

Committees: Finance & Risk Committee of the Barbican Centre Board – for decision Barbican Centre Board – for information Operational Property & Projects Sub Committee – for decision	Dates: 10 May 2023 17 May 2023 5 June 2023
Subject: Concert Hall Seating (02800132) Unique Project Identifier: 11901	Gateway 6: Outcome Report Regular
Report of: Barbican Centre Report Author: Harry Gravett – Project Manager	For Decision
PUBLIC	

Summary

1. Status update	Project Description: removal and replacement of barbican centre concert hall seating, including arm rests and aisle lighting. RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to Committee) Costed Risk Provision Utilised: n/a (CRP was introduced after the last report to Committee) Final Outturn Cost: £528,270.02
2. Next steps and requested decisions	Requested Decisions: 1) To note the lessons learned section of this report and approve formal closure of this project.
3. Key conclusions	Since the delivery of this project, the music department have had a reduction in number of instances whereby seats have required repairs due to damage and/or deterioration.

	<p>It is considered that, due to the successful completion of this project, the barbican centre has reduced the likelihood of reputational damage due to complaints and/or injury caused by the condition of the concert hall seating.</p> <p>The project was delivered on time and within the agreed budget.</p>
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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 seating was a like-for-like replacement therefore the design was considered already proven and fit for purpose.</p>
<p>5. Options appraisal</p>	<p>5.1) A gateway 1-4 outlined the possible options. The recommended and agreed option allowed the project to meet its objectives and provide long term value by:</p> <ul style="list-style-type: none"> - addressing ALL damaged/worn seating and avoiding further deterioration - delivering this work in one project/window which mitigated the need for multiple closure periods in the concert hall - providing VFM
<p>6. Procurement route</p>	<p>Services were procured via an open tender, managed by Commercial Services (formerly City Procurement). Three tenders were received and the results were reported in the gateway 5, approved by Chief Officer. The tender award criteria were based on a quality/price matrix of 60:40. The most economically advantageous supplier also received the highest overall ranking and was awarded the contract.</p>
<p>7. Skills base</p>	<p>The City of London project team had the required skills and experience to deliver this project.</p> <p>The barbican centre music department were a key stakeholder and heavily involved in the design and delivery.</p> <p>An external architect and M&E consultant were appointed to assist with the design and delivery.</p>

8. Stakeholders	Stakeholders were engaged throughout the project lifecycle. They were heavily involved in the design and delivery and kept informed and consulted on project progress. Stakeholders are satisfied with the project outputs/outcomes.
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Variation Review

9. Assessment of project against key milestones	Item	GW 1-4 Estimate	Actual
	Gateway 5 approval	<i>July/August 2017</i>	<i>18th August 2017</i>
	<i>Order placed</i>	<i>August 2017</i>	<i>27th September 2017</i>
	<i>Start on site</i>	<i>August/September 2017</i>	<i>October 2017</i>
	<i>Works Complete</i>	<i>March 2018</i>	<i>March 2018</i>
	10. Assessment of project against Scope	<p>The project was completed within the agreed programme.</p> <p>The Outcome Report has been delayed for several reasons but primarily due to a lack of resource.</p> <ul style="list-style-type: none"> - The original report author started as a temporary project manager in October 2019 as a third Barbican Centre PM however by November 2019 the other two PM's were no longer employed by the City. This necessitated 'live' projects taking priority over GW6 reports. - The lock down of the Centre due to Covid forced the two remaining officers (one temporary PM and Assistant PM) to concentrate their efforts into delivering as many projects as feasible whilst the Centre was accessible for contractors due to the Centre being closed. - The team continued to be understaffed until May 2022 - There are a backlog of Outcome Reports, due to lack of resource and turnover of staff, which require drafting and submitting. The current project team are working their way through these and have agreed a timetable with the Corporate Programme Office for when these reports will go to committee. <p>There was one minor change to scope. During the construction phase it was realised that access was required to the end of each row to allow pest control to maintain the bait boxes located there. This was a small cost change and did not impact the overall project budget or programme.</p>	

11. Risks and issues	No risks occurred during this project. CRP was not utilised in this project.
12. Transition to BAU	The project had a clear plan for transfer to business as usual. Once completed and off site, the seating was handed over and in use immediately.

Value Review

13. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost: £550,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £550,000																												
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<p>The £1,400 allocated to 'Building Control' was not required. The end cost for 'Prototypes' was less than expected at GW5.</p> <p>The Final Account for this project has been verified.</p>																																
14. Investment	<i>Not applicable.</i>																															
15. Assessment of project against SMART objectives	<p>The project met its SMART objectives, listed below:</p> <ol style="list-style-type: none"> 1) Reduction in level of repairs and maintenance required to keep seating in a satisfactory condition. 2) The work was carried out without disrupting the operation of the concert hall. 3) The project was completed within budget. 4) The project was completed within the agreed programme. 																															
16. Key benefits realised	The key benefits, listed below, have been realised:																															

	<p>16.1) Improvement to our clients and patrons' comfort and to ensure that the audience numbers are maintained</p> <p>16.2) The centres reputation as a leading international venue for the world class arts and learning is maintained</p>
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Lessons Learned and Recommendations

17. Positive reflections	<p>17.1) Clear and effective communication between the project team and stakeholder ensured clarity on decisions made and project progress</p> <p>17.2) Detailed planning and programming helped to ensure a swift transition from BAU to construction phase and then back to BAU</p>
18. Improvement reflections	<p>18.1) The change to scope (bait boxes) was a minor change however this could have been mitigated by a closer inspection of the seating and better liaison with facilities department.</p>
19. Sharing best practice	<p>All reports (including this Outcome Reports) will be stored in the project file where project managers/users can refer to the 'Lessons Learned' section to help reduce risk and improve process of future projects.</p>
20. AOB	<ul style="list-style-type: none"> This project was initiated before the project coversheet was introduced to the gateway process therefore there is no coversheet to attach as an appendix.

Appendices

Appendix 1	n/a
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Contact

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