

Appendix 1 to Agenda Item 6

Project Documentation

**PROJECT INITIATION DOCUMENT
(PID)**

**Major refurbishment of the Avenue de Chartres Multi
Storey Car Park, Chichester.**

Release:	V4
Date:	March 2015
Author:	Buildings and Facilities Services Manager
Approved by:	SLT, Councillor Josef Ransley, Councillor Tony Dignum & Councillor Myles Cullen

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
02 February 2015	1	Initial draft	JB
13 February 2015	2	SLT and Portfolio members input	SLT & Portfolio holders
10 March 2015	3	Project team	JB/JH/JD/TM
19 th March 2015	4	Cabinet report clearing group	SLT + Legal and Members Services

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
12/3/15	Joe Mildred	None, relevant support services consulted.

Approvals

This document requires the following approvals:

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Glossary of Terms

- ADC - Avenue de Chartres Multi Storey Car Park, Cathedral Way, Chichester.
- ARP – Asset replacement programme – the Council’s forward funded capital asset replacement programme
- CDM 2015 – Construction (Design & Management) Regulations 2015.
- HSE – Health and Safety Executive. There is a legal requirement to notify the HSE if a scheme falls within the remit of CDM 2015. Due to the duration of the works this scheme is notifiable.
- Half-Cell testing & Equipotential mapping– A survey method used to measure the electrical potential in volts when an electrical charge is applied to a reinforced concrete structure. The results are used to create an equipotential map which is used to highlight areas likely to exhibit corrosion of the embedded steel reinforcement.
- ITT - Invitation to Tender for the appointment of a main contractor.
- R&M – Repair and Maintenance.

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) defines the scheme proposals for a major refurbishment of the Avenue de Chartres, multi storey car park and the four associated pedestrian access footbridges. The proposals are based on the results of structural condition surveys prepared by civil and structural consulting engineers commissioned by the Council.

The proposals included in this PID identify:

- Further invasive survey work required prior to concluding the engineering design, specification and ITT package.
- The essential elements of structural work to be addressed.
- A recommended phased approach to undertake the works.
- Finalising the engineering design and specification options for the ITT.
- The processes involved, consultancy appointments and staff resources required to deliver the project.
- Funding requirements.
- Programme.
- Project risks

2. PROJECT DESCRIPTION

The scheme is proposed to be phased over two years depending on the extent of the works and option/s approved. The key essential works include:

- Cleaning and general maintenance. (Brickwork cleaning and repairs)
- Structural works. (Concrete Structure and Decks)
- Electrical Works. (Funding included in the Repair and Maintenance programme)
- Decoration (Anti carbonation coatings)

This PID also describes options for aesthetic and other visual aid improvements to improve accessibility, including the introduction of coloured flexible coatings to pedestrian walkways and car parking bays, red/green vacancy lights to the lower two decks and electric vehicle charging points.

3. BACKGROUND

The ADC car park was completed and opened in early 1991. The car park has a capacity of 902 cars on three floors and provides level pedestrian access to the city centre via a walls walk and footbridge. The overall capital cost of the project was £6,500,000 (including professional fees).

The Design Team, led by Architects Birds, Porchmouth and Russum considered local buildings, features and materials for the car park in their design which included addressing the sensitivity of the structure to the surroundings. The design was intended to keep the perspective of a low walled building, with the use of trees and mesh grills to provide screening.

The project received an RIBA design award and received several other awards including a Civic Trust Award, West Sussex County Council Award, Downland Design Award, AJ Exterior Lighting Award and an award from the English Tourist Board. It was voted one of the top ten car parks in the world (one of only 2 in the UK) in a poll conducted by the Guardian in 2014.

The Structure has an overall design life of 120 years and this scheme is the first major refurbishment programme of works to be undertaken since the car park opened. The car park is a major corporate asset and is fundamental to the delivery of the Chichester District Car Parking Strategy 2010-2020 and the Corporate Plan.

The repairs identified in this PID are essential to the long term future of the asset and will also address design issues and key elements of the car park structure which are at the end of their service life.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

The key outputs from the project will ensure that the asset is legally compliant and remains fit for purpose. The outputs include:

- Restoring the fabric of the car park and bridge structures to a good condition i.e. performing as intended and operating efficiently.
- Preventing potential health and safety breaches.
- Improving security and accessibility through better levels of lighting.

