

# Public Document Pack



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To:- All Committee Members

## **COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 14TH JANUARY, 2019**

I am now able to enclose, for consideration at the next Monday, 14th January, 2019 meeting of the Community and Corporate Overview and Scrutiny Committee, the Lessons Learned report that were referred to on the agenda sent out recently.

Please note that although the document is referred to as confidential, it is publically available.

### **Agenda No    Item**

42.    **Market Place Highways Improvement Project (Pages 3 - 50)**  
**(Lessons Learned Report)**

To receive a briefing on the Market Place highways improvement project, including feedback from stakeholders, businesses and residents.

Yours sincerely

Heather Thwaites  
Interim Chief Executive

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# Wokingham Market Place

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***LESSONS LEARNED - RECOMMENDATIONS  
FOR THE FUTURE***



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This is a Confidential Report prepared by  
Radian Systems Limited  
for our Client  
Wokingham Borough Council and Wokingham Town Council

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The Report contains opinions and recommendations written and presented in good faith based on field work and Interviews held with key personnel Involved at various stages of the Wokingham Market Place Project.

It Is the Client's responsibility to check the validity of the content and to decide whether to Implement any of the Recommendations within the report

# Executive Summary

***This Lessons Learned Consultancy*** report was initiated by Councillor Philip Mirfin and commissioned by WBC to discover what could be taken from the experience of delivering the Wokingham Market Place Project – and more importantly what could WBC do differently on their Capital Projects going forward. There is a determination that WBC continues to develop as a “Learning Organisation” by providing greater certainty of outcome, better service levels and increased value to the Community. The WBC team is currently engaged on future capital projects amounting to approximately £450 million of infrastructure works. The experience of delivering the Market Place project is already contributing to a number of practice and procedures now being adopted within these schemes and projects.

## **Key findings: -**

01. The original Vision for the Market Place regeneration was delivered successfully although the management of the project could have been improved.
02. The procurement process used the National Civil Engineering Framework, which is a SCAPE procured contract. This proved to be a valuable procurement method. The Project was delivered under an NEC contract.
03. The construction budget was shared equally between WBC and WTC through a memorandum of understanding. We understand the project was delivered within 5% of the overall budget. In future closer monitoring will provide greater fiscal certainty.
04. The planned delivery programme was exceeded due to delays in commencement of construction and the management of below-ground services. The forecasted completion date should have been changed and communicated at an earlier stage accordingly.
05. The Design management process could have been improved by passing the responsibility and risk to the Contractor rather than the Client taking over (in the absence of the original WSP project manager).
06. The Quality of the finished Project is impressive and has created the impact and changes envisaged by the Council.
07. Project Management became an issue from the time WSP withdrew the original PM and this decision continued to cause difficulties during the life of the project.

08. Responses from the public have been largely positive to the finished outcome. Subsequent concerns about accessibility are currently being addressed through routine safety audit considerations .
09. It is recognised by all parties that there is considerable scope to improve efficiencies within WBC. This is already being addressed by an increase in collaborative working on the future capital projects.
10. Greater certainty could have been obtained by the Client if the form of contract were changed to Design and Build.

# Methodology

The methodology we have followed included extensive field work focusing on interviews and meetings with key personnel involved in the Market Place project. This was conducted over 20 field days at Wokingham. Additionally, there were a number of Radian team meetings including online sessions with key players to progress the consultancy project.

## Project Review Workshop

A Market Place Project review workshop took place at Cantley House Hotel, Wokingham on the 20<sup>th</sup> of September 2018. This was attended by representatives from WBC, WTC, WSP and Balfour Beatty Construction. Key Topics included Budget, Programme, Quality, Risk management, Design management, Communication and Decision Making.

The delegates worked in 4 separate teams to discuss their own experiences and to make recommendations and list actions for the future. We recommend that the actions and views of the 4 teams should be taken into account as part of this Lessons Learned review.

The feedback from the workshop is included In Appendix 1.

# Findings and Recommendations

**Vision** – Translating an ambitious Vision into reality is a major challenge to any organization, the team should be recognised for their achievements.

Managing the implementation process and the people involved in the Project is key to successful delivery. The market place was particularly challenging since it was always a `live project` with traffic and pedestrians needing to be cared for and managed - and wide open to public scrutiny. From our interviews it was universally agreed that the outcome of the completed project matched the original Vision and has made an extremely positive impact on the Town.

**Recommendations** – WBC and WTC (the Client) should continue to develop further ideas for the innovative use of this exciting new facility. There should be an on-going campaign to communicate the benefits and increased opportunities the project brings to the Town. Highlighting the enhanced appearance and additional facilities for both Public and Business will contribute to a sense of pride in this historic market town.

**Contract & Project Procurement** – The project was procured under the SCAPE Framework. It is important to recognize that the Schemes and Projects let and awarded under SCAPE are delivered through the strictures of formal Contracts. The contract for the Market place was let as NEC 3 Option A. This meant that the Contractor was responsible for the `build` with the client being responsible for Design through their professional partner. The Client team appointed Balfour Beatty Construction as main Contractor and WSP for Design and design management. The Client undertook initial Utilities surveys through a specialist sub-contractor. In hindsight the client would have been better to have let a Design & Build contract to avoid any resultant delays. The paving system was specified by WSP and procured from Marshalls. Safety was recognised as paramount, not just to the delivery teams, but also to the Public and all parties interfacing with the project. There was 1 reported accident under (RIDDOR) (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) when a subcontractor sustained an injury to his foot. A performance management programme was employed, and the results measured and monitored. SCAPE KPI's were used for this scheme under schedule 6 of the Framework agreement. These included product, project and relationship performance. However more could have been done in this area.

In the early stages (pre-start) there was close liaison and a strong working relationship between Balfour Beatty and WSP's project managers - especially during planning for the project. Unfortunately, the contract lost continuity when WSP's project manager was unexpectedly reassigned to other duties. This knowledge and influence were greatly missed and had an on-going impact on the contract performance.

As a consequence, the Client found it necessary to directly appoint a project manager which gave the Client increased responsibilities and created additional risk with attendant uncertainty of outcome.

In our opinion unnecessary levels of risk were taken by the Client. It may have been possible to assign risks relating to the below-ground services and even the overall Design responsibilities to the Contractor.

### ***Recommendations***

- We recommend that whenever possible there should be greater continuity of personnel. In future WBC should make every effort to appoint the right delivery vehicle for the job.
- We recommend that the Contractor should become responsible for Design through a Design and Build contract (D&B) - thereby reducing Client risk. Whilst recognising this, it is likely to be more costly in the first instance, but this would provide greater certainty of outcome including Cost, Program and Quality. This could be expected to contribute to a reduction in decision delay as well as an improvement in relationship management.
- We recommend joint attendance by the Client and Contractor teams to specialist workshops to ensure a shared understanding of the management and administration of the New Engineering Contract (NEC) form of Contract. This would contribute to a more collaborative relationship and speed up decision making.

