

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

Committees: Corporate Project Board -for information Projects Sub - for decision CASC – for decision	Dates: 04 February 2020 24 February 2020 22 July 2020
Subject: Guildhall West Wing Barriers Unique Project Identifier: 11782	Gateway 6: Outcome Report Light
Report of: City Surveyor CSD 015/20 Report Author: Chris Hartwell, Assistant Director, Operations Group, City Surveyor's	For Decision
PUBLIC	

Summary

1. Status update	Project Description: The provision of enhanced physical security for Guildhall West Wing Reception. RAG Status: Green RAG Status at Gateway 5: Green Risk Status: Low Risk Status at Gateway 5: Low Costed Risk Provision Utilised: Nil Final Outturn Cost: £87,799.31
2. Next steps and requested decisions	Requested Decisions: Members are asked to approve the content of this Outcome Report, and that the Project will be closed.
3. Key conclusions	The objectives set at Gateway 1/2 were to enhance physical security to Guildhall West Wing reception by providing barriers in accordance with the recommendations of Counter Terrorism Security Advisers (CTSA) report July 2015.

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<p>The project was successfully completed to scope/specification, on programme and within the project budget set at Gateway 5. All objectives were achieved.</p> <p>The project was separated out from the wider over-arching security improvement project to hasten delivery but was initiated by non-technical staff with little experience of project management. Early engagement with the team expected to deliver the project would have improved programme forecasting, allowed earlier identification of risks, obstacles and options.</p>
--	--

Main Report

Design & Delivery Review

4. Design into delivery	The final design met the recommendations of the CTSA
5. Options appraisal	Design options were limited by the desire to install equipment compatible with existing barrier equipment in the North Wing and . Lengthy stakeholder engagement was necessary to achieve agreement on features such as height of the gates. In the event increased height gates were chosen which provided greater security than the standard size (as fitted in North Wing). Full height (i.e. to ceiling) gates were also an option but considered unnecessary and difficult to install.
6. Procurement route	The specialist equipment and its installation were procured from Boon Edam via waiver WLOF0017. The associated works were procured via Sykes & Son Ltd on the Minor Works Framework, the works being suitable for that route.
7. Skills base	Although the project was initiated by non-technical staff, in-house Operations Group electrical engineering staff produced the design and specification to integrate the specialist barrier equipment with existing building services and managed delivery of the project.
8. Stakeholders	Key stakeholders included Members, Remembrancers Guildhall asset management and Guildhall FM teams. Aligning the views of all with the requirements of the CTSA brief took time which had not been planned for at the initial programming stage.

Variation Review

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

9. Assessment of project against key milestones	The project followed the four month programme defined at Gateway 5 with the barriers fully operational on 2 nd May as programmed.
10. Assessment of project against Scope	The scope of the project remained unaltered and was met.
11. Risks and issues	There were three outstanding risks identified at GW5; No late changes to design were requested, the extent of enabling works was within what had been envisaged and impact on and of Guildhall operations was minimised as intended.
12. Transition to BAU	<p>The works were completed satisfactorily. Handover to operators (Guildhall security) and first response maintainers (Guildhall in-house teams) was completed prior to bringing the new barriers into operation. The operation and maintenance manuals were supplied, the asset register was amended, and the new plant was added to the Building Repair and Maintenance contract.</p> <p>Some users needed reminding that only a single access card should be presented to the card readers, and that no card was required to exit the barriers.</p>

