

Project Documentation

**POST PROJECT EVALUATION DOCUMENT
(PPE)**

22 Freeland Close and Westward House

Release:	Final – for consideration by Cabinet
Date:	1 st May 2022
Author:	Cally Antill
Approved by:	Louise Rudziak

Note: the completion of this document is only 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.

Consideration by the Corporate Improvement Team

This document must be passed to the Corporate Improvement Team before it is approved by the Senior Responsible Owner (SRO). The Team will use the space below to record key information that needs to be considered by the SRO or by SLT or members. Please allow one week for the Team to fulfil this support role and incorporate this time into the approval process

Date	Reviewing Officer	Comments for Consideration
25/5/22	Andy Buckley	No comments

Approvals

This document requires the following approvals:

Name of person, group or committee
Cabinet – 07.06.2022

Distribution

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

Name	Job Title
Cllr Eileen Lintill	Leader of the Council, CDC
Cllr Susan Taylor	Deputy Leader of the Council, CDC
Cllr Alan Sutton	Cabinet Member for Housing, CDC
Cllr Peter Wilding	Cabinet Member for Corporate Service, CDC
Louise Rudziak	Director of Housing and Communities, CDC
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John Ward	Director of Corporate Service, CDC

Kerry Standing	Divisional Manager Revenues, Benefits and Housing, CDC
Helen Belenger	Divisional Manager Financial Services, CDC
Joe Mildred	Divisional Manager Business Support, CDC
Nicholas Bennett	Divisional Manager Democratic Services
Cally Antill	West Sussex County Adaptations Manager & Project Co-ordinator, CDC
Mark Hughes	Accommodation Services Manager, CDC
David Cooper	Group Accountant, CDC

1. PURPOSE OF DOCUMENT

1.1 This document provides a review of how the redevelopment and refurbishment of the Council's temporary accommodation at Freeland Close and Westward House project performed against the original outcomes set out in the Project Initiation Document (PID).

It allows lessons learned to be passed on to other projects and ensures that provisions have been made to address all open issues and risks alongside follow-on actions and recommendations where appropriate.

It also provides the opportunity to assess any expected outcomes that have already been achieved and/or provide a review plan for those outcomes yet to be realised.

2. ORIGINAL PROJECT DESCRIPTION

- 2.1. The redevelopment of 22 Freeland Close and refurbishment of Westward House, Chichester was to provide additional short stay accommodation for homeless households to meet the Council's statutory purpose. After an options appraisal and feasibility study, it was proposed and approved to demolish and redevelop the existing property to maximise the effective use of the site. The dwellings are designed as self-contained promoting independent living, meeting the identified demand for short stay accommodation.
- 2.2 The redevelopment of the bungalow at 22 Freeland Close has provided 13 no. one bedroom studios, 1 no. one bedroom wheelchair accessible flat and 3 no. two bedroom flats as well as improvements to the existing bin store and cycle store.

- 2.3 A refurbishment of the existing 6 no. shared bedsits at Westward House to provide 3 no. 1 bedroom self-contained flats and refurbishment of the existing office space.

3. PROJECT OBJECTIVES

3.1 Outputs

To provide:

- 17 new units of temporary accommodation
- Conversion of 6 no. bedsits to 3 no. one bedroom flats
- Improved safety and office space for the Accommodation Services Team based at Westward House
- Provision of an electric vehicle charging point
- Provision of photo voltaic panels on the roof of the new redevelopment.
- Reduction in number of individuals/households in bed and breakfast accommodation and associated costs from the loss of housing benefit subsidy.
- Improved carpark layout to increase the capacity and safety for drivers and pedestrians

3.2 An important aspect of the project was to introduce sustainability features not only to the new build element but to the office, the conversion of the bedsits and the environment around westward house.

