

Project Initiation Document

Project Title: *Scottish Scenic Routes Project: Tomintoul and Glenshee*

Approval to proceed:	
Name:	Pete Crane
Signature:	
Date:	8 January 2016

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1. Introduction

1.1 Purpose of this document

The purpose of this Project Initiation Document (PID) is to define the terms of reference and scope of the project. The PID will also form the basis for the management and assessment of the success of the project.

It ensures that all parties have a common and agreed understanding of the purpose of the project, the objectives, what will be delivered and the responsibilities in achieving the stated goals. Acceptance of this PID is taken to mean the above issues are understood and that commitment is given to providing the resources and effort identified as necessary for successful completion of the project. In this way this PID acts as a formal agreement between the Project Sponsor, and the project team.

1.2 Background

Tomintoul Quarry and Devil's Elbow, Glenshee are the two final projects being developed in 2015/16 as part of the Scottish Government Scenic Routes Project 2013-16

2. Project Definition

2.1 Aim

To develop two Scenic Routes installations at the lay-by north of Tomintoul Quarry on A939 and Devil's Elbow on A93 that meet the needs of the National Project and also stands alone as a quality installations on the developing 'Snow Roads' Scenic Route.

2.2 Objectives

Installation of competition winning Scenic Routes designs at both sites by spring 2016 within Scottish Government budget of £160,000 plus professional fees.

2.3 Scope

In Scope:

- Installation of the Competition winning designs
- Lay-by improvements
- Land management of the site
- Expenditure within SG approved budget
- Communication about the installation
- Development of Snow Roads Scenic Route

Not in Scope:

- National Scenic Routes Strategy
- Promotion of National Strategy
- Budget
- Choice of design – chosen through competition

2.4 Deliverables

Listed here are the main tangible outputs to be delivered by the project.

Deliverable	Description	Timetable
Competition	Winning entries judged	29 th September 2015
Project Team	Professional technical team in place to support the winning designer to deliver the project	1 October 2015
Design	Design finalised to allow planning permission and tendering	2 nd November 2015
Tender	Manufacture and installation contracts tendered	25 th January 2016
	Manufacture and installation contracts let	22 nd February 2016
Planning Permission	Consent submitted	9 th November 2015
	Consent Granted	19 th February 2016
Land owner consent	Land Management Agreement in Place	1 st March 2016
Installation	Site works start	Tbc
	Site works completed	
Opening	Formal opening and communication about the project	Tbc

2.5 Assumptions/Constraints/Dependencies

Assumptions:

- SG Budget confirmed
- Land Owner support
- Roads Authority Support
- CNPA support

Constraints:

- Installation budget fixed £180,000
- Time – to be delivered by Spring 2016
- Climate – exposed wintery site

- Quality – must be of a quality to meet Scenic Routes criteria
- Design – must deliver the competition winning design

Dependencies:

- Competition Results and timescale - SG
- Appointment of technical project team – CNPA
- Land Management Agreement – CNPA
- Planning Consent – CNPA
- Tendering of contracts – CNPA
- Approval of Budget – SG
- CNPA capacity – CNPA/COAT
- Weather – undetermined

2.6 Project Budget

2.6.1 Available Project Budget

From:	Amount	Financial Year	Notes
Scottish Government	£160,000	2015/16	Installation Costs Uplift direct to CNPA budget
Scottish Government	£33,000	2015/16	Project Management Uplift direct to CNPA budget

2.6.2 Funding Constraints

- Scottish Government funds allocated for 31/03/2016
- Subject to VAT

2.6.3 Details of capitalised items and RAB implications

Structures are likely to be capital items classified as ‘works of art’. Further discussion with D Ralph required.

2.7 Statutory Approvals/Assessment required for project

Approval required	Details	Contact Officer for Advice
Environmental Impact Assessment	NA	Matthew Hawkins
Equality Impact Assessment	Undertaken	Elspeth Grant
Procurement Rules	Undertaken with AJ	Daniel Ralph
Planning Consent	Applied	Jane Shepherd
Strategic Environment Assessment	NA	Gavin Miles

2.8 Operational and Maintenance Considerations (if applicable)

How will the outputs and deliverables from the project be supported once the project has been completed? Describe the anticipated requirements for the operation and maintenance of the project deliverable/s*.

