

Committees:	Dates:
Projects Sub Committee Board of Governors of the Guildhall School of Music and Drama	31 January 2017 13 February 2017
Subject: Gateway 7 Outcome Report: Theatre Lighting (44100036)	Public
Report of: The Principal, GSMD	For Decision
Report Author: Hannah Bibbins	
<u>Summary</u>	
<p>The project was to replace the moving lights, which are part of the Silk Street Theatre production lighting installation, and for the purchase of replacement and additional lights for the dedicated teaching space. Also included were associated works such as modification of the electrical supply and lighting bars.</p> <p>The Gateway 5 approved budget was £227,248 for purchases, £18,921 for works and £3,160 for fees.</p> <p>The main supply of lights was procured through EU procedure but other items were of much smaller values and were procured through standard procedures.</p> <p>The out turn costs were Purchases £227,193.98, works £18,920.80 and fees £3,160.</p> <p>Other than the major light package the works and purchases were procured in small packages from suitable suppliers and successfully completed around School operations.</p> <p>In addition to the above as feasibility study at a cost of £1,960 was instructed</p> <p>It was always the intention to procure this project over an extended period around School operations. Cash flow was: 2013 - £214,990 2014 - £9,627.25 2015 - £21,497.53</p> <p>The project was completed within the expected time and approved budget, the status was green at all stages.</p> <p>Recommendations It is recommended that the lessons learnt be noted and the project be closed.</p>	

Main Report

<p>1. Brief description of project</p>	<p>The project was to replace the moving lights used in the Silk Street Theatre and replace lights in the dedicated teaching space. There were associated modifications to the electrical supply and support system.</p>
<p>2. Assessment of project against SMART Objectives</p>	<p>No SMART objectives were set for this project at the time of inception. However, in retrospect these would be as follows:</p> <p>Specific: the moving lights were specified by the client and they were procured as specified</p> <p>Measurable: On time and on budget and it all works</p> <p>Achievable: The project was planned to suit availability of venue for the installation and staff and was successfully achieved</p> <p>Realistic: The units purchased are industry standard and have been all used on every production since we acquired them</p> <p>Timebound: The procurement had to be arranged around School operations and was completed on time</p>
<p>3. Assessment of project against success criteria</p>	<p>All the items outlined in the project proposal were met.</p>
<p>4. Key Benefits</p>	<p>A range of lighting currently used in commercial theatre is available for teaching and for production design</p>
<p>5. Programme</p>	<p>The project was completed within the agreed programme (Procurement was spread over time around School operations)</p>
<p>6. Budget</p> <p>Final Account Verification</p>	<p>The project was completed within the agreed budget</p> <p>Not Verified</p> <p>The value of all elements procured under this contract was less than that required to be audited. The largest single element was for the purchase of lights at £196,393 and there was no variation between the original tender/order and the out turn cost.</p>

Review of Team Performance

<p>7. Key strengths</p>	<p>Fees minimised as much of work done in house</p>
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8. Areas for improvement	Clear brief from client department
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Lessons Learnt

9. Key lessons	All the requirements of the project were fulfilled but some adjustment of categories within the budget were necessary over the course of the project. Improvements could be made if the project were planned in full before commencement.
10. Implementation plan for lessons learnt	As a new team has been appointed in the Theatre the opportunity is being taken to review future planning.

Contact

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