

<b>Committees:</b> Finance & Risk Committee of the Barbican Centre Board – For Decision Barbican Centre Board – For Information Projects & Procurement Sub Committee – For Information	<b>Dates:</b> 4 <sup>th</sup> March 2024  20 <sup>th</sup> March 2024
<b>Subject:</b> Curve Gallery refurbishment (R018CW013L)  <b>Unique Project Identifier:</b> 11979	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Barbican Centre <b>Report Author:</b> Darren Matthias	<b>For Decision</b>
<b>PUBLIC</b>	

### Summary

<b>1. Status update</b>	<b>Project Description:</b> To replace the timber flooring with concrete and replace the wall cladding with treated flame checked timber cladding. <b>RAG Status:</b> Green at last report <b>Risk Status:</b> Low (Low at last report to committee) <b>Costed Risk Provision Utilised:</b> N/A <b>Final Outturn Cost:</b> £216,337 (excluding staff costs)
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> 1) To note the lessons learned section of this report and approve formal closure of this project.
<b>3. Key conclusions</b>	The project was completed within budget and programme.  Since the delivery of the project, it is considered that, due to the successful completion of this project, the Curve gallery has

	<p>improved its fire safety to ensure clients hiring the space feel assured their art is in a safe environment which has reduced the likelihood of reputational damage. The project has also enhanced the client/visitor experience through improved aesthetics and accessibility.</p>
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## Main Report

### Design & Delivery Review

<p><b>4. Design into delivery</b></p>	<p>4.1) The design of the project was adequately prepared for the delivery of the project 4.2) The temporary timber floor has been replaced with concrete and dilapidated upright timers have been replaced as per design</p>
<p><b>5. Options appraisal</b></p>	<p>5.1) A gateway 1-4 outlined the possible options. The recommended and agreed option (<i>option 3 – replacement of timber wall cladding, installation of a concrete floor throughout and the relocation of the ventilation grills</i>) allowed the project to meet its objectives and provide long term value. Delivering this work in 2 phases mitigated the need for multiple closure periods in the curve gallery.</p>
<p><b>6. Procurement route</b></p>	<p>Four suppliers were invited to tender. One contractor was appointed via the City of London Procurement team. The project team were satisfied with the procurement process and appointment of the main contractor, particularly the smooth process and transition from tender to placing an order.</p>
<p><b>7. Skills base</b></p>	<p>The City of London project team had the required skills and experience to deliver this project. The barbican centre Curve Gallery department were a key stakeholder and were involved in the design and delivery.</p>
<p><b>8. Stakeholders</b></p>	<p>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.</p>

## Variation Review

<b>9. Assessment of project against key milestones</b>	<b>Item</b>	<b>GW 1-4 Estimate</b>	<b>Actual</b>
	Gateway 5 approval	March 2018	8 <sup>th</sup> June 2018
	Order placed	June 2018	8 <sup>th</sup> June 2018
	Start on site	June 2018	9 <sup>th</sup> July 2018
	Works Complete	9 <sup>th</sup> September 2018	9 <sup>th</sup> September 2018
	<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"> <li>- 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 PMs were no longer employed by the City. This necessitated 'live' projects taking priority over GW6 reports.</li> <li>- 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.</li> <li>- The team continued to be understaffed until May 2022</li> <li>- 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.</li> </ul>		
<b>10. Assessment of project against Scope</b>	There was no major change to the original scope		
<b>11. Risks and issues</b>	No issues occurred during this project. CRP was not utilised in this project.		
<b>12. Transition to BAU</b>	The project had a clear plan for transfer to business as usual.		

## Value Review

<b>13. Budget</b>	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost £250,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost £250,000																			
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. The Final Account for this project <b>has</b> been verified.																							
<b>14. Investment</b>	<i>Not Applicable</i>																						
<b>15. Assessment of project against SMART objectives</b>	<p>The project met its SMART objectives, listed below.</p> <ol style="list-style-type: none"> <li>1) The temporary timber floor was replaced with concrete finish</li> <li>2) The dilapidated wall timber was replaced</li> <li>3) The Ventilation grills were relocated to higher level for greater flexibility for exhibitions</li> <li>4) Works was completed without disruption to the centre's operations</li> <li>5) The Project was delivered within the schedule dates</li> </ol>																						
<b>16. Key benefits realised</b>	<p>The key benefits, listed below, have been realised:</p> <ol style="list-style-type: none"> <li>16.1) Improvement to our clients and visitors experience</li> <li>16.2) The centres reputation as a leading international venue for the world class arts and learning and safety is maintained</li> <li>16.3) compliance with fire safety regulations</li> </ol>																						

## Lessons Learned and Recommendations

<b>17. Positive reflections</b>	<p><b>17.1)</b> Clear and effective communication between the project team and stakeholder ensured clarity on decisions made and project progress</p> <p><b>17.2)</b> Detailed planning and programming helped to ensure a swift transition from BAU to construction phase and then back to BAU</p>
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<b>18.Improvement reflections</b>	When the concrete was mixed and poured the truck was parked on the truck lift, however over a short space of time the fumes started to fill the foyer/reception. The truck exhaust fume will need to be considered next time, i.e., a more remote methodology of transferring the liquid concrete to its destination, longer hoses, drive the truck in rather reverse it.
<b>19.Sharing best practice</b>	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.
<b>20.AOB</b>	This project was initiated before the project coversheet was introduced to the gateway process therefore there is no coversheet to attach as an appendix

**Contact**

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