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<p>Committees: Corporate Projects Board</p> <p>Hampstead Heath, Highgate Wood and Queen's Park Committee</p> <p>Projects Sub Committee</p>	<p>Dates: 03 November 2021 01 December 2021 15 December 2021</p>
<p>Subject: Redevelopment of Hampstead Heath Adventure Playground</p> <p>Unique Project Identifier: PV Project ID: 11822</p>	<p>Gateway 6: Outcome Report Light</p>
<p>Report of: Executive Director of Environment</p>	<p>For Decision</p>
<p>Report Author: Declan Gallagher</p>	

Summary

<p>1. Status update</p>	<p>Project Description: To deliver improved play opportunities on Hampstead Heath. The redeveloped play area aligns with the Open Spaces Play Principles and maximises the opportunity for users to connect to Hampstead Heath through emphasising natural play and exploration.</p> <p>RAG Status: Red – Project has been completed over time and over budget</p> <p>Risk Status: Low – Project completed</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost: £ 110,486.22</p>
<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <p>Members are asked:</p> <ol style="list-style-type: none"> 1. To note the contents of this report 2. To note the lessons learnt 3. To authorise closure of this project
<p>3. Key conclusions</p>	<p>The project achieved all the original SMART Objectives, Success Criteria and Key Benefits as outlined in Gateway 1/2. However, there was a time delay in delivering the project partly</p>

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	<p>due to the COVID pandemic, but mainly due to several obstacles / barriers that had to be overcome:</p> <ul style="list-style-type: none"> • The project was put on hold as part of the Corporate Fundamental Review. • The Departmental and Divisional Business Managers highlighted the project was being funded from monies which had been capitalised from the Hampstead Heath Local Risk Budget and the project was able to progress. • The preferred original appointed contractor (Lockwood Landscapes) at Gateway 5 went out of business - City Procurement negotiated with the second contractor (Gerald Davies Ltd), and it was negotiated and agreed they would be awarded the works project contract. • Due to the change in appointment of a new contractor budget and passage of time price of the works had increased from its original 2017 submission - this process was managed through “A Change Control Notice”. <p>The learning from this project has been captured and will assist with the project management of two London Borough of Camden (Community Infrastructure Levy funded) and (one Community funded playground in Hampstead Heath in 2021 and 2022.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	The design of the Adventure Playground has met all the specification requirements as outlined in Gateway 5.
5. Options appraisal	There was one minor amendment to the original design (the recommendations of BSEN1177 have been updated) resulting in the installation of impact absorbing surface (1.5 m width) around the trampoline and this change was met from contract contingency monies).
6. Procurement route	An open tender procurement exercise was managed the City Procurement Team.
7. Skills base	An external Principal Designer was commissioned to complete the detailed design and manage the contractor on site to fruition of the project. The Hampstead Heath Operations Team and Open Spaces Learning and Play Teams assisted with community and key stakeholder engagement. For the Open Spaces Teams, this was a steep learning curve in Project Management and the Teams are grateful for the support they have received from colleagues from the various departments within the City of London Corporation.

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8. Stakeholders	The Hampstead Heath, Highgate Wood and Queen’s Park Committees and Projects Sub Committee approved the design. Play facility users were consulted and contributed to the final detailed design. The detailed design was also endorsed with a few minor amendments by the Hampstead Heath Consultative Committee who also visited the site during and post construction. All key stakeholders were satisfied with the outcome of the project.
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Variation Review

9. Assessment of project against key milestones	As outlined in Section 3 of this report, there has been a delay of twelve months in the scheduled completion of this project. At Gateway 5 works were scheduled to start in October 2019 and completed by end of March 2020, with an early April 2020 opening.
10. Assessment of project against Scope	Initially it was intended to redevelop two playgrounds - the Adventure Playground and the smaller neighbouring One O Clock Playground. However, following a competitive tendering exercise it highlighted that it was necessary to reduce the scope of the works to the Adventure Playground only that was feasible within the proposed budget in Gateway 1/2 report of £100k - a Change Control Notice was issued on 08.02.2018.
11. Risks and issues	<p>At Gateway 5 the only risk identified was the potential outcry from the public due to not replacing the popular and historical American Swing with a “like for like” piece of equipment – this was successfully mitigated through user consultation and engagement in the design process and stakeholder feedback / public reaction in selecting the piece of equipment to replace the aging and unsafe American Swing.</p> <p>Several unidentified risks occurred as stated in Section 3 of this report.</p>
12. Transition to BAU	<p>It was agreed on completion of the project the Adventure Playground would be managed via the Hampstead Heath Local Risk Budget.</p> <p>Principal Designer organised an independent “ROSPA Play Safety Post - Installation Inspection” and this was successfully signed off on 6 May 2021.</p>

