

Reference No.	Details of Lesson	Project	Date Recorded	Actions Taken if there was a negative impact
Skills & Experience of Project Team				
S1	Selecting the right people for the right job	Howard Park & Gardens	03/07/12	Details the characteristics of a good Project manager and Librarian.
S2	The QS produced a poorly completed Bills of Quantity which led to financial uncertainty of the project.	Howard Park & Gardens	03/07/12	The role of the QS is vital in providing financial certainty throughout the project and appointments should only be made to companies with a proven track record.
S3	Positive lesson on the project team and project Board.	Shared Support Services		
S4	Key role of project librarian. Without this function it would have been impossible to have gathered evidence to refute claims from contractors and consultants.	Howard Park & Gardens	03/07/12	
S5	The Quality Assurance Officer was found to play a vital role investigating project issues	Howard Park & Gardens	03/07/12	As and when required, by involving the Quality Assurance Officer in meetings with contractors and consultants it raised the importance and significance of these meetings
S6	Skills & capacity of community organisations varies.	Baldock Town Hall	05/07/13	Community Asset Transfer policy will include roles & responsibilities for both parties.
S7	Community Groups should prepare their background case to explore plausibility before significant resource is committed by Officers	Baldock Town Hall	05/07/13	Community Asset Transfer policy to address this plus assistance available from North Herts CVS.
S8	Community Groups wary about getting legal advice due to cost	Baldock Town Hall	08/10/13	Herts Community Solutions can find appropriate legal advice for Community Groups

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S9	Project Manager was new to NHDC	AWC	19/03/08	Enabled fresh approach to be taken
S10	Issues with contract specification not being suitable	HSC Development	30/09/13	Architect identified and corrected. As a client to be more mindful of the specification detail to ensure it is fit for purpose
S11	Miscommunication between client and architect led to important piece of plant not being installed at start of contract	HSC Development	31/12/13	Once highlighted contractor carried out work and communication between all was improved.
S12	As the client, we should be more mindful of the specification agreed, including the detail of the specification and required surveys to ensure they are fit for purpose, especially where value engineering has been undertaken to reduce project costs.	North Hertfordshire Leisure Centre Development	Sept 2017	The issues identified during the project were resolved via a variety of methods, including re-specification and variations.
Finance				
F1	Cumulative affect of small omissions from specification.	Howard Park & Gardens	03/07/12	Any deviation from specifications provides the contractor with the opportunity to increase their profit margin. Alterations to the specification must only be approved if savings can be obtained elsewhere to make it cost neutral to the overall project
F2	A significant unforeseen contingency put the project under significant financial risk. This was controlled by working with the contractor to obtain a fixed maximum price for the remaining works on the project	Howard Park & Gardens	03/07/12	Ensure the appointment of a QS with a proven track record. If it appears surplus funds are available for additional works wait until cost certainty is obtained on essential works prior to committing to additional enhancements.
F3	Uncertainty by Community Groups on available funding streams & conditions required by funders	Baldock Town Hall	08/10/13	NHCVS can advise and will be added to Community Asset Transfer guidance.
F4	Increased cost on fitness rooms	HSC Development		Cabinet approval to increase budget

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Quality				
Q1	Delivery of receptacles must be complete prior to start of new service	IVC	19/03/08	
Q2	New vehicle fleet	IVC	19/03/08	Test/run before commencement of new service to avoid vehicle down time when new service commences.
Q3	Changing village tiles not installed to specification	HSC Development	31/03/14	Discussions between client, contractor, architect and agreed action taken
Q4	Need to improve appearance of doors, water hose reels requiring covers and install wash basin lower units for additional support should have been seen / included at design stage.	HSC Development	28/02/14	Variation raised and improvements made. Automatic closing doors installed to meet DDA requirement.
Q5	Existing drainage identified as not fit for purpose	HSC Development	30/09/13	Variation raised and improvements raised
Time frame				
TI. 1	Delays in determining the future of Internal Audit for HCC and District staff	SIAS	01/09/11	Engaging the District communications leads to assist with the process Open and frequent communication with all those affected
TI 2	Three month delay in Changing village due to drainage issues (<i>ref Q5</i>)	HSC Development		Accepted partial completion for fitness rooms
Legislation and Regulation				
L1.	Established a clear legal framework to set out the arrangements, standards and expectations and performance targets across the partnership.	SIAS	01/09/11	
L2	Significant additional build costs arising from requirements of a statutory body and a contractual claim for loss of time.	Howard Park & Gardens	03/07/12	Ensure consultants / engineers have written confirmation of approvals from statutory bodies

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L3	The plan that was issued to the Architect was incorrect	Royston Leisure Centre	04/03/04	Ensure the land register is used and destroy the incorrect plan.
L4	Lack of clarity by Community Group on lease negotiations and procedures.	Baldock Town Hall	08/10/13	NHCVS to assist in future and included in Community Asset Transfer guidance
IT (software independencies, licences, server capacity)				
IT1.	The delivery of SIAS IT deliverables was not delivered according to the original Project Brief.	SIAS	01/09/11	Ensure Service Manager and District IT mangers are involved from the outset.
Interdependencies /conflicts on other projects/services				
In1	The help and support of Council services such as Legal, Estates and Finance was found to be imperative throughout the project	Howard Park & Gardens	03/07/12	It is imperative that other Council departments share the goals and aspirations of the project
In2	Internal resources.	Shared Support Services		Early identification and allocation of internal resource requirements to ensure sufficient and timely input to the project at key points without being compromised by demands from other (concurrent) projects
In3	NHDC capacity stretched with two asset transfer projects plus other projects happening at the same time. Asset transfers to Community Groups very resource hungry.	Baldock Town Hall	05/07/13 08/10/13	Build into service plans. Agree better scheduling of services' contributions to large projects.
In4	Leisure Contracts and Projects Manager was not able to lead on the project as he was seconded to another project	HSC Development		Head of Leisure & Environmental Services project managed

