

DRAFT

2021 Project Review
Bridgend Town Hall

R D L Burns Project Manager

Review Headings

A	Introduction.....	3
i	Project List – Current Status	3
B	Project Management Generally.....	4
i	Project Management Objectives	4
C	Review	4
i	Project Objectives Review	5
	a) Accountability	5
	b) Commitment.....	5
	c) Communication	5
	d) Culture	5
	e) Life Cycle	5
	f) Progress.....	6
	g) Risk.....	6
	h) Structure.....	6
	i) Transparency.....	6
	j) Definition.....	6
	k) Success.....	6
ii	Project Scheduling.....	6
	a) Regulatory & Design.....	7
	b) Project Cost	8
	c) Budget.....	8
D	Overview.....	8
i	The Totality	8
ii	Some Strategic Topics	9
	a) Chamber Furniture	9
	b) Staff Space.....	9
	c) Outdoor Worker Workshop/Parking	9
	d) Community Space	10
	e) Pedestrian Access.....	10
	f) Boundary & Gates	10
	g) Security Internal & External	11
iii	Topic Summary	11

List of Tables

Table 1: The Project and Individual Status	3
Table 2: Project Statistics.....	3
Table 3: Projects – Estimates Priority & Status	4
Table 4: Estimated Project timescales	7

Table 5: Town Council Budgets.....8
Table 6: Chamber Staff Projects.....9
Table 7:Outdoor Worker Project.....9
Table 8: Community associated Projects10
Table 9: Pedestrian Access Projects10
Table 10:Railings and Gate Projects10
Table 11:Security associated projects.....11

A Introduction

I thought it would be appropriate to produce an overview and post purchase projects currently identified, either the subject of a brief, a request for a quote, or an idea that may be activated or dropped as circumstances or decisions arise.

i Project List – Current Status

Below is a Table of the 30 projects monitored by the Project manager some of which have been 'Suspended', that is 'Active'; or 'Cancelled' all of which had a priority 'Low', 'Medium' or 'High'.

Table 1: The Project and Individual Status

Project	Project Short Name	Current Status	Architects Brief
Project A	Marriage Room Floor Covering	Active	
Project B1	Walls between ICT and Reference Area	Suspended	Yes
Project B2	Walls between ICT and Reference Area	Suspended	Yes
Project C1	Outdoor Workers Workshop Storage space	Active	Yes
Project C2	Access & Parking area for Outdoor Workers Van	Active	Yes
Project E	Community Hall Double Sink and Refreshments space	Active	Yes
Project D	Possible additional parking area for Council Van	Cancelled	
Project F	Informal access from Sunnyside Road	Cancelled	
Project G1	Corridor Offices Wall Removal, Door, and refurbishment	Active	Yes
Project G2	Revised Entrance, new Reception area, and Waiting	Active	Yes
Project H	Deconstruct Chamber furniture and relocate	Active	
Project J	ICT Requirement at New Town Hall	Active	
Project K	Roller Racking	Cancelled	
Project L	Building Signage & Highway Direction signs	Suspended	
Project M	External Security and Lighting	Active	
Project N	Sunnyside Line informal access	Cancelled	
Project O	New Pedestrian access and path to new Town Hall entrance	Active	
Project Q	Possible SLA - keyholder/security service	Active	
Project R	New Gate and Railings additional to Lower Park St entrance	Active	
Project S1	Reduce North Wall, Railings, and Gate	Active	
Project S2	Covered area enclosure walls and doubles doors for Storage	Active	Yes

The project 'short name' has developed over time with the decisions, options, and discussions at the Working Group or the Town Council. The status reflects either a decision of the Town Council or an interim status applied by the Project Manager and sometimes reflects discussion with the Town Clerk. Some projects have been 'split' using a number suffix.

The term 'Suspended' sometimes reflects an actual **or perceived** doubt as to individual status. The following table shows the current statistics.

Table 2: Project Statistics

Current Status	Number	%
Active	14	67%

Project Manager Report

2021 Early Review

Cancelled	3	14%
Suspended	4	19%
Totals	21	100%

B Project Management Generally

The Novel Coronavirus (COVID-19) outbreak and the Welsh Government controls have, understandably, seriously affected Town Council functions, procedures and particularly aspirations about the acquisition of Ty'r Ardd building and site together with the many projects developed to provide for the smooth transition from Carnegie House to the new Bridgend Town Hall.

i Project Management Objectives

The following list is my interpretation of project management headings that apply.

