *Climate Change Strategy 2012 – 2016*, Cambridge City Council, 2012, retrieved 18 December 2012,
<<http://www.cambridge.gov.uk/public/docs/climate-change-strategy-2012-2016.doc>>

2.0 PROJECT DEFINITION

2.1 Objectives

2.1.1 The principal objective is to introduce up to one thousand (1,000) new cycle parking spaces located within the heart of Cambridge city centre to time and budget. This shall be achieved by:

- Providing a dedicated secure undercover cycle parking facility within the historic part of Cambridge city centre;
- Providing further localised cycle stands throughout the city centre where space is available and where demand is high.

2.1.2 More detailed objectives include:

- (a) To carry out research into best practice and undertake project preliminary design;
- (b) To identify project team and secure internal and external staff-time to form both the Officer Working Group and Project Board;
- (c) To engage project partners (Cambridgeshire County Council and Cambridge Cycling Campaign) and secure their input into the project;
- (d) To identify the various stages over which the project would be progressed;
- (e) To undertake initial project design and estimate costing;
- (f) To undertake all necessary reporting to, and consultation with, Members; Committees; Project Board; and Officer Working Group in order to progress the project;
- (g) To carry out consultation and engagement with stakeholders regarding the proposed secure undercover cycle park and localised cycle stands;
- (h) Request approval to implement the project at Environment Scrutiny Committee (ESC);
- (i) To identify an appropriate contractor(s) to undertake the works through the Council's forthcoming framework contract and secure best value;
- (j) To implement the project over the various stages identified;

- (k) To monitor the project outcomes and identify level of success against the project's Key Performance Indicators (KPIs);
- (l) To keep all interested parties informed of project progress;
- (m) To manage project risks as appropriate.

2.2 Outcomes

- 2.2.1 Cyclists using a dedicated parking facility located at close distance to their destination of choice (i.e. the centre of the city).
- 2.2.2 Cyclists utilising cycle stands, which are located within close proximity to their desired destination. This will help to avoid bicycles being left against railings and the side of buildings.

2.3 Benefits

- 2.3.1 Increase in cycle use for shorter trips around the city centre, leading to a positive reduction on shorter traffic journeys made by vehicles. This will help reduce the city's carbon footprint.
- 2.3.2 An aesthetic appearance of the city centre due to reduction in clutter, as bicycles will be parked properly.
- 2.3.3 Secured cycle parking will lead to a reduction in cycle theft.
- 2.3.4 Reducing obstructions, especially for visual and mobility impaired users.

2.4 Scope

- 2.4.1 The project scope is to implement up to 1,000 cycle parking spaces within the heart of Cambridge.

2.4.2 The extent of the project boundary is approximately 500m in radius from Christ's Lane junction with St Andrews Street (see Project Boundary in **Appendix 1**).

2.4.3 It is envisaged that the proposed secured undercover cycle parking facility will be constructed within close proximity to the Grand Arcade and Lion Yard shopping complex, together with additional cycle stands at localised areas where there is a demand for cycle parking.

2.5 Exclusions

2.5.1 Any identified locations for the prospective undercover cycle park need to be near the vicinity of the Grand Arcade and the Lion Yard shopping complex for it to be fully utilised by cyclists.

2.5.2 If there are strong demands for cycle stands at strategic locations, which fall outside the project boundary, then these locations can be investigated provided sufficient funds are available.

2.6 Deliverables

2.6.1 The main deliverable will be the investigation and implementation of cycle parking on site, in accordance with the project objective.

2.6.2 Interim deliverables will include:

- Project management set-up (including project proposal; project programme, communication plan; project monitoring; change controls; progress reports; risk management; stakeholder list; consultation planning; impact assessments; and financial monitoring);
- Project Scrutiny Report;
- Project Appraisal Report;
- Engagement and consultation materials and web content delivered to stakeholders;

- Various project communications (letter and email correspondence, press releases, website uploads, tweets);
- Works packages (layout plans, bills of quantities, sign schedules, estimates);
- Post-construction monitoring;
- Any further contingency measures.

2.7 Constraints

- 2.7.1 Project design is constrained by the availability of existing space for cycle parking.
- 2.7.2 Funding for the project is set at £500,000 and any changes would require further authority and approval through the ESC and full council.
- 2.7.3 The funding is allocated over the next two financial years and should be spent within this timeframe. However, it is recognised that finding a suitable location for a secured undercover cycle parking facility may take longer due to constraints, land ownership and permissions.
- 2.7.4 Success of the project relies on the engagement with and buy-in from project partners and stakeholders.
- 2.7.5 The milestones for the project are as follows:
- Final Scrutiny Report **must** be issued on the 26th of February 2013 in order for it to go to the ESC Meeting to be held on the 12th of March 2013;
 - Committee Report (to include preliminary design of on-street locations and consultation) **must** be issued on the 11th of June 2013 in order for it to go to the West/Central Committee Meeting to be held on the 20th of June 2013;
 - Final Project Appraisal Report **must** be issued on the 24th of September 2013 in order for it to go to the ESC Meeting to be held on the 08th of October 2013.

2.8 Anticipated Approach and Timetable

2.8.1 The project stages and tasks are illustrated in the Initial Project Schedule shown in **Appendix 2**. A full project programme has been developed separately.

2.8.2 During the preliminary design, the suitability of cycle parking locations would be identified following consideration of a number of factors. These include:

- Available space;
- Local needs of cyclists;
- Proximity to trip generators such as shops, businesses, schools, parks and other local amenities;
- Pedestrian movement;
- Consideration for mobility-impaired users; and
- Adjacent land use, including car parking, disabled parking and loading/unloading use.

These factors would help to identify whether localised cycle stands would provide a positive cost/benefit ratio and return on investment (ROI).

2.8.3 In order for the project to be provided with the best chance of success it is intended that the various individuals, groups and organisations - as key stakeholders - will be involved at an early stage. They would be informed of project progress and their input requested as appropriate.

2.8.4 Engagement with stakeholders would be necessary in order to improve the project profile within the stakeholder community.

