

Committees:	Dates:
Board of Governors of the Guildhall School of Music & Drama Project Sub-Committee	3 rd July 2017 10 th May 2017
Subject: Gateway 7 Outcome Report: Refurbishment and Modification of Accommodation Silk Street (44100057) (Phase 2 2014)	Public
Report of: The Principal, GSMD	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>This project was the second phase of the works to modify the Silk Street building and comprised the completion of work commenced in the summer of 2013. The scope of work largely related to refurbishment and modification of rooms that remained for use of Drama in the Silk Street building. Fabric alterations were kept to a minimum but some refurbishment also took place to existing Music spaces.</p> <p>It was executed in the summer of 2014 and completed within the contract period and budget.</p> <p>The total budget approved (for this phase) was £330,993 works, £6,929 purchases and £16,155 fees (including electrical for this phase) The out turn costs were £291,265.63 works, £2645.95 purchases and £14,405 fees</p> <p>Recommendations It is recommended that the project be closed.</p>	

Main Report

1. Brief description of project	This was the second (and final) phase to modify the accommodation in the Silk Street building to suit the needs of the School following the relocation of Drama to Milton Court. This included necessary cyclical maintenance in the areas.
2. Assessment of project against SMART Objectives	<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 scope of work was agreed with the stakeholders prior to detailed specification.</p> <p>Measurable: The measure is the completion of the site works within the allocated access time available.</p> <p>Achievable: The project was planned to suit availability of the areas needed for the work and the programme and scope that could be accommodated. The work was successfully executed with minimal disruption.</p> <p>Realistic: The area and type of work deferred from 2013 was carefully</p>

		planned to maximise use of the building during the intervening period. Timebound: The procurement had to be arranged around School operations and was completed on time	
3. Assessment of project against success criteria		This phase of the project added value to existing music spaces and adapted space to accommodate Theatre functions, such as laundry space, without loss of dressing room provision.	
4. Key Benefits		The Silk Street building has been modified to improve the provision of music spaces and maintain the functions still needed by the Theatre department.	
5. Programme		The project was completed within the agreed programme	
6. Budget Final Account Verification		The project was completed within the agreed budget Verified The account for the main work (building and electrical). Some work such as floor covering was procured in small independent packages.	

***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	As the previous contractor was appointed under approved single tender procedure he was familiar with the building and standard of work required as well as the particular limitations of working in the School
8. Areas for improvement	There was some lack of clarity in the Client brief in some areas but this was due in part to the disruption to the original single phase plan.
9. Special recognition	

Lessons Learnt

10. Key lessons	Review of programme and sign off by stakeholders at key stages.
11. Implementation plan for lessons learnt	Nominated stakeholder to be available at key stages for decision.

Appendices

Appendix 1	None.
Appendix 2	
Appendix 3	

Contact

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