4.2. Outcomes

The expected impact of these works is intended to compliment the introduction of the new Pay on Foot scheme commissioned in February 2015. These works will impact on user experience in the following areas:

- *The Customer / Community / Accessibility:* The essential works will address surface water ingress problems.
- *Service Performance:* The essential works should make the car park more attractive and more user friendly.
- *Financial:* The budget for the proposed essential works is included in the ARP. However, additional funding will be required to meet the revised estimated budget cost and the optional extras should they be desired. The additional revenue from users as a result of the improved aesthetics of the service, complemented by Pay on Foot, should maintain the financial viability of the car park.

4.3. Outcome Measures

The completion of the proposed measures to address key essential repairs is measurable. The measures to be applied are as follows:

- *The Customer / Community / Accessibility:* Non-slip surfaces will address slips and trip issues. New signage, replacement improved lighting and decoration of deck soffits will improve visibility to aid accessibility and improve security awareness. Health and safety incidents will continue to be monitored and recorded by the service department. These works will ensure such incidents are kept to a minimum.
- *Service Performance:* The use of the whole car park including itemised use occupancy monitoring of the lower, intermediate and upper decks will be undertaken. The works will also ensure that reactive repairs and maintenance costs are reduced.
- *Financial:* There would be some temporary financial loss due to the closure of parking decks during the works, but these losses would be mitigated through phasing and redirection of the public to other city centre surface car parks. In the unlikely event that spare capacity within the stock is not available other space will be identified. These maintenance works would not necessarily increase revenue but would maintain the current income generated by this facility.

4.4. Dis-benefits

On completion of the works there are no foreseen dis-benefits as a result of the scheme. However, as part of the works there will be some disruption to the public and the means to mitigate these issues are covered in Para 5 Project Constraints below.

4.5. Out of Scope

The options to enclose the top deck or introduce a further deck to the car park are outside the scope of this PID.

5. PROJECT CONSTRAINTS

The following constraints apply to the project:

- The scheme is notifiable to the Health and Safety Executive (HSE). This is a legal requirement and prior to any further inspection works a Consulting Engineer, now referred to as the Principal Designer (CDM2015) and an independent Client Adviser (CDM2015) to manage the Council's CDM obligations should be appointed. This potentially has the effect of halting further design work until the end of April.
- There will be additional survey work to determine the extent of steel reinforcement corrosion within the structural elements of the car park and bridges. This will delay the design work and release of the ITT. The expected start for site works is likely to be July 2015 with brickwork cleaning and repairs.
- Programming and phasing of the works will be vital to avoid undue disruption to users. The Consulting Engineers will produce a draft proposal on site constraints. However, as part of the tender process the phasing proposals of the contractors will be assessed for suitability and resilience. Subject to the outcome of the tenders the Parking Service will develop a plan using alternative car parks to mitigate the loss of parking spaces on site.

6. PROJECT ASSUMPTIONS

The assumptions made in relation to this project are:

- The results of the further survey work including the reinforced concrete (Half Cell) testing prove negative.
- The effects on the public using the car park will be mitigated by a contingency plan to sign post and direct users to other City Centre car parks.
- The start and finish of the brickwork repair works programme (July 2015 to October 2015) will not be affected by the major concrete structural works programme which would commence in February 2016.
- A contingency plan will be necessary to deal with unforeseen delays.

7. PROJECT COSTS

A provisional estimate for the works included in option 1 is £1,043,000. The capital budget allocated for this work within the ARP is £955,000. This leaves an estimated shortfall of £88,000, subject to tender. This figure would provide a realistic design contingency of 9.2% over the original budget which is not unreasonable at this stage.

Note: Option 1 (Phase 3) includes an option to provide coloured flexible surfacing, red/green vacancy lights and electric vehicle charging points. These items are not key essential repairs.

7.1. Project Delivery Phasing & Costs¹

Options and Phasing:

Option 1: Essential repairs

Phase 1A - Appearance and Aesthetics:

- Clean Brickwork and remove graffiti from affected areas.
- Cut out and replace spalling brickwork (mainly to the 23m span pedestrian bridge).

Phase 1B – Structural Works: (investigation):

- Consulting Engineers to instigate a half cell test to determine any possible deterioration of the concrete structure due to water ingress or carbonation.