This encompassed a wide range of features in addition to those listed in 3.1 above

- A fabric first approach with double the required amount of roof insulation, full filled cavities and low water usage taps and showers
- Bird and bat nesting boxes
- Wildlife friendly landscaping and planting design
- Conversion of all external lighting at Westward House to LED
- A new waste and recycling store with some replacement bins and improved layout to increase the recycling rates and reduce contamination of the recyclate
- Increased capacity in the bike store to encourage more use of cycles and cycling

3.3 Outcome and measures

	Outcome	Measure	Achievement
1	Increase of provision of temporary accommodation at Freeland Close and Westward House. Refurbishment of office space and bin store	<p>Capital costs</p> <p>Overall Capital cost of the project.</p> <p>Agreed budget of £3,338,700 (Cabinet 7 July 2020)</p> <p>Funded through the following sources:</p> <p>Housing investment reserve: £225,000 (purchase of property) £165,000 (developed designs and submission of planning applications) £120,000 (Diversion of the Southern Gas Networks main) £494,700 (Technical design, construction and handover)</p> <p>Capital programme – Affordable Housing Capital Fund: £2,334,000 (Technical design, construction, and handover)</p> <p>Budget cost to CDC £3,338,700</p>	<p>Total spend Freeland Close £2,815,259 (including retention).</p> <p>Figure for the redevelopment came in lower than expected through a competitive tender process with W.Stirland Ltd having the best price per quality score and careful management of the project throughout as regards costs and challenges to overcome.</p> <p>CDC is currently holding £32,692 retention linked to the successful completion of defects at the end of the 12 month defect period.</p>

	The operation of the new accommodation at Freeland Close and Westward House refurbished flats and office.	<p>Revenue Costs</p> <p>The PID outlined a table of projected additional revenue costs and income which is displayed below:</p> <p>Cabinet July 2020</p> <table><tr><th>Item</th><th>Anticipated Value £</th></tr><tr><td>Additional income</td><td>(128,000)</td></tr><tr><td>Additional running costs</td><td>35,200</td></tr><tr><td>Reduction in council tax liability for shared units</td><td>(4,000)</td></tr><tr><td>Life cycle costs</td><td>70,200</td></tr><tr><td>Net impact*</td><td>(26,600)</td></tr></table> <p>*The net impact does not include the expected 50% reduction in the use of bed and breakfast accommodation which would result in a commensurate reduction in the amount of housing benefit subsidy paid out. At the time of the PID, this accounted for £181,000.</p>	Item	Anticipated Value £	Additional income	(128,000)	Additional running costs	35,200	Reduction in council tax liability for shared units	(4,000)	Life cycle costs	70,200	Net impact*	(26,600)	<p>The full revenue implications of this project are yet to be realised; the project having only been handed over in March 2022. Nevertheless, the figures outlined in the table below have been factored into the Budget Spending Plan for 2022-23 agreed by Council in March 2022:</p> <table><tr><th>Item</th><th>Anticipated Value £</th></tr><tr><td>Additional income</td><td>(183,700)</td></tr><tr><td>Additional running costs</td><td>75,400</td></tr><tr><td>Net impact</td><td>(108,300)</td></tr></table> <p>In addition to the above, the Budget Spending Plan for 2022-23 included a net budget reduction of £227,900 on the basis that the new temporary accommodation at Freeland Close would reduce the need for bed and breakfast accommodation for homeless persons and rough sleepers.</p> <p>This will continue to be monitored over the coming financial years.</p>	Item	Anticipated Value £	Additional income	(183,700)	Additional running costs	75,400	Net impact	(108,300)
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3	Sustainability features	The development has centred around a fabric first approach and included several sustainable features including double the levels of roof insulation against building regulations, an array	<p>The features have resulted in a very good thermal performance of the building.</p> <p>The benefits of the PV panels have been designed in a</p>																				

		of recessed photovoltaic panels on the new development roof and a provision of an electric vehicle charging point.	<p>way that benefit all residents at Westward House and Freeland Close.</p> <p>The electric vehicle charging point has been installed in accordance with the planning conditions. Joju has been selected in line with the providers of other EV charging points in the Council owned car park. It is anticipated that this will be responsive to future changes in the automotive industry and a general shift towards electric vehicles and help to reduce the Council's carbon footprint.</p>
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3.4 Dis-benefits

