

Project Documentation

**PROJECT INITIATION DOCUMENT
(PID)**

**Resurfacing and Improved Drainage at
Westhampnett Depot**

Release:	Draft
Date:	17 th April 2019
Author:	K M Carter, Contract Services Divisional Manager
Approved by:	

Note: the completion of this document is required for medium and large projects as defined by the Project Type Matrix. The final version should be saved in a sub folder on the x drive under project management / project documentation.

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
17 th April	Draft	Initial document for review by BIB and SLT	

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
16/05/2019	Jenny Westbrook	Minor changes and suggestions fed back to Divisional Manager.

Approvals

This document requires the following approvals:

Name of person, group or committee
John Ward, Director of Corporate Services,
Jane Dodsworth, Director Residents Services
Business Improvement Board
CDC Cabinet

Distribution

Name	Job Title
Kevin Carter	Divisional Manager

Glossary of Terms

PID:- Project Initiation Document

IPPD;- Initial Project Proposal Document

G&TTS;- Gypsy and Traveller Temporary Site

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) defines the Resurfacing and Improved Drainage at Westhampnett Depot project. It builds upon the Initial Project Proposal Document and sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

2. PROJECT DESCRIPTION

To resurface the west side of the depot site to include an extended and upgraded foul surface water drainage system which is fully compliant including new rain water gullies, petrol interceptors, soakaway systems, etc. and additional depot lighting, signage, road and bay markings

3. BACKGROUND

The Council's Contract Services depot at Westhampnett has been the subject of a major phased refurbishment and redevelopment programme of works lasting several years. This programme has included improvements to the office and workshop accommodation, mechanical and electrical improvements, a demolition and asbestos removal programme and enhanced perimeter security works. The purpose of the refurbishment programme has been to ensure the site is operationally safe, operates in the most efficient and effective way and is fit for purpose in the longer term.

In 2015 a half acre area of the site was redeveloped to form a Gypsy and Traveller Transit Site (G&TTS) in addition to a new service road to provide an exit from the site via the West Sussex County Council's (WSCC) Waste Transfer Station to create a one way road network. More recently, in 2016 the east side vehicle park was upgraded to include improved drainage.

The G&TTS is not currently connected to foul mains but is serviced by cesspit tanks which have to be routinely emptied, the cost of which is shared by the combined West Sussex local authorities. The works covered by this project will provide a connection to the foul water drainage system should WSCC wish to upgrade the G&TTS drainage system on their site at a later date.

The final phase of this programme of works is the improvement of the west side of the site to upgrade the drainage and resurface the vehicle park to prevent flooding and to repair uneven surfaces following the demolition works. Some remedial works were undertaken in September 2018 to ensure the operating environment was safe and any immediate risk to staff was removed, however these works were remedial and as such, have a short term life span.

Whilst undertaking the necessary preliminary design work an option to expand the scope to include the provision of an above ground fuel storage and delivery system has been identified. This has been included as an option for consideration since to undertake the necessary work at the same time will be more cost effective within this scope if agreed.

An Initial Project Proposal (IPPD) was presented and approved for 2019 / 20 at Cabinet on 8th January 2019 and that a Project Initiation Document should be prepared.

To support the preparation of the PID a sub-service scan of the west side area and a survey of the current effectiveness of the current drainage system has been undertaken.

A foul water discharge licence has been granted by Southern Water for foul water generated by CCS and the anticipated loading for the G&TTS.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

- Reconstruction and full resurfacing of the west elevation vehicle park extending east west from the vehicle workshop concrete apron to the west boundary and north south from Stane Street to the boundary with the WSCC waste transfer site.
- To provide continuous asphalt contoured durable road and vehicle park surface extending from the previous surfacing work undertaken in 2016 with all surfaces drained to falls into a new surface water drainage system.
- To provide a compliant foul drainage link for the Gypsy Traveller Transit Site (G&TTS) and an extended foul drainage for the vehicle wash facility. NB:- This connection will offer WSCC the opportunity to fund the capital costs associated with connecting the G&TTS via this foul drain to a public sewer with the economic benefit of reducing revenue costs for West Sussex District and Borough Councils.
- New vehicle park lighting installation and signage.
- Reinstatement power to front gate to support future more secure exit / entrance security.
- Fuel storage: CCS currently purchase road diesel for their vehicle fleet off site. This scope includes the potential purchase and installation of a 30,000 litre above ground bunded fuel tank.

