

PMO Project Closure Report

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1. Project title	Waltham Abbey Wayfinding	5. Reference	P138
2. Managed By	Michael Warr, Economic Development Officer (NED03)	6. Creation Date	28-Mar-2017
3. Sponsored By	Derek Macnab, Director of Neighbourhoods (NDR01)	7. Last Modified Date	09-Feb-2018
4. Corporate Plan link	<p>2.c.2016</p> <p>To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors</p>		
8.		Baseline	Actual
Start Dates		28-Sep-2016	28-Sep-2016
End Dates		31-Aug-2017	09-Feb-2018
Budget		£60,000	£31,508
9. Timeline			
11-Nov-2016	Published ITT on Contracts Finder 10 Nov and publicised to identified potential suppliers 11 Nov		
15-Nov-2016	Charter agreed by Transformation Programme Board		
29-Nov-2016	Collate and assess all submitted tenders. Closing date for submission 29 Nov		
30-Nov-2016	Agreed content and format of project tender document with procurement and legal teams		
30-Nov-2016	Identified potential date and venue for one-stop engagement event for local stakeholders to engage with preferred supplier once appointed. Proposed meeting agreed with Waltham Abbey Town partnership as hosts		
07-Dec-2016	PID agreed by Transformation Programme Board		
12-Dec-2016	Bid received within the project budget limits that meets quality expectations of ITT, follows design guidance given and reflects heritage and conservation needs of area, plus indicates that key funding milestones can be met.		
31-Dec-2016	Assess and identify impact on key funding timetable i.e. CIF funding, as a result of received bids. Escalate any critical impact to Project Sponsor and CIF coordinator to confirm way forward		
31-Dec-2016	Finalise date and timings for engagement event through Waltham Abbey Town Partnership		
31-Jan-2017	Clarify Essex County Council CiF team views on continued availability of funding reduced cost of project		
31-Jan-2017	Liaise with Mödel over outcomes of stakeholder meeting		
31-Jan-2017	Conclude contact signature procedures with EFDC legal and Mödel		
31-Jan-2017	Arrange for Mödel to attend stakeholder engagement event with Waltham Abbey Town Partnership on 10 Jan		
31-Jan-2017	Deliver Wayfinding master Plan		
31-Jan-2017	Deliver final strategy, artwork and master plan for review and approval by WATP / EFDC		
14-Feb-2017	WATP meeting 14th Feb to receive presentation of proposed scheme and design. Final tweaks and adjustments to be discussed ahead of sign-off of final design for scheme		
28-Feb-2017	Project Board meeting to discuss finalised report and proposed designs to allow time for adjustment and refinements before WATP meeting		
28-Feb-2017	Final discussions over artwork and proposed scheme to be held by project board, minor revisions agreed as appropriate and final sign-off of strategy, artwork and master plan to be actioned		
28-Feb-2017	Market place preparations be made for receipt and payment of 1st stage Mödel invoice for design element		

