

Committee(s)	Dated:
Finance & Risk Committee of the Barbican Board – For information	11 th January 2021
Barbican Centre Board – For information	27 th January 2021
Subject: Barbican Centre Projects Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Jonathon Poyner – Director of Operations and Buildings	For Information
Report author: 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. Projects are funded through the Cyclical Works Programme (CWP) budget, Additional Funds for City Fund Properties, Non-Cap and Corporate Security and Investment Project (Capital Reserves).
2. The Centre currently has 49 CWP projects approved. The funding for the latest 24 of these became available from the 1st April 2020.
3. There were two projects which were approved for the Barbican Centre in the 2017/18 CWP budget, originally due for completion by 31st March 2020. Member permission was given for these projects to be extended due to difficulties caused by the Covid-19 pandemic. One of these projects has now been completed.
4. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
5. Two new capital projects were approved for 2020/21 as detailed in the report.
6. The City Surveyor is now managing the fire safety projects as a single combined project.
7. The financial information on each project is given in a separate non-public appendix due to commercially sensitive information.

Recommendation(s)

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

Main Report

Background

1. Each year, the majority of 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.
2. Larger projects are funded from the Corporation's Capital reserves.

Current Position

CWP projects

3. 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 commenced in 2018, 14 commenced in 2019 and 24 commence in this financial year. 11 of these projects are complete*; the status of the 50 CWP projects is detailed in the tables below.

*Project main works complete but snagging may be outstanding.

CWP PROJECTS APPROVED 2017/18				
(Completion required March 2020)				
Ref.	Project Title	Last Gateway	Comments	
107	Public Spaces Carpet Replacement	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.	
117	Cinema 1 Refurbishment	5	Works practically complete. Gateway 6 being drafted	

CWP PROJECTS APPROVED 2018/19 (Completion required March 2021)			
Ref.	Project Title	Last Gateway	Comments
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	Consultants have been invited to quote for the project
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	2	Exploring possible options regarding delivery of project. The two potential delivery slots are February/March 2021 or August/September 2021. TBC.
131	Electrical DB Replacements	0	1 st draft consultants brief completed
132	Redecorate Foyer Walls	5	Works on site and due to complete by 21/12/20
133	Redecorate Concert Hall Walls	1	as per item 130.
134	Replace Doors to BK Restaurant.	3/4	Planning approval has been granted. Work out to tender. Due back on 16/12.
135	Theatre Fume & Dust Extract	5	Project complete. Final account verified. Outcome report to be drafted.
** Projects combined to form 'Art Gallery 2019'.			

CWP PROJECTS APPROVED 2019/20 (Completion required March 2022)			
Ref.	Project Title	Last Gateway	Comments
145	AHU's Phased Maintenance	0	Project not started.
146	Staircase 8 Refurbishment	1	Development of project programme started
147	Auditoria 1&2 Seating	4	Tender returns for installation works are being evaluated. Enablement works to be tendered
148	Garden Room Flooring	2	Consultants have evaluated flooring options and submitted a proposal for design/specification

149	Exhibition Halls BMS System Replacement	n/a	Project has been cancelled and funding returned because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project completed excluding snagging items
151	Heating Feasibility Study for Level 0 & 1 Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	6	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. The Planning department are concerned that the proposal will have a detrimental impact on the building heritage. Project on hold pending review of heating/cooling for entire level 4 area.
154	Cinemas 2&3 Internal Decorations & Minor Works	5	Works complete excluding snagging items
155	Electrical Distribution Boards	0	Project not started.
156	Sunken Bars Refurbishment	0	Project not started.
157	Toilets Refurbishment	2	This project has been combined with other toilet refurbishment projects to create one scheme. Consultants brief near completion and expected to be out to tendered in December 2020.
158	Cinemas 2 & 3 External Decorations	5	Works complete excluding snagging items

CWP PROJECTS APPROVED 2020/21 (Completion required March 2023)			
Ref.	Project Title	Last Gateway	Comments
159	Frobisher Crescent Level 4 Environmental Controls	0	Works to be combined with 153 above
160	Lakes De-silting	0	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	0	Project not started.
162	Theatre Lighting, wiring and controls	0	Project not started.

163	Concert Hall Lighting, wiring and controls replacement	0	Project not started.
164	Lift refurbishment – 1 st phase	0	Project not started.
165	Diverter solid pumps	0	Project not started.
166	Public spaces replacement lighting, wiring and controls – 1 st phase	0	Project not started.
167	Phased programme – replace valves & pneumatic actuator and controls	0	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 in draft. Consultancy expected to be tendered in December 2020.
169	Theatre Toilets/changing rooms refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently in draft. Consultancy expected to be tendered in December 2020.
170	Cinemas 2/3 Refurbishment Cinemas seats	5	The enabling works will be ready for delivery and installation of seats beginning 12/12/20
171	Commercial – refrigeration plant	0	Project not started.
172	Dock floor repairs	1	A building surveyor consultant has been engaged to create specification. Gateway 2 to be drafted. .
173	Sculpture Court Repairs to damaged sculpture court tiling	0	Project not started.
174	Theatre Fly Tower Roof Replacement	0	Project not started.
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	0	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	0	Project not started.
177	Replace Shutters in Level 1 Bars	0	Project not started.