***Design*** – Design and Design management was a major issue on the Market Place project. Initially WSP was responsible for Design on behalf of the Client. WSP unexpectedly withdrew their project manager which had a seriously adverse effect on the entire project. Design decisions were subsequently made by the Client in the absence of the WSP project manager. This meant ownership of the Design responsibility being unavoidably taken directly by the Client. A recurring design and risk topic were the issues of Utilities and below-ground services. There was some confusion between WSP, Client and Balfour Beatty about responsibilities for the location and identification

of Utilities. This uncertainty delayed the start of the project, which subsequently had consequences for budget and project completion dates.

### ***Recommendations***

- Contractual risk could have been reduced by the Client if the Contractor were made responsible for Design and Design management. Uncertainty could be further reduced in future if the form of contract were design and build (D&B). The contractor may have been willing to take the risk on Utilities and below ground services thereby improving certainty of cost and programme delivery. There is of course an upfront cost involved in taking this route, but it needs to be weighed against Client risks being mitigated and greater certainty being achieved

***Project Management*** – The Project was managed by WBC through their own resources due to the unexpected withdrawal of the WSP project manager. WBC therefore became responsible for much of the design, supervision and risk management. This meant that WBC took responsibility to appoint a replacement project manager. The project subsequently experienced contract administration issues causing additional delays which had a knock-on effect in extending the programme and delaying completion. Relationship management suffered as problems continued to emerge causing Collaboration to be adversely affected. A significant example included the Change management process not being adhered to within the contract conditions. This caused decision delay, budget and programme overruns and relationship difficulties.

### ***Recommendations***

- Our recommendation going forward is that the Client should take an enhanced role of supervision (expanding resource resilience and capacity accordingly) but reduce exposure to project management delivery activities.
- Project management responsibilities can more effectively be shared between the Client the Contractor and the Professional team by creating a Collaborative working environment.
- Sharing project information in real time would directly improve communication and create better informed decision making. We recommend all parties follow contract administration protocols.
- Attendance at weekly/monthly review meetings should be mandatory.

**Stakeholder Management - Stakeholders are a priority for WBC /WTC. The Client team are well aware that people who have a stake in the project need to be kept informed of its vision and purpose – and the progress being made to deliver the project objectives. Managing stakeholders can become difficult if their expectations are not realistic and realised.**

It appears that Stakeholder management was well planned and resourced by the provision of forums, newsletters and information made available on the Website.

The Client teams were aware that Stakeholders included the local Community and the Businesses of the town. Stakeholders were kept informed of progress and planned activities by the regular issuing of Newsletters and updates to the website. However, there were some important issues, including the delayed start and consequent late programme delivery, that do not appear to have been as well managed or adequately communicated.

The Contractor equally has important responsibilities in managing the Stakeholders. Balfour Beatty is experienced in this area of management and for the future infrastructure schemes and projects they intend to take a more prominent role. For more information on this topic see the Communication strategy included in Appendix 2

**It is commonly accepted that it is better to `undersell and overdeliver` than to raise expectations and fail to achieve critical outcomes. Perhaps it was felt better not to admit to problems and delays at the time - it is not unusual to hope for (or expect) a better outcome.**

***Recommendations - In future we recommend that information on project performance be communicated openly but sensitively. We recommend that `bad news` be communicated early. This avoids surprises and gives the project team greater control and credibility when making difficult decisions.***

The project structure was quite complex being co-sponsored by WBC and WTC. We recommend in future having one agreed point of contact for the stakeholders to engage with and one set of agreed messages going out to the stakeholders.

Balfour Beatty were appointed as main Contractor for the delivery of the project. In future BB could play a more coordinated role in stakeholder management. They are experienced and respected in this area and are offering a greater contribution to communication in future.

Effective communication is central to managing stakeholders` expectations by providing an understanding of the project objectives -both short term and longer term – and making stakeholders aware of any shortfall in planned delivery.

- The Project managers could have taken a more active role in stakeholder management by ensuring that the Client was aware of progress issues and delays to programme completion.
- In future a greater degree of internal collaboration between the WBC PM and the Contractor, with clear escalation procedures would help overcome the issues of decision delays, reporting gaps, communication and risk management.

**Quality** – Great care and attention was given to ensuring that the products used were able to achieve the ambitious vision for the regenerated Market Place. Samples were provided by the supplier and installation methods were agreed in order to receive long term performance guarantees. The project delivered to a high standard of Quality in the finished product. The visual impact has had a positive effect on the Town Centre. However, there was some public frustration expressed during the life of the project; traffic was delayed and disrupted and access to the Market Place was difficult. None of this should have been unexpected and in retrospect could have been better communicated and managed. These negative experiences can impact on the Community`s perception of the Project. However, as the community becomes familiar with its new surroundings the project becomes the new norm. Enthusiastic positive feedback was informally received from the public during the recent Winter Carnival event in the Town Centre.

Client, Engineer and Contractor ensured that the project met the original vision. Dedicated supervision of the subcontractor and regular project walkarounds and inspections were a feature of Quality control. A review was conducted at project completion to determine any outstanding issues. A current review relating to Accessibility is being conducted.

**Recommendations** - Credit should be given to the combined team for producing an outstanding result. Our recommendation for future capital projects is to create a formal Quality Plan linking product /specification and processes to a people plan.

**Delivering Client Certainty** – We understand that the Project was ultimately delivered within 5% of the budget and to the specification expressed in the original Vision. The client however experienced degrees of uncertainty during the Project delivery.

Greater certainty can be achieved by a more formal reporting regime based on agreed Contract administration standards. Financial and Commercial reporting is provided as a matter of course by the contractor under the NEC form of contract. Regular attendance by all Parties should be mandatory to weekly / monthly project reviews. These reviews should include challenging performance on programme, budget, quality, relationship management and safety. Better controls would result, creating greater client certainty by identifying any issues in real time.

**Working Methods on site** – Due to the withdrawal of WSP the project management roles were taken on by WBC. A project manager and supervisor were appointed along with contractor Balfour Beatty. Issues of Communication, Collaboration, Site behaviours and decision delays contributed to poor relationships between the parties. This caused conflict both internally and externally due to non-aligned values and behaviours. This resulted in programme delays and deteriorating relationships between the teams. Unfortunately, this had a negative impact on the public perception of the Project. However the contractor worked around planned events in the Market Place.

- **Our recommendations for the future calls for the Contractor taking full responsibilities for Engineering and onsite delivery - with enhanced supervision being provided by the Client. We recommend an agreed Charter of shared values and behaviours at each level in project delivery to encourage Collaborative working.**

**Collaborative Working** – The contract was let under NEC 3. This form of contract calls for the parties to work well together. During the project delivery there were examples a lack of co-operation.