None

4. PROJECT COSTS

See above

5. PROJECT PLAN – Construction

Task / milestone	Scheduled completion date	Actual completion date	Comments
Stage 1- Secure Planning Permission			
Appoint design team	18.12.18	18.12.18	
Consultation with the Cabinet Member for Housing Services	30.10.19	30.10.19	

Chichester District Council

Develop design and submit planning application	18.12.19	18.12.19	
Secure planning permission	15.06.20	13.07.20	The application was delayed through the worsening condition of nutrient neutrality in the Solent and the lack of capacity at the Apuldram Waste water Treatment Works. An appropriate assessment was conducted and consulted with the Environment Agency and Southern Water which delayed the determination of the application.
Cabinet approval of revised PID and report, setting out developed design, associated costs, authority to progress scheme to RIBA stage 4 and delegate authority to invite tenders for works.	07.07.20	07.07.20	Unanimous approval of the proposals and allocation of funds.
Stage 2 – Secure Funding			
Secure funding for consultants and design team to undertake an options appraisal.	07.03.17	07.03.17	
Council approval of capital funds to enable a planning application submission and finalise design for tender process.	22.01.19	22.01.19	
Cabinet and Council approval of capital funds to cover construction – completion costs. (RIBA stages 5-6)	Cabinet 07.07.20 Council 21.07.20	Cabinet 07.07.20 Council 21.07.20	
Stage 3 – Pre-development Work			
Final design and production information	18.12.19	18.12.19	The finalised elevation and floor plans were submitted for planning approval. These had been responsive to pre-application advice received from the local planning authority.
Procurement – prepare tender documents	29.01.20	29.04.20	Internal clarifications were required on what procurement method was to be utilised. The adoption of a price per quality scoring method was relatively new and need some clarification on who in the council assesses what part. Also delayed because of the Covid pandemic and shut down of several contractors and businesses.
Tender Period	30.04.20 – 09.07.20	14.08.20	Full OJEU compliant tender process which allowed 1 member of the tendering firm to do a site visit. A further week was added after the site visits for clarifications to be submitted through the portal.

Evaluation and award of tender including stand still period	09.07.20 – 21.08.20	21.08.20	A moderated evaluation of the tenders was conducted. 4 assessors were present (2 from CDC & 2 from Calfordseaden) and moderated by the Category Procurement Manager from Hampshire County Council. 2 tenders did not pass the initial requirements for the tender and were not assessed any further. The remaining 9 were fully assessed and W. Stirland Ltd were ultimately successful.
Contract preparation and finalisation	21.08.20 – 20.10.20	20.10.20	
Lead in period and site set up	20.10.20	20.10.20	12 week lead in period as advised by the successful tenderer.
Stage 4 – Construction Works to Practical Completion			
Start on site	15.02.21	15.10.21	
Contract completion date	31.01.22	09.03.22	5 week delay as a result of materials and labour shortages caused by Brexit, Covid and the Suez canal crisis.
Practical completion		09.03.22	
Stage 5 – Post Practical Completion			
Occupation	February 2022	March 2022	

6. PROJECT MANAGEMENT PROCESS

6.1 The project management plan for redevelopment of 22 Freeland Close and the refurbishment works to the shared flats and office involved a number of external partners and key stakeholders.

6.2 In order to keep all external and internal support services involved an internal project group was established.

The lead officer also reported to the project sponsor and portfolio holder for housing on a regular basis and undertook numerous site visits with the ward members.