178	Goods Lift Replacement (Service Art Gallery)	0	Project not started.
179	Level -2 Replace non fire-retardant wall covering	5	Works complete.
180	Lakeside – Refurbishment of External Furniture	1/2	Consultant appointed - scope to be refined due to budget restrictions
181	Conservatory – Heat Exchanger Isolation Valves	0	Project not started.
182	Curve Gallery Humidifier	0	Project not started.

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

Additional Funds for City Fund Properties			
Ref.	Project Title	Gateway Stage	Comments
136	Emergency Lighting Systems	2	City Surveyor is now managing project. The project manager is taking a holistic approach and has created 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. A project board has been set up to oversee this project.
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)

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

Project Title	Gateway Stage	Comments
*CCTV	5	Works are complete, except for snagging.

*Access Control	5	Works are complete, except for snagging. Additional works have been identified by Building Control. Additional designs underway and costs sought
*Hostile Vehicle Mitigation	5 3-4	Silk Street Entrance bollards – Works complete. Exit roadway protective barrier (to concertina doors) – Works complete Roadway hoop barriers to level -1 foyer – works complete Entrance and exit swing barriers installation – works completion date extended to December 2020 additional planning requirement

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

Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	1	Currently in discussion with the City Surveyor about the best approach to project delivery prior to producing a gateway 2
Art Gallery Chiller Replacement	2	Consultant's brief currently in draft. Project on hold due to potential to combine with similar project at Central Criminal Court

Proposals

It is the intention of the Barbican Centre to continue to engage in the corporate processes to acquire CWP and Capital funding for the on-going upkeep and improvement of the Centre. We will maintain the ability to manage most projects with the in-house team due to local knowledge required but also to work in conjunction with the City Surveyor on the more complex projects.

Options

No alternative options are suggested in this report.

Key Data

25 projects not started
6 projects at Gateway 1 (project briefing)
11 projects at Gateway 2 (project proposal)
4 projects at Gateway 3/4 (options appraisal)
16 projects at Gateway 5 (Works tendered/on-site)
2 projects at Gateway 6 (Works complete)

Strategic Implications

6. 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'.

- Financial implications

The Barbican Project Management Team aim to deliver Value for Money (VFM) as part of a key output for all projects. The team work hard on project specifications, tender evaluations, contractor management and contract administration to manage the budgets. Any underspend achieved, or savings from non-delivery of projects are returned to the Centre to help fund other essential projects across the Corporation

- Resource implications

The Barbican Project Management Team remains under-resourced, comprised of the head of department, one permanent project manager, one interim assistant project manager and an apprentice business administrator. The Covid "lockdown" and the Fundamental Review/TOM have prevented permanent recruitment to the team which has a detrimental impact on our ability to deliver more projects concurrently.

- Legal implications

There are a number of projects that require one or more of Planning Permission, Listed Building Consent or Buildings Regulation Approval and all projects are held until such permissions are in place. The nature of contracts and contract delivery and contract administration is such that disputes can occur. We are mindful that contract particulars are correct prior to engaging any consultant or contractor to protect ourselves in the event of a dispute. We request the services of the City Solicitor if ever required prior to or during any contract phase.

- Risk implications

Every project carries some degree of risk that could prevent project delivery or impact on price, quality and/or time. In addition to this there are risks to the Centre, the programme or the reputation. Project managers are mindful of these and take steps including appropriate communication strategies to involve all stakeholders to mitigate against these risks. Costed Risk Registers are invoked for all projects with the Gateway process

- Equalities implications

Equality, Diversity and Inclusion is a key strategy for the Barbican Centre. Any future structure changes and recruitment to the Project Management team will be such that any barriers are removed to aid recruitment, development and progression of a more diverse workforce. The age and structure of the Barbican Centre mean that "access" is poor in relation to current standard and modern buildings. Where appropriate the projects aim to improve conditions for visitors, artists and staff and, to address the various disability categories.

- Climate implications

The Barbican Centre is a high energy/resource user particularly in terms of electricity, water and district heating/cooling and the trend is upwards due to the age of some of the plant and increased demand at the Centre due to the growth in the programme. All MEP (mechanical, electrical, plumbing) projects are an opportunity to replace kit with more efficient equivalents and to improve the strategy to reduce our carbon footprint.

- Security implications

Projects can be security-based works, but other projects have temporary security and safety issues whilst works progress. E.g. CCTV or fire safety systems are taken offline to aid the works. This creates a potential vulnerability that has to be managed for the duration of the works.

Conclusion

7. The Centre currently has 50 live CWP projects. In total, 11 of these projects are complete and the remaining projects are ongoing as detailed above
8. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) are progressing as above along with the 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 – November 2020.

Cornell Farrell

Head of Engineering and Projects

T: 0207 382 7322

E: Cornell.Farrell@barbican.org.uk