- This would be improved if there was a formal appointment of a senior executive responsible (SER) for relationship management, liaison and resolution of potential conflict. Early contractor engagement (ECE) and early design involvement (EDI) would contribute to better collaboration and understanding of each other's roles and responsibilities. Collaborative working would help improve relationships, increase understanding and encourage teams to support each other.

**Communication Strategy** – A communication strategy was in place and provided information about the project to the community through Public forums, Working groups, Awareness campaign and WBC website. WTC took an active role in communicating with the community and local

businesses. This was served by weekly technical updates. Articles were published in local newspapers from time to time and both Councils included the information in their newsletters. Balfour Beatty hand delivered letters to make the community aware of late night working. The communication was largely interpreted as ‘transmission’ of information without sufficiently highlighting the purpose and benefits of the project. The client has identified the need for a Single Voice to deliver information to the community. Internally in WBC the teams tended to work in silos which meant that the teams were not always effectively communicating progress and issues relating to the project.

### ***Recommendations***

- Going forward revised working practices have already been adopted, including a formal communication strategy discussed and agreed between WBC, WSP and Balfour Beatty. All parties should be clearly informed and updated about project progress and issues before any updates are sent to the stakeholders and community. The WBC communication team has recently been reinforced and co-located and they wish to engage further with the Comms teams at WSP/BB to ensure that information is communicated clearly and in plain English to all.
- We recommend a similar approach to that of WTC’s newsletters where difficult messages should be communicated in timely manner

***Programme management*** – The purpose of the programme is to monitor and forecast progress and needs to be clearly communicated to all the responsible parties. The Market Place contract was delivered late but this was not adequately communicated. Programme overruns primarily were caused by the issue of Utilities which caused a delay to the start of the contract whilst the parties debated responsibility. This continued during the delivery of the project. The project experienced delays which impacted both the Client and the Contractor. Decisions were also taken by the WBC PM taking Design responsibilities which meant that the client became responsible for Design issues. Decision delays directly impacted the programme which caused cost increases and project delays.

***Recommendations*** - The contract programme should have been aligned with the Design and Client programme to highlight any potential delays in real time. Communication needs to be improved making the parties aware of progress. This would have identified slippage. In future the Programme should be regularly updated and communicated to all stakeholders by identifying key Milestone dates

**Risk Management** – Risk management was a contentious issue on the project. The Client was exposed to unnecessary risk and uncertainty. Although a risk workshop took place which created a scoring mechanism to identify the most severe risks and their consequences the client continued to take and retain too much risk including potential reputational damage.

### **Recommendations**

- In future risk could be mitigated by passing more responsibility to the contractor. Examples of risk were the client retaining responsibilities for Design (in the absence of WSP) and Utility management through their project manager. If the contract had been awarded to Balfour Beatty as a D&B greater risk would have passed to Balfour Beatty giving the client greater certainty.

**Governance** – The Project was largely delivered within the Governance policies and standards of WBC. Due to the complex structure and the relationships between WBC, WTC, WSP, Highways and Regeneration teams inevitably a degree of uncertainty was caused. WSP's withdrawal of the Project manager role and the transfer to WBC's PM and the changed relationship with Balfour Beatty all contributed to a lack of certainty between the parties. There were some concerns about implementation and monitoring of the Governance policy. There was a high level Town Centre Co-ordination Board, which had a very wide remit covering co-ordination between Market Place and a number of other Town Centre Schemes. Given the scope of issues covered, length of time involved, uncertainty about the make-up of the Project Board and how the overall project was administered, governance could have been tailored better to fit the needs of the delivery of the projects at a more practical level. In addition, the makeup of the Project Board changed from time to time which affected how the contract was monitored and tracked affecting good Governance. There is an opportunity to reconsider the roles and responsibilities of key personnel by reviewing their functionality and value contributions.

**Recommendations** - In future the form of contract could be changed to D&B. This would ensure better accountability, improved Governance through better decision making. Introduce a shared and agreed policy to cover future projects which meet the standards of each of the parties. This would need to be clearly communicated and accepted by all the parties involved. A stable Project Board would ensure that, communications, change & risk management, project progress, disputes, CE (compensation events) EW (Early warnings) and the impact that these have on final delivery

are managed effectively by the Project Management team.

***Budget Management and Reporting*** – We understand that the initial contractors cost estimate for the scheme was £4.6m. Through value engineering and taking on some elements of risk the Council managed to reduce the costs to £4.2m. We understand that the project was completed at a figure of approximately £4.4m which, whilst being approximately 5% over the £4.2m budget, is still a saving on the original contractors cost estimate. In our opinion the project management team should have provided the budget controller with more regular updates. The team is now aware of the need for increased budget monitoring and financial reporting. There were handover issues between WSP to WBC. This caused concerns over documentation and tracking of the project. Balfour Beatty submitted a monthly rolling account through CEMAR (specialist document, project and financial management software) – which predicted outcome cost. These were presented to WBC’s PM but not always actioned in a timely manner.

***Recommendations*** - There is an opportunity to improve tracking, monitoring and escalation of project costs and forecasting of outcomes. This can be achieved through exception reporting and progress reports highlighting specific issues during the delivery of the project. Identifying and managing Key milestone dates is an essential part of this reporting process. This would help to avoid potential surprises and would encourage difficulties to be resolved during the project cycle. The CEMAR cloud based contract management system was considered a success by all the parties and should be adopted fully in future. A clearer understanding of how items are closed and actioned would improve the reporting further.

***Community and Business Owners Overview*** – A major investment was made by the Client in communicating regularly with the community. As evidenced by the Newsletters and valuable comments from WTC. We understand that WBC and WTC have maintained records of complaints and requests from the public to resolve any contentious issues. These were dealt with by the parties. The Client regularly engaged with the community and stakeholders through public forums and working groups. Open communication has been implemented during the life of the project to record any concerns or issues related to the delivery of the project.

# ***Future Recommendations***

There are opportunities for improved performance in future by adopting a more formal approach to Collaborative Working. Working well together would contribute to better Programme, Design and Budget management providing greater certainty and better Governance.

01. A clear understanding of the contract (NEC 3 D&B) should be communicated to all parties. Going forward a joint workshop should be arranged to ensure in-depth knowledge of the contract and its administration - including understanding individual and team roles and responsibilities.
02. Improved Project management – Clear roles and responsibilities need to be agreed and implemented. Document control could be improved to cover Design revisions and Change management. Phased work should be understood, and key milestone dates should be clearly communicated.
03. Budgetary and Financial control management – This can be improved by creating a more formal reporting process through sharing information (CEMAR), conducting regular reviews and identifying issues early to avoid any unwelcome surprises.
04. Design Management should become the responsibility of the contractor - Design Programme to be aligned to Contract Programme. Design criteria to be established – Safety by Design, Buildability, Aligned to Planning.
05. Introducing Collaborative Working with all stakeholders sharing objectives - Shared vision and values – Creating a shared culture and a Team charter. This would create more certainty and reduce risk by having a better working relationship.
06. Improved dispute resolution & timely Decision making. The process should concentrate on looking for solutions and options for quick resolution of the issues. Introduce a dispute resolution process with agreed authority levels and time limits.
07. Introduce Self-Managed Teams. Encourage greater responsibility and accountability by each of the teams who contribute to the planning and delivery of the project. Managers need to develop the teams and provide direction and support by monitoring performance and keeping the teams on track.
08. Create formal Relationship Management to enable Collaborative

Working to succeed. Introduce and maintain a `one team` approach communicating openly with all teams.

