

<b>Committee(s)</b>	<b>Date:</b>
Finance and Risk Committee of The Barbican Centre Board – For information	10 January 2022
Barbican Centre Board – For information	19 January 2022
<b>Subject:</b>  Barbican Centre Projects Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 5, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</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 summary on the 43 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 37 approved live CWP projects; There are two projects remaining from the 2018 year of approval, six from 2019, and 21 from 2020.
4. Funding for 10 new CWP projects became available in April 2021, two of which have now had their funding returned as the Public Sector Decarbonisation Scheme (PSDS) will incorporate this work.
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	8	815

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	2	0
2019/20	6	0	0	6
2020/21	21	0	0	21
2021/22	8	0	8	0

7. Red status projects  
Not applicable

8. Amber status projects

There are currently 10 CWP projects with an amber project status due to the funding deadline of March 2022. All 10 projects are being prioritised with an aim to have the funding committed by the end of March 2022 and conversations with the City are ongoing regarding the potential to return any remaining balances to allow other urgent CoL CWP projects to be funded. Potential funds to be returned are either from projects completed below budget or projects that have been superseded by the Public Sector Decarbonisation Scheme (PSDS) project and are therefore no longer required.

The 10 projects are:

- Replace Barbican Kitchen doors
- Replace electrical distribution boards
- Replace CSPR and catering plant room calorifiers
- Gas pipework tightness test/Replacement of pipework and valves
- Replace gas solenoid and gas interlocks
- Replace Barbican Library flooring
- Replace grease traps (catering)
- Concert Hall Accessibility study and minor works
- Repair/replace conservatory louvres /environmental controls
- Replace level 4 flooring

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

Fire Safety Projects - The projects have been in progress for three years and are now managed by the City Surveyor, with an estimated completion date of March 2023

11. Amber status projects

Replacement Art Gallery Chiller - The intention was to replace the Chiller earlier this year but unforeseen emergency structural health and safety works in the Gallery delayed this scheme's development. The process to select appropriate

consultants is underway. It is anticipated that this project, which is still essential, will now complete by April 2023 at the latest.

## **Proposals**

12. The Barbican Centre continue to deliver CWP and capital funded projects for the on-going upkeep and improvement of the Centre using project management resource from 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 as part of a key output for all projects. Savings from CWP projects are returned to the City to help fund other essential projects across the Corporation.

### 16. Resource implications

An on-going recruitment drive is in place to increase the project management resource to deliver the current workload. Although a new recruit started in November 2021, a very experienced project manager retired in October 2021. Another project manager is therefore required in order to effectively deliver the current programme however it is proving very difficult to recruit an appropriately experienced and capable officer in the current climate.

### 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, challenges in supply and delivery of materials and rising Covid levels 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 are key to the Barbican Centre and to the project team. These are integral considerations in, for example, involving and including excluded groups when we request quotes or undertake procurement processes. We have started a process of questioning our own behaviours when inviting quotes for consultancy or works, and we have actively engaged with CoL colleagues to improve our EDI performance. We will continue to monitor and review our performance on this key issue with City of London colleagues.

## 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.

We anticipate the current PSDS programme of environmental works will have significant effects in contributing to energy reduction and contributing to the City's carbon emissions reduction targets.

## 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 43 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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