The core group consisted of:

Louise Rudziak - Project Sponsor

Linda Grange – Senior Responsible Officer (left part way through the project)

Cally Antill – Project coordinator and Lead Officer

Bryn Jones – Housing Enabling Officer & Project Officer

Mark Hughes – Accommodation Services Manager

David Cooper – Group Accountant

Helen Belenger – Divisional Manager Finance Services & Deputy S151 Officer

Daniel Bramley – ICT Development Manager

Nicholas Bennett - Divisional Manager Legal and Democratic Services

Sherrie Golds – Commercial Property Solicitor

Warren Townsend – Safety & Resilience Manager

Terri Foster – Senior Communications Officer

- 6.8 An external project manager was appointed from Calfordseaden LLP to coordinate the design team and perform the role of Contract Administrator. The Project Coordinator, the Project Officer and the Accommodation Services Manager attended the monthly design team and contractor meetings. Additional design team meetings were held at key stages. A clerk of works was also employed on behalf of the council to maintain a close relationship with the team on site and to rigorously check standards and challenge the many issues and hurdles which arose.
- 6.9 All of the above groups had agendas, minutes, actions, project programmes and risk registers.
- 6.10 Ad hoc meetings/consultations were set up with the existing housing team to keep staff fully informed.
- 6.11 As this was a large project with a number of key stakeholders it was important that actions and responsibilities were recorded. The stakeholders had to be assessed in terms of the available resources available to work directly with the group or to liaise as a larger group. Members and the local community were also very interested in the project and a communication plan was produced by PR. Large notice boards were displayed on site. Monthly newsletters were produced and distributed to the residents at Westward House and the surrounding properties to keep them abreast of upcoming works and any disturbance.

- 6.12 The project management process worked well with key actions and communications coming back through the project lead officer to ensure that the local members, the cabinet holder and the Council's Strategic Leadership Team could be kept informed of the progress or any issues and to ensure that the overall project programme, budget and associated risks be assessed.
- 6.13 The working relationship with the external project manager was good however there was an incident in which the allocated senior partner at the project management firm was removed due to unprofessional behaviour. There was no loss in the day-to-day administration of the project which was being mainly done by the associate project manager but did lack in some of the experience at crucial moments of the project.
- 6.14 This was a design and build contract so all sub-consultants were procured and managed by W.Stirland Ltd with the exception of the project manager, clerk of works and principal designer who were directly employed by CDC. Collateral warranties were provided for all sub-consultants and checked by the Commercial Property Solicitor.
- 6.15 The project experienced a number of changes in a number of W Stirland staff including three changes of quantity surveyor, two contracts managers and two designers which made it difficult to ensure a consistent approach and knowledge of the scheme. Fortunately the site manager remained consistent throughout which was of vital importance.
- 6.14 Due to the duration and scale of the project, internal support was required from a number of support services. The level of support was different from the respective service areas at different times. Due to the number of corporate projects being delivered at the time this meant that a number of services were stretched to cover resources required. The Project Coordinator and Project Officer tried to mitigate any significant workloads being passed onto the project team and only consulted when necessary or on areas out of their expertise e.g. Health and Safety, insurances and legal matters.
- 6.15 The project experienced a number of challenges which had to be overcome in order for the project to start on site and continue on site. These included:
- A high water table and the need for winter water testing at a very specific time of year which could have delayed the project starting by a year
 - The Environment Agency's requirement to prevent any further nitrates entering Chichester harbour as a consequence of the scheme
 - The lack of capacity at the Apuldram waste water treatment plant
 - Post Brexit material supply issues and the loss of a substantial part of the European building workforce and HGV drivers

- Covid including lock downs, self isolation and social distancing in workforce teams, manufacturing plant shut downs, shortage of a wide range of materials from screws and nails to doors, all wood products and cement based products to name just a few.

7. FURTHER ACTION

- 7.1 Ongoing - To review the performance of the building and address any latent defects which may occur over the preceding years. Reduce the impact of the housing benefit subsidy loss by ensuring pathways are there for clients to move unintentionally homeless households into the temporary accommodation and onto permanent housing. Assess the benefits of the sustainable measures and whether there are savings to the Council and residents in its utilities costs
- 7.2 The operational costs of the service are monitored and reviewed to ensure there is adequate budget and that the service is managed efficiently.
- 7.3 To complete the defects inspections at six and twelve months and manage the retention budget.

8. REVIEW PLAN

- 8.1 To continue to monitor the revenue budget for Westward House and Freeland Close.
- 8.2 To complete the end of defect process by March 2023.