09. Improve Governance, agree and introduce formal processes and systems. This would determine clear roles and responsibilities. The reporting regime should measure performance, creating actions to ensure that the policies of the Client Group are delivered.
10. Health, Safety, Environment and Quality Management – This has been well managed and is a key value of each of the parties. The teams should continue to focus on building and maintaining this enviable Safety and Quality culture & reputation.

## **Introducing Collaborative Working**

Consider creating a Joint management team to encourage communication, shared working and the ability to challenge each other.

It may be useful to start with 4 Simple Joint Objectives.

01. Improve the quality of the collaborative relationship within the schemes and projects. Identify and deliver prioritised measurable agreed targets. Develop a No Surprise culture across the framework.
02. Deliver each scheme/project of the framework within budget - on time and to agreed quality standards. Clarify agreed output targets and how these are measured. Identify and deliver performance improvement measures.
03. Develop and maintain integrated teams across the Framework. Improve the effectiveness and timeliness of decision making within the Framework and with all stakeholders. Ensure adequate resources are provided.
04. Develop and implement an agreed communication strategy designed to highlight the benefits and understanding of the Framework objectives. Challenge each other – ensure the right person for the job– eliminate duplication of tasks

# Implementing the Recommendations

01. Arrange a `Collaborative–Integrated` Team workshop at the start of each new project or programme. Agree performance targets relating to scheme KPI's. Create a Live Risk Register with mitigation plans and Roles and Responsibilities assigned. To improve certainty, increase open communication, regular reporting, monitoring and notification of exceptions and develop plans to get back on track.
02. Agree targets for key performance areas (KPI's) on each project including Budget, Quality and Programme. For example – Cost and Value tracking, identify gaps on a weekly basis with getting back on track – Implement a Quality plan, getting it Right First Time (RFT). Delivery of a quality product with no defects at handover – Communicate the programme to all stakeholders, involve all team members. Keep the programme up to date with progress reporting and Change Management. Measure against targets, Keep it simple.
03. Setup a Joint Management team (JMT) drawn from BB, WBC and WSP (and/or any other partners). Introduce self-managed teams with shared objectives.  
Avoid blame culture – Make people accountable. Deliver on values and behaviours from agreed Charter and Code of Conduct. Avoid decision delay – agree decision making process with authority levels and time limits. The JMT should be encouraged to challenge the teams to ensure the delivery of these objectives.

The Team should refer to the outputs from the Market Place review workshop to implement the recommendations and actions and produced

# Appendices

## Appendix 1

### Wokingham Project Close out WS – Summary & Feedback



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BOROUGH COUNCIL**

**Balfour Beatty**



## Wokingham Market Place

### *Project Close Out*

*September 20<sup>th</sup>, 2018 - Feedback & Summary*

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## Agenda

12:00pm	Welcome and Working Lunch Introduction & Workshop Objectives  <b>Project Overview</b> – Client and Contractor view Significant Events – Cause and Effect ( <i>Team discussion</i> ) Project Highs & Lows ( <i>Team discussion</i> )
13:30	<b>Team Discussions Topics</b> - Risk Management - <i>Anticipated &amp; Actual</i> - Design Management - Change management - Client & Stakeholder Management - Programme Management - Commercial & Contract administration - Collaborative Working – Values and Behaviours - Effective Communication
14:30	Presentation and Feedback
15:15	Tea Break



# Agenda

- 15:30 Decision making – Decision Delay  
Impact – Consequences – Accountability  
Managing Resources  
Authority Levels – Delegation & Responsibilities
- 16:30 Presentation and Feedback
- 17:15 Lessons Learned  
- Best Practice  
- What we will do differently  
- Celebrating Success  
Action Planning
- 18:00 Workshop Close

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## Team Topics

- Team 1 – Programme Management – Commercial and Contract admin
- Team 2 – Risk Management – Design Management
- Team 3 – Collaborative Working – Client and Stakeholder Management
- Team 4 – Change Management – Effective Communication

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### Team 1



## Team 1 – High and Lows

Highs	Lows
<ul style="list-style-type: none"> <li>Quality of the finished product aligned with the vision</li> <li>Changing Public perception now the project is complete</li> <li>BB/WBC/WTC built good working relationships at a higher level</li> <li>Parties have been active problem solving</li> </ul>	<ul style="list-style-type: none"> <li>Media Negativity during construction</li> <li>Under estimated the impact on business</li> <li>RIDDOR (worker broke foot during construction)</li> <li>The survey data provided at design stage was not always accurate</li> <li>Shop Front Design changes were ongoing issues during construction</li> <li>Workforce had to deal with Anti-Social Behaviour from public</li> <li>Extreme Weather Snow / Very hot summer</li> </ul>

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## Team 1 - Programme Management

<p><u>Planned</u></p> <p>Contract price and programme agreed around 5 phases of construction.</p> <p>All utilities to be diverted before main construction commences</p>	<p>A hand-drawn diagram on a piece of paper. It shows a horizontal timeline starting with an arrow labeled 'STARTS'. A bracket below the timeline is labeled '5 PHASE CONSTRUCTION'. At the end of the timeline, there is a red bracket labeled 'INCREASE PROBLEMS' with '6 months' written below it. The date '23/3' is written at the end of the timeline.</p>
<p><u>Actual</u></p> <p>Utilities start late.</p> <p>Subsequently contractor starts later. Political pressure to start despite all utilities not being diverted. Programme becomes an 18 Phases of construction not 5.</p>	<p>A hand-drawn diagram on a piece of paper. It shows a horizontal timeline starting with an arrow labeled 'STARTS'. A bracket below the timeline is labeled '18 PHASE CONSTRUCTION'. There are several annotations: 'LATE START' is circled in red at the beginning; 'LONGER PERIOD' is written below the timeline; 'DISRUPTION' is written above the timeline with a red bracket; 'DESIGN ISSUES' is written below the timeline with an arrow pointing to the right. Other notes include 'Ground conditions', 'Snow', and 'X marks'. The date '14/7' is written at the end of the timeline.</p>

