

## PROJECT BOARD MINUTES

<b>Project:</b>	North Herts Museum & Community Facility
<b>Date:</b>	4 December 2015
<b>Classification:</b>	Confidential
<b>In Attendance:</b>	Councillor Tony Hunter (NHDC), Tricia Cowley (NHDC Advisor), John Robinson (Project Executive), Steve Crowley (Project Team), Ros Allwood (Project Team), Jack Hughes, (Project Team) Sharon Nahal (Minutes)
<b>Apologies:</b>	Councillor Frank Radcliffe (Senior User),
<b>Circulation:</b>	Those attending, Councillor Frank Radcliffe (Senior User)

---

### 1. Apologies

Apologies were received from Councillor Radcliffe.

### 2. Minutes of the Last Meeting held 22 September 2015

In reviewing the actions from the last meeting actions outstanding were:

#### Delay on Fit Out

Officers have received an indication that the subcontractors responsible for making the mounts and object installation are behind schedule. Lightbrigade are currently trying to resolve this issue with the contractor. In discussing this, Board noted that they were still not in receipt of the final invoice from Borrás. SC advised that he would expect to receive this once works to the front entrance were completed. It was agreed that SC would liaise with Borrás to seek their final invoice once these works were complete.

Action: SC

Subject to some minor typographical amendments, the minutes of the meeting of 22 September were agreed. However, it was noted that some elements of the minutes would be redacted prior to these being made available on the Council's website.

Action: JR/SN

### 3. Project Update

JR provided Project Board with an update on issues around the contractor for the fit out of the museum and advised them that they will be kept updated as things progress.

- **Highlight Report No 15**

The Highlight Report detailed all activity between 23 September 2015 – 3 December 2015. The tasks completed to date were as follows:

## Confidential

Stage fifteen 23/09/2015 – 03/12/2015	Date Due	Date Completed
<b>Construction Contract</b>		
Front entrance (paving)	Mid October 2015	5 October 2015
Snagging	30 October 2015	Ongoing
<b>Museum Fit Out</b>		
Fit-out Handover	5 December	Not completed
AV final sign off	Mid October 2015	Not completed
Installation of racking and stored items	29 November 2015	Ongoing
Shop stock ordered	31 October 2015	Not completed
Uniform ordered	Mid October 2015	Not completed
Object install in new cases	29 November 2015	Not completed
New Museum Leaflet	29 November 2015	Ongoing
Colouring sheet for children produced	29 November 2015	Ongoing
<b>Town Hall Fit Out – Indicative/Contingency Arrangements</b>		
Café/Kitchen – Design, Procurement and Installation	10 December 2015	Ongoing
Vending - Agree supplier and installation	10 December 2015	On Hold
Staffing – Agree structure, Recruitment, Selection and Training	10 December 2015	On Hold
Alcohol Franchise – Tender, Selection and Commencement	10 December 2015	Ongoing
Operational Documents (inc Licensing)	18 November 2015	On Hold
General Fit Out Items	29 October 2015	Not Complete
<b>Museum and Town Hall tasks</b>		
Telephony Infrastructure	29 October 2015	Complete

### Snagging

SC advised that the majority of the snagging has been undertaken however, were still a number of items that need to be completed. The most significant being the painting in the Mountford Hall. Once Borrás have completed the snagging Buttress will arrange a date with Borrás to visit site to sign off the items. The Council has informed Buttress that all work must be complete by the middle of January 2016, we are awaiting a response from Borrás to this request.

### Delay on Museum fit out

As reported at the last Project Board meeting damage was caused to the ground floor wooden flooring, this resulted in a delay to the fit out as Light brigade were not able to gain access to the ground floor until Borrás had laid the new floor. Borrás originally advised Light Brigade they would complete the work by the 3<sup>rd</sup> week of September, however, following NHDC and Buttress putting pressure on Borrás they completed this work in the first week of September. As Lightbrigade were working to the original date provided by Borrás and had re-programmed the construction of the framework that the showcases will sit they have not been able to make use of the reduced time that Borrás took.

