

Committee(s)	Date:
Finance and Risk Committee of the Barbican Centre Board – For information	16 January 2023
Barbican Board Committee – For information	2 February 2023
Subject: Barbican CWP and Capital 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: CEO, Barbican Centre	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. The purpose of this paper is to update members on the progress and financial position of 50 live refurbishment and maintenance projects.
2. Four of these projects are capital funded projects. The City Surveyor’s Department is project-managing three of these for the Barbican.
3. The recent corporate financial review of capital projects resulted in the deferral of two projects.
4. The financial information on each project is in a separate non-public appendix due to commercially sensitive information. There are no serious financial concerns, related to any individual project raised in this report, with the exception of point 3 above.
5. There will be significantly less CWP and potentially zero new Capital funding in 2023/24.
6. The Centre has been awarded additional CWP funding for four projects since the last report in November.
7. The Centre has completed (the construction phase) of seven CWP and no capital projects since the last report in November.

Recommendation(s)

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

Main Report

Background

1. The Centre remains committed to the buildings strategy to maintain, improve and enhance the facilities for the benefit of the community, audiences, and staff, utilising funds from the Cyclical Works Programme (CWP), the Corporation's Capital reserves or occasionally through the Centre's local risk.
2. All projects are within the context of the potential of Barbican Renewal. The Barbican Management and Project Management team are mindful of spending funds on project that could be "undone" in a few years. The condition of the estate, however, dictates that we should continue to plan and complete projects wisely to reduce the real risk of failure which would impact on staff, audiences, income and reputation
3. Two projects were deferred in the recent capital projects corporate financial review. Namely, the Confined and Dangerous Spaces project and the Catering Ventilation project.
4. The physical confined and dangerous spaces within the centre are only accessed by maintenance staff and contractors and these spaces can be managed in the interim by thorough risk assessments, safe systems of work (SSoW), and restricting access.
5. The ventilation is an improvement and would have been beneficial to colleagues working in the kitchens and potentially to neighbouring residents, but status quo remains.
6. These two projects have been omitted from the remainder of this and subsequent reports and will continue in this way until funding is reinstated.

Current Position

CWP projects

7. The Centre is managing 50 live CWP projects.

8. 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
2018/19	10	1,065	2	245
2019/20	14	1,255	5	665
2020/21	24	3,745	19	3,028

2021/22	10	972	2	65
2022/23	24	2,426	22	2,390

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

Financial year	No of Live (Outstanding) CWP projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	2	2	0	0
2019/20	5	0	1	4
2020/21	19	1	6	13
2021/22	2	0	0	2
2022/23	22	0	1	21

10. Red status projects

The three projects with red status are:

- Replace Barbican Kitchen doors
An amendment to the Planning Permission and Listed Building Consent applications caused a significant delay to the programme as has the extended manufacturing of the doors. Work to be completed in January 2023.
- Replace Electrical Distribution Boards
Arranging full power shutdowns is problematic for operational reasons. Testing and board replacement is taking place when the Centre diary allows. Work scheduled to be complete by end of January 2023.
- Barbican Centre Lakes (De-silt)
Project to be extended beyond March 2023. A joint project with the Barbican Estates Office (DCCS) because of the service charge, so a Section 20 consultation will be required. Currently tendering for a consultant.

11. Amber status projects

The eight projects with amber status are:

- Level 4 heating replacement
- Frobisher Crescent Level 4 environmental controls
- Level 4 and 5 Environmental Controls Enabling Works
The three level 4 projects are mutually dependent. Works have commenced. Responses to the planning permission and listed building consent application are outstanding. Design changes may be required. Scheduled completion is 17/02/2023.
- Concert Hall lighting, wiring and controls
- Theatre Lighting, wiring and controls
- Public spaces replacement lighting, wiring and controls - 1st phase

Originally due by March 2023, these lighting projects were unexpectedly omitted from the PSDS scope, delaying the start of these projects by one year.

- Public Toilets Refurbishment (Include Equality Access)
- Theatre Toilets & Changing Rooms Refurbishment

The two toilet projects are combined and have been delayed significantly due to the planning permission process. The budget expires in March 2023 and will need to be carried forward to 23/24. Work to be completed by late 2023.

12. The project status summary is given for the four capital projects below:

Financial year	No of Live (Outstanding) Capital projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	1	1	0	0
2019/20	0	0	0	0
2020/21	1	0	1	0
2021/22	1	0	0	1
2022/23	1	0	0	1

13. Red status projects

- Fire Safety Projects
The projects are managed by the City Surveyor. A complex project, for which the timeline has extended because of the delayed conclusion to the recent review of capital projects.

14. Amber status Capital projects

- Replacement Art Gallery Chiller
Poor consultant performance has caused long delays. A gateway 3/4 paper will be presented to board in the near future.

Proposals

15. The Barbican Centre continue to deliver CWP, and capital funded projects for the on-going upkeep and improvement of the Centre utilising project management resource from the Barbican and/or City Surveyor's Department as appropriate.

16. The Projects Department continue to work closely with the Barbican Renewal Team to ensure there is synergy between the cyclical and capital programme and Barbican Renewal

Options

17. No alternative options are suggested in this report.

Strategic Implications

18. This work contributes to the City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

19. 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.

20. Resource implications

A team of four project managers and an administrator deliver all the projects excluding the three allocated to the City Surveyor. This small team also manage multiple projects for the Guildhall School of Music and Drama buildings.

21. Legal implications

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

22. Risk implications

Every project carries some degree of risk that could impact on the project delivery. The recent financial review was brought about because inflationary costs put pressure on the entire City programme. Long lead-in times, challenges in supply and delivery of materials are the current external generic risks to project delivery, whilst the internal risk are access restrictions and size of the team

23. Equalities implications

Equality, diversity and inclusion are key to the Barbican Centre and to the project team. Equality impact assessments are undertaken when appropriate to projects. The team consider how to include excluded groups when we request quotes or undertake

procurement processes. We will continue to monitor and review our performance on this key issue with City of London colleagues.

24. Climate implications

The Barbican Centre is a high energy user, some of which is carbon based due to the reliance on Citigen District Network. All MEP (mechanical, electrical, plumbing) and some fabric projects are an opportunity to replace kit with more efficient equivalents and to improve the controls and programming strategy to reduce the Centre's carbon footprint.

25. Security implications

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

Conclusion

26. The Centre currently has 50 live projects. The RAG status of these projects are detailed in this report. The financial data on each project is listed in the non-public appendix 1.

Appendices

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

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