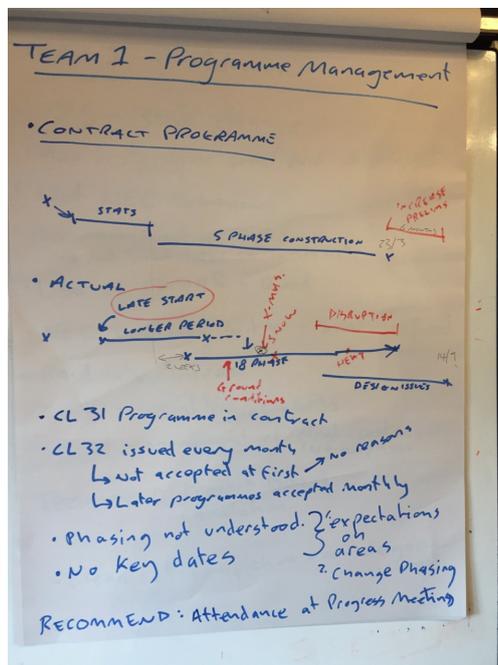
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# Team 1 – Programme Management

- There was a programme in the contract (CL 31)
- A monthly programme was issued every month (CL 32)
  - These were rejected at first à no reasons given, WBC unwilling to accept
  - WBC later understood the contract requirements and started accepting monthly
- Agreed phasing not understood by customer
  - Expectations on areas different to contract
  - Customer requests to change phasing
- No Key Dates Contract. However, probably should have been as there were some expectations that were not aligned with delivery programme. Contractual Key Dates would have ensured they were a requirement
- WBC / WTC / Councillors awareness of programme. However, these were issued every month and reported against in progress meeting. Only PM attended progress meeting

**RECOMMEND: ATTENDANCE AT PROGRESS MEETING**

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## Team 1 - Commercial and Contract Admin

- Increase in project costs of about 25-30% due to realization of risk or changes made during construction
- Despite a large amount of change. Contract administration was poor and there was no formal instruction (PMI – Project Managers Instruction) until *end* of project
- PM not conforming to NEC behaviours
- Poor management of risks à did improve until later in contract following intervention
- Use of CEMAR to help administrate the contract– good and positive experience
- NEC training was provided by SCAPE as part of contract –good

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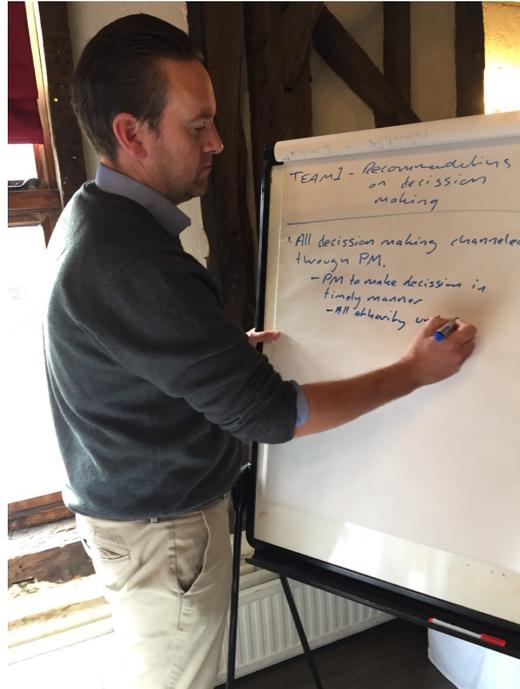
## Team 1 - Commercial and Contract Admin

- Contractor often paid late / WBC incurred interest charges
- SCAPE contract has some good– social values + KPIs. These were largely met and should be publicised
- Good management of final costs and rolling final account - ‘No surprises in our turn cost for customer’
- Clean cut at completion – Minimal legacy Issues – Good quality

**RECOMMEND: SETTING UP PROJECT BOARD ESCALATION WILL ALLOW HIGHER LEVEL ENGAGEMENT WITH CONTRACTOR TO ENSURE MIDDLE PARTIES COMMUNICATING CORRECT MESSAGE TO SENIOR FIGURES**

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## Team 1 – Recommendations on Decision Making

- All decision making was channeled through WBC PM
  - PM needs to make decisions in a timely manner
  - WBC PM has all authority under contract
  - Did WBC understand its governance – implement SLA (service level agreements)
  - Do WBC PMs understand their 'Role and Responsibility'
  - WBC PM to keep to timescales in Contract
- Needs to have an escalation procedure
- Back up decision making with Formal communication

## Team 2



## Team 2 – High and Lows

Highs	Lows
<ul style="list-style-type: none"><li>• Attention to detail during construction</li><li>• Contractor managed to coordinate around Market Place 'Events' alongside construction build</li><li>• Increased governance for issue resolution</li><li>• Multiple value engineering proposals were provided by the contractor during construction.</li><li>• Workforce maintaining productivity during hot weather – Some local business providing drinks to workforce</li></ul>	<ul style="list-style-type: none"><li>• Change of WBC PM. Why did this happen?</li><li>• Delay on Delay through contract changes</li><li>• Expansion joint queries &amp; resolution remained unresolved for some time. Should not have been a big issue, but late decision impacted end date and pressurized resources</li><li>• Poor management of contract change and expectations</li><li>• Workforce took a lot of abuse from public</li></ul>

## Team 2 - Risk Management Review

### Risk

Materials – Suppliers

- Utilities
- Unforeseen ground conditions – old buildings/ road (extent)
- Pedestrian / Business management
- Third party works
- Time of year
- Contingency
- Conservation
- Resource Skills

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## Team 2 - Risk Management Review

### Mitigation

- EWNS – Risk management – Site meetings – instructions – off-shelf products  
limiting risk to future maintenance

### Managed

- Increased governance – strategic level
- Skills – different procurement route for setting up of sub-contractor

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## Team 2 - Design Management

- Investigation vs Cost & Extent. Further investigation could have been done. However, this would have had an increase cost before the scheme was agreed to proceed
- Design had to be undertaken on incomplete asset data responses
- Apportioning Risk – Cost & level.
- Scope – limitations (events, deliveries, parking, conservation)

### **Different option?**

- Design & Build. Contractors often take the risk for design and are engaged in design and build contracts. This was a customer design and to be managed by the customer. Were WBC best positioned/resourced to manage this?

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## Team 2 – What are the successes to take forward

- Contract management tool i.e. CEMAR
- Change management driven by above
- Need to uphold NEC Values
- Client resource – Ratio and Min levels. Were the right people appointed?
- Sub contracts – what works / what doesn't. Were the right sub-contractors appointed?