4.2. Outcomes

Investment in this project will have the following outcomes.

- The Customer / Community:

An effective and flexible depot facility to support the waste collection, parks, green spaces, litter clearance and road sweeping services. Without access to such a facility there may be a degradation of these services or an increase in the cost of providing them to the community.

- People (CDC staff):

On completion of the works CCS staff will be able to undertake their activities within a safer environment throughout the year. This is especially the case during winter months when the majority of staff start their shifts before sunrise.

- Service Performance:

The current depot surface is split into two areas; one area is raised by circa 1 metre. Part of the proposed works is to level the depot surface to provide a

continuous and flexible surface. These proposed works will ensure the Westhampnett site is compliant and resilient as a facility for the longer term.

- Financial:

On completion of the works the depot will be able to support the predicted future growth in operations which may otherwise have necessitated the acquisition or rental of additional capacity.

- Environment:

A major portion of the cost of this project is to provide a compliant foul and surface water drainage system as well as ensure any fuel spillage is adequately contained within new fuel interceptors before any contamination occurs.

4.3. Outcome Measures

On completion of the works, based on the anticipated growth of operations required to support a 10% increase in residences over the next 10 years, no additional depot space will be required.

An expected decrease in trips slips and falls within the depot yard.

4.4. Dis-benefits

During undertaking the required works there will be some disruption to CCS staff access and parking arrangements. Some additional traffic movements will occur to support the works.

4.5. Out of Scope

The project will not include:

- Work within the G&TTS necessary to connect to the new foul water system included within the scope of work
- Replacement of the current security gates

5. PROJECT CONSTRAINTS

- Procurement: - A civil works project of this size will have to conform to CDC's procurement orders but will not be subject to these required for an OJEU (European) compliant procurement.
- The project will need to be completed within the costing agreed.
- The project will need to be completed within the timescales agreed.

6. PROJECT ASSUMPTIONS

- With the inclusion of a 10% contingency within the initial quoted scope of works it is assumed following a competitive tender process this estimate is sufficient to complete the works
- The depot will remain operational during the construction phase albeit different vehicle marshalling arrangements may be necessary.

7. PROJECT COSTS

7.1. Project Delivery Costs

Indicative estimates prepared by contractors based on the design schemes prepared by engineering consultants identify the capital expenditure costs will be circa £592k which includes a 10% contingency allowance.

Already included within the Asset Replacement Programme is a 20 year recurring £200k for depot resurfacing work. As such the additional amount to be funded from reserves is £392k

An indication of the main spend areas is as follows

Cost Breakdown	
Site Clearance	£28,000
Drainage	£123,000
Interceptors	£37,000
Foul Pump station	£52,000
Resurfacing	£241,000
Prelims	£57,000
Contingency	£54,000
Total	£592,000

The estimate assumes the programme of works can be managed by in-house CDC / CCS teams with specific support required from legal (contracts), procurement and planning.

Dependent on the project commencement and the timing to run the necessary procurement activities Procurement capacity may be limited. This has been included within the risk register.

As stated WSCC costs associated with the drainage modifications to the G&TTS are excluded.

7.2. On-going Costs Following Project Completion

Apart from the necessary cleaning of interceptors there will be no on-going costs associated with this proposal. These costs already have budget provision.

8. OPTIONS SUMMARY

The Council's Contract Services depot at Westhampnett has been the subject of a major phased refurbishment and redevelopment programme of works lasting several years. This programme of work completes these improvements.

Options prior to commencement of this wider refurbishment were considered at that time and are not included here.