Deliverable	Staff resource required	Training requirements	Costs
Maintenance of Installation	1 day per year		Negligible in first five years

**All figures are estimated and are based on current operational arrangements*

2.9 Benefits

List here the expected benefits of the project and how you will measure them.

Anticipated Benefits	How will it be measured?	Expect realisation date of benefit/s
Pilot for National Scenic Routes initiative	National media coverage SG appraisal of process Feedback from winning designer	Aug 2015
Increased visitor numbers Enhanced visitor experience	Feedback from local businesses	Oct 2016
These two installations along with the new structures at Corgarff and existing attractions create the Snow Roads Scenic Route	Feedback from local businesses	Oct 2016

3. Initial Business Case

Outline the business case here and/or provide a link/reference to the Expenditure Justification Form

These works, along with Corgarff 2015, are part a pilot project developed by Scottish Government (SG)

We have been successful in presenting the case for investment in sites on A939/A93 route from Grantown-on-Spey to Glenshee – the Snow Roads Scenic Route.

Communities in Tomintoul, Glenshee and Braemar have identified the need to increase the number of visitors entering the National Park along A93/A939 and to improve a number of run down lay-bys along this route. The Tomintoul site was identified in the **Tomintoul and Glenlivet Development Plan** and the Devil's Elbow site was identified in the **Mount Blair Community Action Plan 2013-18**.

The long term aim is to increase visitor numbers and visitor spend by creating an attractive and well promoted Scenic Route that encourages visitors to experience the outstanding landscapes of Eastern Cairngorms.

3.1 Project Justification

Business Priority	Business Plan Objective	Any other strategic initiatives/legislation
Scenic Routes	Corporate Plan Objective	NPP3 Consultation Draft – in development

Note: If the project is not in the Business Plan for that financial year, then a full business case will require to be developed and presented to the NPA Executive for approval to proceed.