### **Avoid**

- Maintain vision of project – don't lose sight of vision.
- Personality impacts were an effect on this project
- Protracted design / change process were an effect on this project

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## Team 3



## Team 3 – High and Lows

Highs	Lows
<ul style="list-style-type: none"><li>• Opening Broad street. Pressurized date.</li><li>• First night of cleaning – colour impact seen!</li><li>• First area of Yorkstone laid</li><li>• Starting! Been a long build up</li></ul>	<ul style="list-style-type: none"><li>• Not all the planned trees could be planted</li><li>• Trial by social media</li><li>• Opening of Denmark street and the negative reaction</li><li>• (Un)collaborative relationships</li></ul>

## Team 3 – Collaborative Working

### Preplanning

- Team too big
- Lacking right skills
- Leader lacked leadership ability
- Lots of discussion – NO FOCUS
- Step change when RB of WSP joined - Reality Check

### Design and Development

- Much smaller team
- More of the right people
- Decision Making
- Early contractor involvement
- CW (BB) positive addition

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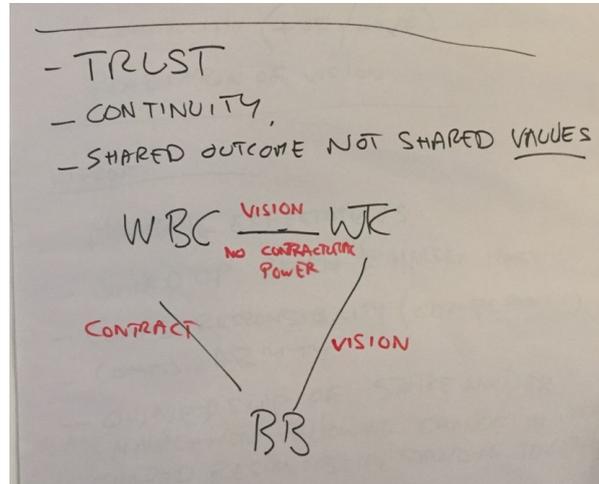
## Team 3 – Collaborative Working

### Construction

- Big gap emerged with change of WBC PM
- Confrontational with new PM (no shared ownership)
- Became contractual .
- Break in continuity
- Protracted decisions / no decisions – no access to designer
- Unclear direction
- Ego's
- Clash of personality
- Clash within client between WBC-WTC – and within WBC & WSP
- Clear information sharing to town council from Project was missing

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## Team 3 – Collaborative Working



## Team 3 - Client and Stakeholder Management

- WTC communication to public was positive & regular / reliable
- Information from contractor for Comms
- Accessibility (+ve/-ve)
- Realisation of vision

### Improvements recommended

- Managing expectations
- Joined up REGEN and Market place message. Message split within WBC at times
- Comms responsibility (complaints)
- Communication ability

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## Team 3 - Client and Stakeholder Management

### Improvements recommended

- Plan ownership of **stakeholder management** following change in staff
- Shared responsibility – Standing together
- Joined up stakeholder management

**WBC + WTC + BB**

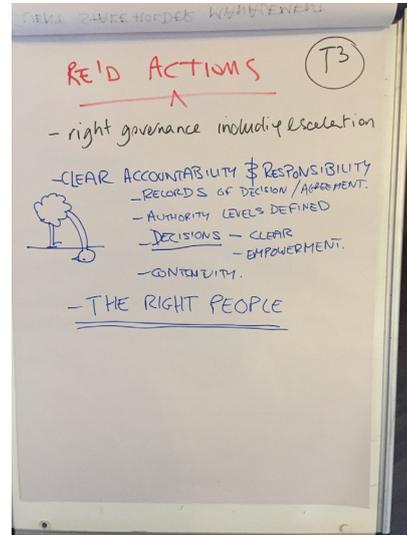
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## Team 3 – Recommended Actions

- Right governance including escalation
- Clear accountability and Responsibility
- Records of decisions / agreements
- Authority levels defined
- Decisions – clear – empowerment
- Continuity
- **THE RIGHT PEOPLE**



## Team 4



## Team 4 – High and Lows

Highs	Lows
<ul style="list-style-type: none"> <li>• First visible paving placed</li> <li>• Mosaic installation</li> <li>• Events management around construction works</li> <li>• Public Support</li> </ul>	<ul style="list-style-type: none"> <li>• Broad Street opening</li> <li>• Trees! – Not all trees planted</li> <li>• Repeated Decap</li> <li>• Public Support and social media</li> </ul>

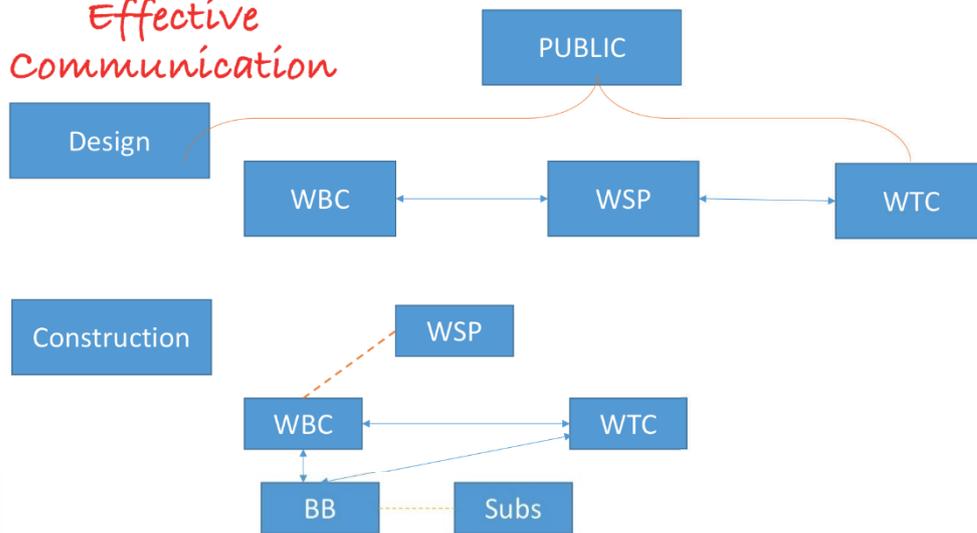
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## Team 4 - Change Management

- Slower than expected especially where decision requested to WSP
- CEMAR – Paid for by Highways
  - Ø Reduced paperwork, improves awareness
  - Ø WSP put on CEMAR. Contractor engagement with designer was blocked by PM
- High Change Events volumes
  - Market town
  - Three Interfaces
- Cost (UP) increase
  - Planning / design for future
  - Time + Cost (Up) increase – Long term cost (Down)

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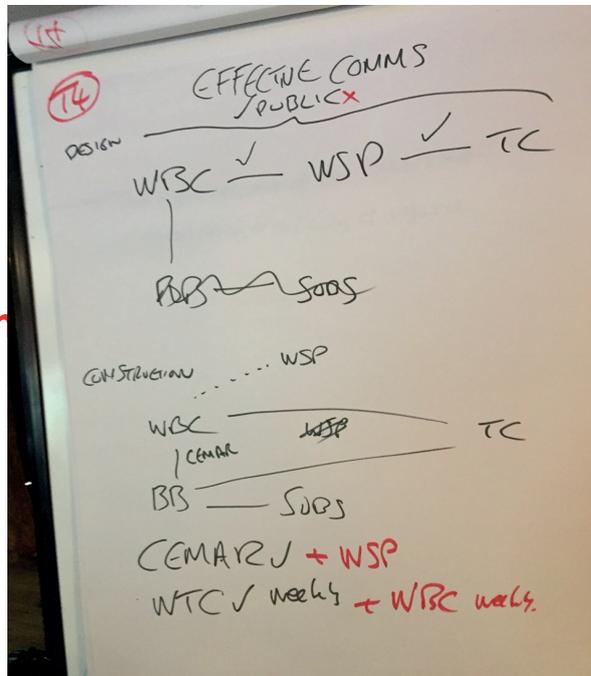
# Effective Communication