During the preparation of this PID in parallel with reviewing Brexit fuel resilience continuity plans the following fuel storage option has been included

8.1 Fuel storage option

- CCS currently purchase road diesel for their vehicle fleet from retail forecourts. A reduced fuel cost is available if purchased and stored in bulk which would require the purchase and installation of a 30,000 litre above ground bunded fuel tank.
- This would require the provision of a concrete foundation serviced by a fuel interception system
- To provide this as part of this PID scope of works would incur minimal additional cost as opposed to an estimate of between £5-7.5k if undertaken separately
- CCS currently has one underground diesel fuel storage tank with a capacity of 6,800 litres located at the main entrance. This limited supply does provide a small fuel contingency in case of shortage of approximately 7 days.
- A 30,000 litre tank would significantly increase this capacity and qualify for a bulk delivery price per litre.
- Financials

Capital Cost	£30,733
Cost of fuel FY18/19	£370,000
Anticipated fuel savings	3.75%
Gross Savings	£13,875
Less annual inspection costs	£1,750
Nett Savings per annum	£12,125

Payback 2.5 Years

The recommendation is to include this option within the project scope of works.

9. PROJECT APPROACH

Following approval to proceed the project team will be formed. It is planned an external design consultant will undertake the detailed designs necessary for inclusion within the tender documentation.

Upon receipt of tenders and completion of the evaluation phase approval to appoint the contractor will be requested from Director of Corporate Services.

It is expected the selected prime contractor will be responsible for all work undertaken and they will appoint a project manager to oversee the work.

The depot operation team will be represented on the project team at the appropriate times.

Contract Services staff will be required to work with the Council's Health and Safety Manager and the design consultant to manage the logistics of the scheme to ensure the depot remains safe and operational during the works.

10. PROJECT PLAN

- Procurement have been engaged to identify procurement route and timescales. Project timescales are below.
- Contingency has been included within the timescales to reflect a necessary phased approach of the works. Detailed phasing will be agreed with the contractor once appointed.
- If agreed, work on the G & TTS site can be undertaken in parallel or if necessary at a separate time.
- Civils work to support both the wash down facility and fuel system can be accommodated within the timescales below.

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
Stage 1				
01	Approval to proceed	Mid June	Cabinet	PID completion
02	Finalisation of design	Mid July	CCS	Task 01
03	Tender Preparation	End July	CCS / Procurement	Task 02
04	Tender response	Mid Sept	Contractors	Task 03
Stage 2				
05	Tender Evaluation	End Sept	Project Team	Task 04
06	Approval to appoint	End Sept	SLT Member	Task 05
	Standstill Period	Mid Oct		
07	Award Contract	End Oct	Procurement	Task 06
Stage 3				
08	Contractor mobilisation	End Nov	Contractor	Task 07
09	Preparatory works	End Nov	Contractor	Task 08
10	Commence full works	Early Jan	Contractor	Task 09
11	Complete works	Mid Mar 20	Contractor	Task 10
Stage 4				
11	Handover of site	End Mar	Project Team	Task 10
12	Post Project Evaluation	End May	Project Team	Task 11
13	Review PPE	June 2020	BIB	Task 12

14	Review PPE	July 2021	Cabinet	Task 13
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11. PROJECT TEAM

Project Sponsor	K Carter	CCS Divisional Manager
Project Manager p/t	TBA	Coordination of project activities
Procurement SME	TBA	Procurement expertise
Legal SME	TBA	Legal expertise

12. COMMUNICATION

Pentana will be the main tool to update SLT on project progress
Members bulletin will communicate key milestones achieved

13. RISK LOG

The following risks have been identified together with an assessment of their severity and actions that can be taken to mitigate/reduce the risk. Details of all project risks will be recorded as and when they are identified.

Risk No	Risk Description	Likelihood Unlikely Possible Probable Certain	Impact Minor Significant Serious Major	Planned Actions to Reduce Risk	Responsible Officer
01	Ground contamination identified e.g. asbestos	Unlikely	Significant	Soil test will be undertaken as part of preparatory work	K Carter
02	Underground Structures are present	Unlikely	Significant	Sub-surface survey completed	K Carter
03	Inability to maintain an operational site whilst works are undertaken	Possible	Significant	Work will be phased and if necessary for limited time temporary freighter marshalling or employee car parking identified	K Carter
04	Final estimates exceed current predicted total.	Possible	Minor	Contingency of 10% has been included within budget	K Carter
05	Procurement resource availability is limited	Possible	Minor	Early engagement of team to identify timings of requirements	Project Team
06	Project timescales may extend due to necessary phasing of work	Possible	Minor	A detailed project plan will be developed once final scheme is available	Project Team