- Accountability
- Life Cycle
- Transparency
- Commitment
- Progress
- Definition
- Communication
- Risk
- Success
- Culture
- Structure

It is sometimes difficult to maintain these headings in most management cultures and at this time during the pandemic even more difficult especially communication in multiple contexts, restricted meetings, virtual meetings, democratic pressures, and generally.

C Review

The review considers financial budgeting, project costs, scheduling, parallel project implementation.

Table 3: Projects – Estimates Priority & Status

Project Name	Short Project Name	Priority	Current Status	Year	Estimate	Brief
Project A	Marriage Room Floor Covering	Low	Active	2021	£10,090	
¹ Project B1	Walls between ICT and Reference Area	High	Suspended	2021	£25,000	Yes
Project B2	Walls between ICT and Reference Area	Low	Suspended	2021	£25,000	Yes
Project C1	Outdoor Workers Workshop Storage space	High	Active	2021	£8,000	Yes
Project C2	Access & Parking area for Outdoor Workers Van	High	Active	2021	£10,000	Yes
Project D	Possible additional parking area for Council Van	Cancelled	Cancelled	2021		
Project E	Community Hall Double Sink and Refreshments space	Medium	Active	2021	£19,000	Yes
Project F	Informal access from Sunnyside Road	Cancelled	Cancelled			
Project G1	Corridor Offices Wall Removal, Door, and refurbishment	High	Active	2021	£25,000	Yes
Project G2	Revised Entrance, new Reception area and Waiting	High	Active	2021	£25,000	Yes
Project H	Deconstruct Chamber furniture and relocate	Medium	Active			
Project J	ICT Requirement at New Town Hall	High	Active	2021	£15,000	
Project K	Roller Racking	Cancelled	Cancelled			
Project L	Building Signage & Highway Direction signs	Medium	Suspended	2021	£2,500	

¹ Project B1 & B2 represent two options of Project B an estimated cost of £50,00 provided by PJL Architects Limited for Project B has been equally split between B1 & B2.

Project Manager Report 2021 Early Review

Project M	External Security and Lighting	High	Active	2021	£26,600	
Project N	Sunnyside Line informal access	Cancelled	Cancelled			
Project O	New Pedestrian access and path to new Town Hall entrance	High	Active	2021	£1,500	
Project Q	Possible SLA - keyholder/security service	Medium	Active	2021	£2,000	
Project R	New Gate and Railings additional to Lower Park St entrance	High	Active	2021	£30,000	
Project S1	Reduce North Wall, Railings and Gate	High	Active	2021	£2,500	
Project S2	Covered area enclosure walls and doubles doors for Storage	High	Active	2021	£8,000	Yes
					£235,190	

Cost estimating Health warning.

The estimates are just that although some of them have been provided by a possible contractor.

i Project Objectives Review

In general, the priorities have not been subjected to a Work Group decision but are inferred from discussion.

a) Accountability

The Town Council procedures included that a Work Group of elected members (Mayor, Deputy Mayor, and Chairs of some Committees), with some delegated powers, has met to consider the projects and their administration. The full Town Council has also separately met on project matters.

b) Commitment

Town Council fully committed with only Financial and regulatory controls affecting decisions.

c) Communication

The pandemic protocols, government requirements/guidance have placed a significant burden on communication.

d) Culture

Local Government culture inhibited by the pandemic especially in the construction industry and holdups in the construction sector due to the pandemic.

e) Life Cycle

The overall Town Council project of purchasing by way of a Public Works Loan commenced in 2019. The Town Council has iteratively developed many individual building works, security systems including security railing and new pedestrian access projects. There are multiple life cycles dependent upon individual projects and it will be staff and project management to secure compliance.

Project Manager Report

2021 Early Review

f) Progress

The purchasing project was completed as per the plan; however, the individual projects have been and continue to be inhibited by the pandemic.

g) Risk

The known primary risk is the coronavirus pandemic. Other risks include the effects of the pandemic on the construction sector, the selection of contractors especially concerning pandemic pressures on the construction sector, cost estimating, financial under budgeting, change in internal staffing, and democratic structures....

h) Structure

The Town Council staffing structure has been affected by the pandemic, however, through normal and 'virtual' procedures democratic meetings have continued and the decision-making process with the Mayor, Deputy Mayor, the tasked Working Group, and appropriate Committees have been included and who have directed decisions making and the project process.

i) Transparency

The Local Government nature of the project owners indicate a high level of transparency.

j) Definition

The overall and individual projects have been defined and those definitions are used to secure advice/costs as appropriate.

k) Success

The overall project was successful and concluded on time to the mutual benefit of the seller and purchaser – Bridgend Town Council.

