

Committees: Corporate Projects Board - <i>for information</i> Operational Property & Projects Sub Committee – <i>for decision</i> Finance Committee of the Barbican Board – <i>for decision</i> Barbican Centre Board - <i>for information</i>	Dates: 14 September 2022 26 October 2022 7 November 2022 16 November 2022
Subject: <i>Purchase of Steinway Model D Piano for the Barbican Centre Concert Hall</i> Unique Project Identifier: 12211	Gateway 6: Outcome Report Light
Report of: Barbican Centre Report Author: Harry Gravett – Project Manager	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Purchase of a Steinway & Sons Model D piano for use by artists in the Barbican Centre Concert Hall. The project is required to achieve/maintain: <ul style="list-style-type: none"> • Barbican Centres status as a world class music venue • To attract leading artists • Best value for money • To recycle an outgoing Steinway piano • Visitor levels RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: £0 Final Outturn Cost: <i>£106,304 excluding trade-in amount received for old piano</i> <i>£74,637.33 including trade-in amount received for old piano</i>
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<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1) To note that due to the committee cycle this report goes to the Operational Property & Projects Sub Committee before the Service Committee (agreed with Corporate Programme Office) 2) To note the lessons learned section of this report and approve closure of this project
<p>3. Key conclusions</p>	<p>A key benefit of purchasing the piano when we did was to take advantage of the time-bound discounts Steinway applied to their quotation. One was an institutional discount (applicable to concert/music venues) and the other a trade-in discount for one of the centres old pianos. Due to the committee cycle, an urgent sole supplier waiver was approved to allow us to place an order with Steinway before these discounts expired.</p> <p>The old piano no longer met the standard expected of a world class music venue. This purchase has dramatically reduced the potential for complaints and negative feedback from artists and improved both user and audience experience.</p> <p>The new piano is also designed to improve the visual aspect of performances. See section 4.2.</p>

Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p>4.1 - The design of the project was adequately prepared for the delivery of the project.</p> <p>4.2 - The piano was specifically chosen by an expert piano technician to suit the venue, both in terms of performance (sound) and look (design). The Steinway recommendation was to have a matt lid on the piano to reduce light 'bounce'. This was agreed with our music department who have since advised that this has been a success.</p> <p>Previously the hall has used pianos with a gloss finish which reflects light onto areas of the stage/audience which should be in</p>
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	<p>darkness, reducing the quality of the performance and audience experience. The music team had a temporary solution where they placed a piano ‘sock’ over the lid to prevent the bounce of light however the design is not fitting with the venue. The matt finish helps maintain the production values of the stage design as a world class concert hall.</p> <p>4.3 - It was agreed with City Procurement that Steinway & Sons were the only possible supplier for this project due to the specific requirements of the concert hall. The Town Clerk in consultation with the Barbican Board Chairman and Deputy Chairman approved an urgent sole supplier waiver (reference number WLOF0167)</p> <p>4.4 - Projects which, ordinarily, would have been very challenging to deliver in a live, public building such as the Barbican were moved up the priority list with an aim to utilise the quiet/empty buildings during the Covid-19 pandemic. Unfortunately, due to this pressure to deliver other projects this Outcome Report has been significantly delayed.</p>
<p>5. Options appraisal</p>	<p>The option chosen allowed the project to meet its objectives and provide long term value for money. A trade-in price was agreed between Steinway and the Barbican Centre for the exchange of an old piano which the Centre would include as part of the purchase of the new Steinway piano. This reduced the overall cost of the project by £31,666.67.</p>
<p>6. Procurement route</p>	<p>It was agreed with City Procurement that Steinway & Sons were the only possible supplier for this project due to the specific requirements of the concert hall. The Town Clerk in consultation with the Barbican Board Chairman and Deputy Chairman approved an urgent sole supplier waiver (reference number WLOF0167). The Barbican Centre Music Department would like to discuss with City Procurement the possibility of a framework being set up to streamline this process in the future.</p>
<p>7. Skills base</p>	<p>The City of London project team had the required skills and experience to deliver this project. The team was made up of a project manager, a senior technical manager and various other members of the centre’s music department. Specialist advice was also sought from Steinway for recommendations on the material finish for the piano. The end specification was a matt lit on the piano which has proved to be</p>

	successful as it helps light bounce in the concert hall. In future, the music team will aim to have all their pianos with this finish.
8. Stakeholders	Stakeholders were engaged throughout the project lifecycle. They were heavily involved in the preparation of reports and design discussions and are satisfied with the conclusion of this project.