2.8.5 It is proposed that a project specific webpage is launched to provide a hub for public engagement and the consultation process. The web content could provide background information on how and why the project is being progressed with links to relevant information relating to cycling. It

could also help raise the project's profile and give it an identity. Project events would be posted such as drop-in sessions or relevant area committee meetings in addition to any relevant council tweets. The website could also provide an opportunity to post comments as part of project consultation. As a hub for public engagement, a link to the site could be quoted on all communication documents associated with the project as a source of further information and to post comments. Content would be authorised by the Project Board in co-ordination with Cambridge City Council Web Team.

- 2.8.6 For the secured undercover cycle park a competent building services contractor would be identified. For the individual cycle stands, another contractor could be identified to install these racks separately from the main contractor; this would allow these localised cycle stands to be in operation immediately after implementation once quality reviews have been undertaken.
- 2.8.7 A project team would be set up to assist and oversee the project. Specific support may be required from time to time from the following: Finance; Corporate Marketing; the Web Team; Communications and Democratic Services; and Legal Services.
- 2.8.8 Following consultation with the West/Central Area Committee; respective Ward and County Councillors; the Asset Management Group (AMG), and public consultation, a project appraisal report will be produced and submitted to the ESC with a request to authorise the implementation of the on-street phase of the project.
- 2.8.9 Further report to the ESC on options for the third secured undercover cycle park will follow once investigation has been completed.
- 2.8.10 Initial milestone dates:
- Draft Scrutiny Report due: 12/02/2013;
 - Final Scrutiny Report due: 26/02/2013;
 - ESC Meeting on: 12/03/2013;

- Committee Report to West/Central Area Committee due: 11/06/2013;
- West/Central Area Committee Meeting on: 20/06/2013;
- Draft Project Appraisal due: 10/09/2013;
- Final Project Appraisal due: 24/09/2013;
- ESC Meeting on: 08/10/2013.

2.8.11 The completed design would be submitted to the contractor as a works package with individual programme, design drawings, standard details and bills of quantities. The contractor will be expected to comply with his responsibilities as the 'principal contractor' under the CDM Regulations (2007).

2.8.12 Should a further contractor be chosen to undertake works for the cycle stands separately, he would be expected to comply with his responsibilities as the 'contractor' under the CDM Regulations (2007).

2.8.13 Should the project quality review (including the snagging stage) reveal defects and/or poor workmanship and/or poor quality of finished product(s) then the contractor(s) will be expected to rectify the works.

2.8.14 To ensure successful use of the new cycle park, posters will be put up at the existing cycle parks. Furthermore, press release information can be printed on the next edition of the 'Cambridge Cycle Map'.

2.8.15 Should post implementation monitoring identify that the undercover cycle park is not being utilised, or is being under-utilised, then it is proposed that the primary contingency would be to ensure that residents and commuters are made well aware of the location and availability of the cycle park; this would be done via the Cambridge City Council website (<http://www.cambridge.gov.uk>) as well as the following media:

- <https://www.facebook.com/camcitco>;
- <https://twitter.com/camcitco>;
- <http://www.youtube.com/camcitco>;

2.8.16 Should this media strategy prove unsuccessful, elevated secondary contingency could be to liaise with the Cambridge Cycling Campaign (<http://www.cambridge.gov.uk>) to promote the cycle park to their members and non-members, as well as liaising with the Cambridgeshire County Council (<http://www.cambridgeshire.gov.uk>) to promote via their website and media outlets.

2.9 Key Performance Indicators

2.9.1 The Project's primary KPI is to provide a secured parking space for cyclists within the city centre. The success of the project would be monitored post-construction by assessing how many cycle parking spaces are being utilised. The contingencies to mitigate under-use have been elaborated under 2.8.15 and 2.8.16 above.

2.9.2 Another KPI is stakeholder satisfaction with the project; this would be identified through responses posted on the project website and during the consultation process. However, specific KPIs would need to be agreed by the Project Board.

3.0 KEY DRIVERS FOR THE PROJECT

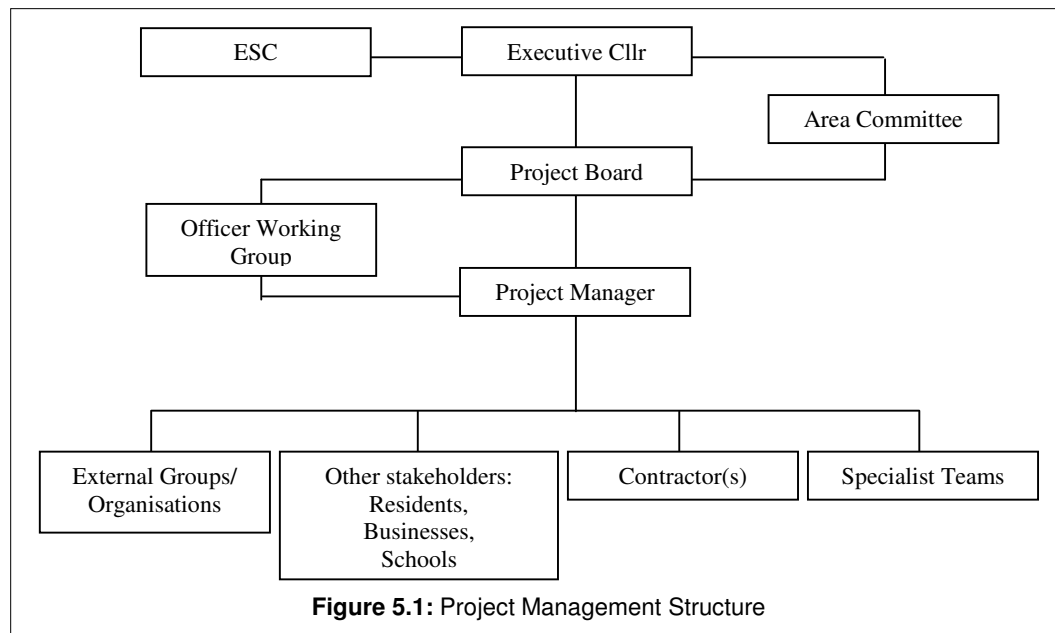
- 3.1 There is an urgent requirement for extra capacity for cycle parking within the city centre of Cambridge.
- 3.2 Other benefits of implementing secured cycle parking include:
- (a) Safety - a secured cycle parking area would allow cyclists to park their bicycles in a secured environment without worrying about their bicycles being stolen. This would also provide a reduction of cycle theft within the city.
 - (b) Reduction in the number of poorly parked bicycles against the walls and on-street furniture. This will reduce the obstructions to pedestrians, particularly these with visual and/or mobility impairment.
 - (c) A more aesthetically pleasing public realm within the city centre area.