The use of the new Town Hall has been very limited due to the pandemic guidance and regulations.

At this time there is no real opportunity to measure success.

ii Project Scheduling

The pandemic has affected detailed consideration of the timing of individual project implementation. Scheduling is a critical part of project management to ensure efficiency and cost control. The designation of a timescale is necessary, but it must be realistic and in line with budgets and financial regulations. Critically all project management should be undertaken competently.

Project Manager Report

2021 Early Review

a) Regulatory & Design

Some projects should have professional involvement, because regulatory and design requirements and, in this review, there are projects needing quotations concerning building construction/design and Town Planning applications. The Town Council's Architect's brief being an obvious project Table 1: The Project and Individual Status [above](#) shows the projects within that brief.

Some guidance regarding project timescales has arrived from a specific ²quote.

Table 4: Estimated Project timescales

Description	Weeks
G1 & G2: Building reconfiguration and creation of new reception area and offices	6
B Council Chamber & Clerk's Office	4
C1 New Outdoor Maintenance Depot	2
C2 External Access to Outdoor Maintenance Depot and Van Parking	3
E Community Use Refreshments and Storage Area	5
S External Storage Facility	2

The quote identifies the number of weeks associated with each stage/individual project the subject of the brief and is not totalled. It is possible that some of the stages and projects can be started and finished in parallel.

The number of weeks shown in [Table 4](#) are professional estimates and assist the council to some extent.

The remaining 'Active' eight projects have an estimated cost of £86,200 and 'Suspended' projects not in the brief £2,500.

Project Name	Short Project Name	Priority	Current Status	Year	Estimate
Project A	Marriage Room Floor Covering	Low	Active	2021	£10,090
Project D	Possible additional parking area for Council Van	Cancelled	Cancelled	2021	
Project F	Informal access from Sunnyside Road	Cancelled	Cancelled		
Project H	Deconstruct Chamber furniture and relocate	Medium	Active		
Project J	ICT Requirement at New Town Hall	High	Active	2021	£15,000
Project K	Roller Racking	Cancelled	Cancelled		
Project L	Building Signage & Highway Direction signs	Medium	Suspended	2021	£2,500
Project M	External Security and Lighting	High	Active	2021	£26,600
Project N	Sunnyside Line informal access	Cancelled	Cancelled		
Project O	New Pedestrian access and path to new Town Hall entrance	High	Active	2021	£1,500

² K-Architects Design Studios

Project Manager Report

2021 Early Review

Project Q	Possible SLA - keyholder/security service	Medium	Active	2021	£2,000
Project R	New Gate and Railings additional to Lower Park St entrance	High	Active	2021	£30,000
Project S1	Reduce North Wall, Railings and Gate	High	Active	2021	£2,500

b) Project Cost

Criticism of estimated cost (over or under estimating) can be valid, however, experience, or so-called 'rule of thumb' estimating, even by professional (which is common), are everyday day processes. Every attempt has been made to obtain quotes and specific and appropriate [professional views.

An example of estimating and variance is Project O New pedestrian Access and Feature garden Northern boundary. Discussion with the Local Planning Authority revealed that a northern access was possible so preparation for an Outline planning application was approved at an estimated cost of £300.

Late in the discussions the Highway Authority indicated it found the proposal to be unacceptable. That indication has meant the probable retention of Town Planning consultants to process the Town Council decision to continue with an application for the Northern Pedestrian Access (NPA) at an additional cost of £1,200 which may turn out to be over or underestimated.

c) Budget

The Town Council Budgets details in the following table.

Table 5: Town Council Budgets

Period	Total Budget	Town Hall Budget
April 2019 to March 2020	£	£
April 2020 to March 2021	£	£

A recent email from the Town Clerk confirmed that the budget allocated by the Council for this project is £68,700.

D Overview

i The Totality

Pre- and Post-purchase the project list has grown and reduced due to discussions and circumstances. The growth of the project list reflects the needs of the Town Council and the objective of obtaining more accurate estimates/quotes. Project administrative work continued and there have been limited

Project Manager Report

2021 Early Review

responses to brief and quote requests. Some lack of response is due to the effect of the pandemic pressures on the construction and associated professional sectors.

ii Some Strategic Topics

a) Chamber Furniture

Elected members have asked that the Oak Chamber Furniture (OCF) is relocated to the new Town Hall and to secure that decision measurements have been taken and it is clear that the shape and dimensions show that fitting the furniture within is difficult especially considering the need for compliance with regulatory controls within which is wheelchair accessible. A digital assessment of the possible relocation is not conclusively positive. The furniture can be taken apart and taken to the Town Hall and a 'best fit' conclusive solution may be found.

