

<b>Committee(s)</b> Finance and Risk Committee of the Barbican Board – For information Barbican Board – For information	<b>Date(s):</b> 7 September 2020 16 September 2020
<b>Subject:</b> Barbican Centre Projects Update Report	<b>Public</b>
<b>Report of:</b> Jonathon Poyner – Director of Operations and Buildings	<b>For Information</b>
<b>Report author:</b> Cornell Farrell – Head of Engineering and Projects	

### **Summary**

1. This paper provides a progress and financial status report on the Barbican refurbishment and maintenance projects. The majority of current projects are funded through the Cyclical Works Programme (CWP) budget. The budget for the remaining projects are either Additional Funds for City Fund Properties, Non-Cap and Corporate Security and Investment Project (Capital Reserves).
2. The Centre currently has 50 CWP projects approved. The funding for the latest 24 of these became available from the 1st April 2020.
3. There are two outstanding projects which were approved for the Barbican Centre in the 2017/18 CWP budget. These two projects were scheduled for completion by 31<sup>st</sup> March 2020 when funding ceased. However the two projects have been extended due to difficulties caused by the Covid-19 pandemic. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
4. Two new capital projects were approved for 2020/21 as detailed in the report.
5. The City Surveyor is now managing the fire safety projects and has adopted a new approach to complete ALL the projects in a combined manner based on a new fire strategy.
6. The financial information on each project is given in a separate appendix for the non-public section due to commercially sensitive information.

### **Recommendation(s)**

- Members are asked to note the contents of this report.

## Main Report

### Background

1. Each year, the budgets for refurbishment and maintenance projects at the Centre are funded from the Cyclical Works Programme (CWP). The CWP process replaced the former ring-fenced Capital Cap System, ensuring projects are funded and managed consistently and in the same way as other properties across the Corporation.

### Current Position

#### CWP projects

2. CWP projects must be completed within three years from when the budget becomes available. The Centre has 50 approved CWP projects; 2 are outstanding from April 2017, 10 have commenced in 2018, 14 have commenced in 2019 and 24 have commenced in this new financial year. In total, 4 of these projects are complete\*; the status of the remaining 46 CWP projects is detailed in the tables below.

\*Project main works complete but snagging outstanding.

<b>CWP PROJECTS APPROVED 2017/18</b>			
<b>(Completion required March 2020)</b>			
<b>Ref.</b>	<b>Project Title</b>	<b>Last Gateway</b>	<b>Comments</b>
107	Public Spaces Carpet Replacement	5	Work to ground floor is complete. Centre currently looking at programme for a 3 <sup>rd</sup> phase which sees the Mezzanine level and staircase carpet replaced. Likely to take place end of August/ beginning of September 2020.
117	Cinema 1 Refurbishment	5	Works delayed due to supply issues caused by Covid-19 pandemic. Now due to complete by 1 <sup>st</sup> September.

<b>CWP PROJECTS APPROVED 2018/19</b> (Completion required March 2021)			
<b>Ref.</b>	<b>Project Title</b>	<b>Last Gateway</b>	<b>Comments</b>
126	Replace Stage Risers – Concert Hall	5	Project complete.  Outcome report to be drafted and final account to be verified by Chamberlains.
127	Reverse Engineering Exercise	1/2	Some works completed following Art Gallery Environmental Controls project.  Remainder of project at feasibility stage.
128	Main Art Gallery Flooring**	5	Project complete.  Outcome report to be drafted and final account to be verified by Chamberlains.
129	Main Art Gallery Walls Resurface**	5	Project complete.  Outcome report to be drafted and final account to be verified by Chamberlains.
130	Sand & Seal Concert Hall Woodblock Flooring	0	Scope of works has been drafted and multiple site visits have been carried out with framework contractor. The Centre has a 5-week window to carry out the work. Conversations ongoing with framework contractor regarding whether this is a big enough window to deliver project.
131	Electrical DB Replacements	0	Project at initiation stage
132	Redecorate Foyer Walls	0	Project scope is being confirmed. Works due October.
133	Redecorate Concert Hall Walls	0	as per item 130.
134	Replace Doors to BK Restaurant.	0	Planning application has been submitted. Awaiting comment/approval from Planning Department.
135	Theatre Fume & Dust Extract	5	Project complete. Final account verified.  Outcome report to be drafted.

**\*\* Projects combined to form 'Art Gallery 2019'.**

<b>CWP PROJECTS APPROVED 2019/20</b> <b>(Completion required March 2022)</b>			
<b>Ref.</b>	<b>Project Title</b>	<b>Last Gateway</b>	<b>Comments</b>
145	AHU's Phased Maintenance	n/a	Project not started.
146	Staircase 8 Refurbishment	n/a	Project not started.
147	Auditoria 1&2 Seating	1/2	Due to be tendered in the autumn, works dependent on Business Events bookings. Works will either be in December or next spring.
148	Garden Room Flooring	2	Consultants have been appointed to evaluate flooring options to this and other public spaces.
149	Exhibition Halls BMS System Replacement	n/a	Project has been placed on hold because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project has been let and works to be completed by October
151	Heating Feasibility Study for Level 0&1 Restaurants	n/a	Feasibility study complete.  Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	n/a	Feasibility study complete.  Additional funding will be required for any works. This project was for feasibility only.
153	Level 4 Heating Replacement	4	Consultant appointed. Feasibility report produced. Stage 3 designs complete. Next steps listed building consent and detailed plans. Works may have to be deferred to 2021 depending on Centre programme in Autumn.
154	Cinemas 2&3 Internal Decorations & Minor Works	1-4	Tender in process of being evaluated prior to gateway five approvals
155	Electrical Distribution Boards	n/a	Project not started.
156	Sunken Bars Refurbishment	n/a	Project not started.
157	Toilets Refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme.  Consultants brief currently being drafted.