4.0 QUALITY ASSURANCE AND ACCEPTANCE

- 4.1 Quality assurance will be delivered through a number of mechanisms that are triggered at various points during the project programme.
- 4.2 In general quality assurance will be delivered through:
- (a) Scrutiny from the Executive Councillor; Environment Scrutiny Committee (ESC); West/Central Area Committee; Ward/County Councillors; and the Asset Management Group (AMG) through report submissions, meetings and consultations;
 - (b) Scrutiny from project team members; Senior Management Team (SMT); and partners during Officer Working Group and Project Board meetings;
 - (c) Engagement and consultation materials to be scrutinised by Project Board and Corporate Marketing and Communications;
 - (d) All site works package(s) submitted to contractor(s) to include quality standards and standard details;
 - (e) Quality reviews will be undertaken at key stages of the project by the Officer Working Group, and as a minimum during the following project milestones:
 - i. Before undertaking consultation;
 - ii. Before awarding the contract; and
 - iii. At the end of construction.
 - (f) Quality of site works to be monitored through site visits and monitoring sheets completed by project manager and results fed back to contractor(s);
 - (g) Post implementation monitoring against KPIs and any associated remedial measures.

5.0 PROPOSED PROJECT ORGANISATION

5.1 Project Structure



5.2 Key Roles and Responsibilities

5.2.1 The following key roles and responsibilities have been proposed to ensure that (a) the project remains on track; (b) is delivered according to specification; and (c) the work is of sufficient quality.

5.2.2 Commissioning Body

The Commissioning Body is responsible for setting the project in motion and as the Executive Councillor and Portfolio Holder for Planning and Climate Change holds additional responsibility for the project.

Key tasks of the Commissioning Body are:

- To ensure that the project meets its objectives and business justification;
- To ensure that there are coherent project organisation and logical plans in place;

- To chair and monitor progress at a strategic level (Project Board);
- To authorise for the project to proceed and funding to be spent at project milestones (subject to scrutiny at ESC);
- To formally close the project.

The Commissioning Body for this project is: Cllr Tim Ward – Executive Councillor for Planning and Climate Change.

5.2.3 Project Manager

The Project Manager is responsible for:

- The day-to-day management of the project;
- Task delegations to specialist project team members as necessary;
- Ensuring that the project is completed on time, within budget and in accordance with the required quality standards.

The Project Manager for this project is: Shah Hussain – Streets and Open Spaces Project Officer.

5.2.4 Project Champions

Project Champions provide a voice for the project at a more senior level within the council's structure. They provide guidance/instruction and escalate issues/refer them to members if required and sit on the Project Board.

The Project Champions for this project are:

Simon Payne – Director of Environment

Toni Ainley – Head of Streets and Open Spaces

5.2.5 Officer Working Group

The Officer Working Group would meet on a bi-weekly basis with fixed agenda to cover issues including: progress report; resourcing; any risk/issues identified and potential requirements to escalate; change control; procurement; financial monitoring/budget control.

Proposed Attendees:

Cambridge City Council:

Andrew Preston – Project Delivery & Environment Manager

Giles Radford – Project Leader

Clare Rankin – Cycling & Walking Officer

Shah Hussain – Project Officer

Other Specialist Officers as and when required

Cambridgeshire County Council:

Brian Stinton (or his replacement) – Area Manager Projects South & City

Mike Davies – Project Delivery Manager

5.2.6 Project Board

The Project Board would meet on a bi-monthly basis with fixed agenda to cover issues including: highlight report and project programme; update on project risks and issues; information requests; concerns and issues raised; change control; financial monitoring/budget control; and AOBs.

Proposed Invitees to the Project Board:

Cambridge City Council

Cllr Tim Ward – Executive Councillor for Planning and Climate Change as **Executive**.

Cllr Gail Marchant-Daisley – Labour Spokes for Planning and Climate Change as **Senior User**.

Cllr Andrea Reiner – Chair of West/Central Area Committee as **Senior User**.

Simon Payne – Director of Environment as **Senior Supplier**.

Toni Ainley – Head of Streets and Open Spaces as **Senior Supplier**.

Cambridgeshire County Council

Cllr Ian Bates – Cabinet Member for Growth and Planning (TBC) as **Senior User**.

Graham Hughes – Service Director, Growth & Infrastructure as **Senior Supplier**.

Cambridge Cycling Campaign

Jim Chisholm (TBC) – Liaison Officer as **Senior User**.

Refer to Project Board Terms of Reference (**Appendix 3**) with respect to the set-up and function of the Project Board and the terminologies used above.

It may not be appropriate for all proposed attendees at Officer Working Group and all proposed invitees at Project Board to attend all meetings. Specific attendance would be designated by project stage.

5.2.7 Stakeholders / Organisations / Interest Groups

Key Stakeholders/Partners:

Emma Thornton – Head of Tourism and City Centre Management

Interest Groups:

A number of other groups may be requested for input into the project. This would range from:

- Requests for specialist knowledge in the case of organisations such as Sustrans;
- Assist with local engagement from residents associations, schools or business groups.

These groups may be requested to attend certain Officer Working Group or Project Board meetings if required.

5.2.8 Communication Management Plan

A list of key stakeholders has been identified and the line and method of communication with them will be established once the project is initiated.

With respect to 'how' and 'when' to communicate with various parties, a Communication Management Plan specific to the project has been produced; this can be found in **Appendix 4**.

5.3 Governance and Decision Making

5.3.1 As outlines in 2.8.8 to 2.8.9, major project decisions will be brought to the ESC, the West/Central Area Committee and the AMG.