3.2 Feasibility Study/Options Paper

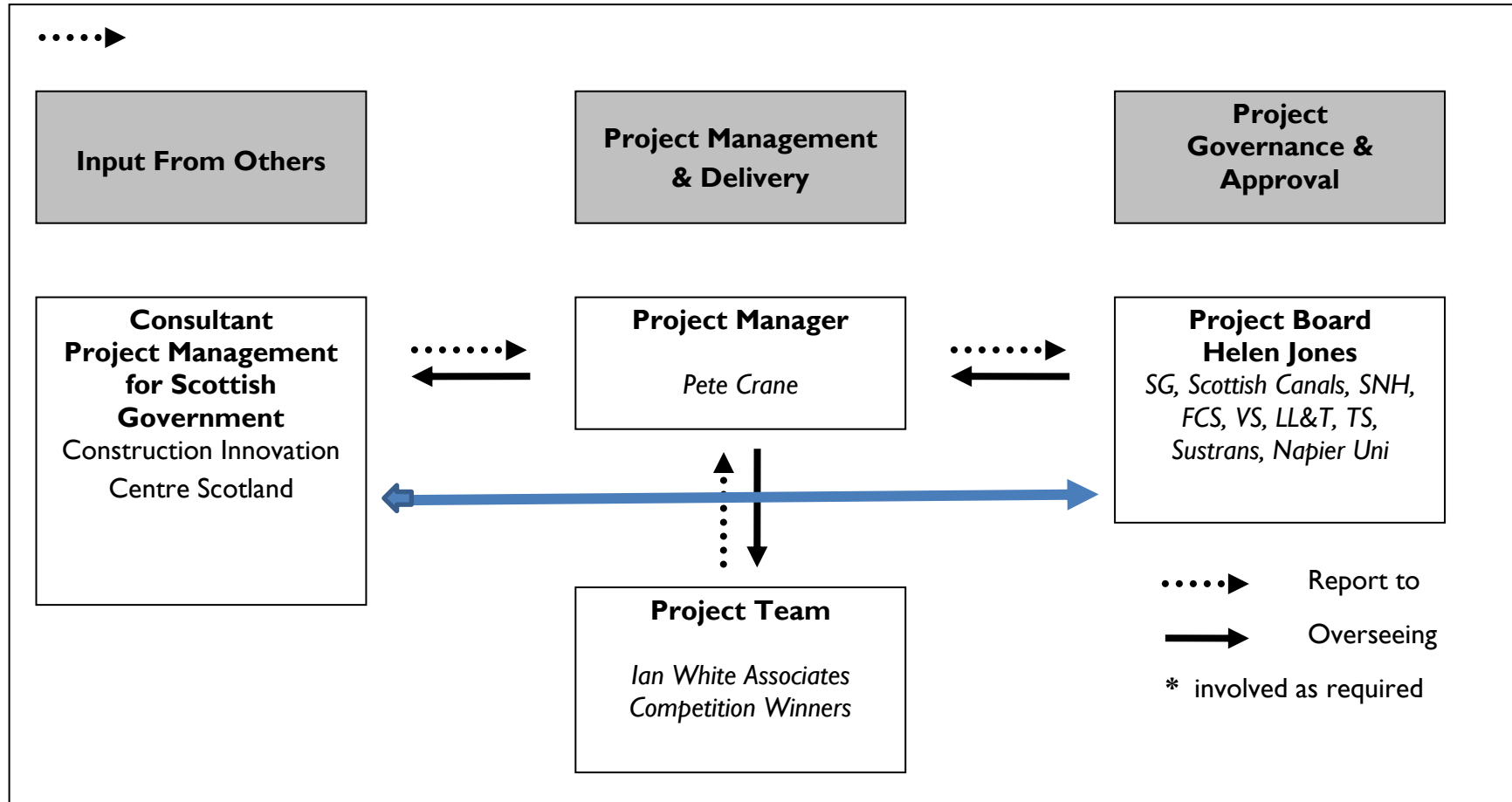
Outline feasibility study or options paper/analysis here and/or provide a link/reference to the Expenditure Justification Form.

Project approved for pilot by Scottish Government as part of the National Scenic Routes Initiative.

4. Project Organisation Structure

4.1 Overall Structure

Insert a diagram or table here to illustrate the composition of the project organisation. Example below.



4.2 Internal resources required (project phase)

NPA Staff Member	Role within project team	Effort Required (No. of days & timescales)	Specific areas of work	Approval for resources
Pete Crane	Project Manager	30 Days	Liaison with National Working Group Liaison with Project Team Liaison with Land Manger CNPA Internal Communication Budget Control	
Hamish Trench	Project Champion	5 Days	Liaison with National Strategy Group Board Communication	
Communications Team	Communication s Support	3 days	Communications about launch/opening of site and ad-hoc responses to publicity requests	
Hayley	Ecologist	2 days	Site appraisal	
Francis Thin	Landscape Architect	2 days	Technical Support	

4.3 Internal resources required (post project phase)

NPA Staff Member	Role within project team	Effort Required (No. of days & timescales)	Specific areas of work	Approval for resources
Pete Crane	Project Manager	5 Days	Liaison with National Working Group Liaison with Project Team Liaison with Land Manager CNPA Internal Communication Budget Control	
Hamish Trench	Project Champion	1 Day	Liaison with National Strategy Group Board Communication	
Communications Team	Communication Support	1 Day	Communications about project and ad-hoc responses to publicity requests	

5. Project Controls

Please detail a list of controls which will be implemented throughout the project. The list below is an example only.

