

**Project Documentation**

**PROJECT INITIATION DOCUMENT  
(PID)**

**Public Conveniences Refurbishment Programme:  
Priory Park, Chichester  
Tower Street, Chichester  
East Beach, Selsey  
Market Road, Chichester  
Bosham Lane, Bosham**

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<b>Date:</b>	7 April 2022
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<b>Approved by:</b>	

Note: the completion of this document is required for medium and large projects as defined by the Project Type Matrix.

### Document History

Revision Date	Version	Summary of Changes	Reviewer(s)

### Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
11 <sup>th</sup> April 2022	Andy Buckley	Minor comments fed back to Divisional Manager for consideration prior to final submission.

### Approvals

This document requires the following approvals:

Name of person, group or committee
Jane Hotchkiss – Director of Growth & Place
Cabinet

### Distribution

A final copy of the approved document will be distributed to:

Name	Job Title
Diane Shepherd	Chief Executive
Jane Hotchkiss	Director of Growth & Place
John Ward	Director of Corporate Services
Tania Murphy	Divisional Manager, Place
Vicki McKay	Divisional Manager - Growth
Helen Belenger	Divisional Manager, Financial Services
Kevin Carter	Divisional Manager - CCS
Alan Gregory	Project Manager - Estates
Sherrie Golds	Commercial Property & Contract Lawyer
Christopher Dean	Facilities officer - CCS

### Glossary of Terms

CCS – Chichester Contract Services

## **1. PURPOSE OF DOCUMENT**

This Project Initiation Document (PID) defines the Public Conveniences Refurbishment Programme project for the five selected sites. It 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**

The improvement, refurbishment and enhancement of the Council's public convenience provision in order to improve the quality of the facilities on offer in 5 key locations across the district. The project will deliver public toilets of a type and quality sufficient to meet the needs of local residents and visitors to the area whilst meeting the requirements of the Equality Act.

## **3. BACKGROUND**

CDC owns and manages a number of Public Conveniences across the district. Work to refurbish these sites was paused as a result of the Covid pandemic. The sites provide an important facility to the public.

Five sites have been identified in the district for the first phase of works to be undertaken. The sites have been selected at this stage based on a number of factors, including consideration of the level of use of sites; timing within the asset replacement programme and available budget; feedback from the public and partners; and resources available. The five sites are as follows:

- Priory Park, Chichester
- East Beach, Selsey
- Tower Street, Chichester
- Bosham Lane, Bosham
- Market Road, Chichester

Following the feasibility work and design work a programme of works will be established with priority given to Priory Park. The programme of works will include consideration of any drainage issues, along with consideration of the Equality Act. Options for future proofing the sites will also be considered which will include the potential for charging facilities and carbon reduction.

## **4. PROJECT OBJECTIVES AND SUCCESS CRITERIA**

### **4.1. Outputs**

- Bring the public convenience provision in key areas up to a standard where they have improved facilities and sustainable maintenance regimes.
- Use the allocated funds to secure the improvement, refurbishment and enhancement of the 5 sites included in the programme.
- Improved satisfaction levels from users of the facilities
- Reduced revenue costs.
- Appoint a QS to manage the refurbishment programme to practical completion.

#### **4.2. Outcomes**

- A revitalised public convenience provision that meets the needs of the local community and visitors alike.
- The continued operation of the refurbished provision is safeguarded.
- The needs of older people are acknowledged and the refurbished stock helps support their independence.
- Provision for people with disabilities is improved and facilities meet with the requirements of the Equality Act
- Opportunities for anti-social behaviour are prevented/reduced.
- The visitor economy is supported.
- Improved cleanliness.
- Reduced maintenance regimes.

#### **4.3. Outcome Measures**

- A reduction in annual maintenance costs to minor sums at the 5 locations where refurbishment work is carried out.
- Improved hygiene standards and the levels of cleanliness.
- Confirmation of compliance with the Equality Act.
- Fewer complaints from the public given the enhanced provision.
- Reduction in anti-social behaviour.

#### **4.4. Dis-benefits**

- The Council's funds are limited and an allocation to this project may prevent another from proceeding.
- There will be a loss of familiar public toilet facilities and some disruption to the provision during the period of the works.

#### **4.5. Out of Scope**

This PID relates only to the improvement, refurbishment and enhancement of the public convenience provision in the 5 locations included in the programme.

### **5. PROJECT IMPLICATIONS**

- Opportunities to reduce the impact on climate through reduced energy and water resource consumption and decarbonisation of the public convenience stock will be a requirement of the project specification issued as part of the tender documentation.
- Overall project delivery will look to support the Council's Climate Emergency Action Plan
- Meeting all aspects of equality will form a benchmark in planning the improved public convenience provision.
- Improved facilities and cleanliness will reinforce community health and wellbeing.
- Reconfiguration of internal and external space and the introduction of direct access points will reduce opportunities for anti-social behaviour.

### **6. PROJECT CONSTRAINTS**

- Unforeseen increases in refurbishment costs arising render the project impracticable.
- Unable to deliver the project to a required timescale due to unforeseen complications and /or delays.

- Sensitivity of the public convenience locations.

## **7. PROJECT ASSUMPTIONS**

- Cabinet approval is given for the project costs and they are included in the Asset Replacement Programme.
- Any statutory consents required are given so the project can be delivered.

## **8. PROJECT COSTS**

The main project costs associated with this proposal are professional fees and the costs of refurbishment and alteration of the 5 public conveniences included in the programme.

### **8.1. Project Delivery Costs**

After completion of RIBA Stage 2 Plus works an estimate will be provided for total costs.