5.4 Risks and Issues

5.4.1 Identified risks to be collated on the Cambridge City Council online Project Risk Register. Copy of up-to-date risk report generated by the register to be covered at each Officer Working Group and Project Board meeting. All board members to be requested at project start up for contributions to register. Register to be maintained throughout the project lifecycle. Project issues to be assigned and tracked using the city council project issues log. Where necessary risk/issues to be progressed to change control process.

5.4.2 An initial project risk management register has been completed at initiation and can be found in **Appendix 5**.

5.5 Finance and Change Control

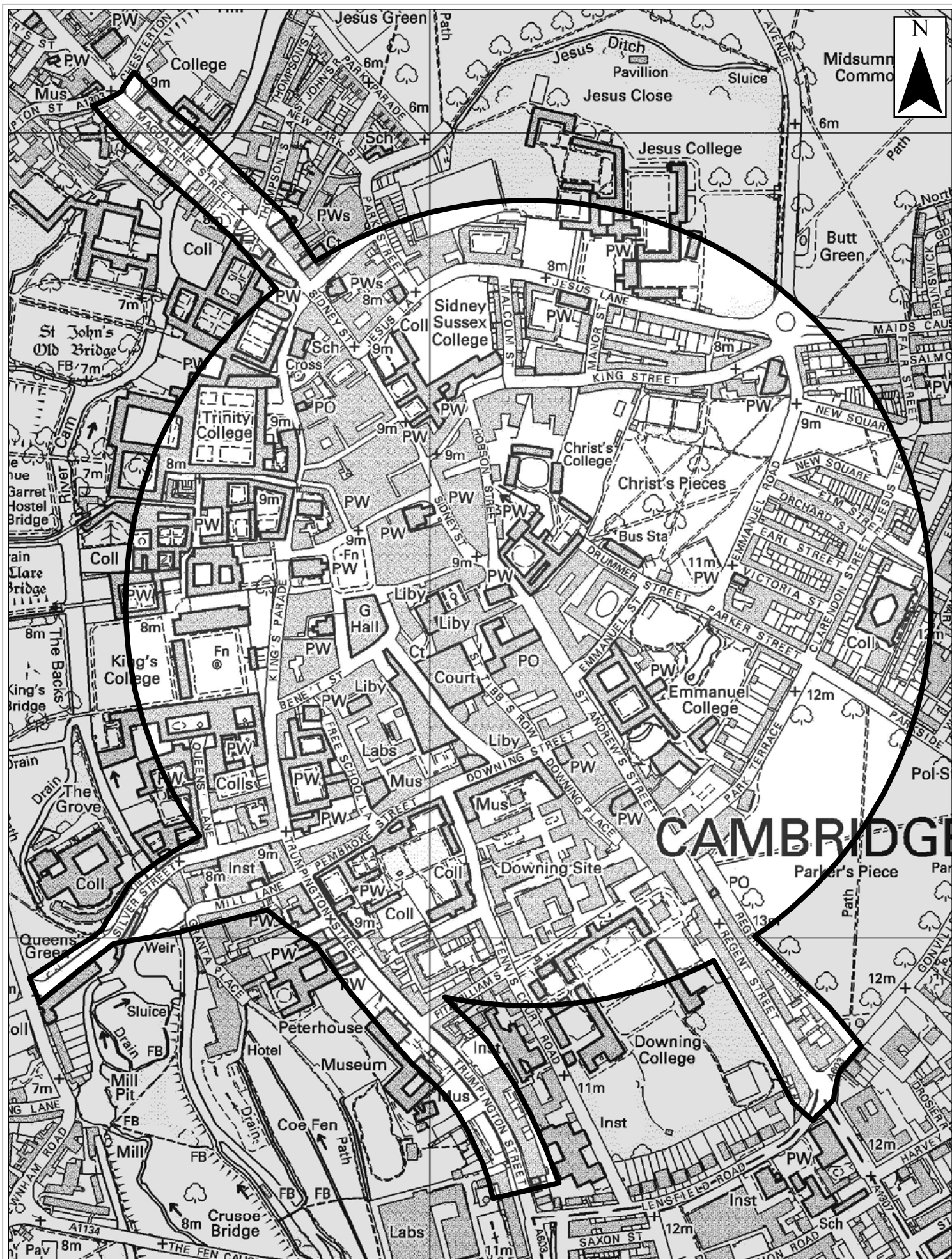
5.5.1 Project finance to be monitored through a finance monitoring sheet, which will be scrutinised at both the Officer Working Group and Project Board meetings. Finance monitoring sheet to include all funding streams and to record both committed and invoiced/spent funds. Authority to spend capital budget to be sought via project appraisal reports submitted to the ESC.

5.5.2 At the first Project Board meeting, project level tolerances would need to be set by the Project Board, especially for the following two key areas:

- (a) Time – plus or minus on the target completion dates for respective project phases;
- (b) Cost – plus or minus on the amount of planned budgets.

5.5.3 Change control to be recorded and managed through a project change control log held by the change manager. For the purposes of this project it is proposed that the project manager adopts the role of change manager. The change manager would fill out a change control form for each change request. The completed change control form is to be forwarded to the relevant management level for appraisal and authorisation.

Appendix 1: Project Boundary



Appendix 2: Initial Project Schedule

Initial Project Schedule

Project Name:
Cambridge City Centre Cycle Parking Project
Project Number:
040-018

		2012		2013		M	M	M		M		M	M	2014						
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Initiation	Set-up Project Management Folder																			
	Identify Project Team																			
	Background Research																			
	Produce Project Proposal																			
	Project Board Approval																			
Feasibility	Identify Suitable Locations																			
	Consider Possible Locations Identified by Cllrs, User Groups, Businesses & Residents																			
	Project Specific Website Set-up																			
	Preliminary Cost Estimates																			
Approval - Project Scrutiny	Draft Scrutiny Report Deadline				12-Feb															
	Final Scrutiny Report Deadline				26-Feb															
	Environment Scrutiny Committee (ESC) Meeting					12-Mar														
Design	Preliminary Design																			
Consultation	Committee Report Deadline								11-Jun											
	West/Central Area Committee Meeting								20-Jun											
	Begin Formal Consultation																			
	Deal With Objections																			
	Consult With Asset Management Group (AMG)																			
Approval - Project Appraisal	Draft Project Appraisal Deadline											10-Sep								
	Final Project Appraisal Deadline											24-Sep								
	Environment Scrutiny Committee (ESC) Meeting												08-Oct							
Design	Detailed Design / Construction Drawings																			
Implementation	Works Packages																			
	Tender																			
	Implementation																			
	Snagging																			
Project Review	Monitor Against Business Case/Project Brief																			
	Modify If Required																			
	Project Closure Report																			
	Lessons Learnt Report																			

