

Committee(s)	Date:
Finance and Risk Committee of The Barbican Centre Board – For information	1 November 2021
Barbican Centre Board – For information	17 November 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 45 live Barbican refurbishment and maintenance projects of which, 6 are capital projects.
2. The City Surveyor is delivering 4 capital projects on behalf of the Centre acting as the intelligent client.
3. The financial information on each project is given in a separate non-public appendix containing commercially sensitive information. There are no serious concerns raised in this report.
4. However, the recent change of process whereby projects must 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 the Corporation's (City Fund) Capital reserves.
2. Historically, CWP projects had to be completed within three years from when the funding started. For the 2021/22 financial year projects must be completed within that single financial year.

Current Position

CWP projects

3. The Centre has 39 approved live CWP projects; There are 2 projects remaining from the 2018 year of approval, 6 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	6	655
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	6	0	0	6
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 fire safety projects have been in progress for 3 years; now managed by the City Surveyor, they are 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 to continue to deliver CWP and capital funded projects for the on-going upkeep and improvement of the Centre using project management resource from with the Barbican or City Surveyor Department as appropriate.

Options

13. No alternative options are suggested in this report.

Strategic Implications

14. This work contributes 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

An on-going recruitment drive is in place to increase the PM resource to manage the current workload.

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. Rising prices, increased lead-in times, are the current external generic risks to project delivery, whilst the internal risk are still low staff numbers and access restrictions.

19. Equalities implications

Equality, Diversity, and Inclusion is a key strategy for the Barbican Centre and ergo. Any the Project Management team. These are now integral considerations in recruitment and PM activity.

20. Climate implications

The Barbican Centre has high energy use, and the trend has been upwards over the last year. 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

There are no notable security implications within the current projects programme for the consideration of the Board.

Conclusion

22. The Centre currently has 45 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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