28-Feb-2017	Invoice to Waltham Abbey Town Partnership to be raised in order that on payment of Mödel by EFDC they can claim CIF funding from ECC and repay EFDC upon receipt
03-Mar-2017	Final strategy, artwork and master plan to be submitted for approval
03-Mar-2017	Final discussions over artwork and proposed scheme to be held by project board, minor revisions agreed as appropriate and final sign-off of strategy, artwork and master plan to be actioned
14-Mar-2017	Design completed to the satisfaction of Senior User and local stakeholders within timescales for CIF funding and submission of invoice to enable funding to be claimed.
14-Mar-2017	Final agreed scheme to be presented back to the WATP at 14th March meeting
31-Mar-2017	Raise order on sign-off of final costs. Market place preparations be made for receipt and payment of 1st stage Mödel invoice for design element. Final cost not yet finalised so no order raised for project. Awaiting final agreement on scope and design at which point Change Request for increased cost and scope will be sought from Project Board
31-Mar-2017	Raise invoice on sign-off of final costs - Invoice to Waltham Abbey Town Partnership to be raised in order that on payment of Mödel by EFDC they can claim CIF funding from ECC and repay EFDC upon receipt. See above re finalising cost before raising order. Raising invoice also dependent on change request
31-Mar-2017	Seek CIF input regarding potential missing of the 31st march deadline for claiming the CIF monies, due to high levels of stakeholder comment and need for revisions to be agreed
31-Mar-2017	Update Risk log to recognise potential risk to CIF funding due to potential missed deadlines
30-Apr-2017	Ground and location survey to be undertaken by Mödel to assess suitability of proposed fingerpost locations. Meeting planned for 25/3/17 but follow-ups may be required
30-Apr-2017	Key stakeholder liaison to ensure interested parties are present during ground survey to enable issues to be raised before planning / permit applications. To invite town and district council representatives as appropriate plus market rep and possibly Lee Valley Park. Survey date has been identified to coincide with Tuesday market
03-May-2017	3rd March meeting of the Project Board to discuss all stakeholder feedback. Intention is to reach final agreement of design and increased cost, locations of posts and fingerpost destinations to be included in scheme
12-May-2017	Agree sign locations with EFDC car park and street furniture teams.
12-May-2017	Agree use of border of Lidl property at Cartersfield Road for sign location with leaseholders and retail operator. EFDC Estates to assist
14-Jun-2017	EFDC invoice to Waltham Abbey Town Partnership raised for design stage in order that payment to Mödel by EFDC can be claimed from CIF funding team at ECC. EFDC to be repaid upon receipt. Invoice issued 17/3 to facilitate claim, claim received by CIF 22/3 with payment due within four weeks. Follow-up receipt of funds by WATP from CIF. Payment then to be received by EFDC from WATP
14-Jun-2017	Agree exact locations for fingerposts ahead of submission of planning and permit applications
14-Jun-2017	Follow-up payment of CIF funds across to EFDC
25-Aug-2017	Sign-off full set of agreed locations, artworks, and directional placements of fingers for Mödel to submit planning and highways permit applications.
18-Sep-2017	Submitted applications to be shared with key stakeholders to allow comment as part of permit process
18-Oct-2017	Highways and planning applications to be prepared by Mödel for submission and valid applications submitted.
21-Nov-2017	Obtain installation plan from contractors
21-Nov-2017	Agree storage point for old signage
30-Nov-2017	Permissions granted for works
01-Dec-2017	Actions to be agreed for snagging
19-Jan-2018	Quality issue with misalignment of lettering on signs to be addressed, signs to be replaced by supplier
26-Jan-2018	Wayfinding system installed and in accordance with all quality criteria including highways

	requirements, street furniture requirements, customer expectations of design delivery and remedy of all snagging issues.
26-Jan-2018	Create and circulate press release for project
31-Jan-2018	Conduct local business survey on completion of wayfinding installation
31-Jan-2018	Complete end of project report

10. Executive Summary	11. Recommendations
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<p>What was the project? Waltham Abbey Wayfinding: This was a project to design and install a fingerpost wayfinding scheme in Waltham Abbey that enabled efficient navigation around the town and its attractions, encouraging visitors to spend longer in the town and explore more of what it had to offer.</p> <p>What did you do? A wayfinding consultant was procured to design, manufacture and install these system. As project manager for EFDC this process was managed on behalf of the client Waltham Abbey Town Partnership (WATP) including management of funding for the project.</p> <p>Why was it established? There was a long standing belief amongst the WATP partners that the signage in the town was inadequate and a detailed survey and examination of the town's signage had been undertaken which reinforced this view. As well as encouraging longer dwell time it was intended to lift the overall state of the town's street furniture and to raise the aspirations of the local town centre businesses to invest in the town for the future.</p>	<p>Formally close the project</p>
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12. Benefits

<p>Benefit - The local resident community develop higher levels of civic pride as the installation presents 'their' town in a better light and they will enjoy the enhanced ability to access local attractions Measure - Post project local stakeholder survey of residents (completed by town partnership)</p> <p>Benefit - There will be an improved overall quality of street realm Measure - Post project consultation with local authority representatives and street furniture specialists (completed by town partnership)</p> <p>Benefit - The scheme will generate increased confidence among the local business community and encourage them to invest in the fabric of their outlets Measure - Post project local stakeholder survey of businesses (completed by town partnership)</p> <p>Benefit - Greater amount and quality of exposure for the local tourist attraction community, both historical and cultural, leading to an improved experience for their visitors and increased likelihood of repeat custom Measure - Post project local stakeholder survey of local tourist attraction visitors (completed by town partnership)</p>