CEMAR + WSP  
WTC Weekly + WBC weekly



# Effective Comm



## Team 4 - Actions

- The right resource at the right time
  - Consistency or continuity of resource
  - Plan for handover & interface / overlap
  - Identify the required skills and characters
- Look at delegated funding levels to allow for direct action
- Define + use Governance
  - Customer attendance progress meetings recommended

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## Wokingham Market Place

*Project Close Out*

*September 20<sup>th</sup> 2018 - Feedback & Summary*

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## Appendix 2 Market Place Newsletters

# Improving our Market Place



Newsletter 04  
29/09/17

As you receive this the work on the project has moved to the Boots side of Market Place and Denmark Street has re-opened. We appreciate that there were higher than anticipated delays during the first few days, exacerbated by issues on the M4. The traffic is settling, particularly as drivers find alternative routes if they are not using the Town Centre directly. Please be assured that the position is being closely monitored to judge whether changes need to be made and indeed the phasing of the traffic lights at the station has already been changed to allow greater priority from Wellington Road through to Station Approach. Up to date traffic information can be found at [www.roadworks.org](http://www.roadworks.org) and you can plan your journey at [www.myjourneywokingham.com](http://www.myjourneywokingham.com)

Utilities work will now be undertaken on the remainder of the site and this will be followed by the start of the construction and laying of the new York Stone surface. The utilities continue to be difficult with historic work poorly executed which needs to be addressed to ensure the high quality finish we are all looking forward to. Balfour Beatty are managing to deal with these issues and keep the programme on schedule.

We do recognise the disruption that is being caused and would like to thank businesses and residents who are working with us to ensure that the town is very much open for business. The refurbished Market Place is at the heart of the long-term vision for the future of Wokingham town centre, as set out in the 2010 Town Centre Masterplan, and improvements to Market Place have always been widely supported. The overall aim is to co-ordinate the vision for the town, reinforcing its quality whilst encouraging its viability for the future. The development at Peach Place, the forthcoming work at Elms Field and plans to tackle Carnival Pool, together with



Market Place will deliver that for everyone associated with the town whether as a business, resident or visitor.

We have been asked why Denmark Street has not had the finished surfacing laid at this point. In order to ensure a high quality finish, with all joints appropriately aligned, the York Stone has to be laid out from the building line of the Town Hall at the centre of Market Place. By so doing this will ensure that, visually and structurally, the surface flows from building line to building line across the space. As indicated in the last newsletter Denmark Street will be laid after Christmas once the main area is completed.

We continue to welcome feedback and comments and have valued discussions to date. Contact details are available at the end of the newsletter.



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## — Improving our Market Place

### Of Interest

- Throughout the project we will be welcoming work experience students from our local schools and it will be a pleasure to give them such an opportunity at the heart of their own town.

At the beginning of September Balfour Beatty hosted their first student from St Crispin's. Mwamba Phiri spent 5 days as part of the employment and skills plan in place for the project. She spent her time working alongside the project team and learnt about the construction of the new Wokingham Market Place, assisted with procurement of materials for the project and also assisted with quality management.

Mwamba was an absolute pleasure to mentor for the week and we look forward to welcoming more work experience candidates.

Mwamba said: "I enjoyed spending the week with everyone at the Balfour Beatty offices within the Wokingham Market Place Scheme. Everyone was so helpful and my mentors gave me lots of insight I needed into my interests to work within design and architecture, as well as equipping me with plenty of practical skills. All I can say is thank you for having me."



- A number of market traders are now back from their holidays and I am sure you will be pleased to see Darren with his flowers and Rose and Charles with their plants and garden supplies. Please continue to support all the traders and share the site of their temporary home near Argos.

### Works update

#### This month has seen:

- Continuation and completion of utilities works on Denmark Street which was reopened on 25th September 2017.
- The works included the installation of new ducts, replacement of steel gas mains and supplies into the buildings as well as adding protection measures for electricity.
- Difficulties arose due to uncharted services and problematic ground conditions.

#### Next month will see:

- Diversion works on the main area of Market Place which were started on 18th September 2017
- During these works, we are planning to carry out the permanent construction of the substructure as the diversion works proceed, which will allow us to save some time on the programme going forwards.
- Main construction is planned to start mid-October 2017.
- Broad Street diversion works will continue into the main construction period and up to Christmas.

### Want to keep up to date?

#### The following will be regularly updated:

Wokingham Town Council website

[www.wokingham-tc.gov.uk](http://www.wokingham-tc.gov.uk)

Wokingham Borough Council website

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# Improving our Market Place



## Weekly Update - 23/02/18

### This week:

#### Broad Street

- Installed York stone paving near Superdrug
- Installed kerbline loading bay
- Installed granite setts in loading bay
- Lowered Virgin Media ducts
- Yorkstone paving in place at junction with Rose Street
- Full depth construction by Rose Street
- Dug and installed pipe for sump at Lloyds

#### Market Place

- Vacuum excavation to formation
- Installed earth-mats by Town Hall
- Cement Bound Granular Mixture in place by HSBC

### Next week:

#### Broad Street

- Installation of granite setts along channel Broad St
- Grouting of completed slabs/granite
- Finish man hole lids on Broad St
- Start installing setts on Peach St
- Continuing to install the Yorkstone pavings

#### Market Place

- Continue with vacuum excavation in Market Place
- Install slot drain in Market Place
- Start laying Cement Bound Granular Mixture over remainder of Market Place



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# Improving our Market Place



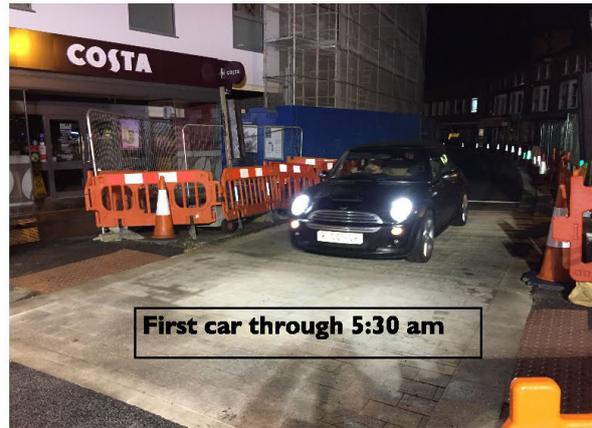
Newsletter 09  
29/03/18

Understandably the biggest piece of news this month is the opening of the access to Broad Street which took place on Friday 23rd March in time for the morning's commute. Traffic has been flowing along the new road smoothly and everyone is able to see that, with the removal of the old bus lane, more communal space will now become available. With the two raised crossing points and the narrower carriageway traffic will need to slow down which again will benefit the pedestrians in the town which is one of the aims of the project.

