

LESSONS LEARNED LOG

NORTH HERTS MUSEUM AND TOWN HALL

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Number	Type	Description Consideration for future Projects	Consideration for future Projects
1	Contract	<ul style="list-style-type: none"> • The time it took to award the 'Lightbrigade JCT' contract. • There were issues with the consultant and their understanding of what was required. • As a result of the above, NHDC had to complete the contract. This delayed the award of the contract by four weeks. 	To ensure the contractor has a good, clear understanding of the type of contract that will be issued.
2	IT	<ul style="list-style-type: none"> • Broadband contract was identified late in the project. This did not impact on the service as it was installed on time. • In the event of an installation delay, this could have affected the service. 	To ensure telephony and broadband requirements are identified earlier and built into the project plan.
3	Contract	<ul style="list-style-type: none"> • As part of Lightbrigade's tender they clearly set out how they were going to complete the work, however, they did not state their direct experience in museum fit outs. When they started on site it became apparent that there were some areas that they did not have direct experience of. • This was particularly in relation to sourcing museum quality mannequins, as well as completing the galleries and showcases prior to objects being placed in the cases. • Lightbrigade did set out in their tender the experience that their sub contractors had, which was of a high standard. Therefore, although the lead contractor lacked experience their sub contractors were very experienced. • This meant the Council's project team had to work closer with the sub contractors than would normally be expected on a project. 	To ensure the lead contractor has relevant experience and are not reliant on subcontractors. This needs to be made clear in the contract specification.

4	Contract	<ul style="list-style-type: none"> • Lightbrigade went into administration. • As a result of this £150,000 was not paid to the subcontractor for the Museum cases; following careful legal consideration of the options the Council concluded that the best option was that it had to pay for this twice. • The Council requested proof that Lightbrigade had paid the subcontractors, which was provided. • However although they provided invoices to suggest they had paid, they had not passed the money on. 	<p>The Council has already reacted to this and strengthened the financial criteria for selecting contractors in the Council's Contract and Procurement Rules..</p> <p>Even with this in place there is still a risk that contractors will go into administration. Therefore, this risk cannot be fully mitigated.</p>
5	Contract	<ul style="list-style-type: none"> • Prolonged negotiations over the Development Agreement. • This was due to the dependencies with Hitchin Town Hall Ltd funding and meant the design process had to continue at the Council's risk. 	<p>To ensure that any legal agreements are drafted, agreed and signed well in advanced.</p>
6	Partnership	<ul style="list-style-type: none"> • HTH Finance Ltd secured the land known as '14 & 15 Brand Street' (now the new museum reception) from Future Builders. • Therefore the Council had to negotiate with HTH Finance Ltd to purchase this land. 	<p>Try to ensure any land that could impact on a project is under the Council ownership prior to project commencement (note this was not possible due to Hitchin Town Hall Limited's position during negotiations).</p>
7	Partnership	<ul style="list-style-type: none"> • Protracted negotiation with Hitchin Town Hall Finance Ltd. 	<p>This significantly impacted on the full opening of the entire facility.</p> <p>No direct lessons learnt as this was an exceptional project, however, consideration should be taken when working with partners and the Council should try to avoid the potential for this situation arising by addressing lesson 6 above.</p>
8	Public	<ul style="list-style-type: none"> • Loss of service to the public, forbearance of external funders and adverse effect on staff morale, including working conditions. 	<p>Try to better identify how external factors can impact on the entire project and how this could impact on what can or can not be provided. Once factors identified seek to better mitigate those factors and/or</p>

			their impact.
9	Public	<ul style="list-style-type: none"> Partial opening of Hitchin Town Hall with Museum activities from May 2016 [noting also that NHDC took on additional capital and other costs 'stepping in to Hitchin Town Hall Ltd's shoes']. 	Try to better identify how external factors can impact on the entire project and how to better mitigate. Also be clearer that if partners walk away from a project the Council could have to take on additional responsibilities.
10	Partnership	<ul style="list-style-type: none"> Partnership approach, refer to findings from O&S review. 	