### **8.2. On-going Costs Following Project Completion**

Once completed, the refurbished and improved facilities will require ongoing maintenance and staff time but this is anticipated to be a reduction from the existing arrangements and will be covered in work plans.

## **9. OPTIONS SUMMARY**

In addition to a do nothing option the feasibility appraisal has considered the options for improving the public convenience stock including improvement and partial refurbishment and full refurbishment and replacement/alteration.

### **Do Nothing**

The cheapest option in the short term is to do nothing but continue to maintain the public conveniences and undertake essential repairs and maintenance as they become necessary.

However, this approach would not meet the requirements of the Equality Act demanded of the programme and some of the key issues identified in the various site surveys such as drainage problems, damp and the presence of asbestos would continue.

### **Improvement and partial refurbishment**

Approach and specification to be determined for each of the sites.

### **Full refurbishment and/or replacement**

Approach and specification to be determined for each of:

1. Priory Park, Chichester
2. Tower Street, Chichester
3. East Beach, Selsey
4. Bosham
5. Market Road, Chichester

## 10. PROJECT APPROACH

- The output from the outline proposals developed for each site (equivalent to RIBA Stage 2) will be used to inform the subsequent activities required to take the project through the necessary scheme development stages and through to completion.
- A Quantity Surveyor will be appointed to manage the selection and appointment of the contractor and assemble the other members of the professional team and be responsible for the delivery of the programme to practical completion on time and within budget.
- The Project Management resource in the Estates Team will support the Project Sponsor to ensure the timely phasing of the refurbishment programme.

## 11. PROJECT PLAN

Task No.	Task / milestone	Completion Date	Owner	Dependency
<b>Stage 1</b>				
1.1	Cabinet meeting to consider recommendation for approval of the funding to commence the project.	May 2022	TM/AG	Completion and approval of PID and provision of all relevant information for Cabinet Report.
1.2	To produce service requirements for each site	May 2022	TM	Securing funding to start works
1.3	Prepare brief for appointment of QS, architect and CDM advisor and complete procurement process for their appointment. Appointed consultant team to prepare "Developed Design" (RIBA Stage 2 equivalent) and update proposals for design, building services, outline specifications and produce cost information.	June 2022	AG	Securing funding to develop the scheme.
1.4	Review procurement strategy and route to confirm project programme going forward. Report to Cabinet on costings and programme	July 2022	TM/AG	QS has been appointed to manage the process.
1.5	Consider any planning requirements and other statutory consents necessary to deliver the programme and obtain permissions if required.	Within timeframe of task 1.3	AG	Stage 3 design work is developed to a level of detail sufficient to

				support a planning application submission.
<b>Stage 2</b>				
2.1	Tender for the refurbishment programme works.	September 2022	AG	QS to manage the process.
2.2	Appoint the preferred contractor.	November 2022	AG	QS to manage the process.
2.3	Phased completion of works.	Timescale to be agreed as part of tender process and agreement on logistics of the phasing of the works	AG	QS to manage the process.
2.4	Review cleaning contract requirements and management of new facilities.	Upon phased completion	TM	Following practical completion of each phase
2.5	Post Project Evaluation	6 months after completion	TM	Practical completion date

## 12. PROJECT TEAM

Tania Murphy: Divisional Manager - Place	Project Sponsor – Responsible Officer
Alan Gregory: Project Manager - Estates	Managing the overall project resources to deliver the scheme, liaising with the various partners / contractors involved.
Christopher Dean: Facilities Officer – CCS Paul Hellyer: Facilities Officer - CCS	Project Operational Input and liaison with council's cleaning contractor
Sherrie Golds: Legal Services - Commercial Property and Contracts Lawyer	Responsible for providing Legal advice on relevant aspects of the project
Financial Services	Responsible for advising on financial aspects of the project and budget monitoring.

## 13. COMMUNICATION

There will be regular meetings of the Project Group with minutes of the meetings published on the X:Drive where all relevant and updated documents will be stored including a copy of this PID. All members of the Project Group will be kept informed

at all times of developments included being copied into relevant emails. The project team will meet as and when required, but certainly when there are changes or anticipated changes to the project.

The Council's Public Conveniences contractor to be informed of key dates and milestones in order that the cleaning programme can be considered accordingly.

A communication plan will be developed with the PR team

#### 14. 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.

<b>Risk No</b>	<b>Risk Description</b>	<b>Impact</b> Minor Moderate Substantial Major	<b>Likelihood</b> Unlikely Possible Probable Almost Certain	<b>Planned Actions to Reduce Risk</b>	<b>Responsible Officer</b>
1	Cabinet do not approve the project.	Unlikely	Major	Feedback to Cabinet on option appraisal work and the need for the project to proceed	Project Sponsor
2	Project costs overrun.	Possible	Serious	Engage appropriate project support to manage contract and tendered works.	Project Manager
3	Planning and/or any other statutory consents required are refused.	Possible	Significant	Engage with statutory authorities in the development of the programme to ensure proposals are in accordance with statutory requirements	Project Manager
4	Programme delay and/or extended duration by appointed contractor	Possible	Significant	Regular project meetings and monitoring & review of contract requirements	Project Manager
5	Work required is more than that envisaged in the approved scheme proposals.	Possible	Serious	Include a contingency in the project budget.	Project Sponsor
6	Tender sum is in excess of that approved in the project budget	Possible	Serious	Additional budget requirements to be reported before the appointment of a contractor.	Project Sponsor
7	Loss of key staff	Possible	Significant	Shared ownership of project. Consider possible need to	Project team



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				redeploy alternative staff resources if necessary and acknowledge in work plans.	
8	Disputes with professional advisors and/or contractors	Unlikely	Serious	Appointment of experienced and vetted contractors only. Clear briefs and thoroughly checked contracts.	Project Team