

<b>Committees:</b>	<b>Dates:</b>
Project Sub-Committee Board of Governors of the Guildhall School of Music and Drama	31 January 2017 13 February 2017
<b>Subject:</b> Gateway 7 Outcome Report: External paving (44800024)	<b>Public</b>
<b>Report of:</b> The Principal, GSMD	<b>For Decision</b>
<b>Report Author:</b> Hannah Bibbins	
<b><u>Summary</u></b>	
<p>This project began in 2011, before the current project management arrangements. At the time of commencement approval was delegated to the Chief Officer for any project below £400k provided the budget at evaluation (gateway 4) stage was within that included in the bid report. As this project was included in the capital cap proposals approved by committee that was taken as the bid.</p> <p>The approved budget was £297,695 works and £33,375 fees.</p> <p>The project was divided into two phases; in the first instance that on the lakeside, including the renewal of the lighting, which was in a poor state followed by work to the front entrance ramp.</p> <p>Work was completed to Phase 1 (lakeside) on 16<sup>th</sup> December 2011, which was 20 days beyond the extended completion date. Liquidated and Ascertained Damages were therefore deducted in respect of this period.</p> <p>The total out turn cost of Phase 1 (lakeside) was £247,425.15, works, including work to planters, and £19,915 fees.</p> <p>Some work was carried out on Phase 2 to prepare tender documentation but it was decided that given the long-term plans to develop the front entrance and the likely disruption to School operations, general work to this area would be postponed and any immediate problems dealt with under local risk arrangements. This was reported to the Board in the annual report.</p> <p>A fee of £5,000 was incurred for work on Phase 2. The total expenditure on this project (excluding any deduction for liquidated damages) was £272,340.15 completed in 2014.</p> <p>This project was carried out before the current project procedure arrangements, however, was completed within the approved budget, both at evaluation stage (Gateway 2) and tender acceptance (Gateway 5). However, the project status at out turn would have been red as the contract completion date was exceeded.</p>	
<b>Recommendations</b>	
It is recommended that the lessons learnt be noted and the project be closed.	

## Main Report

<b>1. Brief description of project</b>	<p>The project involved renewal of paving and lighting to the lakeside terrace and in a second phase, the paving to the front entrance ramp. It was subsequently decided not to proceed with the work to the front entrance ramp.</p>
<b>2. Assessment of project against SMART Objectives</b>	<p>All projects in the School have to be agreed in detail at all stages with stakeholders to determine priorities and maximise the limited time slots to carry out work. This project generally progressed as expected but was ultimately delayed by disappointing performance by the electrical contractor.</p>
<b>3. Assessment of project against success criteria</b>	<p>The project dealt with the very poor condition of the lighting and tiles on the lakeside, without major disruption to School's operations.</p>
<b>4. Key Benefits</b>	<p>The quality of lighting in the area has been considerably improved, with the introduction of low energy lamps and fittings to reduce light pollution. The previous lamp standards were badly corroded to the point of becoming hazardous.</p> <p>The renewal of the paving resulted in a more even surface and drainage.</p>
<b>5. Programme</b>	<p>The project was not completed within the agreed programme</p>
<b>6. Budget</b>  <b>Final Account Verification</b>	<p>The project was completed within the agreed budget</p>  <p>Verified</p>

## Review of Team Performance

<b>7. Areas for improvement</b>	<p>The main problems arose out of the contractor's inability to cope with the wiring element and the lack of existing wiring drawings. However, had an electrical contractor been separately appointed this would have been likely to cause conflict.</p>
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## Lessons Learnt

<b>8. Key lessons</b>	<p>Careful vetting of contractors for inclusion on tender list is desirable.</p>
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<b>9. Implementation plan for lessons learnt</b>	Procurement arrangements have changed since this contract was executed. Tenders are evaluated on price and quality as evidenced on the returned documents.
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**Contact**

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