158	Cinemas 2&3 External Decorations	1-4	Works to be combined with 154, above.
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<b>CWP PROJECTS APPROVED 2020/21</b> (Completion required March 2023)			
<b>Ref.</b>	<b>Project Title</b>	<b>Last Gateway</b>	<b>Comments</b>
159	Frobisher Crescent Level 4 Environmental Controls	n/a	Project not started.
160	Lakes De-silting	n/a	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	n/a	Project not started.
162	Theatre Lighting, wiring and controls	n/a	Project not started.
163	Concert Hall Lighting, wiring and controls replacement	n/a	Project not started.
164	Lift refurbishment - 1st phase	n/a	Project not started.
165	Diverter solid pumps	n/a	Project not started.
166	Public spaces replacement lighting, wiring and controls - 1st phase	n/a	Project not started.
167	Phased programme - replace valves & pneumatic actuator and controls	n/a	Project not started.
168	Public toilets refurbishment (include equality access)	2	This project will be combined with other toilet refurbishment projects to create one scheme.  Consultants brief currently being drafted.
169	Theatre Toilets/changing rooms refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme.  Consultants brief currently being drafted.

170	Cinemas 2/3 Refurbishment Cinemas seats	5	works due to take place during December 'down' time
171	Commercial - refrigeration plant	n/a	Project not started.
172	Dock floor repairs	n/a	Project not started.
173	Sculpture Court Repairs to damaged sculpture court tiling	n/a	Project not started.
174	Theatre Fly Tower Roof Replacement	n/a	Project not started.
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	n/a	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	n/a	Project not started.
177	Replace Shutters in Level 1 Bars	n/a	Project not started.
178	Goods Lift Replacement (Service Art Gallery)	n/a	Project not started.
179	Level -2 - Replace non fire-retardant wall covering	5	Installation works have been let under the new schedule 15 procurement route. Works to complete by 2/9/20
180	Lakeside – Refurbishment of External Furniture	n/a	Project not started.
181	Conservatory – Heat Exchanger Isolation Valves	n/a	Project not started.
182	Curve Gallery Humidifier	n/a	Project not started.

3. The table below sets out the current position of the Centre's 9 Additional Capital Fund for City Fund Properties projects:

<b>Additional Funds for City Fund Properties</b>			
<b>Ref.</b>	<b>Project Title</b>	<b>Gateway Stage</b>	<b>Comments</b>
136	Emergency Lighting Systems	2	<p>City Surveyor is now managing project.</p> <p>The project manager is taking a holistic approach and is creating a team of specialist consultants to review the entire fire strategy to include the component projects listed and will report back to the service committee and Projects Sub Committee about the next steps.</p> <p>A project board has been set up to oversee this project.</p>
137	Fire Stopping/Compartmentation	2	
138	Upgrade/ Replacement of Fire Doors	2	
139	Fire Safety Plant Interfaces	0	
140	Fire Safety Signage	2	
141	Sprinkler Systems	2	
142	Fire Alarm Systems	0	
144	Electrical Infrastructure	0	
143	Fire Precaution Works (part of Art Gallery 2019)	5	This project was integrated into the Art Gallery 2019 and is now complete (see project no 124A above).

#### **Current position (Non-CAP, Security and Investment projects)**

4. A summary of the Centre's Non-Cap, Security and Investment projects are set out in the table below:

<b>Project Title</b>	<b>Gateway Stage</b>	<b>Comments</b>
*CCTV	5	Works are complete, with the exception of some areas where Listed Building Consent is outstanding and CCTV works in the Art Gallery (A current art exhibition prevented building works during lockdown).
*Access Control	5	Works are complete, with the exception of some areas where Listed Building Consent is outstanding and CCTV works in the Art Gallery (A current art exhibition prevented building works during lockdown).
*Hostile Vehicle Mitigation	5 3-4	Silk Street Entrance bollards – Works complete.  Remaining works - design in progress. Start on site date not yet confirmed.

\* These projects are managed by the City Surveyor's Department.

## Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	0	Project not started
Art Gallery Chiller Replacement	2	Consultant's brief currently in draft.

## Corporate & Strategic Implications

5. Projects delivered at the Centre consist of major repairs to building fabric and plant or major improvement schemes. These projects contribute to the City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

## Conclusion

6. The Centre currently has 50 live CWP projects. In total, 4 of these projects are complete; the status of the remaining 46 CWP projects is detailed in the above report.
7. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) is also detailed in the above report along with any Investment, Non-CAP, Security and Capital projects.

## Appendices

- Appendix 1 – **Project financial information (Non-Public)**

## Background Papers

Barbican Centre Project update reports from September 2017 – July 2020.

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