Project Team Meetings	Monthly
Project Board Meetings	Monthly in Glasgow with regular updates provided.
Project Team	Monthly – CNPA, IWA, CICS
Risk Register	The Risk Register will be reviewed and updated as and when necessary and any significant deviations from the plan will be highlighted to the Project Board.
Project Budget	The project budget will be reviewed at each Project Team Meeting and summary reports on status will be provided for Project Board Meetings.
Progress Report	Progress reports will be prepared for Project Board Meetings and will contain the following information: Progress against milestones, Programme highlights, Checkpoint Reports, Stage Plans, Progress against project plan, Key Risks and Issues with actions taken or planned, Actions for the next period and Any other relevant business.
End of Project Report	A final end of project report will be prepared by the Project Managers and presented to the Project Board at the end of the project.

6. Communications Plan

The Communications Plan should define how the project will manage communication with your stakeholders – both internal and external. The Communications Plan will need to be a “living” document and needs to be revised and updated throughout the project lifecycle.

Hyperlink your Comms Plan here

Key Audiences

- Scottish Government
- CNPA Staff and Board
- Moray, Perth & Kinross and Aberdeenshire Councils
- Land Manager – Crown Estate and Invercauld
- Local Businesses
- Local Communities – TGDT, Mount Blair Community Association, Glenshee Tourist Association

Scenic Routes Phase 3 Communications Plan

Audience	Communication Type	When	By who	Undertaken
General Public	Local Press release B&S Herald	On completion of works	CNPA	Dec 15 for Corgarff
	Conveners Page – B&S Herald	Dec 2015 – about Corgarff	Peter Argyll	Yes
	Vice Conveners Page – Deeside Piper	Oct 2015 – about Comp Judging	Brian Wood	Yes
	Launch of ‘Snow Roads’ – Ministerial opening NB Launch will require a separate small plan to maximize coverage and impact	On completion of three installations?	SRWG SG CNPA	
Political/Advisory				
Scottish Government	SRWG monthly meetings Brief written updates	Throughout project 8 Oct 15 Oct 5 Nov 10 Dec 21 Jan	PC	Yes Yes Yes Yes

CNPA Board	Board Meetings	30 th October 10 th December	PC Grant Moir (CEO)	Yes Yes
	Competition Judging	29 th Sept	Brian Wood CNPA VC	Yes
	Finance and Delivery Committee – discussion on Scenic Routes 3 PID	29 th January	PC	
	Informal	Ad hoc	PC, HT, GM	
Local Authorities	Via Board members	Ad hoc		
	Cllr Kate Howie Perth & Kinross	Dec 15	PC	Yes
	Cllr Fiona Murdoch	Jan 16	PC	
	Road Authorities – as part of planning process	Nov 2015	IWA	Yes
	Meeting Aberdeenshire Council Tourism – John Harding	23 rd Sept	PC	Yes
CNPA Planning Committee	Formal Planning Meeting	19 th February	PC	
Partners				
Visit Scotland	Updates with Aberdeenshire	Nov/Dec	PC	Yes

	Meeting with Mike Cantly	10 th Dec	Grant Moir Peter Argyll Conv	Yes
Scottish Enterprise				
Tomintoul and Glenlivet Development Trust	Regular updates	Email update Oct 15 Update at AGM Jan email update Feb March April May	PC HT PC	Yes Yes
Tomintoul Community Council	Planning application	Nov 15	CNPA	Yes
Mount Blair Community Council	Planning application	Nov 15	CNPA	Yes
Glenshee Tourist Association	Regular updates	Meeting Sept 15 Email update Oct 15 Jan Feb March April	PC PC	Yes Yes
Glenshee Ski Centre (Corgarff)	Email briefing on Corgarff installation and future works on route.	Nov 2015	PC	Yes