Value Review

13. Budget	<table border="1"> <tr> <td data-bbox="486 1290 778 1456"><i>Estimated Outturn Cost (GW5)</i></td> <td data-bbox="778 1290 1455 1456">Estimated cost £110,310 (excluding risk). No risks were costed.</td> </tr> </table>		<i>Estimated Outturn Cost (GW5)</i>	Estimated cost £110,310 (excluding risk). No risks were costed.																			
	<i>Estimated Outturn Cost (GW5)</i>	Estimated cost £110,310 (excluding risk). No risks were costed.																					
<table border="1"> <thead> <tr> <th data-bbox="486 1473 778 1503"></th> <th data-bbox="778 1473 1078 1576">At Authority to Start work (G5)</th> <th data-bbox="1078 1473 1455 1503">Final Outturn Cost</th> </tr> </thead> <tbody> <tr> <td data-bbox="486 1503 778 1688">Specialist Barrier Equipment supply & installation</td> <td data-bbox="778 1503 1078 1576">£52,560</td> <td data-bbox="1078 1503 1455 1576">£52,560</td> </tr> <tr> <td data-bbox="486 1688 778 1765">Associated enabling works</td> <td data-bbox="778 1688 1078 1765">£54,000</td> <td data-bbox="1078 1688 1455 1765">£35,239.31</td> </tr> <tr> <td data-bbox="486 1765 778 1800">Staff Costs</td> <td data-bbox="778 1765 1078 1800">£3,750</td> <td data-bbox="1078 1765 1455 1800">£3,750*</td> </tr> <tr> <td data-bbox="486 1800 778 1836"></td> <td data-bbox="778 1800 1078 1836"></td> <td data-bbox="1078 1800 1455 1836"></td> </tr> <tr> <td data-bbox="486 1836 778 1872"></td> <td data-bbox="778 1836 1078 1872"></td> <td data-bbox="1078 1836 1455 1872"></td> </tr> <tr> <td data-bbox="486 1872 778 1944">Sub Total</td> <td data-bbox="778 1872 1078 1944">£110,310</td> <td data-bbox="1078 1872 1455 1944">£87,799.31</td> </tr> </tbody> </table>				At Authority to Start work (G5)	Final Outturn Cost	Specialist Barrier Equipment supply & installation	£52,560	£52,560	Associated enabling works	£54,000	£35,239.31	Staff Costs	£3,750	£3,750*							Sub Total	£110,310	£87,799.31
	At Authority to Start work (G5)	Final Outturn Cost																					
Specialist Barrier Equipment supply & installation	£52,560	£52,560																					
Associated enabling works	£54,000	£35,239.31																					
Staff Costs	£3,750	£3,750*																					
Sub Total	£110,310	£87,799.31																					

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	Costed Risk Provision	£Nil	£Nil
	Total	£110,310	£87,799.31
	<p>*Staff hours booked to Guildhall general revenue works and not against this specific project code.</p> <p>An independent verification check has been undertaken by an experienced officer within City Surveyor's.</p>		
14. Investment	N/A		
15. Assessment of project against SMART objectives	The GW5 success criteria of providing enhanced physical security for Guildhall West Wing Reception with minimal impact on Guildhall Operations were both met.		
16. Key benefits realised	The key benefit of providing enhanced physical security for Guildhall West Wing has been achieved.		

Lessons Learned and Recommendations

17. Positive reflections	<p>Once the specification of the barriers was finalised, the project progressed well. The specialist contractor for the barrier equipment itself was kept aware of the importance of keeping to programme and overcame supply chain challenges (such as manufacture of the treadplates) to keep to target dates.</p> <p>Main contractor and specialist sub-contractor worked well together and were flexible enough to accommodate Guildhall operational requirements.</p> <p>When the opportunity arose to reduce enabling work costs (e.g. by using existing cable containment when that proved possible), that was identified in time to take advantage of it and realise the savings.</p> <p>Communication between the project team, the Contractor and Guildhall personnel was good.</p> <p>There was a strong focus on delivering the project on time.</p>
18. Improvement reflections	The project was initiated by individuals with little or no technical project management or delivery experience, and the

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	decision to use equipment from the manufacturer of the barrier equipment for the North Wing had been made before the project delivery team and some other stakeholders were consulted. Delivery lead times were not allowed for in the original (GW1/2) so project delivery timescales were unrealistic and required revision at GW5. Early engagement with the delivery team is necessary to avoid these misconceptions.
19. Sharing best practice	Lessons learned will be shared informally within City Surveyors. Early engagement with those expected to deliver projects and clarity of objectives are key to the success of projects like this.
20. AOB	

Appendices

Appendix 1	Project Coversheet
-------------------	--------------------

Contact

Report Author	Chris Hartwell
Email Address	Chris.hartwell@cityoflondon.gov.uk
Telephone Number	0207 332 1732