

Committees:	Dates:
Guildhall School of Music & Drama Board	3rd July 2017
Project Sub-Committee	10th May 2017
Subject: Gateway 7 Outcome Report: Project Title Refurbishment and Modification of Accommodation Silk Street (44100052)	Public
Report of: The Principal, GSMD	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>This project was the first phase of the works to modify the Silk Street building to suit the needs of the Music department, following the relocation of much of the Drama department to the Milton Court building.</p> <p>It was executed in the summer of 2013 and included building alterations, renewal of the electrical installation, decorations and floor coverings.</p> <p>It was a challenging project as the original timescale was extremely compressed by the late opening of Milton Court and the unpredictability of that date.</p> <p>The original tender documents for the project were prepared on the basis of a clear site area, with minimal occupation, the work being carried out in phases as areas were decanted. Ultimately the building was almost continuously fully occupied for the whole of the period as pre-arranged summer schools had to be accommodated in this building instead of Milton Court. Clearance of the space had to take place around the building work. The revised accommodation layout had already been factored into School timetable a year in advance and so it was imperative that it was ready for the start of term (13th September 2013).</p> <p>This situation completely changed the planned procurement and execution strategy necessitating re-phasing of the works over two summer recesses and updating of the tender documents a number of times at short notice.</p> <p>Despite extremely difficult conditions almost all areas were completed by 13th September (in 7 weeks) and the remainder within two weeks of that date.</p> <p>Although it was necessary to seek approval for transfer between category budgets, the project completed within the overall approved budget.</p> <p>The total budget approved (for this phase) was £554,736 works, £34,589 purchases and £20,175 fees The out turn costs were £497,989.64 works, £32,181.02 purchases and £18,700</p>	

fees

In addition the fees for the electrical works (£26,500) were approved and paid from project no 44800037, Renewal of small power and general lighting, which was originally planned to proceed as a separate project.

£2703 was also expended at feasibility stage.

Recommendations

It is recommended that the project be closed.

Main Report

1. Brief description of project	The overall objective of this project was to modify the accommodation in the Silk Street building to suit the needs of the Music department following the relocation of Theatre to Milton Court. This included necessary cyclical maintenance in the areas.
2. Assessment of project against SMART Objectives	No SMART objectives were set for this project and if they had been due to the severe impact of external factors on the project, one would have been met.
3. Assessment of project against success criteria	All accommodation needed was available for occupation by the Music department at the beginning of the autumn term.
4. Key Benefits	Additional areas for music teaching and practice have been created.
5. Programme	The project was completed within the agreed programme The original programme had to be compressed to fit in with changing circumstances but the revised programme was completed on time.

6. Budget	The project was completed within the agreed budget
Final Account Verification	<p>Verified</p> <p>The account for the main work (building and electrical).</p> <p>Some work such as floor covering was procured in small independent packages.</p>

***Please note that the Chamberlain's department Financial Services division will need to verify Final Accounts relating to medium and high risk projects valued between £250k and £5m and all projects valued in excess of £5m.**

Review of Team Performance

7. Key strengths	The ability of the management team and the contractor to respond quickly to constantly changing requirements and site conditions
8. Areas for improvement	The problems on this project arose from a particular set of circumstances that are unlikely to be repeated.
9. Special recognition	

Lessons Learnt

10. Key lessons	See 8
11. Implementation plan for lessons learnt	

Appendices

Appendix 1	
Appendix 2	
Appendix 3	

Contact

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