

Committees:	Dates:
Finance Committee of the Barbican Centre Board Barbican Centre Board Projects Sub Committee	11 January 2017 25 January 2017 31 January 2017
Subject: Gateway 7 Outcome Report: Replacement of lighting, small power and distribution boards	Public
Report of: Chief Operating and Financial Officer Report Author: Richard O'Callaghan – Project Manager	For Decision

Summary

Project Status Compared to GW2	Budget : green Specification: green Programme: red												
Project Status Compared to GW5	Budget: green Specification: green Programme: red												
Timeline	The project is complete pending approval of this report and final Contractor and Consultant's payments.												
Total Estimated Cost @ Gateway 5	£ 304,871 (plus staff costs of £20,000)												
Currently Approved Budget	£ 304,871 (plus staff costs of £20,000)												
Spend / committed to date	£ 299,043 (plus staff costs of £17,105)												
Spend Profile	<table> <tr> <th>Year</th><th>Expenditure (£)</th></tr> <tr> <td>2014/15</td><td>13,250</td></tr> <tr> <td>2015/16</td><td>210,568</td></tr> <tr> <td>2016/17</td><td>67,955</td></tr> <tr> <td>2016/17 (retention)</td><td>7,270</td></tr> <tr> <td>TOTAL</td><td>299,043</td></tr> </table>	Year	Expenditure (£)	2014/15	13,250	2015/16	210,568	2016/17	67,955	2016/17 (retention)	7,270	TOTAL	299,043
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2014/15	13,250												
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2016/17	67,955												
2016/17 (retention)	7,270												
TOTAL	299,043												
Overall project risk	Green												

Recommendations

It is recommended that the lessons learnt be noted and, following the end of the defects liability period and payment of any retention, the project is closed.

Main Report

1. Brief description of project	<p>Replacement of the Lighting, Small Power and Distribution Boards in the following areas:</p> <ul style="list-style-type: none"> - Lakeside Terrace - Sculpture Court - Art Gallery Entrances - Conservatory (emergency lighting) - Staircase 16&17 - Designated service subways and risers
2. Assessment of project against SMART Objectives	<p>All works installed, tested and completed by the end of April 2016. – This was not achieved. Works had to be delayed due to noise disturbing events (see section 6 for further information). Works were completed in June 2016.</p> <p>Works completed within Budget - This was achieved.</p>
3. Assessment of project against success criteria	<p>The new installation in the designated areas to provide:</p> <p>Lakeside Terrace, Sculpture Court and Art Gallery entrances.</p> <ul style="list-style-type: none"> ▪ Removal of the existing columns / luminaires ▪ Rewire of the external areas replacing the existing lighting columns and lanterns on the Lakeside with those previously purchased and converted to operate with compact fluorescent lamps ▪ Rewire and replace the existing wall mounted lanterns with lanterns and lamps of the same type as the above columns ▪ Rewire and replace the existing fittings on the sculpture court crescent with those previously purchased converted to operate with compact fluorescent lamps ▪ Rewire and provide new fitting to replace those on the art gallery entrances ▪ Provision of new lighting control and distribution boards for the above lighting <p>The above was all achieved.</p> <p>Conservatory, Staircase 16 and 17</p> <ul style="list-style-type: none"> ▪ Removal of the existing emergency lighting in the Conservatory ▪ Provide a new emergency lighting installation within the Conservatory including the provision of new fittings ▪ Rewire and replace the normal and emergency lighting fittings within staircases 16 and 17 with those previously purchased ▪ Provision of new lighting control and distribution boards for the above lighting

	<p>The above was all achieved.</p> <p>Service Subways</p> <ul style="list-style-type: none"> Provide a new lighting installation in designated services subways and power supplies for selected risers <p>The installation within the service subways was achieved but it was found that some of the risers already had sufficient lighting and therefore it was agreed with our client department that no work was necessary in these areas.</p>
4. Key Benefits	<p>Replacement of, deteriorating lighting along with removing any Health and Safety concerns by ensuring that the electrical infrastructure is brought into line with current legislation.</p> <p>Replacement of the light fittings with energy efficient lighting and infra-red sensors so as to provide energy savings and reducing associated running costs and carbon emissions.</p>
5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)	<p>Yes</p> <p>But see note at section 3 re service subways</p>
6. Programme	<p>The project was not completed within the agreed programme</p> <p>The project was due to be completed by 29 April 2016 but was not complete until 3 June 2016. This was because, on several occasions, works had to be delayed as they would have disrupted pre-arranged events.</p> <p>The Centre is a live building and projects such as this require extensive drilling into concrete, whose noise reverberates through the building core to distant areas and often disturbs events. It is very difficult to programme such works in building that is open for 16 Hours a day. And it is not always possible to do the drilling overnight as this could disturb residents. Therefore, a delicate juggling act is often required in order to obtain the co-operation of the contractor without them claiming additional costs for none productive time. At the Centre prolongation of a project is often the price to pay for ensuring that events and/or residents are not disturbed. In this case, due to effective project management and the co-operation of the contractor, this came at no additional cost.</p>

7. Budget

The project was completed within the agreed budget

ELEMENT	GATEWAY 2 (£)	GATEWAY 5 (£)	GATEWAY 7 (£)
Works	712,000	259,560.54	253,735.87
Fees	Inc.	45,310.00	45,307.00
Sub-total	712,000	304,870.54	299,042.87
Staff Costs	30,000	20,000.00	17,105.00
Grand-total	742,000	324,870.54*	316,147.87

*At Gateway 3/4, on the instruction of the Projects Sub-Committee, the scope of the scheme was considerably reduced so that only minimum works to comply with health & safety legislation were included in the scheme. This brought about a considerable budgetary reduction.

Final Account Verification

Verified

The main contractor and the lead consultant's final accounts have been verified.

The final payment will be released following completion of the defects liability period and assuming that there are no outstanding defects at that time.

It is proposed that the balance of the available budget be returned to the capital cap to be reallocated to other projects as required.

Review of Team Performance

8. Key strengths

- The client department's technical expertise in their clarity of requirements for this project.
- The good communication with the client department.
- The contractor's good communication with the Project Manager on a daily basis.
- Management of the works so that events and/or residents were not disturbed.

9. Areas for improvement

Concerns were raised during the submission of the Gateway 3/4 report that the initially recommended option had not been fully substantiated and hence a different option which allowed for minimum works to comply with health and safety legislation was approved. This led to a 2 month delay in progressing the scheme whilst the Barbican Centre Board was provided with appropriate reassurance that this option

	<p>was entirely safe.</p> <p>The Centre's officers could have avoided this delay had the project appraisal been more robust.</p>
10. Special recognition	<p>The contractor's performance was very good. Their communication with the team took place on a daily basis and the supervisor was always proactive and willing to help to resolve any issues that arose.</p>

Lessons Learnt

11. Key lessons	<ul style="list-style-type: none"> • In order to avoid delays in Gateway approvals, more care should be taken to ensure that the recommended option is fully substantiated. • A project is more likely to succeed when a client department proactively assists in specifying their requirements.
12 .Implementation plan for lessons learnt	<ul style="list-style-type: none"> • The projects office will be more thorough in checking that all options are fully substantiated. • The projects office will continue to seek the full involvement and co-operation of the client departments and other stakeholders.

Contact

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