

### End of project and lessons learnt report - Parkside

Completed by the Project Manager and circulated to key stakeholders for comment.

#### Key Stakeholders

Project team – CAM, CC, DB

Leader of Council

CBSDC members

CMT

Access group

**Partner organisations** – LCC, LPT, voluntary sector

Melton Civic society

Local businesses around Burton St

Adjoining owners

Consultants and contractors

#### **PART 1 – PROJECT CLOSURE**

<b>Project name</b>	<b>New Council Offices and New Ways of Working at Parkside</b>
<b>Report date</b>	<b>12<sup>th</sup> January 2014</b>
<b>Brief description of Project</b>	<p>New Council offices, multi agency incorporating partners &amp; new ways of working. Vision of an inspirational place for public sector working in Melton.</p> <p>The location adjacent to the train station and in a neglected part of Melton known as Town Station site offered opportunity to re-generate a part of town that was run down and unkempt.</p> <p>The project covers the main build construction, ICT, Green Travel, consultation and staff move logistics.</p>
<b>Project Objectives</b>	<p>New Council offices which facilitate modern, multi agency working and flexible ways of working.</p> <p>A quality building and effective environment</p> <p>Build on time and within an agreed budget demonstrating value for money and good control mechanisms.</p> <p>Optimise space utilisation</p> <p>Balance desire for a landmark building reflecting modern business and a desire for use of traditional materials</p> <p>Very Good BREEAM &amp; energy efficient design</p> <p>Re-generate locality</p>

## Appendix C

<p><b>Project Objectives</b></p>	<p>Facilitate cultural change –Paper light, flexible, adaptable Joined up working across tiers of government and third tier( part of the people and change workstreams) See Appendix A.</p> <p>Revenue efficiencies</p> <p>Future proof</p>
<p><b>Vision</b></p>	<p>Facilitate agencies working together</p> <ul style="list-style-type: none"> <li>- Better utilisation of space</li> <li>- Coordinated delivery of services f2f</li> <li>- Collaboration across agencies .</li> </ul>
<p><b>Critical success factors</b></p>	<ol style="list-style-type: none"> <li>1. To meet and exceed public expectations with sustainable building that helps to regenerate the town station site;</li> <li>2. Use 50% less space than at Nottingham Road offices;</li> <li>3. Better partnership working to deliver outcomes to customers;</li> <li>4. Better customer experience with co-located services under one roof;</li> <li>5. On time, within budget;</li> <li>6. Citizens are engaged in new build and regeneration process;</li> <li>7. The building is resilient to future change and enables an agile Council;</li> <li>8. Smooth transition into the building to minimise impact on services.</li> </ol>

Performance against Critical Success Factors	Issue	Managed
<p>1.To meet and exceed public expectations with Sustainable building that helps to regenerate the town station site.</p>	<p>Diverse view of what building should look like, modern v Traditional</p> <p>Vision for wider regeneration of the town was shared early on with stakeholders</p> <p>Sustainable building design was based on layout and design of the footplate and an “intelligent” building programmed via a building management system to</p>	<p>Brief was developed after stakeholder consultation and approach was open and transparent</p> <p>Work has continued with Town Estate and Melton in Bloom to improve the area</p> <p>The configuration of the building and “brille soleil” has helped with solar gain, however the Building Management System and M &amp; E solutions for the building have proved problematic now that the building has been up and running for over two years. Getting good M &amp; E consultants vital for this type of project.</p>

## Appendix C

<p><b>2. Use 50% less office space than at Nottingham Road offices</b></p>	<p>Need to develop flexible working methods and significant change to realise space savings</p>	<p>Staff consultation and flexible, cultural approach of staff.</p> <p>In 2008 MBC occupied a building Gross Internal Area of 4287 sq m of which the civic areas extended approximately 287 sq mt. Leaving 4000 sq m office space for approximately 200 staff. At Parkside there is 1,880 sq m of office space serving 280 staff, showing significant savings in space and associated costs.</p>
<p><b>3. Better Partnership working to deliver better outcomes to customers</b></p>	<p>Data protection</p> <p>Cultural differences</p>	<p>Training for all staff and partners coming to Parkside</p> <p>Engaging with Partners and stakeholders early in the process and jointly developing protocols for the building with key partners.</p> <p>Partnership working is going very well.</p>
<p><b>4. Better customer experience with co-located services under one roof</b></p>	<p>Higher level of footfall in Council offices as demand for services increases under co-location</p> <p>Privacy of customer meeting points</p>	<p>Customers have access to a wide range of public and voluntary sector services in one location and this has proved popular with customers</p> <p>Addressed by improving sound insulation in customer meeting rooms</p>
<p><b>Performance against time criteria</b></p>	<p>Timetable altered due to exceptionally adverse weather conditions in December 2010, January 2011.</p>	<p>Original May move in date was managed through adoption of plan B – withdrawal from MMBS and consolidation at PH until the new build was ready.</p> <p>September 2011 move in deadline was met, adherence to the timescales did impact on the amount of time and resource available for building commissioning and training for operational staff</p>
<p><b>5. Citizens are engaged in new build and regeneration process</b></p>	<p>How to engage with a wide range of stakeholders for the building</p>	<p>The Council had a consultant to help deliver public consultation and communications.</p> <p>Various groups were set up a Sounding Board , a Champions</p>