M = Milestone

Appendix 3: Project Board Terms of Reference

Cambridge City Centre Cycle Parking Project

Project Board

Terms of Reference

1.0 ROLE OF THE PROJECT BOARD

- 1.1 The Project Board has been identified to provide a steer on various project-related issues throughout the lifecycle of the project.
- 1.2 The Project Board has overall control of the project and will allocate tolerances for each management stage to the Project Manager.
- 1.3 The Project Board will review the progress of the project and decides whether to continue with the project; change the project; or to stop the project.
- 1.4 Project Board members have been chosen to represent major stakeholder groups associated with the project. The board has been identified at project inception in order to ensure that the requirements and preferences of the stakeholders are taken into account throughout the project lifecycle. It is intended that in doing so, the Project Board will help to ensure successful delivery of the project.
- 1.5 Particular responsibilities of the Project Board include, but are not restricted, to:
 - 1.5.1 Approve project proposal and associated documentation;
 - 1.5.2 Confirm project-level tolerances with respect to time, cost and quality;
 - 1.5.3 Approve completed design and project appraisals prior to AMG and Executive Cllr at Scrutiny Committee.

2.0 PROJECT BOARD MEMBERSHIP

2.1 The Project Board is made up of three key functions: the **Executive**; **Senior Users**; and **Senior Suppliers**. These three functions are defined below.

2.2 Executive:

2.2.1 The Executive is ultimately responsible for the project, and is supported by the Senior User(s) and the Senior Supplier(s).

2.2.2 It is the Executive's role to ensure that the project is focused throughout its lifecycle in achieving the objectives set out in the project proposal and that the project's delivery achieves the expected benefits.

2.2.3 The Executive is the ultimate decision maker and is supported in the decision-making process by both the Senior User(s) and the Senior Supplier(s)

2.2.4 For this project the Executive is **Cllr Tim Ward** (Executive Councillor for Planning and Climate Change).

2.3 Senior Users:

2.3.1 The Senior Users are responsible for looking after the interest of the end users (i.e. residents, shoppers, commuters, cyclists, etc.).

2.3.2 The Senior Users responsibility is to liaise with the project management team to discuss, monitor and ensure that the solutions proposed will meet the users' needs within the existing constraints, with particular respect to quality, functionality and ease of use.

2.3.3 For this project the Senior Users are **Cllr Gail Marchant-Daisley** (Labour Spokes for Planning and Climate Change); **Cllr Andrea Reiner** (Chair of

West/Central Area Committee); **Cllr Ian Bates, TBC** (Cabinet Member for Growth and Planning); and **Jim Chisholm, TBC** (Cambridge Cycling Campaign Liaison Officer).

2.4 Senior Suppliers:

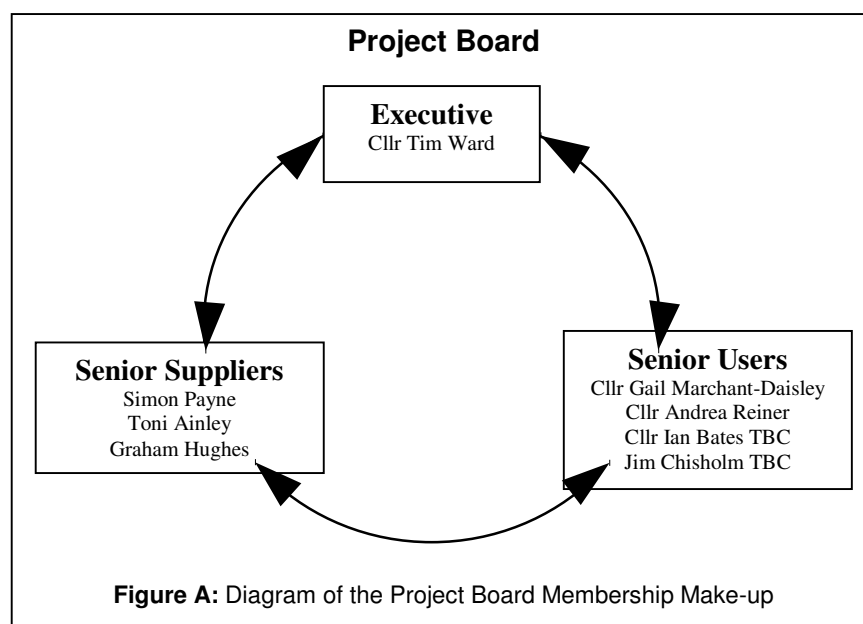
2.4.1 The Senior Supplier(s) represent the interests of those designing, procuring and implementing the project.

2.4.2 The Senior Suppliers are accountable for the quality of products delivered by the supplier(s) and are responsible for the technical integrity of the project.

2.4.3 For this project the Senior Suppliers are **Simon Payne** (Director of Environment) and **Toni Ainley** (Head of Streets and Open Spaces) from Cambridge City Council and **Graham Hughes** (Service Director, Growth & Infrastructure) from Cambridgeshire County Council.

2.5 Project Board Membership:

2.5.1 Figure A below shows the relationship between the three functions making up the Project Board.



3.0 PROJECT BOARD ACCOUNTABILITY

3.1 The Project Board is accountable to the Cambridge City Council (CCC) Environment Scrutiny Committee (ESC). Major decisions of the Project Board will be outlined in appraisal reports submitted to the committee prior to implementation of each project phase.

3.2 Project Board Meeting

3.2.1 Project Board Meetings will be organised by the Project Manager and will be held bi-monthly. The exact date, time and location will be determined prior to each meeting. The Executive (**Cllr Tim Ward**) shall chair all meetings.