We continue to be acutely aware that the project is impacting on the businesses and residents and know that you find the situation immensely frustrating. We are very grateful for your patience and please be assured that WBC and Balfour Beatty are doing everything possible to get on with the job and start to release more areas of the site for everyone to use.

The laying of the Yorkstone is now taking place in the main area of the Market Place and, as has been shared before, to achieve the right pattern it is being laid from the longest point on Market Place and the masons are moving south down towards Specsavers and north towards Boots. The area directly in front of Piccolo Arco and Timpsons will be completed as the stone reaches that point and the original fire station stones will be restored to their positions. A row of granite sets will be laid around the base of the Town Hall together with a granite 'kerb' approximately 1m from the building. Both of these features will act to enhance the building and also provide an area within which the new commemorative benches will be placed.

The electrics are now in place for the Market Traders and ready for when the space is once again used for entertainment. This will make an enormous difference for everyone because previously limited electricity has been



available from the Town Hall or generators have had to be brought in.

Whilst much progress is being made it is clear for all to see that there is still much to be done. Denmark Street is once again a focus of activity, most of the utilities were tackled back in the autumn but now the carriageway is being excavated and the road realigned which will increase



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## — Improving our Market Place

the pavement area wherever possible. The project team is hoping that there will not be too many complications that arise when the existing carriageway is removed. Bridges have had to be returned to ensure access to shops and businesses and these will gradually be removed in the coming months as the surfacing is laid to the building lines; this of course requires work outside business hours.

### May Fayre

This year's May Fayre on 7th May will be taking place as normal though changes have of course had to be made in respect to the positioning of the stalls and entertainment. The Fayre will be using Peach Street, the whole of Broad Street and the available area in front of Boots on the Market Place. As you know this is always a fantastic family event which offers great support to our local charities. We very much hope that everyone will continue to come and support the Fayre and the charities themselves. The town is enormously grateful to the Lions and all their regular partners for planning the event whilst the town is undergoing such change.

## Of Interest

### Elms Field

We have been asked some questions about the trees that have been felled as part of the Elms Field project and whether it is possible for some of them to be carved and used around the site once it is completed.

Thank you for showing such an interest and yes this had been thought of and a selection of trunks from the felled trees are being stored safely until the time is right to prepare them ready to be placed in the new park. Both benches and sculptures have been suggested and we have some contacts for wood carvers who we may be able to work with.

A few of our local schools have some lovely sculptures and seats for their children to enjoy and of course Dinton Pastures also has some great sculptures so there will be no shortage of ideas. The Regeneration Team will be working with Wokingham Town Council on this project as it is the intention that WTC will take over management of the park once it is finished.

Keep in touch with the wider regeneration at [www.regenerationcompany.co.uk/](http://www.regenerationcompany.co.uk/).

### Forget Me Not Walk

Balfour Beatty is extremely proud to be sponsoring the Sue Ryder 'Forget-Me-Not' Walk this year, which is being held at 11.00am on Sunday 13th May at the picturesque Englefield Estate. The walk is an opportunity for you to gather with friends, family and hospice staff to celebrate the lives of those who are gone but not forgotten, and to raise much needed funds to support the wonderful hospice and neurological care the hospice staff give to those living with conditions like cancer, heart failure and lung disease. This is a 5km or 8km walk through beautiful woodland, stunning views of the house and garden and an open deer park. Please do come and join us, register online:

[www.sueryder.org/forgetmenotwalk](http://www.sueryder.org/forgetmenotwalk) or call: 0118 955 0433. £10 per adult, £5 per child, £25 for a family ticket of four.



### 'Infill' Areas

We have been asked what will be happening with the areas that are outside the current projects but that 'link' these areas together. You have indicated your views that these will look very tired once the new areas are complete.

WBC highways team has been giving some thought to this over the past eighteen months and has identified the areas and has also started to prioritise them, they include the rest of Peach Street, Rose Street, Denmark Street and Broad Street. WBC has identified the end of Market Place and the beginning of the Elms Field project as a first priority and whilst Denmark Street is closed for the next few months some detailed surveying will be done between Lloyds Bank and the mini roundabout at Langborough Road.



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Funding has yet to be identified for the actual work and also WBC are very conscious that the town has been enduring a great deal of disruption and will consider very carefully when further work might be undertaken to make such improvements.



### Works update

#### **This month has seen:**

- Completion of 350m<sup>2</sup> of new Yorkstone paving on the north footpath of Broad Street
- Completion of the 80m<sup>2</sup> of granite setts to the loading/disabled bay on Broad Street and the installation of the new road signs on the northern footpath.
- Completion of the new Broad Street road alignment and the opening of the road to public on the 23rd March 2018.
- Planting of 4 new trees in the Market Place.
- Commencing the new Yorkstone paving works in the Market Place itself.
- Closure of Denmark Street for the road realignment and paving works.
- Installation of the new street furniture (cycle stands) on the north footpath.

#### **Work Planned for April:**

- Commencement of the Yorkstone paving works in front of the shop fronts on Broad Street North Footpath.
- Drainage and kerbing works to Denmark Street new road realignment.
- Continuation of the paving works in the Market Place
- Commencement of the Yorkstone paving works in front of the shop fronts in the Market Place at the end of the month.
- Commencement of the new electrical works to the market place.

**Next drop in session:**

**Town Hall**

**Friday 27<sup>th</sup> April 10am-12pm**

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# Improving our Market Place



## Weekly Update - 15/06/18

### This week:

#### **Broad Street shop fronts**

- Costa Coffee prep for paving

#### **Market Place**

- Installing Yorkstone Paving & granite setts to the Market Place Piccolo Arco to Timpsons

#### **Market Place Shop Fronts**

- Paving to doorways

#### **Denmark Street**

- Installation of new granite kerbs
- Installation of slot drainage channel to Loading bay |
- Installation of new granite kerbs in the loading bay |
- Install CBGM to loading bay & footpath

- Installation of granite setts to loading bay Denmark Street
- Install CBGM to loading bay & footpath Denmark Street



### Next week:

#### **Broad Street shop fronts**

- Completion of remaining paving in Broad Street
- Completion of grouting of Yorkstone Paving
- Snagging

#### **Market Place**

- Installation of the Yorkstone Pavement next to the road Piccolo Arco to Timpsons & Grouting

#### **Market Place shop Fronts**

- Paving of the shop fronts Fatface to Specsavers

#### **Denmark Street**

- Further digging to trench for South East Water connection into Town Hall
- Installation of subbase to loading bay & footpath on Denmark Street

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