

Committee(s)	Date:
Finance and Risk Committee of The Barbican Centre Board – For information	5 July 2021
Barbican Centre Board – For information	21 July 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 summary on the Barbican refurbishment and maintenance projects.
2. The Centre has 49 live projects, of which, 6 are capital projects.
3. Progress on all approved Barbican Centre projects is stated in this report.
4. The City Surveyor is managing four capital projects on behalf of the Centre.
5. The financial information on each project is given in a separate non-public appendix due to commercially sensitive information.
6. The change of process whereby projects have to be completed within one financial year creates considerable risk to the delivery of projects at the Barbican Centre.

Recommendation(s)

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

Main Report

Background

1. The Operations and Buildings Directorate's strategy to maintain, improve and enhance the facilities, continues through the progression of building and refurbishment projects funded by the Cyclical Works Programme (CWP) or from the Corporation's (City Fund) Capital reserves.
2. Since the inception of CWP, projects had to be completed within three years from when the funding started. Starting this year 2021/22 project have to be completed within the current i.e., one financial year.

Current Position

CWP projects

3. The Centre has 43 approved CWP projects; There are 3 projects remaining from the 2018 year of approval, 9 from 2019, and 22 from 2020. The Reverse Engineering Project (2018) has been replaced with an Emergency Sprinkler Repair project with funding coming from the same year, 2018.
4. Funding for 10 new CWP projects became available in April 2021.
5. A financial summary of CWP projects is given in the table below:

Financial year approved	Original no of CWP Projects	Original CWP Combined Projects Value £000s	No of Live (Outstanding) CWP Projects	Combined Live CWP Projects Value £000s
2017/18	19	2,421	0	0
2018/19	10	1,065	3	310
2019/20	14	1,255	9	1,000
2020/21	24	3,745	21	3,435
2021/22	10	972	10	972

6. The project status summary is given for CWP projects below:

Financial year	No of Live (Outstanding) CWP projects	Project status (RAG)		
		RED	AMBER	GREEN
2017/18	0	0	0	0
2018/19	3	0	1	2
2019/20	9	0	0	9
2020/21	21	0	0	21
2021/22	10	0	0	10

7. Red status projects
Not applicable

8. Amber status projects
Distribution Boards (2018) has been raised to an amber since the last report on the basis the works have not started and must be completed by March 2022.

9. The project status summary is given for the Capital projects below:

Financial year	No of Live (Outstanding) Capital projects	Project status (RAG)		
		RED	AMBER	GREEN
2017/18	0	0	0	0
2018/19	2	1	0	1
2019/20	0	0	0	0
2020/21	3	0	1	2
2021/22	1	0	0	1

10. Red status projects

The funding for the fire related safety projects commenced in 2018. Full delivery of the project was expected to be completed. This is now managed by the City Surveyor and is due for completion March 2023.

11. Amber status projects

The Art Gallery Chiller was ideally to be replaced during the winter of 2020/21. The works have to coincide with both the winter and the Gallery schedule, so the project was delayed when it became clear we were not going to be able to deliver in the first window.

Proposals

12. 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. We also work with the City Surveyor on the more complex projects.

Options

13. No alternative options are suggested in this report.

Strategic Implications

14. 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'.

15. 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. Savings from CWP projects are returned to the Centre to help fund other essential projects across the Corporation.

16. 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.

17. 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 the Barbican and the City in the event of a dispute. We request the services of the City Solicitor if ever required prior to or during any contract phase.

18. 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.

The change to the process, whereby projects have to be completed in a single financial year poses considerable risk to the ability to deliver projects because of the know issues with accessing venues to scope, assess, design and deliver works.

19. 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.

20. 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.

21. 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 must be managed for the duration of the works.

Conclusion

22. The Centre currently has 49 live projects. The RAG status of these projects is detailed in this report. The financial data on each project is listed in appendix 1.

Appendices

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

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