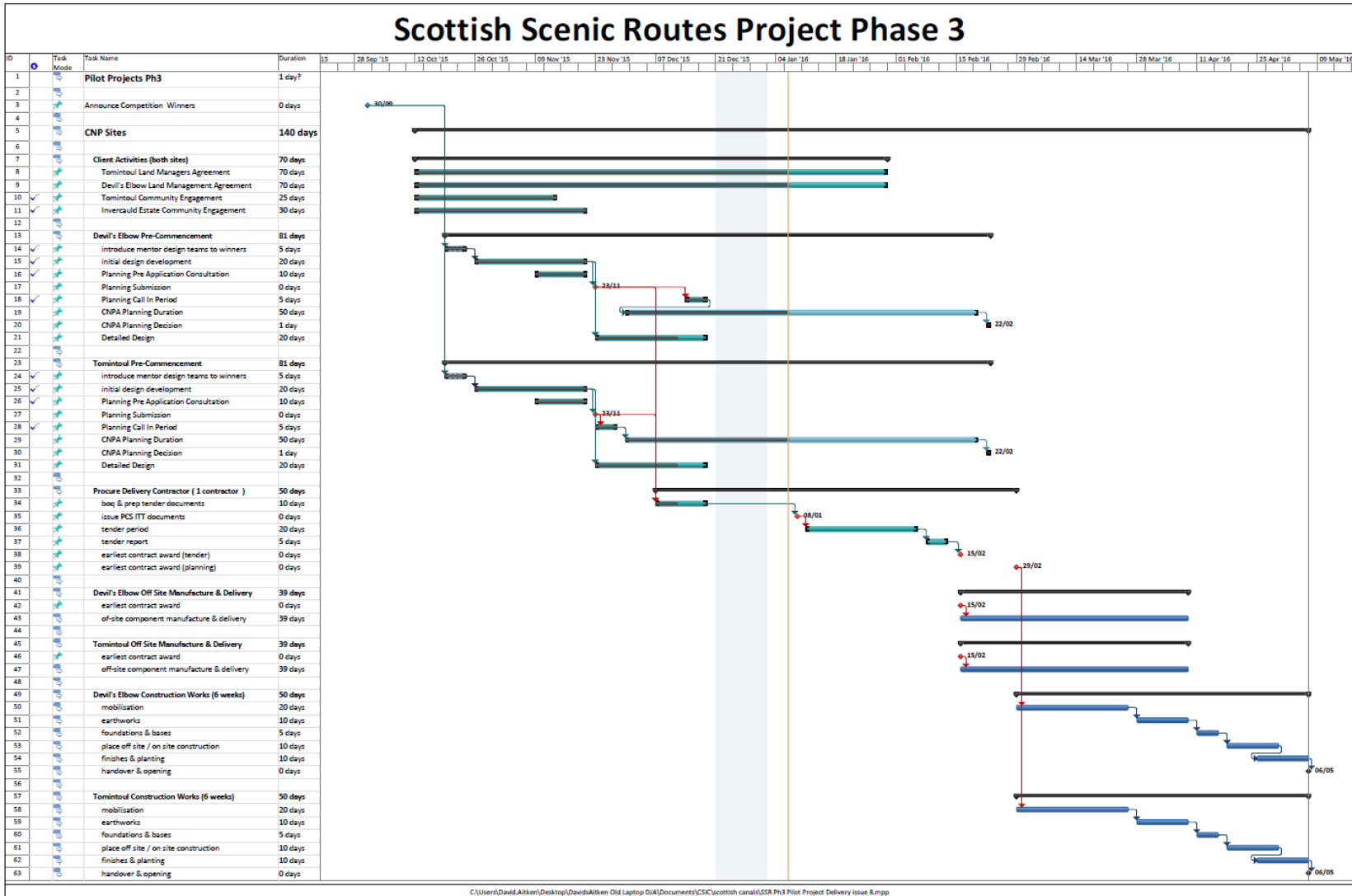
	Launch/Opening			
Historic Scotland (Corgarff)	Email briefing on Corgarff installation and future works on route. Launch/Opening	Nov 2015	PC	Yes
Goodbrand and Ross (Corgarff)	Email briefing on Corgarff installation and future works on route. Launch/Opening	Nov 2015	PC	Yes
Allargue Arm (Corgarff)	Email briefing on Corgarff installation and future works on route. Launch/Opening	Nov 2015	PC	Yes
Cairngorms Business Partnership	Tourism Partnership Meeting updates CBP Board Meeting update	Nov 15 Discussion 24 th February 25 th May 21st Jan	PC DW	Yes
Visit Royal Deeside	Update at meeting			
Land Managers				
Angus McNicol – Invercauld Estate	Meeting to discuss stage one entries	8 th Sept	PC/HT	Yes
	Regular email over progress and		PC	Yes