3.2.2 Agenda and Highlight Report together with any associated documentations will be distributed to all invitees one week prior to each meetings. This will be undertaken via email. Should any resource be too large for email, it will be distributed via a file transfer protocol (FTP) site.

3.2.3 For every meeting the agenda shall include:

- Highlight Report;
- Programme;
- Project Risk Register;
- Issues;
- Change Control;
- Finance Log.

3.2.4 Specific issues will be covered and, where appropriate, agreed at each meeting in relation to the project stage. Details of specific issues shall be distributed with the agenda prior to each meeting and shall be covered during the Highlight Report and Programme items of the agenda. The final

item on the agenda will be to ask all attendees if they have any other business (AOB).

3.2.5 Minutes of each meeting shall be taken by Cambridge City Council Business Support Team and distributed to all invitees one week after the meeting.

3.2.6 Subject to consent, email addresses of all invitees shall be distributed to all board members to facilitate communications.

NOTE: all definitions have been taken from 'Managing Successful Projects with PRINCE2™' and amended to suit the particular requirements of this project.

Appendix 4: Communication Management Plan

CHART OF STAKEHOLDERS

It is important to understand the project's stakeholders, their vested interests, and expectations.

The following table shows the key stakeholders for the [040-018 Cambridge City Centre Cycle Parking Project](#).

The "Roles & Responsibilities of Stakeholder" column describes the stakeholder's role and obligations to the Project.

The "Vested Interest" column indicates what the stakeholder will be held accountable for with respect to their roles in this project.

The "Expectations" column identifies what the stakeholder anticipates from others involved in this project.

Stakeholder	Roles & Responsibilities of Stakeholder	Vested Interest	Expectations
Andrew Preston Project Delivery and Environment Manager	<ul style="list-style-type: none"> To attend officer board meetings. To check and review project deliverables. To give guidance and advice to the Project Manager (def: 5.2.3 - Project Proposal) as and when required. 	<ul style="list-style-type: none"> To ensure the delivery of project within budget. To review and monitor budget To report on variances in order to make best use of available resources. 	<ul style="list-style-type: none"> For Project Manager (PM) to ensure activities and tasks are completed on time, to budget and within the required quality for successful project outcome. To be updated on project progress by the PM. To be made aware of issues and risks as/when they arise and escalate to the appropriate channel.
Businesses Located within the historic city centre	<ul style="list-style-type: none"> To provide comments, feedback and raise any issues or concerns during engagement process from a business point of view. To formally respond to consultation. 	<ul style="list-style-type: none"> As a result of the expected benefit, shopping footfall is increased within the historic city centre. 	<ul style="list-style-type: none"> For the project to provide the expected benefits. To be given the opportunity to comment on and 'influence' the project and to be consulted on project implementation.

Stakeholder	Roles & Responsibilities of Stakeholder	Vested Interest	Expectations
Cambridge City Council Finance Department	<ul style="list-style-type: none"> To provide the project team with advice regarding finance and to undertake financial operations with respect to the project. 	<ul style="list-style-type: none"> To ensure the project is administered in line with the council's financial policies. 	<ul style="list-style-type: none"> For the project team to adhere to the Cambridge City Council's financial policies, procedures and processes.
Cambridge Cycling Campaign	<ul style="list-style-type: none"> To advise on the project from a local cycling perspective. To represent the views of the wider cycling community. 	<ul style="list-style-type: none"> To be a formal voice of the cycling community. To promote the project to the wider cycling community. To help progress the project to completion. To provide information and resources if/when requested. 	<ul style="list-style-type: none"> To be provided with information and given opportunity to comment on proposals. For Cambridge City Council to successfully complete the project and open it for public use.
Cambridgeshire County Council	<ul style="list-style-type: none"> Is the Highway Authority. To be represented on the Project Board (def: 5.2.6 - Project Proposal) by nominated officer(s). To undertake Traffic Regulation Orders (TROs) for the project (if required). 	<ul style="list-style-type: none"> Is the Highway Authority. To provide information and/or resources to successfully complete the project. 	<ul style="list-style-type: none"> For relevant information to be provided so that it can undertake its obligations within agreed timescales.
Cllr Tim Ward Executive Councillor for Planning and Climate Change	<ul style="list-style-type: none"> Portfolio holder for Planning and Climate Change. To act as the Commissioning Body (def: 5.2.2 - Project Proposal) for the project. To chair the Project Board. 	<ul style="list-style-type: none"> To provide a project brief (or to approve the project proposal). To ensure the project is successfully completed in accordance with the project brief. 	<ul style="list-style-type: none"> For project designs and reports to be completed and submitted in time for committee deadlines. For project to provide outcome(s) as specified within the Project Proposal.

Stakeholder	Roles & Responsibilities of Stakeholder	Vested Interest	Expectations
	<ul style="list-style-type: none"> To oversee and authorise project spending. 		<ul style="list-style-type: none"> To be made aware of issues and risks which may affect the successful completion of the project.
Contractor(s)	<ul style="list-style-type: none"> To construct project as instructed in co-ordination with the PM. 	<ul style="list-style-type: none"> To construct project to schedule in accordance with Cambridge City Council's contract rules and quality standards. To adhere to drawings submitted. To invoice Cambridge City Council accurately per the contract and in line with the quality of the works completed. 	<ul style="list-style-type: none"> To be provided with necessary contract documentation and drawings. To have open line of communication with the PM. To be paid in accordance with the contract.
Environment Scrutiny Committee	<ul style="list-style-type: none"> To review the project at key stages and make recommendations to the Executive Councillor. 	<ul style="list-style-type: none"> To scrutinise the decisions of the Executive Councillor for Planning and Climate Change. To advise the Executive Councillor. 	<ul style="list-style-type: none"> For report(s) to be submitted as timetabled in the Forward Plan. For the PM to provide all requested information and be available during meeting(s) to answer queries.
Internal Audit	<ul style="list-style-type: none"> To audit the project in order to ensure that it has been progressed in line with Council policies and protocol. 	<ul style="list-style-type: none"> To ensure that audit activities are undertaken in line with the Council audit protocol and that any issues identified are rectified. 	<ul style="list-style-type: none"> For project information to be made available to undertake audit efficiently.
Local Press/Media	<ul style="list-style-type: none"> To publish and distribute project information as the project progresses. 	<ul style="list-style-type: none"> To be impartial and publish facts and relevant project information. 	<ul style="list-style-type: none"> To be provided with factual project information when requested.
Local Residents	<ul style="list-style-type: none"> To engage with the project team and provide comments, feedback, and issues or 	<ul style="list-style-type: none"> Any proposed cycle parking and cycle rack locations meet resident's requirements and 	<ul style="list-style-type: none"> For the project to provide safe parking spaces.