## **Confidential**

As a result Lightbrigade provided a revised programme with a completion date of 29 November 2015. Their original programme saw them completing on 11 October 2015, therefore, there is a 7 week delay against this programme.

Officers were informed by Lightbrigade that their subcontractors whom are responsible for making the mounts and object installation were behind schedule. Lightbrigade originally estimate a completion date in the middle of February 2016. However, the project team explained this was not acceptable. Lightbrigade, reviewed their programme and provided a new programme demonstrating a completion of 23 December 2015 and requested a contract extension with neutral costs. Lightbrigade's extension request has been reviewed by Mather (the Council's lead consultant) and they support the extension with neutral costs.

At the Project Team meeting on 19 November 2015 Lightbrigade informed the Council and Mather that they were not on schedule to complete their programme by 23 December due to delays with procurement of custom-built mannequins for various articles of costume. An alternative mannequin approach is being considered, which may enable earlier completion; we await updated programme from Lightbrigade.

Project Board considered the possibility of sourcing the mannequins and requested that RA look at the contract specification to ascertain the contract value relating this item.

Action: RA

### **Town Hall fit out and Mobilisation (breakdown including costs)**

Due to the ongoing legal and contractual issues and the subsequent impact on certainty over an opening date, some items in the Stage 4 table; Items Completed have been progressed as far as possible but are now on hold to avoid incurring unnecessary expenditure to the Council.

As part of the mobilisation programme of the Town Hall, officers have forecasted the capital expenditure required, to enable the operation of the Town Hall.

### **Kitchen & Café Tender**

Following a request for quotation tender process, a successful contractor has been appointed for the Kitchen, Café & Served fit out. Manufacture of the served and procurement of fit out items has begun, with an estimated completion date given as 23 December 2015.

### **Alcohol & Events Catering**

At an Operational Team Meeting held on 15 October 2015, it was agreed to incorporate events catering provision into the procurement of alcohol.

The current preferred option is to generate two supplier lists, one for alcohol and one for events catering. Any supplier can apply to be on the list subject to them meeting our quality criteria (health and safety, food hygiene etc.). In signing up to this list, suppliers agree that any bookings they receive for the Town Hall are subject to our terms and conditions and will pay a percentage commission to NHDC. Suppliers will be able to apply from the week commencing 8 December 2015, with a list of suppliers anticipated to be operational by 31 January 2016.

## **Confidential**

### **General Fit Out Items**

The items included under this heading are currently being progressed and are due to be complete by 30 December 2015.

### **Vending**

Vending provision for the kitchen and café will be procured once an opening date has been confirmed. This is to prevent unnecessary expenditure on the rental of machines, which would otherwise be recouped through the meeting of sales targets.

### **Staffing**

The appointment of additional staff is on hold until an opening date has been confirmed to prevent unnecessary expenditure by the Council.

### **Operational Documents (inc Licensing)**

Officers have intentionally delayed progressing a licensing application on the grounds that there is the potential to incur additional cost by obtaining a rateable value for the property, when uncertainty still remains over the opening date for the facility. Once an opening date is agreed, officers will proceed with obtaining a rateable value for the building and subsequently a premises license.

### **Additional Information**

- **Access to Museum**

As a result of the ongoing dispute with HTH investigations are ongoing to consider mitigating actions to allow the Town Hall and District wide Museum to be accessible and operational with the exclusion of 14 & 15 Brand Street. A fire strategy is near completion which demonstrates the building can be used without the use of 14 & 15 Brand Street with minimal adjustments to the building.

- **Lead in Period**

As there are a number of items that are on hold and can not be progressed until an opening date have been agreed, the project team have investigated the lead in period to determine the minimum time that is required, based on what is currently known. The current estimate lead in period that the project team requires is three months.

### **Financial Update**

The Council Quantity Surveyor is working with Borrás to produce the final account, the contract sets out that this needs to be resolved within six months of the practical completion certificate being awarded, which was Friday 26 June 2015.

The last Quantity Surveyors report number 15 reported the estimated construction cost as £3,399,241 and an overall total cost of £3,455,949. The figure of £3,455,949 was reported and approved at Full Council on 10 March 2015.