## Appendix C

	<p>How to cater for range of views on modern and traditional preferences.</p>	<p>Group for staff, public consultation was also done through Parish Councils using local community centres to present the project</p> <p>The Sounding Board offered up suggestions on the reception design, co-location and the wider regeneration of Burton Street which has been partly implemented</p> <p>“Road shows “for staff and Members were held the month before opening to explain the layout &amp; protocols for the building.</p>
<p><b>6.</b> The building is resilient to future change and enables an agile Council</p>	<p>The brief from the beginning was for a flexible building that may be of interest to an institutional investor if it ever became surplus. Layout of cabling was designed to permit changes in layouts, the ICT room was built with additional capacity for future changes</p>	<p>With the exception of certain design aspects and Mechanical and Engineering design the building is proving resilient to change.</p> <p>Certain design engineering solutions have proved to be problematic; these include the lighting layouts, controls and fittings. Which are currently under review, the solar water heating supplier and system were changed and the acoustic specification.</p>

## Appendix C

<p>7. Smooth transition into the building to minimise impact on services</p>	<p>Overall the move in to Parkside was successful with a planned and phased move in for partners, this incremental approach allowed snags and teething issues to be identified and managed with minimum impact on customers.</p>		<p>The combination of MBCs absence of an experienced facilities manager in post and a contractor under financial pressures meant the handover process from contractor was not as effective as it could have been. External move in manager for this type of project helps.</p>
<p><b>Performance against objectives &amp; Issues Log</b></p>			
<p>Performance against time criteria</p>	<p>Timetable altered due to exceptionally adverse weather conditions in December 2010, January 2011.</p>		<p>September 2011 move in deadline was met</p>
<p><b>Issue 1.</b> ECH changes in lead Project Manager throughout project</p> <p><b>Issue 2</b> Umbrella agreement for consultants, fee levels too low</p> <p><b>Issue 3</b> Need for speed due to insurance cover, land acquisition and customer service needs constrained extent and timing of public consultation</p> <p><b>Issue 4</b> Commissioning and FM staff training –insufficient time allowance by project leads &amp; conflicting priorities resulted in move in issues</p>	<p>4 project managers throughout duration, impact on in house team</p> <p>Performance issues and tension between consultants e.g. QS not liaising with building services design engineers</p> <p>Sounding board and design consultations</p> <p>Resources and priorities learning point</p>		
<p><b>Outstanding actions</b></p>	<p>Action</p>	<p>By Whom</p>	<p>Review Date</p>
<p>1. Building Snags</p>	<p>Complete works on known snags</p>	<p>Corporate Property Officer &amp; Property team</p>	<p>June 2014</p>
<p><b>Client comment and</b></p>			

## Appendix C

appropriate sign off		
Report	Comment	Suggestions
<p>1. Within the project:</p> <p><b>Aspects that went well</b></p> <p>Subcommittee, delegations &amp; regular planned reporting kept members up to date and informed about project</p> <p>Small in house project team (3 members)</p> <p>weekly meetings</p> <p>Highlight reports</p> <p>Budget monitoring and reporting</p> <p><b>Aspects that went badly</b> (See issues above.)</p> <p>Project documentation - collaboration</p>	<p>Gave project momentum &amp; nimble decision making</p> <p>Continuity &amp; knowledge sharing, single points of contact</p> <p>Reports provide internal updates and communicated issues</p> <p>A single point of contact with appropriate skills &amp; experience in finance team</p> <p>Individual filing systems result in duplication and issues for retrieval of documents</p>	<p>Consider for similar projects in the future</p> <p>Dedicated project resource</p> <p>Involve accountant in relevant decisions and risks of project. Progress reports help.</p> <p>Invest time up front on method and structure for project documentation</p>
<p>2. A description of any surprises or unexpected events impacting on plans, anything important that was not anticipated</p>	<p>The contractor going into liquidation after practical completion.</p>	<p>Importance of sub contractor warranties and appropriate levels of retention. Insurance against contractor going out of business was considered by Members and rejected on a costs benefit analysis.</p>
<p>3. Recommendations for future enhancement or modification of the project management method.</p>	<p>Regular reporting to members and meetings set up in advance helped project continuity.</p>	<p>Subcommittee worked very effectively. Consider filing method at project commencement and agree system</p>

**Project Manager** \_\_\_\_\_ **Date** \_\_\_\_\_