Stakeholder	Roles & Responsibilities of Stakeholder	Vested Interest	Expectations
	<p>concerns during the engagement process from a local resident's point of view.</p> <ul style="list-style-type: none"> To formally respond to consultation. 	usage.	<ul style="list-style-type: none"> To be given the opportunity to comment on the proposal.
Simon Payne Director of Environment	<ul style="list-style-type: none"> To act as Project Champion (def: 5.2.4 - Project Proposal) for the project. To attend Project Board meetings. To provide strategic guidance for project. 	<ul style="list-style-type: none"> The project is progressed in line with existing policies and all major project milestones are delivered. 	<ul style="list-style-type: none"> For the project team to deliver the project on time, to budget and within the required quality.
Sustrans	<ul style="list-style-type: none"> To advise and comment on the project from Sustrans perspective. 	<ul style="list-style-type: none"> To ensure that the cycle park/racks have been designed correctly so that cyclists can comfortably use them. To be a voice for the wider cycling community. 	<ul style="list-style-type: none"> To be provide given an opportunity to comment on proposals.
Toni Ainley Head of Streets and Open Spaces	<ul style="list-style-type: none"> To act as Project Champion for the project. To attend Project Board meetings. To provide strategic guidance for project. To ensure project is progressed in line with both corporate and streets and open spaces (SOS) protocols and objectives. 	<ul style="list-style-type: none"> The project is progressed in line with existing policies and all major project milestones are delivered. 	<ul style="list-style-type: none"> For the project team to deliver the project on time, to budget and within the required quality. To be updated on project progress. To be made aware of issues/risks if and when they arise.

Stakeholder	Roles & Responsibilities of Stakeholder	Vested Interest	Expectations
West/Central Area Committee	<ul style="list-style-type: none"> To provide an opportunity for the project to be discussed by local residents and stakeholders. 	<ul style="list-style-type: none"> To provide input into the development of the project. To ensure the proposed cycle park and cycle racks locations are located where residents and cycle users would want them to be. 	<ul style="list-style-type: none"> To be provided with all relevant project information within the required deadline.

STAKEHOLDER COMMUNICATION PLAN

This chart identifies communication methods and the stakeholders that need to be reached with a particular method.

Communication Method	Stakeholder List														
	Andrew Preston	Businesses	Camb. City Council Finance Dept.	Cambridge Cycling Campaign	Cambridgeshire County Council	Cllr Tim Ward	Contractor(s)	ESC	Internal Audit	Press / Media	Residents	Simon Paynes	Sustrans	Toni Ainley	West/Central Area Committee
General Meeting / Ad-hoc Meeting	AN		AN	AN	AN	AN	AN					AN		AN	
Electronic Distribution of General and/or Ad-hoc Meeting Minutes	AN		AN	AN	AN	AN	AN					AN		AN	
Electronic Distribution of Officer Board Meeting Minutes	BW		AN	AN	AN	BW	AN	AN	AN			BW		BW	AN
Electronic Distribution of Project Board Meeting Minutes	BM	AN	AN	BM	BM	BM	AN	AN	AN			BM	AN	BM	AN
Email (general project communication)	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN
Exhibitions / Events		AN		AN						AN	AN		AN		
Officer Board Meeting	BW		AN	AN	AN		AN							BW	
Presentation		AN		AN	AN			AN			AN		AN		AN
Press Release		AN		AN						AN	AN		AN		
Project Board Meeting	BM	AN	AN	BM	BM	BM	AN		AN			BM	AN	BM	
Project Website	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN
Report	AN		AN	AN	AN	AN		AN	AN			AN		AN	AN
Telephone	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN	AN
Tweets		AN		AN							AN	AN		AN	

Environment | Streets and Open Spaces | Project Delivery

Communication Management Plan

KEY		
Frequency	Required	Optional
Weekly	W	W
Bi-weekly	BW	BW
Monthly	M	M
Bi-monthly	BM	BM
Quarterly	Q	Q
As Needed	AN	AN

Appendix 5: Project Initiation Risk Management Register



Risk Management

Project Name:
Cambridge City Centre Cycle Parking Project
Project Number:
040-018