## Confidential

### Project Issues & Problems

The table below is an extract from the Issue log (Appendix 2), this shows the issues that are currently relevant to this project. Some of the issues identified in the Issue log are currently impacting on the project.

Type	Description	Author	Status
Partnership Arrangements	Need to manage public and community expectation of project	SC	Ongoing
Legal & Project	<p>It has been alleged the block work wall to form the two storey storage area to the rear of the stage may be in breach of the Development Agreement.</p> <p>The Council has responded back to HTH Ltd, to date HTH Ltd have not taken further action.</p> <p>At a previous meeting of Project Board Hitchin Town Hall Ltd indicated that the matter was with their lawyers.</p>	KG	Ongoing
Legal & Project	NHDC served notice of breach on 21 <sup>st</sup> July 2014 and are currently considering HTH Ltd's response	SC	Ongoing
Project	<p>Our lead architect Buttress have noted large amounts of damp and running water which has managed to penetrate the structure in the basement causing on going issues with decoration. They see little benefit in progressing the decoration to these very damp areas and have advised to place the works on hold or possibly omit from the Contract whilst investigations continue to find a solution</p> <p>June 2015 - damp has reappeared, therefore it is advised that this item is fully investigated when the final account for the construction is known, with an aim to resolve this mater.</p>	KG	Ongoing
Procurement	<p>The possible failure to procure a suitable contractor to design, supply and install a café, kitchen and server. This is being mitigated against by seeking advice from Legal and Procurement on the specification. Currently, 15 companies have expressed an interest</p> <p>Awarded contract to Lightbrigade, will monitor progress of this work to ensure they are working to their project plan.</p>	JH	Ongoing
Procurement	<p>The possible failure to appoint and mobilise a supplier to supply and manage the sale of alcohol at the Town Hall. Legal and procurement advice has been sought on this issue and the possibility to develop a preferred suppliers list may provide mitigation as an alternative.</p>	JH	Ongoing
Project	<p>Officers have received an indication that the subcontractors responsible for making the mounts and object installation are behind schedule. Lightbrigade are currently trying to resolve this issue with the contractor.</p> <p>The mount contractor provided a revised programme demonstration a completion by 23 December, however this date is currently under review.</p>	SC	Ongoing

### Risk Log

The Risk Log was noted. SC was requested to update the risk around Lightbrigade as discussed at the commencement of the meeting.

Action: SC

## Confidential

### Products Due (Next Stage)

Project Board need to be informed of the next stage. The table below identifies the key tasks and dates that need to be completed in this stage:

Next stage 04/12/2015 – 29/02/2016 (stage sixteen)	Completed by
<b>Construction Contract</b>	
Snagging	15 January 2016
<b>Museum Fit Out</b>	
Fit-out Handover	TBC
AV final sign off	TBC
Installation of racking and stored items	TBC
Shop stock ordered	15 January 2016
Uniform ordered	31 December 2015
Object install in new cases	TBC
New Museum Leaflet	29 February 2016
Colouring sheet for children produced	29 February 2016
<b>Town Hall Fit Out</b>	
Café/Kitchen – Design, Procurement and Installation	23 December 2015
Vending - Agree supplier and installation	On Hold
Staffing – Agree structure, Recruitment, Selection and Training	On Hold
Alcohol Franchise – Tender, Selection and Commencement	TBC
Operational Documents (inc Licensing)	On Hold
General Fit Out Items	30 December 2015

Due to items that have been raised in this and previous highlight reports the total delay on the project is currently 8.5 months (based on completion at end of December 2015).

### Keys Tasks for Project Board to Consider

Following consideration by Project Board the Project Executive agreed the following:

1. Agreement to provide Lightbrigade an extension of contract up to 23 December 2015 at neutral costs – this was subject to other circumstances discussed at the commencement of the meeting
2. Endorsed the Project Risk Log
3. Endorsed the Project Issue Log
4. Endorsed the completion of stage 15
5. Endorsed the commencement of stage 16  
Action: SC

### 4. Project Budget Overview

SC was asked to prepare a budget overview of the meeting at present this at the next meeting of Project Board.

Action: SC