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Value Review

<p>13. Budget</p>	<table border="1" data-bbox="491 342 1366 421"> <tr> <td data-bbox="497 342 778 421"><i>Estimated Outturn Cost (G2)</i></td> <td data-bbox="778 342 1359 421">Estimated cost (including risk):£100K Estimated cost (excluding risk):</td> </tr> </table> <p data-bbox="491 461 1046 607">Savings identified in Hampstead Heath £50,000 - Local Risk Budget 2016/17 £25,000 - Local Risk Budget 2017/18 £25,000 - External Grant Funding</p> <table border="1" data-bbox="491 642 1374 1133"> <thead> <tr> <th data-bbox="497 642 783 719"></th> <th data-bbox="783 642 1078 719"><i>At Authority to Start work (G5)</i></th> <th data-bbox="1078 642 1367 719"><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="497 719 783 757"><i>Fees</i></td> <td data-bbox="783 719 1078 757">£ 18,250.00</td> <td data-bbox="1078 719 1367 757">£ 18,250.00</td> </tr> <tr> <td data-bbox="497 757 783 795"><i>Staff Costs</i></td> <td data-bbox="783 757 1078 795">£</td> <td data-bbox="1078 757 1367 795">£</td> </tr> <tr> <td data-bbox="497 795 783 833"><i>Works</i></td> <td data-bbox="783 795 1078 833">£ 89,187.45</td> <td data-bbox="1078 795 1367 833">£ 92,236.22</td> </tr> <tr> <td data-bbox="497 833 783 871"><i>Purchases</i></td> <td data-bbox="783 833 1078 871">£</td> <td data-bbox="1078 833 1367 871">£</td> </tr> <tr> <td data-bbox="497 871 783 947"><i>Other Capital Expend</i></td> <td data-bbox="783 871 1078 947">£</td> <td data-bbox="1078 871 1367 947">£</td> </tr> <tr> <td data-bbox="497 947 783 1023"><i>Costed Risk Provision</i></td> <td data-bbox="783 947 1078 1023">£</td> <td data-bbox="1078 947 1367 1023">£</td> </tr> <tr> <td data-bbox="497 1023 783 1061"><i>Recharges</i></td> <td data-bbox="783 1023 1078 1061">£</td> <td data-bbox="1078 1023 1367 1061">£</td> </tr> <tr> <td data-bbox="497 1061 783 1099"><i>Other*</i></td> <td data-bbox="783 1061 1078 1099">£</td> <td data-bbox="1078 1061 1367 1099">£</td> </tr> <tr> <td data-bbox="497 1099 783 1133">Total</td> <td data-bbox="783 1099 1078 1133">£ 107,437.45</td> <td data-bbox="1078 1099 1367 1133">£ 110,486.22</td> </tr> </tbody> </table> <p data-bbox="491 1173 1455 1317">A Change Control Notice was issued on 16 April 2021 to the Chief Officer and Head of Finance notifying of the appointment of new contractor and increase in budget from £107,437 (2018) to £114,281.</p>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £100K Estimated cost (excluding risk):		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£ 18,250.00	£ 18,250.00	<i>Staff Costs</i>	£	£	<i>Works</i>	£ 89,187.45	£ 92,236.22	<i>Purchases</i>	£	£	<i>Other Capital Expend</i>	£	£	<i>Costed Risk Provision</i>	£	£	<i>Recharges</i>	£	£	<i>Other*</i>	£	£	Total	£ 107,437.45	£ 110,486.22
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<p>14. Investment</p>	<p>N/A</p>																																
<p>15. Assessment of project against SMART objectives</p>	<p>The project met the following SMART objectives as outlined in Gateway 1/2:</p> <ul style="list-style-type: none"> ➤ Redesigned play areas that meet the principles below and align with the Hampstead Heath Play Policy: <ul style="list-style-type: none"> • Emphasises natural play and exploration • Incorporates the Heath’s natural environment and optimises the opportunities for young people to connect with it • Provides a range of play opportunities which deliver Play England’s 7 objectives for play • Recognises and caters for a range of abilities and preferences for play • Provides many exciting play opportunities to reduce over-reliance on a small number of opportunities 																																