Risk Ref. No.	Pick the appropriate risk category from the drop down menu	Define the risk clearly and simply in this column. Incorporate the cause and effects of the risk	Select the owner (from the drop down menu) who is responsible for managing the risk	State which directorate, service and project it belongs to	This records the initial risk score based on the likelihood and impact of the risk			Level of risk which is acceptable after which no further action can be taken to manage the risk	Actions required to reduce the risk to an acceptable level	This records the risk score after controls/actions are being followed to manage the risk			List who is responsible for carrying out the action	Date for the action to be completed	Status of action: Implemented, Awaiting Implementation, In Progress, Abandoned	Record any detailed progress notes
Ref:	Risk Category	Risk Description	Risk Owner	Directorate/Service/Project	Gross Risk Scores			Target Score	Further Action Required	Residual Risk Scores			Action Owner	Action Due Date	Action Status	Progress notes
					Likelihood	Impact	Gross Risk Score			Residual Likelihood	Residual Impact	Residual Risk Score				
1	Financial	Lack of funding could stop project from moving forward	Executive Cllr for Planning and Climate Change	Env. SOS CCC Cycle Park	3	4	12	8	Ensure the allocated budget of £500k is approved for spending	2	2	4	Executive Cllr for Planning and Climate Change	At project appraisal stage	Awaiting Implementation	
2	Customer and Citizen	Project stalls as a result of lack of engagement with community and stakeholders	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	3	4	12	8	Ensure the right level of communication and engagement with the relevant parties and stakeholders take place as the project progresses	2	2	4	Project Manager	On-going	Awaiting Implementation	
3	Social	Project cannot be implemented as a result of lack of suitable location found for undercover cycle park	Executive Cllr for Planning and Climate Change	Env. SOS CCC Cycle Park	4	5	20	10	The suitability of appropriate undercover facilities would need to be thoroughly investigated and a comprehensive cost/benefit analysis would need to be undertaken	4	3	12	Project Delivery and Environment Manager	At feasibility stage	In Progress	
4	Economic	Lack of interests shown by cyclists and/or cyclists not parking within the secured parking area leading to cycle park being under utilised	Cambridge Cycling Campaign	Env. SOS CCC Cycle Park	3	4	12	8	Consultation and media awareness will be carried out with full cooperation of the Council's partners including the Cambridge Cycling Campaign who will be invited to be part of the Project Board	2	2	4	Project Manager	At project proposal stage	In Progress	
5	Legal	Objections from businesses resulting in project delay or project's premature closure	Director of Environment	Env. SOS CCC Cycle Park	3	5	15	10	Consultation and engagement with the city's business community will be undertaken throughout the project lifecycle	3	3	9	Project Manager	On-going	Awaiting Implementation	
6	Social	Cycle theft as a result of the lack of secured undercover cycle parking availability	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	4	4	16	10	Option for a secured undercover cycle park will be investigated	3	3	9	Project Manager	At feasibility stage	Awaiting Implementation	
7	Financial	Businesses within the Grand Arcade/Lion Yard may see a loss of earnings and/or a reduction of customer footfall	Executive Cllr for Planning and Climate Change	Env. SOS CCC Cycle Park	4	5	20	10	Implementing a secured undercover cycle park would increase cycle flow and would potentially increase customer footfall for businesses within the city	3	2	6	Head of Specialist Services	At feasibility stage	Awaiting Implementation	
8	Technological	Cyclist concern for security especially where damage and/or theft/attempted theft of bicycles are concerned	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	3	3	9	8	If the Grand Arcade car park is proposed as the only alternative cycle parking area then no further action is required (as there are existing cctv and security within the car park), however, if another alternative site is chosen then security measures are to be implemented	2	2	4	Project Manager	At feasibility stage	Awaiting Implementation	
9	Physical	Officer(s) injured as a result of moving vehicles/machinery/equipments	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	3	4	12	8	Risk assessment(s) will be undertaken as per the council's H&S procedure and policy. Designer's responsibilities under the CDM Regs (2007) will be discharged as appropriate. PM to check/review all risk assessment(s) and liaise with CDMC to ensure suitable safety measures are in place before commencement of work	2	3	6	Project Manager	At implementation stage	Awaiting Implementation	

Risk Management

Project Name:
Cambridge City Centre Cycle Parking Project
Project Number:
040-018

Risk Ref. No.	Pick the appropriate risk category from the drop down menu	Define the risk clearly and simply in this column. Incorporate the cause and effects of the risk	Select the owner (from the drop down menu) who is responsible for managing the risk	State which directorate, service and project it belongs to	This records the initial risk score based on the likelihood and impact of the risk			Level of risk which is acceptable after which no further action can be taken to manage the risk	Actions required to reduce the risk to an acceptable level	This records the risk score after controls/actions are being followed to manage the risk			List who is responsible for carrying out the action	Date for the action to be completed	Status of action: Implemented, Awaiting Implementation, In Progress, Abandoned	Record any detailed progress notes
Ref:	Risk Category	Risk Description	Risk Owner	Directorate/Service/Project	Gross Risk Scores			Target Score	Further Action Required	Residual Risk Scores			Action Owner	Action Due Date	Action Status	Progress notes
					Likelihood	Impact	Gross Risk Score			Residual Likelihood	Residual Impact	Residual Risk Score				
10	Physical	Workers injured as a result of construction work	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	3	4	12	8	The contractor will be expected to undertake method statement(s), risk assessment(s) and/or H&S plan(s) and to discharge his duties as contractor under the CDM Regs (2007). PM to review the contractor's H&S plan/method statement/risk assessment and liaise with CDMC to ensure suitable safety measures are in place before commencement of work	2	3	6	Project Manager	At implementation stage	Awaiting Implementation	
11	Partnership and Contractual	Tender cannot be awarded and works cannot begin as a result of the new council framework contract not being completed	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	5	3	15	8	The 'Braintree District Council Framework' for small Civil Engineering Works will be the fallback option should the council's proposed framework contract is not ready when the scheme contract documentation is being prepared	2	3	6	Project Manager	At procurement stage	Awaiting Implementation	
12	Environmental	Scheme implementation and contractor mobilisation is delayed as a result of unpredictable weather	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	4	4	16	10	The project programme will be maintained, revised and updated throughout the project life cycle and especially during the construction phase to take into account potential weather delays	3	3	9	Project Manager	To be reviewed at both the Officer and Project Board meetings	In Progress	
13	Managerial and professional	Project is delayed as a result of lack of experience and competency of staff	Director of Environment	Env. SOS CCC Cycle Park	3	4	12	8	During the project planning stage, the required skill-set and core-competencies will be established for the appropriate project-level activities and tasks and as the project moves forward and gathers momentum these core-competencies and skill-sets will be reviewed at each key stages, and correct resource will be allocated to deliver the projects expected outputs	2	2	4	Project Delivery and Environment Manager	To be reviewed at both the Officer and Project Board meetings	Awaiting Implementation	
14	Managerial and professional	Divergent views and opinions arising from both internal and external stakeholders could lead to project diverting from its original brief	Project Delivery and Environment Manager	Env. SOS CCC Cycle Park	3	3	9	8	The project proposal will set out clear goals and objectives, and stakeholders will be issued with it at the early stage of the project lifecycle. All parties to understand the original purpose and intention of the project and voice concerns/opinions appropriately to ensure the project is not derailed as a result of divergent viewpoints	2	2	4	Project Manager	At implementation stage	Awaiting Implementation	