Phase 2 – Structural Works

Total estimated cost Option 1	£1,043,000
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Option 1 - Phase 3: Optional improvements including the provision of a coloured flexible coating to the pedestrian walkways and car parking bays; red/green vacancy lights and electric vehicle charging points.

Total estimated cost of optional improvements	£ 615,000
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7.2. On-going Costs Following Project Completion

The on-going general R&M costs associated with the car park and bridges including lighting fittings will be funded from the Corporate R&M programme. Reactive repairs should reduce as a result of these works. The essential works included in this programme will be covered by contractors warranty for the first 12 months following practical completion.

8. OPTIONS SUMMARY

These works are key maintenance works and will be subject to a full design by the Consulting engineers when appointed.

The options are as follows:

¹ See Exempt Appendix 2 to main report for detailed cost breakdown

- Option 1: Undertake all the proposed maintenance works using two contract appointments. Cost £1,043,000. This is the recommended option at this stage. The first works contract to include brick work cleaning, repairs and vertical movement joints and a second contract to include the replacement of movement joints and decoration in addition to the structural works.
- Option 1 (Phase 3): Complete all the proposed works and either the flexible surfacing and/or the red/green vacancy lights and/or the electric vehicle charging points. These options will be fully assessed as part of the tender report.
- Option 2: Do Nothing - The structure will continue to deteriorate and the result will be eventual closure of the car park for structural and safety reasons.
- Option 3: Do Minimum - Address the immediate structural issues of water penetration which includes waterproofing pedestrian walkways, top deck resurfacing and full movement joint replacement. Cost £775,000. This will only be a short term solution and further works would be necessary to address the visual appearance and environmental exposure issues relating to the condition of the asset.

9. ADC CONSTRUCTION PROJECT PLAN (Option1)

Task No.	Task / milestone	Completion Date	Responsible	Dependency
Stage 1- Cabinet Approval of PID and Appointment of Consulting Engineers, and finalisation of design and specification, procurement of contractor and site handover.				
A	Cabinet report and PID	07 April 2015	JB/JD	
B	Consulting Engineers (Principal Designer) and CDM Client Adviser invited to express interest in the project. Prepare short list of Consulting Engineers	24 April 2015	JB/RW	
C	Prepare ITT for the appointment of Principal Designer and Client Adviser, Invite tenders, evaluate tenders recommend preferred tenderers to client and award contract.	19 June 2015	JB/RW	
D	Structural investigation/survey to include Half-cell testing/ Equipotential mapping and or destructive / invasive methods of reinforcement testing to determine the structural integrity of the reinforced concrete	17 July 2015	Consulting Engineers	

	structure.			
E	Preparation of technical design details and specifications. Notification of Project to HSE (F10).	07 August 2015	Consulting Engineers CDM Client Adviser	Item D Above
F	Prepare production information for ITT. Finalise ITT in sufficient detail to enable tenders to be received. Invite tenders	28 August 2015	Consulting Engineers	
G	Receive and evaluate tenders, nominate preferred contractor and submit recommendation to Client.	09 October 2015	Consulting Engineer	
H	Award contract	23 October 2015	CDC/ Consulting Engineer	Cabinet approval (if required)
J	Initiate mobilisation of the contract, issue information to the contractor and arrange site hand over following lead in.	January 2016	Consulting Engineer	
Stage 2 – Administration of Works Contract up to Practical Completion – Phase1- Brickwork cleaning and general repairs and waterproofing walkways.				
A	Procure brickwork cleaning contract to make good replace damaged bricks	02June 2015		
B	Clean brickwork on south side of contiguous elevated walkway.	July/September 2015	Consulting Engineer/ Main Contractor	
C	Brickwork repairs	August/ October 2015	Consulting Engineer/ Main Contractor	
Stage 3 – Administration of Works Contract up to Practical Completion – Phase2 – Top deck movement joints and waterproofing top deck and elevated walkway.				
A	Top deck – Seal off area with barriers and signage. Remove and replacement of upper deck movement joints and removal of pedestrian walkways, redesign gullies ready for waterproofing	February / March 2016	Consulting Engineer/ Main Contractor	
B	Top deck - Prepare total area for waterproofing	March 2016	Consulting Engineer/	

