

Committee(s)	Date:
Finance and Risk Committee of The Barbican Centre Board – For information	6 September 2021
Barbican Centre Board – For information	22 September 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. The non-public section includes a detailed financial summary of these projects.
2. The Centre has 48 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 4 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 must be completed within one financial year creates considerable risk to the delivery of projects at the Barbican Centre.
7. The team is actively trying to engage with organisations to improve record in working with more diverse organisations.

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 the Corporation's (City Fund) Capital reserves.
2. Historically, CWP projects had to be completed within three years from when the funding started. Starting this year, 2021/22 projects must be completed within that single financial year.

Current Position

CWP projects

3. The Centre has 42 approved live CWP projects; There are 2 projects remaining from the 2018 year of approval, 9 from 2019, and 21 from 2020.
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	2	245
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	2	0	1	1
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 must 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. This project is now on hold whilst the possibility of acquiring alternative external funding is investigated

Proposals

12. The Barbican Centre will continue to deliver CWP and Capital funded projects for the on-going upkeep and improvement of the Centre using in-house and City Surveyor resource as appropriate to the project.

Options

13. No alternative options are suggested in this report.

Strategic Implications

14. Refurbishment, building fabric and plant improvement 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. 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. A current recruitment drive aims to address the issue.

17. Legal implications

Legal implications are specific to each project. There are no current issues to be raised to the Board.

18. Risk implications

Every project carries some degree of risk that could impact on the project delivery, price, time, Centre programme, and reputation of the Centre and/or Corporation. Risk management is an innate function carried out by each project manager.

The change to the process, whereby projects must be completed in a single financial year poses considerable risk to the ability to deliver projects because of the known issues 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.

The team is working with City Procurement and external networks to make our tender exercises more inclusive and ergo diverse. Updates to follow as we progress.

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 48 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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