Chamber associated Projects.

Walls, Security, Regulatory Space

[Table 6: Chamber Staff Projects](#)

Item	Project Short Name	Architect Brief	Priority	Current Status	Estimate
Project	Walls between ICT and Reference Area	1	High	Suspended	£25,000.00
Project	Walls between ICT and Reference Area	1	Low	Suspended	£25,000.00
Project G1	Corridor Offices Wall Removal, Door, and refurbishment	1	High	Active	£25,000.00
Project	Revised Entrance, new Reception area and	1	High	Active	£25,000.00
Project H	Deconstruct Chamber furniture and relocate		Medium	Active	
Project J	ICT Requirement at New Town Hall		High	Active	£15,000.00
Project Q	Possible SLA - keyholder/security service		Medium	Active	£2,000.00

b) Staff Space

My understanding is that the office space at Carnegie House has become, from a regulatory point of view, very difficult and that the relation of staff to the new Town Hall is crucial.

Staff Associated Projects.

Security, ICT/ Internal communications, Car Parking – Access, Regulatory Space

refer [Table 6: Chamber Staff Projects](#)

c) Outdoor Worker Workshop/Parking

Some use of the building has occurred; however, important building works are needed to efficiently use the allocated space.

Outdoor Staff Associated Projects.

[Table 7:Outdoor Worker Project](#)

Project Manager Report

2021 Early Review

Item	Project Short Name	Priority	Current Status	Estimate
Project C1	Outdoor Workers Workshop Storage space	High	Active	£8,000.00
Project C2	Access & Parking area for Outdoor Workers Van	High	Active	£10,000.00
Project S2	Covered area enclosure walls and doubles doors for Storage	High	Active	£8,000.00

d) Community Space

My further understand includes the former Evergreen Hall and the need to accommodate its function at the Town Hall using the form Marriage Room and associated space at the southern end of the Town Hall. The former Evergreen Hall operations and raison d'être have been seriously affected by the coronavirus pandemic. Meetings and other forms of assembly have been and continue to be seriously affected and restricted. Relief from government controls in this regard are a way off although the vaccination programme is 'off the ground' and the potentials for community use is still currently unknow/unclear.

Community associated Projects

Regulatory Space, Security, ICT/ Internal communications

[Table 8: Community associated Projects](#)

Item	Project Short Name	Priority	Current Status	Estimate
Project	Marriage Room Floor Covering	Low	Active	£10,090.00
Project	Community Hall Double Sink and Refreshments space	Medium	Active	£19,000.00

e) Pedestrian Access

Access associated Projects.

Regulatory

[Table 9: Pedestrian Access Projects](#)

Item	Project Short Name	Priority	Current Status	Estimate
Project O	New Pedestrian access and path to new Town Hall entrance	High	Active	£1,500.00

f) Boundary & Gates

Boundary - Gates associated Projects.

Regulatory

[Table 10: Railings and Gate Projects](#)

Item	Project Short Name	Priority	Current Status	Estimate
Project R	New Gate and Railings additional to Lower Park St	High	Active	£30,000.00
Project S1	Reduce North Wall, Railings and Gate	High	Active	£2,500.00

g) Security Internal & External

Security associated projects

Table 11: Security associated projects

Item	Project Short Name	Priority	Current Status	Estimate
Project M	External Security and Lighting	High	Active	£26,600.00

iii Topic Summary

There are self-evident primary concerns such as compliance with legal requirements (Health & Safety), Planning Permission and Building Regulation compliance, Council policies and standing orders etcetera, which usually form the basis of prioritisation.

The seventeen 'Active' and 'Suspended' projects and the interdependence of some of the projects increases the management pressure to create meaningful controls that will safeguard employer responsibility, financial accountability, timely workflow. This pressure suggests the development of a post-purchase project strategy.

The above topic should help in the development of a strategy that may include.

- Prioritisation
 - *Top and Bottom drawer plans*
- Finance
 - *Budget years*
- Pandemic regulatory relaxation
 - *Community need*
- Construction Sector availability
- Working Group
 - *Terms of Reference*

Evaluation of Architects Briefs if required.

- PJL Architects Limited
- K-Architects