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Committees: Corporate Projects Board - for information Projects Sub for decision Guildhall School of Music & Drama Board for decision	Dates: 13 January 2020 27 January 2020 17 th February 2020
Subject: General electrical and dimmer installation Unique Project Identifier: Project Vision ID 11772	Gateway 6: Outcome Report Light
Report of: Guildhall School of Music and Drama Report Author: Hannah Bibbins	For Decision
PUBLIC	

Summary

1. Status update	Project Description: The project was to replace the general electrical installation in the Silk Street theatre, including the house, emergency lighting and dimmer racks. RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: Not applicable as project commenced before current Project Management arrangements Final Outturn Cost: 495,837
2. Next steps and requested decisions	Requested Decisions: That the contents of the report are noted and the project closed.
3. Key conclusions	The objective of this project was to complete the renewal of the small power and general lighting in the Silk Street theatre and

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	<p>replace the dimmer system for the lighting. The opportunity was taken to integrate the emergency lighting and battery back-up into the dimmer controls.</p> <p>The resultant system offers a low energy, flexible and more controllable option and allows the students access to the best of the current industry standard.</p> <p>The project was delivered on time, with a slight increase on the original budget (£13,221) arising from a number of variations found to be necessary on site.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	The design was appropriate to the technical and operational information available related to the School.
5. Options appraisal	Initially it had been intended that the general electrical and the specialist dimmer works be procured and executed separately for operational reasons. However, ultimately it was decided, following a detailed investigation the most effective way to control risk and deliver the project, was for a single contractor to deliver the combined works. This proved to be correct as the experienced specialist contractor was able to deal the very difficult timescale and site conditions and provide speedy solutions to technical issues.
6. Procurement route	This project was procured by traditional tender. Some difficulties were experienced in obtaining competitive tenders as the pool of specialist contractors with suitable experience in theatre work is limited.
7. Skills base	The project was delivered with the assistance of external specialist theatre consultants as the level of expertise or resourcing, needed for this type of project is not available in-house
8. Stakeholders	The School's in-house theatre team played an active part in the evaluation of the proposed systems and in the pre-contract investigation works. A watching brief was also maintained throughout the project.

Variation Review

v.April 2019

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<p>9. Assessment of project against key milestones</p>	<p>The key milestones at G5 were listed as: Contract award Feb 2017 Design development Feb 17 Specialist engineering March 17 On site July – Sept 2017</p> <p>Actual dates achieved: Order placed 9th March 2017 Period for design development and order of specialist materials during lead-in period Feb to March 2017 The project commenced on site on 17th July 2017. Practical completion was achieved on 17th September 2017 The contract period on site was as originally planned and the project completed on time</p>
<p>10. Assessment of project against Scope</p>	<p>The tender documents were drafted to deliver the School's objectives as fully as possible given the lack of access, due to School operations, for pre contract inspection. With some minor exceptions the finished project was delivered within the original scope.</p>
<p>11. Risks and issues</p>	<p>This project was carried out prior to the introduction of CRP. The highest risk was the very limited access available for investigation prior to tender and the limited and rigid period available to execute the works. This was managed by the use of experienced specialist consultants and contractors and the extensive local knowledge of the in-house team.</p> <p>To a degree this can also be managed by providing an additional cost assessment based on measures such as out of hours and non- productive working or increased labour force.</p>
<p>12. Transition to BAU</p>	<p>The School remained in operation throughout the whole project.</p>

Value Review

<p>13. Budget</p>	<table border="1"> <tr> <td data-bbox="507 1733 802 1953"> <p>Estimated Outturn Cost (G2)</p> </td> <td data-bbox="802 1733 1386 1953"> <p>Estimated cost £470,360 (feasibility fees of £7,7000 were shown separately) was included in the 'capital cap' budget (issue report for combined project 23rd Nov 2016) **</p> </td> </tr> </table>	<p>Estimated Outturn Cost (G2)</p>	<p>Estimated cost £470,360 (feasibility fees of £7,7000 were shown separately) was included in the 'capital cap' budget (issue report for combined project 23rd Nov 2016) **</p>
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	At Authority to Start work (G5)	Final Outturn Cost
Fees *	£58,060	£54,760
Staff Costs (see note below)		
Works	424,558.33	441,079
Costed Risk Provision **		
Total	£482,618	£ 495,839

*Including feasibility fees (£7,700)

** The costed risk arrangements were not in place at the time of this project. However, members were advised in the issue report that was approved in November 2016, that + 10% (£40,000) tolerance should be assumed in the estimated works cost. This was to take account of the risks associated with the limited contract period and the volatile tender market for works of this nature at this time.

To note:

- Staff Costs were not separately identified but included under the global provision included in the Capital Cap arrangements

Please confirm whether or not the Final Account for this project has been verified.

The account has not been verified

14. Investment	Not Applicable
15. Assessment of project against SMART objectives	The original objectives of the project were to carry out the necessary renewal of the general electrical installation, and deliver a new integrated house lighting system to the best current industry standard. It was to incorporate emergency lighting and increased programming controls. These objectives were met and energy reduction, increased flexibility and control also resulted.
16. Key benefits realised	The new integrated system has greater flexibility and control, with a reduced amount of cable and energy consumption. Feedback from staff and students has been positive.

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Lessons Learned and Recommendations

17. Positive reflections	A specialist theatre consultant and experienced contractor made the delivery of this project possible within extremely tight parameters.
18. Improvement reflections	There is a continuing conflict between the teaching and operational needs of the School and the availability of time to carry out maintenance and improvements. Time pressure makes it difficult to achieve best value. However, improvements have been made to programme in access requirements and the aim is to review this further.
19. Sharing best practice	The issues outlined above are shared at the School's senior management team and operational meetings.
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	
Appendix 3	

Contact

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