	management agreement			
Crown Estate	Meeting to discuss stage one entries	16 th Sept	PC	Yes
	Site meeting with winners and IWA	11 th Oct	PC IWA	Yes
	Regular email over progress and management agreement		PC	Yes

Note: in addition to this plan we will need, with partners, to develop a marketing plan for the Scenic Route

- Visit Scotland
- Scottish Enterprise
- Highland, Moray, Aberdeenshire and Perth & Kinross
 - Cairngorms Business Partnership
 - Visit Royal Deeside
 - Tomintoul and Glenlivet Development Trust
 - Glenshee Tourist Association
 - Braemar Tourist Association
 - Ballater Royal Deeside
 - Grantown Initiative
 -

Initial Project Timeline (approximation)



7. Initial Risk Register

Please hyperlink your Risk Register with the initial risks that you are aware of at this time.

Key Risks

- Lack of Quality Control and Design
- Landowner Consent
- Roads Authority Support
- Relationship management with designer
- Planning Consent
- Lack of time
- Budget
- Inclement weather
- Lack of public support – dislike of design and ‘waste of money’

Specific Consideration

CNPA is the ‘owner’ of this project and in order to progress this will need to enter into a land management agreement with the land owner to maintain the installation for a period of at least 10 years.

Aberdeenshire Council as roads authority will retain responsibility for the lay-by.

Scottish Government funding is for the current financial year and both delays due to adverse weather and planning requirements could put delivery by March 2015 at risk. We are scheduled to have all procurement in place by January and works started as soon as possible allowing potentially accrual of expenditure on a nearly complete project, or alternatively negotiate funding terms with Scottish Government that allow us to put in place appropriate yearend financial measures.

SCENIC ROUTES PHASE 3 RISK REGISTER

ID	Risk	Type	Impact	Lkhood	Score	Controls	Owner	Revised
	REPUTATIONAL							
1	Misrepresentation of the project locally and nationally by 'local' residents and stakeholders	Rep	3	4	12	Active and appropriate engagement via communications plan particularly with; Tomintoul and Glenlivet Development Trust, Glenshee Tourist Association	CNPA	6
2	Misunderstanding of the project by local press.	Rep	3	2	6	Proactive engagement with local press particularly B&SH. Jan 16 low key coverage of Corgarff in B&S Herald	CNPA	6
3	Misunderstanding of the project by CNPA Board.	Rep	2	2	4	Regular informal Board updates See Comms Plan	CNPA	4
4	Mixed messages given to any interested party from project partners	Rep	2	2	4	Actively engage Visit Scotland, Scottish Enterprise and LA's in an informal partnership to promote the project and work with businesses and business groups along the route.	CNPA	4
5	Lack of confidence in delivery by Scottish Government and Scenic Route Partners	Rep	3	2	6	Work with CSIC to ensure Scenic Works working Group are regularly updated of project progress and particularly design and innovation developments.	Project Group	4
6	DESIGN & PLANNING							
7	Failure to obtain planning consent in time to deliver the project	Op	3	3	9	Submit Planning Application by 23 Nov to meet CNPA Call in deadlines for determination on 19 February	Project Group	6
8	Objection to planning application on natural heritage grounds	Op	3	2	6	Develop plans that take full account of CNPA ecological assessments	IWA	4
9	Objection to planning application on landscape grounds	Op	3	2	6	Undertake informal pre-app discussions with CNPA Planning Staff - Jane Shepard.	IWA	4
10	Objection to planning application on road	Op	3	2	6	Undertake pre-app discussions with Moray and P&K Councils as roads authorities	IWA	4