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Communications / Engagement with stakeholders/partners/politicians				
E1.	In the lead up to the launch of the service, the SIAS programme team worked hard to welcome staff who transferred over to the county council into the new team	SIAS	01/09/11	
E2	Communications to ensure that individual teams were first to hear about the changes that affected them, that leadership was visible and accessible and that staff had the opportunity ask questions and their contribute ideas.	SIAS	01/09/11	
E3	A joint HR group with HR professional representing each of the partners ensured there was a smooth transfer of staff to the new structure.	SIAS	01/09/11	
E4	Issue over car parking would have fundamentally altered the approved design which was to reduce the built environment and increase green space.	Howard Park & Gardens	03/11/12	Ensure key stakeholders are fully consulted with from the start of the design process.
E5	The HLF require regular updates on the progress of the works from commencement until completion. There was a natural desire to withhold reporting on some issues until solutions have been found.	Howard Park & Gardens	03/07/12	Once the HLF learned of difficulties they were critical that they were not informed at an early stage. They were keen to be involved at an early stage to help find resolutions.

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E6	Partners	Shared Support Services		Give detailed consideration to who we might wish to partner with (shared objectives, culture, financial position, appetite for change), whether to partner at all, the type of partnership governance and organisational structures which might be appropriate.
E7	Staff	Shared Support Services		Earlier engagement and involvement with staff, not just managers, in the proposed services
E8	Noise nuisance complaints during works.	Public Conveniences	31/07/07	Contractor spoke to shop keepers and they agreed to undertake the work before 10am and after 3pm.
E9	Community Group's communicating with range of Officers and Members caused conflicting information	Baldock Town Hall	08/10/13	Establish a clear project lead and Executive member 'champion' for each project.
E10	Keep members informed of progress and any issues	Baldock Town Hall	05/07/13	Maintain regular contact with key Members
E11	Community Groups have little experience of formal negotiation	Baldock Town Hall	08/10/13	Supply guidance and refer to Herts Community Solutions/ CVS for additional support
E12	Process Mapping identified shortfalls within NHDC call handling processes.	AWC	19/03/08	Changes made to call handling process within NHDC
E13	Used a variety of formats to deliver a publications campaign over a period of time	AWC	19/03/08	Ensured maximum information dissemination.
E14	Improved working relationship with contractor	AWC	19/03/08	Ensured a smooth transition to the new service
E15	Improved internal communications	AWC	19/03/08	Improved relationships and service knowledge.

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E16	Staff involvement	AWC	19/03/08	Encouraged staff through better working plans.
Procurement and letting of contracts				
P1.	Obtaining clarity as to which legal framework should apply.	SIAS	01/09/11	Engage HCC legal services from the outset Clear understanding of any TUPE implications
P2	The measurements listed fell short of what was required to complete the scheme. This led to a contractual dispute .	Howard Park & Gardens	03/7/12	Ensure tender specification is clear as to what is required and establish a clear line of responsibility by having one lead consultant appoint all sub consultants and the QS.
P3	Errors in specification and contract document discovered after tender documentation issued but before award of contract.	Leisure Procurement	Sept 2004	Extend the tender period by two weeks to ensure no tenderer could appeal against the Council decision.
P4	Business Plan required a lot of advisory work to make it fit for purpose	Baldock Town Hall	08/10/13	NHCVS to act as an independent adviser to review business plans.
P5	Project Managers should consider the use of Collateral Warranties within a Contract where appropriate. The requirement should flow from potential issues/risks identified on the Project Risk Log.	Water Feature at Priors Memorial Gardens, Royston	Sept 2017	
Maintaining business as usual				
Training				
TR1	Leisure Contracts & Projects Officer developed project skills as she acted as Project Administrator.	HSC Development		

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Governance and probity				
G1	The direct link back to a strategic priority and having established strategies in place was essential in providing justification for the Council's capital expenditure	Howard Park & Gardens	03/07/12	
G2	Whilst the Project Board provided a sound platform for decision making it was not always possible to wait to report to the board when issues arose	Howard Park & Gardens	03/07/12	It is essential that the Project Executive is always available either in person or their responsibilities delegated to another.
G3	Governance of any new shared service	Shared Support Services		Establishment of clear service standards to be delivered by new shared services Governance/dispute/withdrawal procedures should be agreed in advance of final go/no-go decision
G4	Political representation.	Royston Leisure Centre	04/03/04	On future projects there is a mix of political parties .
G5	Conflicts of interest	Royston Leisure Centre	04/03/04	The need to consider whether to have Chairman or Councillor members involvement on project board if they also make decisions regarding planning approvals
G6	Improved data collection	AWC	19/03/08	New spreadsheet produced to collect data more accurately for new service.