13. Projects and/or programmes of work that are affected by this project

Unfortunately direct impact is going to be difficult to evidence as, due to the tight funding deadlines imposed, there was not time before the project began to survey local stakeholders, businesses, residents etc. to establish a baseline of approval levels for existing signage. It is planned to undertake some form of post-project survey however, this will be left in the hands of the town partnership to undertake and will be dependent on capacity.

14. What went well?	15. Areas to be improved?
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<p>The project client to supplier relationship was very well managed maintaining string levels of control and input over the design and installation stages to ensure the end product met the brief, the client's expectations and the PM's expectations of quality.</p>	<p><u>Product specification</u> - there was some initial confusion amongst the project board as to the kind of system that had been procured and this was perhaps a result of no filed visits being undertaken with the board to look at existing examples. This was however quickly overcome in</p>
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<p>There was strong stakeholder engagement and communication once the project was underway ensuring that WATP felt, through its project representatives on the project board, fully involved at each stage and able to influence some of the key decisions to be made. Further stakeholder engagement and relationship building was undertaken throughout the project to bring key partners closer to the project and ensure buy-in to the finished product. This also included considerable internal engagement and communication amongst EFDC departments to ensure key issues around conservation, planning, street furniture and finance were properly considered.</p> <p>Implementation of PRINCE 2 methodology from the outset enabled the PM to establish authority amongst the project board and instil confidence that the project would be well run and delivered. This also enabled the PM to establish credibility with the supplier's design and project management teams to ensure our views were properly and sought throughout.</p>	<p>the pre-inception meeting and once consensus and understanding had been reached this made for a strong vision for the finished product.</p> <p>Planning - everything took longer than the ideal situation envisaged for the project plan and timescales. An awareness and understanding of this, which is developed with increasing experience, would drive me to not put things off or delay starting parts of project where other workload pressures could take priority.</p> <p>An earlier start would have been preferable as this would have relieved some of the spending pressures brought on by the timing deadlines imposed by key funders of the project.</p> <p>Has an earlier start been made, earlier and more widespread stakeholder engagement might have been possible before the procurement stage of the project was undertaken. This may have overcome some of the early resistance encountered from key stakeholders when the outcome of the procurement exercise was announced and the project begun. That said, given the timings, the shortened pre-procurement consultation enabled the project meet the funding deadlines and get underway with resistance then be managed and overcome through further and deeper engagement as the project proceeded. Awareness of impact of planning regs, highways processes, land ownership implications. Deeper understanding of how the statutory approvals required fitted with the project would have both shortened the planned timescales of the project and enabled the project team and contractor to stay on top of the status of particular highways approvals as they worked through the system. There was delay built in simply from the contractor not understanding how the highways procedures worked locally.</p> <p>Issues faced with land ownership and access to particular pieces of land could also have been dealt with more quickly through the use of deadlines for response when sending out requests for assistance. This was useful learning.</p>
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16. Findings

Nothing to add

17. Data

The initial budget for the project was £60,000. This was comprised of £40,000 Section 106 monies and £20,000 funding received from Essex CC Community Initiatives Fund (this is the funding that imposed the tight spending deadlines on the project).

The winning tender bid was £28,448.17.

The total cost of the project upon completion was £31,508.28, a saving of £28,491.62. The savings will be held over for a further phase of work undertaken by the town partnership.

Reports reporting on progress of the project were brought to the Asset Management & Economic Development Cabinet Committee throughout the project from securing the initial funding (AMED FEB 16) to the design and installation phased of the project (AMED Jan, Apr & Jul 2017 and Jan 2018)

18. Project Members

EFDC01 - All internal staff, Derek Macnab, Acting Chief Executive; Michael Warr, Safer Communities Manager, Economic Development Officer

19. Workstream

WS1 Workstream 1 - Customer Experience