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	<ul style="list-style-type: none"> • Supports the staffed play activities • Lowers on-going maintenance costs of both facilities • Ensures a long-life span for the facilities • Provides a more joined up feeling for both facilities (uses the same theming and ethos) • Is accessible to the public without supervision and reduces barriers to use • Involves users (young people, children, parents, carers) in the design <ul style="list-style-type: none"> ➤ Increased participation at both facilities and corresponding increases in donations measured through visitor figures and local risk budgets. ➤ Evidence of achieving our departmental learning outcomes for participants using the facilities measured through evaluation framework. ➤ Consultation with users on the design results in a popular and well used facility measured through communications plan <p>The following two objectives have not been met:</p> <ul style="list-style-type: none"> ➤ Project delivery schedule for completion as outlined at Gateway 1/2. ➤ The redevelopment of one of the playgrounds. However, the detailed design of the smaller One O' Clock Playground has been completed and ready to be implemented subject to planning permission and future funding.
<p>16. Key benefits realised</p>	<p>As identified in Gateway 1/2 the following Key Benefits have been achieved:</p> <ol style="list-style-type: none"> 1. Access to play opportunities is defined as a right by the United Nations Convention on the Rights of a Child. Active learning through play supports young people's social, emotional, creative, and physical development. Young people can gain confidence, build their connection with the Heath, and mix with people of a range of ages and backgrounds. 2. Play opportunities on Hampstead Heath represent a key first step in engaging a wide variety of young people with green spaces and contribute heavily to the wellbeing agenda. In particular, the facilities are well used by the local communities near Gospel Oak who are a key audience for the learning programme.

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Lessons Learned and Recommendations

17. Positive reflections	<p>Despite the barriers and hurdles since Gateway 5, the project in the main has been delivered. The following are positive key reflections:</p> <ol style="list-style-type: none"> 1. Due to the first contractor going into liquidation, City Procurement revisited the tender evaluation exercise and approached the second contractor who agreed to construct the project within the defined budget envelope. 2. The Contractor delivered the playground to the design specifications and was proactive in working with the Principal Designer to keep costs under control and to deliver the project within the agreed managed budget envelope and revised agreed timeframe. 3. For the Open Spaces Teams, the project management opportunity offered opportunities to learn and gain new skills in working collaborating with colleagues within PMO, City Procurement, Chamberlains and Corporate Health & Safety.
18. Improvement reflections	<p>Having gone through the project process, the role of the Principal Designer could have been reduced and monies saved, especially with the management of works on site.</p> <p>Moving forward with other potential play area projects of a similar size and budget The Hampstead Heath Operations Team have gained knowledge and experience are confident in managing contactor(s) on site in future.</p>
19. Sharing best practice	<ol style="list-style-type: none"> 1. Dissemination of key learning within Open Spaced Department. 2. Lessons learned have been logged and recorded on Departmental Shared point.
20. AOB	N/A

Appendices

Appendix 1	Project Cover Sheet
Appendix 2	
Appendix 3	

Contact

Report Author	Declan Gallagher
Email Address	declan.gallagher@cityoflondon.gov.uk
Telephone Number	Ext 3771

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Project Coversheet

[1] Ownership & Status

UPI: 11822

Core Project Name: Redevelopment of Hampstead Heath Adventure Playground

Programme Affiliation: None

Project Manager: Declan GALLAGHER

Definition of need:

- a) To continue delivering play opportunities on Hampstead Heath, investment is needed to replace the aging and faulty equipment at both facilities. This project proposes that a complete redevelopment of the play areas at the Adventure Clubhouse and Peggy Jay Centre is undertaken to align with the new aims and allow the facilities to contribute to our departmental impacts more fully for play.
- b) The new design will maximise the opportunities for users of the facilities to connect to Hampstead Heath through emphasising natural play and exploration. A list of design criteria has been developed.

Key measures of success:

- a) Completion of works within revised agreed budget and specified time frame.
- b) Works signed off by Principal Designer and successful Play Safety external inspection certificate.
- c) Positive feedback from playground users, playground staff and members of the Hampstead Heath Consultative Committee.

Expected timeframe for the project delivery: January 2017 – March 2018

Key Milestones: Project completed in May 2021

Are we on track for completing the project against the expected timeframe for project delivery? Project Completed

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1&2 report (as approved by Corporate Project Board on 10.01.2017, Hampstead Heath Hampstead Heath, Highgate Wood & Queen's Park Committee on 30.01.2017 and Project Sub Committee on 31 01.2017:

- Total Estimated Cost (excluding risk): **£100,000**
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: **January 2017 – March 2018**

Scope/Design Change and Impact:

'Project Proposal' G2 report: N/A – Project Proceeded to Gateway 5 Light

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:

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- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report: N/A – Project Proceeded to Gateway 5 Light

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Authority to start Work' G5 report (Director of Open Spaces 22nd March 2019):

- Total Estimated Cost **£107,437**
- Resources to reach next Gateway (excluding risk)
- Spend to date: **£15,812**
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

**Total anticipated on-going commitment post-delivery [£5,000]:
Programme Affiliation [£]: N/A**