



CASE STUDY

THE JOHN ROAN SCHOOL



CLIENT:

Royal Borough of Greenwich

SECTOR:

Education

DEVELOPMENT VALUE:

£32 million

OUR ROLE:

Project Manager
Cost Consultant

LOCATION:

London

THE REQUIREMENT

The Royal Borough of Greenwich has one of the fastest-growing school-age populations in the UK. This project was required to help address the increasing pressure on education provision in the area.

The John Roan School is a secondary school, which dates back to 1677. It occupies two sites adjacent to Greenwich Park – the lower school was located at Westcombe Park and the original school which was built in 1928

and is a neo-classical Grade II listed building, is at Maze Hill.

State-of-the-art teaching facilities and flexible, transformational and inspiring learning environments were required to take the school into the next century and expand places to 1,400 pupils including 350 for sixth form students.

THE SOLUTION

Evolution5 was appointed for project management and cost consultancy services to redevelop the John Roan School sites through the Royal Borough of Greenwich Council's strategic partnership arrangement with Babcock International.

The scheme was a complex, two-year new build, refurbishment and extension programme and was one of the last to be funded under the Building Schools for the Future initiative. It has created spacious, well-lit buildings that offer high quality facilities for both vocational and academic learning.

✦ The listed building at Maze Hill was extensively and sensitively remodelled and extended to improve the classrooms and circulation areas, and to create new social, dining and learning spaces in one

of the internal courtyards covered with an ETFE 'floating pillow' roof. A dedicated sixth form centre and ICT facilities have also been added.

✦ The building at Westcombe Park was completely demolished and replaced with a new purpose-built, three-storey 7,845m² school for years 9, 10 and 11. Decant sports accommodation was also provided during the build programme. The finished campus now accommodates general classrooms, design and technology laboratories, and an entrance atrium with stepped seating to create a performance space linked to the main curriculum and sports wings. There are multi-purpose and open-plan spaces for use as an open learning resource centre and break-out study areas; a winter garden, and drama and activities studios. A sports and amenity building doubles as a valuable community facility.

✦ An unused school building at Royal Hill was refurbished to provide an interim decant facility for John Roan year 10 and 11 students. On completion of the new school at Westcombe Park, the Royal Hill scheme was upgraded and converted for occupation by James Wolfe Primary School.

A HIGHLY COMPLEX AND CHALLENGING PROJECT

The redevelopment of The John Roan School was highly complex and involved many challenges, such as:

- ❑ Children could not be displaced and teaching had to remain uninterrupted throughout
- ❑ This was a multi-stakeholder project which required continuous liaison and dialogue between different parties
- ❑ Managing the design and installation of a lightweight, transparent ETFE roof at Maze Hill connected to the listed building on three sides involved multiple agreements, a high degree of consultation with different interested parties and a visit to another application of this structure to inform the project management of the process
- ❑ All finishes had to be signed off by the school before design close. To achieve this samples of furniture, wall colours, fixtures and fittings were obtained and 'mock' classroom areas created to attain feedback and a high degree of engagement with teaching staff
- ❑ School technology was constantly evolving, with initial designs incorporating projectors, which moved to interactive white boards and finally touch screens.

OUR PROJECT SUCCESSSES

- ❑ We kept the client and the school up-to-date at every stage of this complex, fourteen-phase project and liaised with multiple stakeholders
- ❑ We ensured a fast response to any issues
- ❑ We implemented the project with a genuinely client-focused approach and exceeded the client's expectations
- ❑ We maintained a high degree of engagement with teachers and staff at the school throughout
- ❑ We closely analysed design detailing and ensured agreement with all project stakeholders
- ❑ We successfully managed the constrained budget and various funding streams, including Partnerships for Schools, Royal Borough of Greenwich and The John Roan Foundation Trust
- ❑ We were working in a live school environment during each phase which involved moving year groups around to ensure no interruption to teaching at any stage
- ❑ We had to be sensitive to the needs of the school and carefully manage noise levels. During exam periods, for example, we ceased works and then accelerated construction activity levels to maintain programme
- ❑ We engaged with the client to resolve any post-handover defects to close off the project as quickly as possible.



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LESSONS LEARNED

- ❑ Consistent and regular communications are essential on a project of this scale and with so many stakeholders and in the context of having to manage constantly changing requirements from the school.
- ❑ Site walks throughout the construction process were very useful to inform everyone what was taking place and when. We conducted monthly meetings with school governors and took senior management around the new buildings when it was safe to do so. These initiatives worked very well.
- ❑ The sample classrooms were invaluable in helping us to obtain informed and constructive feedback on design detailing from teaching staff, whilst effectively managing the school's expectations.



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THE CLIENT'S PERSPECTIVE

Andrew Carr, Contracts Manager, Royal Borough of Greenwich:

"Evolution5 has been absolutely first class at keeping us up-to-date at every stage and in their project management of this highly complex school redevelopment. Their approach to communication was really helpful and we could pinpoint the project's progress precisely, at any point. Their team was very tenacious, personable and fast to respond to any challenges. They really engaged with us at every level and were extremely thorough, identifying any issues and the most appropriate solution."

"I have worked with a number of project management consultancies – and Evolution5 definitely exceeded our expectations. They are really client focused and have a genuine 'can do' attitude. Their team did a great job on this challenging scheme and we can't think of any areas they could improve on."

At the opening, Des Malone, Head Teacher of The John Roan School, said:

"This is a landmark for The John Roan which opens our outstanding buildings fit for 21st century learning. We are all immensely proud of our very special school."



PROJECT DATA PROCUREMENT ROUTE:

Building Schools for the Future framework

AREA:

12,700m²

CONTRACT PERIOD:

31 months

CLIENT:

Royal Borough of Greenwich

LEAD CONSULTANTS:

Babcock International Group

PROJECT MANAGERS & EMPLOYERS AGENT:

Evolution5

COST CONSULTANTS:

Evolution5

MAIN CONTRACTOR:

Wates Construction

ARCHITECTS:

John McAslan + Partners

STRUCTURAL ENGINEERS:

BDP

M&E ENGINEERS:

BDP

INDEPENDENT CERTIFIER SERVICES:

WSP

CDM CO-ORDINATOR:

Sweett Group

