

Committees:		Dates:
Hampstead Heath, Highgate Wood and Queen's Park Committee Projects Sub Committee		23 May 2018 16 May 2018
Subject: The Hive Learning & Volunteer Centre, Hampstead Heath	Gateway 7 Outcome Report Light	Public
Report of: Director of Open Spaces Report Author: Lucy Gannon, Open Spaces		For Decision
<u>Summary</u>		
<p>The project to convert unused football changing rooms at Hampstead Heath into a learning and volunteer centre was discontinued following a review of the project requirements.</p> <p>The Hampstead Heath Capital Projects Board met in January 2018 and agreed that the project should not proceed.</p> <p>Budget: The approved budget for the project was estimated at a total of £200K. The Gateway 2 (light) report identified £27K from the Local Risk Budget to procure architectural services to complete design and tender documents for the conversion in order to progress to the Gateway 5 (light). As the project was stopped prior to works commencing, no funds were expended.</p>		
<u>Recommendations</u>		
It is recommended that the lessons learnt be noted and the project be closed prior to Gateway 5 – Chief Officer authority to start work (light).		

Main Report

1. Brief description of project	Conversion of a disused football changing room and adjoining outdoor space on Hampstead Heath to create an integrated educational facility and volunteer hub that will accommodate an expanding Open Spaces Learning Programme.
2. Assessment of project against SMART Objectives	<p>Please see Section 3 below for assessment and further details about the project objectives.</p> <ol style="list-style-type: none"> 1. Transformation of an unused building and yard to a versatile learning and volunteer facility by April 2018.

	<ol style="list-style-type: none"> 2. The new facility will support an expansion of the Learning Programme offer on Hampstead Heath to include regular secondary school bookings and a corresponding increase in pupils participating. 3. The facility will enable increased participation in the Open Spaces learning programme activities and volunteering on the Heath. The benefits of these will be evaluated via the Outcome Framework for the Learning Programme. 4. Sustainability improvements to the building to ensure savings in running costs.
3. Assessment of project against success criteria	The success criteria were stated in the Gateway 2 (light) report. However, as the project was stopped prior to Gateway 5 (light), no change occurred as a direct result of this project, therefore no assessment can be made.
4. Key Benefits	<p>The benefits of the project will not be realised as the project will not proceed. In considering that the proposed conversion was not achievable within the approved budget, the Hampstead Heath Capital Projects Board considered the following alternatives:</p> <ol style="list-style-type: none"> 1. Options appraisal for provision of a learning and volunteer centre at the site of the football changing rooms that would consider an additional option to demolish the existing building and replace with a pre-fab facility. 2. A wider study to consider a range of options across the Parliament Hill Fields area of the Heath to provide a learning and volunteer centre for less than £250K (including the Lido, Adventure Clubhouse, Peggy Jay Centre, Traditional Playground & Parliament Hill staff yard. 3. A wider holistic study to consider the best use of the existing facilities across the Parliament Hill Fields area of the Heath to meet the Division's objectives as set out in the draft Asset Management Plan for Hampstead Heath.
5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)	No
6. Programme	The project was not completed within the agreed programme

	of a project group for project governance and a detailed project brief that identified and considered all risks and issues.
9. Areas for improvement	<ol style="list-style-type: none"> 1. An improved understanding of the corporate gateways and procedures for project management and approvals would be beneficial. 2. Greater clarity within Open Spaces Department about the roles and responsibilities of the client (Open Spaces Department) and the City Surveyor's Department would ensure more effective scoping of the project in the early stages. 3. A clear process and pathway for escalating any issues within the Teams. This is now addressed with the establishment of a Divisional Capital Projects Board for Hampstead Heath.
10. Special recognition	None

Lessons Learnt

11. Key lessons	<ol style="list-style-type: none"> 1. Early review of detailed surveys to ensure the project proposal is designed and costed to address any issues identified, in the formative stages. 2. Development of a detailed project brief and identification of 'gateways' or thresholds for approval by the client prior to proceeding. 3. Clarity of roles and responsibilities when working across Departments is crucial. 4. Local Officer knowledge and advice to the CS project lead is essential from the formative stages through to completion.
12. Implementation plan for lessons learnt	<ol style="list-style-type: none"> 1. Divisional Capital Projects Board for Hampstead Heath was established in November 2017 and meets monthly to consider project proposals and to guide projects through approval and implementation. 2. Client to complete the City Surveyor's Department project brief template for all project proposals at commencement, including identification of risks, issues and assumptions, clear roles and responsibilities, with oversight by the Divisional Capital Project Board (see 1 above).

Appendices

Appendix 1	
Appendix 2	
Appendix 3	

Contact

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