	including undertaking minor repairs. Apply new waterproof membrane; reinstate pedestrian walkways and car park surface markings.		Main Contractor	
C	Take up paving slabs, install new waterproof membrane to elevated walkway and replace paving slabs and refurbish stairwells.	March/April 2016	Consulting Engineer/ Main Contractor	
Stage 4 – Intermediate and lower decks movement joints.				
A	Remove and replace intermediate deck movement joints.	April 2016	Consulting Engineer/ Main Contractor	
B	Remove and replace lower deck movement joints.	May 2016	Consulting Engineer/ Main Contractor	
C	Anti- carbonation redecoration	May/June 2016	Consulting Engineer/ Main Contractor	
D	Practical Completion	July 2016	Consulting Engineer/ Main Contractor	
E	Rectification Period (12 months)	July 2017	Consulting Engineer/ Main Contractor	
Stage 5 – Project Evaluation				
A	Complete making good defects (Completion)	July 2017	Consulting Engineer/ Main Contractor	
B	Post Project Evaluation Report	September 2017	Project Team & Cabinet	

10. PROJECT TEAM

The project will comprise the following:

Project Sponsor	Jane Dodsworth
Project Lead	John Bacon
Project Manager/Engineer	Consulting Engineer (External Appointment)
Surveyors (site works)	Chris Field & Rod Thomas (Building Services)
Procurement	Phil Pickard/Rod Walters

Legal
 Governance
 Accountant/
 Client Representatives

David Stewart – Contracts
 John Ward
 TBC
 Tania Murphy (Parking Services Manager) and
 Nicholas Simpson (Senior CEO)

11. COMMUNICATION

Project team meetings will be arranged monthly. The appointed consulting engineer will be appointed as the Project Manager. Preparation and distribution of agendas and minutes of meetings will be coordinated by the Project Manager. Site meetings with Contractor/s will be arranged through the Project Manager. The Contractors will produce a monthly progress report prior to site meetings.

In addition the project will be added to the major project list monitored by the Senior Leadership Team (SLT). SLT will receive a report at each milestone date. The relevant Cabinet Members will also receive regular update reports. Progress reports will also be placed on the Member's Bulletin Board.

12. EXIT STRATEGY

The planned works are essential maintenance works required to maintain the structural integrity of the asset. Subject to the Consulting Engineer's recommendations made following the reinforced concrete condition survey the programme may, with the consent of the project team, be adjusted in order to maintain a viable works programme avoiding unnecessary disruption to the visiting public.

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
1	Procurement of a Consulting Engineer: The appointment of the Consulting Engineer is delayed due to a high response to the ITT.	Probable	Significant	Employ a two stage procurement process to form a short list of Consulting Engineers in preference to open tendering.	JB/RW
2	Survey works: Initial concrete testing	Possible	Significant	Survey work to be actioned on the	JB/Project Manager

	results indicate a need for a more extensive survey.			appointment of a consulting Engineer	
3	Procurement of a Main Contractor: The tender process does not deliver the required calibre of contractor suitable to undertake the works.	Unlikely	Serious	The scheme proposals are to be fully advertised. The procurement of this work does not require an OJEU tender.	JB/RW/ Project Manager
4	Tendered costs exceed the available budget.	Probable	Significant	Cost checks to be prepared by the project manager prior to ITT.	Project Manager
5	Lead-in times for the key elements of work are excessive with implications on the programme leading up to the Christmas peak season.	Unlikely	Significant	Contractors programme to form part of the evaluation process prior to award of contract.	JB/Project Manager/ Project Team
6	Additional/temporary car parking spaces are not available to accommodate the displaced cars from the car park.	Possible	Significant	Possible only during key months from November to January	Parking Services Manager
7	The temporary parking facilities prove unpopular reducing car parks revenue.	Unlikely	Significant	Consider additional road signage and Publicise using social media and through the local press.	Parking Services Manager/ Public Relations
8	Addition patrol office time is required to manage the remaining surface car parks during the periods when complete decks are closed or space is restricted.	Possible	Minor	Daily monitoring by CEOs	Parking Services Manager/ Senior CEO/s
9	The works: Following the extensive cleaning programme repairs to the brickwork, particularly over the pedestrian footbridge are extensive requiring temporary works and	Possible	Significant	All proposed cleaning methods to be evaluated and carefully supervised when in progress	JB/Project Manager/ Building Services Surveyors

	possibly diversionary lane closures to enable night time working.				
10	Post completion: The works to rectify the original design to waterproof the structure prove ineffective.	Possible	Serious	The design and works to be covered by contractors warranty.	Project Manager