



# **Business Case**

## **Public conveniences review 2016-2017**

Date: 4<sup>th</sup> January 2017

## Part A - Document Control

### A 1 - Key personnel

<b>Project</b>	Public conveniences –Replacement proposal
<b>Sponsor</b>	Dawn Garton
<b>Project Manager</b>	David Blanchard

### A 2 - Version history

Version	Date	Summary of changes	Changes marked
1	15/12/16	Updated original draft	No
2	03/01/17	Incorporated changes & comments from DG including new figures	No

### A 3 - Distribution

Name	Area
Dawn Garton	Central Services Manager
Chris Damri	Interim asset manager

## Part B – Project Background/Overview

### B 1 – Background to the Project

Members approved the Project Mandate for the replacement/renewal of the existing public conveniences at Wilton Road and St Marys Way with two blocks of semi automatic public conveniences at Wilton Road and St Marys Way at the Community and Social Affairs Committee on 22<sup>nd</sup> June 2016 for inclusion into the capital programme and requested that a business case be prepared. Members requested a small selection of designs were brought back to Committee for approval when planning officers have been consulted. The project entails replacement of the existing two fully attended toilet facilities with semi automatic toilets in similar locations. It will deliver a more cost effective service, the proposed toilets at Wilton Road will be better located to serve coach users as they will be closer to the drop off points . A net capital investment of £315k (see finance calculation below) to replace the existing facilities that are falling in to disrepair will bring about an estimated annual saving of £70k. The saving has been accounted for in the Medium Term Financial Strategy

The key benefit of this project is to provide a modern, accessible and up to date and fit for purpose facility to meet the needs of the public and also to help deliver efficiency savings and reduce pressure on the public purse.

### B 2 –Key Service Areas Affected

Tourism, economic development and other services.  
Public conveniences in house team

### B 3 – Strategic fit

The project helps to support Council priorities by helping to provide environments that meet local needs, contributes to developing a thriving town centre, by providing the facility it will also help to support the most vulnerable to have access to modern accessible facilities.

It also fits with being an agile Council ,managing demand and delivering well respected value for money customer focussed services.

Critical success factors include, providing a replacement facility that is clean, fit for purpose, sustainable and meets the reasonable needs of customers, that also broadly realises projected savings and is delivered within the agreed budget and timescales.

### B 4 - Options appraisal

Options were considered at Project mandate stage:

- Keep status quo –Expensive and toilets have reached end of their useful life this option was discounted.
  - Refurbishment of existing toilets –Capital costs estimated to be £160k and annual running costs remain high compared with other market town toilet facilities therefore this option was discounted.
  - Replace with semi automatic toilets –Preferred Option selected
  - Close toilets and withdraw service completely because this is not a mandatory service. This option was discounted because it is considered to be a service that supports local needs and tourism for the town.
- Various locations were considered for replacement toilets at Wilton Road,

with the task group eventually deciding on the location of the planters, with toilets facing Wilton Road car park as the preferred location and 3 toilets at each location.

### B5 - Key Business Risks/Contingency plans

Provision of public conveniences is a subject where there are wide ranging views on levels and type of provision, toilets can be misused and facilities intended for local benefits can detract if not well managed, therefore getting agreement on the way forward is not easy. The risks have been managed by widely consulting on the project during the process and also by setting up a Member led task group to help steer the project and develop; the business case so that the project objectives can be achieved.

A risk register has been compiled and will be maintained throughout the project duration, a key risk is the accuracy of the financial projections costs and capital receipts from disposal- business case figures have altered significantly from the original figures in the mandate and it is difficult to accurately assess values for costs and disposal of the existing facilities at this stage in the project particularly whilst there is economic uncertainty and threat of price inflation and tenders have not yet been sought

### B 6- Financial Implications

#### **Cap / Rev**

***Please define if these are capital or revenue and the financial years they will be incurred. Also consider if they are Special or General Expenses or HRA***

	£	£	£	£	Comment
Year	2016/17	2017/18	2018/19	2019/20	
<b>Capital Costs</b>	<b>£10k</b>				
<b>Wilton Road est. cost</b>		<b>£146k</b>			
<b>St marys Way est.cost</b>		<b>£162k</b>			
<b>Consultant fees</b>		<b>£25k</b>			
<b>Total say</b>		<b>£340k</b>			
<b>Non Recurring Revenue costs- one off staff costs</b>		<b>45k</b>			
<b>External Funding/Capital receipt from</b>			<b>-£30k Park Lane -£40k</b>		