Variation Review

9. Assessment of project against key milestones	1) The Steinway quotation (including trade-in offer) was timebound. To avoid losing the discounts and incurring a higher cost a sole supplier waiver was approved via delegated authority as the next scheduled committee meeting was not for six weeks. Failure to meet the time restriction on the quotation would have led to a higher cost and the possibility of the specified piano being out of stock. Our target date for delivery was end of summer 2020. An order was placed in May 2020 and the new piano was delivered in August 2020. The new piano has been in use since August 2020.
10. Assessment of project against Scope	The model D Steinway piano was identified as being suitable for the centre and its artist by a piano technician. There were no changes to the scope.
11. Risks and issues	This project was identified as 'low risk' in Gateway 1-5. There were no issues that occurred during the project although this Outcome Report has been significantly delayed due to the Covid-19 pandemic (see section 4.4).
12. Transition to BAU	There was a clear plan for transfer to business as usual. The old piano was removed from site first and the new model D piano was delivered later the same day. Once tuned by a piano technician, the new piano was in use immediately. This was a smooth transition which worked well for the music department.

Value Review

<p>13. Budget</p>	<table border="1" data-bbox="491 344 1366 495"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost (excluding trade-in): £106,304 Estimated cost (including trade-in): £75,904</td> </tr> </table> <table border="1" data-bbox="491 533 1374 909"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Works</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Purchases</i></td> <td>£106,304</td> <td>£106,304</td> </tr> <tr> <td><i>Trade-in discount</i></td> <td>£30,400</td> <td>£31,666.67</td> </tr> <tr> <td><i>Costed Risk Provision</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Recharges</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£75,904</td> <td>£74,637.33</td> </tr> </tbody> </table> <p data-bbox="491 949 1442 1093">There is a difference of £1,266.67 between the Gateway 1-5 anticipated cost and the final outturn cost. This was a saving made after Steinway agreed to a higher trade-in value of the centre's outgoing piano.</p> <p data-bbox="491 1184 1246 1256">The Final Account for this project was verified by Chamberlains on 16 May 2022.</p>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (excluding trade-in): £106,304 Estimated cost (including trade-in): £75,904		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£0	£0	<i>Works</i>	£0	£0	<i>Purchases</i>	£106,304	£106,304	<i>Trade-in discount</i>	£30,400	£31,666.67	<i>Costed Risk Provision</i>	£0	£0	<i>Recharges</i>	£0	£0	Total	£75,904	£74,637.33
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<p>14. Investment</p>	<p><i>n/a</i></p>																										
<p>15. Assessment of project against SMART objectives</p>	<ol style="list-style-type: none"> <li data-bbox="539 1536 1449 1715">1) Barbican Centres status as a world class music venue – The concert hall has continued to sell out shows, including online performances during the pandemic. The new piano has improved user and audience experience and reduced the potential for complaints/negative feedback. <li data-bbox="539 1720 1449 1930">2) To attract leading artists – This has been challenging due to the pandemic. The centre was closed for a long period of time however the hall offered a livestream series during this time where several high-profile artists performed, namely Benjamin Grosvenor and Isata Kanneh Mason. These performances included extensive lighting designs which 																										

	<p>meant the matt lid (section 4.2) was an even more successful outcome of this project.</p> <p>3) Best value for money – The institutional and trade-in discounts significantly reduced the cost of the new piano. Considering the improvement in user and audience experience, this project is considered value for money.</p> <p>4) To recycle the outgoing Steinway piano –The old piano was returned to Steinway to recycle its parts. The centre received a £31,666.67 discount for it as part of the purchase.</p> <p>5) Visitor levels – This objective has been difficult to gauge given the centre closed its doors for a significant period due to the pandemic. Despite this, performances in the hall since the purchase have received considerable amounts of positive feedback. The project team are confident the new piano has played a part in this success and helped to maintain and improve visitor levels in the hall.</p>
<p>16. Key benefits realised</p>	<p>One of the reasons why this purchase was necessary was due to the old piano no longer meeting the expected standard of a world class music venue. The piano had been subject to negative feedback from some of the artists who used it. The successful completion of this project means we have an instrument worthy of the venue and have dramatically reduced the potential for complaints from artists.</p> <p>The sole supplier waiver being approved via urgency helped us to take advantage of the discounts Steinway had applied to our quotation. Failure to place an order within the agreed timescales would have led to a reduction in discounts and thus significant increase in cost.</p>

Lessons Learned and Recommendations

<p>17. Positive reflections</p>	<p>Stakeholder engagement - effective communication with the Barbican Centre Music and Finance departments</p> <p>Clear instructions from Chamberlains with regards to budget</p> <p>Helpful advice from Corporate Programme Office and City Procurement with regards to correct process to follow</p>
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18.Improvement reflections	Earlier discussions regarding the need for this project would have removed the need to have a sole supplier waiver signed via urgency. In future, the aim would be to start discussions earlier and therefore allow all committees to be involved in the approval of relevant reports etc.
19. Sharing best practice	All reports (including this Outcome Report) stored in project file where Project Managers can refer to 'Lessons Learned' section to help reduce risk and improve process of future similar projects
20.AOB	<i>n/a</i>

Appendices

Appendix 1	<i>n/a</i>
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Contact

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