	safety grounds							
11	Objection to designs by land managers	Op	3	2	6	Keep land managers updated of design development and obtain agreement to proceed prior to submission of planning consent	CNPA	4
12	Objection to design development by Scottish Government and Scenic Routes Working Group	Op	3	2	6	Keep Working Group updated of design development and obtain agreement to proceed prior to submission of planning consent	CSIC CNPA	4
13	Failure to match winners design expectations to land managers expectations and available budget	Op	4	3	12	Careful and supportive mentoring of competition winners by IWA	IWA	6
14	Failure to reach management agreement with land managers for installation and future maintenance of sites	Op	2	2	4	Early presentation of draft agreements with land managers and regular communication on design modifications	CNPA	4
15	Changes to staff roles during the project management process	Op	4	1	4	Project knowledge is largely vested in one individual in CNPA and IWA - ensure accurate project records are kept and communicated to CSIC Jan 16 Storm Frank has caused additional unforeseen work for CNPA staff involved with Scenic Routes Daniel Tyler (Tomintoul winner) may be travelling leaving the project to co-winner Angus Ritchie.	CNPA IWA	4
16	Design is impractical, inappropriate or cannot be reasonably constructed	Op	3	3	9	Careful and supportive mentoring of competition winners by IWA to produce realistic designs	IWA	4
17	Tendering and implementation are delayed	Op	3	4	12	Careful decision required on when to tender and what to tender once planning application is in progress	Project Group	9

18	FINANCIAL							
19	Projects exceed available budget	Fin	3	4	12	Careful and supportive mentoring of competition winners by IWA to produce realistic designs of sufficient quality. Use of expertise in CSIC and Working Group. Look at scale of delivery and identify essential components.	IWA	6
20	Projects cannot deliver the quality desired for available budget	Fin	3	4	12	Careful and supportive mentoring of competition winners by IWA to produce realistic designs of sufficient quality. Use of expertise in CSIC and Working Group. Develop designs that can be scaled down so that some elements can be installed that retain the integrity and quality of the overall design.	IWA	4
21	Project cannot be delivered within Financial Year	Fin	3	4	12	Follow and update project plan. CNPA to consider at alternative funding options. Jan 16 COAT brought on board as project partners to manage deliver phase	CNPA	4
22	MANUFACTURE & INSTALLATION							
23	Poor quality fabrication of installations	Op	3	3	9	Tender using clear detailed specification for installations. Use open tender process ensuring widespread uptake and selection based both on price, quality and experience. Manage manufacture to ensure tender specification is met.	ALL	4
24	Poor quality installation	Op	3	3	9	Tender using clear detailed specification for installations. Use open tender process ensuring widespread uptake and selection based both on price, quality and experience. Manage installation to ensure tender specification is met.	ALL	4
25	Poor weather preventing site works	Op	3	4	12	Develop designs where significant elements can be manufactured off site	IWA CSIC	4
26	Confusion among project team.	Op	3	4	9	Ensure that CNPA, COAT and IWA have clear lines of communication	IWA CNPA COAT	4

8. Project Manager's recommendation to proceed

Corgarff has been developed by CNPA as part of Scottish Government as a pilot project for the National Scenic Routes Initiative. The two sites at Tomintoul and Glenshee are a second phase of this work and their installation creates a coherent scenic route along A939/93

The installations have been designed as part of a National Competition.

Funding has been secured to deliver the entire project from Scottish Government.

CNPA input is restricted to staff time, and a commitment to maintain the site after development.

The works promote understanding and enjoyment of the National Park and sustainable economic development.

The main risks associated with this project are:-

- Can it be delivered on time
- Can it be delivered on budget
- Can it be delivered to the required quality
- Will local and public perceptions be positive

We have in place the actions and controls to ensure, to the best of our ability, that the project succeeds on all counts and is the first of several along this route. Therefore, I recommend that we proceed on the basis outlined in this document.

Pete Crane
Head of Visitor Services