<i>disposals</i>			<i>Wilton Rd</i>		
<i>Net Cost</i>		<b>£385k</b>	<b>-£70k est.capital receipt</b>		<b>£315k net cost after disposals</b>
<i>Ongoing Savings(-) /costs per annum</i>			<b>-£70k</b>		

**Detailed estimates should be provided to finance to assist with budget monitoring and reporting**

### B 7 – Project Scoring Matrix

<b>Scoring – for your project – calculate the points</b>				
<b>Criteria</b>	<b>1 Point</b>	<b>2 Points</b>	<b>3 Points</b>	<b>Score</b>
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K	3
Timescale	< 6 months	6 – 12 months	> 12 months	3
Impact if project failed on the organisation	Minor disruption	Moderate	Major	2
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working	3
Stakeholder Interest (internal and external)	Minimal	Moderate	Major	2
Project Complexity	Straight-forward	Moderately Complex	Highly Complex	2
<b>Total score</b>				<b>15</b>

Projects scoring 6 – 10 points - Formal methodology **not** necessary  
 Projects scoring > 10 points - Formal methodology **is** necessary

#### Note

The business case **must** be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed. Programme board to agree the on-going project management required based on the above scoring and documented on the Project List

## Part C – Project Details

This section sets out the direction, scope and objectives of the project and forms essentially the “contract” between the Project Sponsor and Project Manager as to what will need to be delivered.

### C 1 - Project Objectives, outcomes and benefits

What are we hoping to achieve from doing this project? Outline principle aspirations/objectives.

Project objectives should link to the high level Strategic Objectives as they specify what needs to be done to achieve them. Project objectives should be **SMART** (Specific, Measurable, Attainable, Relevant, Time bound)

New built fit for purpose public conveniences with low maintenance and running costs

Longer opening hours than existing

Annual revenue savings of circa £70k per annum effective from 2018/19

Project budget and programme delivered – subject to designs and direction of project being agreed by Members

Net Capital receipts of £30K for Park Lane on or before 2018/19

Net Capital receipt of c.£35-£40k for Wilton Road toilets in 2018/19.

Outline any key dependencies

Members approval of designs

Internal resources to deliver project are properly allocated

Special purchasers remain interested in Wilton Road toilets

## Part D – Project Management

### D 1- Delivery

Project delivery will be led by Project manager, David Blanchard, supported by Chris Damri and Kirsty Whelbourne.

Dawn Garton is project sponsor and will attend internal officer meetings, Task Group and Committee meetings.

Consultants William Saunders have provided architectural, QS and technical advice on costings to date. Invitations to quote have been sent to five local firms , Gleeds, Pick Everards, Focus ,Arc and WM Saunders. Quotes were received on or before 14<sup>th</sup> December 16 and Gleeds have been selected to provide the professional support services to deliver the project subject to members approving the business case. Their fees of £25k have been added to the project feasibility and project costs.

Business case to be approved by programme board on 19<sup>th</sup> December 2016

Consultants will be appointed subject to and immediately following Member approval to report at CSA on 24<sup>th</sup> January 2017

Design and specification to be completed in February 2017

Planning permission to be applied for in March 2017

Quotes to be received from builders for toilets subject to planning

Planning to be determined June 2017  
Building works to be completed by December 2017

## D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

### **External Stakeholders**

General Public – Changes proposed have already been consulted on and principle of changes has been accepted by majority of consultees including general public and Members.

The Media –The project, once implemented, may result in some adverse media attention many Councils have reduced resources allocated to public conveniences and some have stopped providing the service entirely. The message is that the route being taken by Members a sensible balance between financial constraints and service needs.

Partners – BID and town centre managers need to be kept in the loop on the

### **Internal Stakeholders must be consulted in drafting the business case and again if there are any subsequent changes during delivery**

Finance – Are finance in agreement with the proposal and the financial assumptions made. YES

Legal – Are legal in agreement with the proposal and the legal assumptions made. YES

IT – Have IT been consulted on the technical requirements and the strategic fit with other systems NO N/A

Procurement – Are there any specific procurement aspects that need to be considered – Welland Procurement are being consulted on the process

Property – Are there any property implications and have they been consulted. YES

Communications – Have communications plans been updated? Is a specific communications plan needed for this project \_No communication plan is necessary and there are insufficient resources to deliver on a project this size. Staff affected by the project will be kept informed as the project progresses with support from HR as necessary.

Equalities \_ Is an Equalities Impact Assessment Required? YES, a draft EIA is being prepared

D

