

<b>Committee(s)</b>	<b>Date:</b>
Finance and Risk Committee of the Barbican Centre Board – For information	27 June 2023
<b>Subject:</b> Barbican CWP and Capital 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> CEO, Barbican Centre	<b>For Information</b>
<b>Report author:</b> 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 47 live CWP refurbishment and maintenance projects, 3 capital projects and 15 Climate Action Strategy (CAS) projects.
2. The City Surveyor’s Department is project-managing the fire safety capital project and the CAS projects.
3. Barbican Renewal will continue to be reported separately.
4. The financial information on each project is in a separate non-public appendix. There are no serious financial concerns, related to any individual project raised in this report.
5. The Centre has completed the construction phase of two CWP projects since the last report in May.

### **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. The project management team works closely with Barbican Management and the Barbican Renewal team. This is to ensure projects delivered in the short term, are aligned with Barbican Renewal. The condition of the estate, however, dictates that the Barbican should continue to plan and complete projects wisely. This will reduce the risk of failure, prevent closures and minimise impact on staff, audiences, income and reputation.

### Current Position

#### CWP projects

3. The Centre is managing 47 live CWP projects.
4. Financial summary of CWP projects:

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	0	0
2019/20	14	1,255	4	512
2020/21	24	3,745	16	2654
2021/22	10	972	1	200
2022/23	24	2,426	20	2,236
2023/24	6	975	6	975

5. Project status summary of CWP projects:

Financial year	No of Live (Outstanding) CWP projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	0	0	0	0
2019/20	4	0	0	4
2020/21	16	1	6	9
2021/22	1	0	0	1
2022/23	20	0	1	19
2023/24	6	0	0	6

6. Red status projects (1)

- Barbican Centre Lakes (De-silt)

The deposited silt is relatively low, the rest is in suspension, works have therefore focused on fabric repairs. Works are in progress on Lakeside, aiming for completion at the end of June.

7. Amber status projects (7)

- Concert Hall lighting, wiring and controls.
- Theatre Lighting, wiring and controls.
- Public spaces replacement lighting, wiring and controls - 1st phase.

Design phase has commenced. Changes in the Theatre require Listed Building Consent. Prior to this, the design phase is due to last a significant length of time due to different options – each will be fitted as a series of trials to objectively compare, for a final design decision. This is based around the theatre programme, so it is not possible to predict a project completion date at this stage of the project.

- 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 project aims to start construction late 2023.

- Theatre Fly Tower Roof Replacement
- Theatre Fly Tower Ladder Replacement

These projects are amber because both require extra funding as the extent of work has increased since they were first approved. It is proposed that these two are combined to maximise potential economies of scale.

8. The project status summary is given for the three 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	0
2022/23	1	0	0	1

## 9. Red status projects

- Fire Safety Projects

The projects are managed by the City Surveyor. A new design team is in place following a lengthy hiatus. It entails eight significant streams of work. Rough completion date is end 2025.

## 10. Amber status Capital projects

- Replacement Art Gallery Chiller

A programme has been agreed to replace the chiller during an Art Gallery turnaround next winter when the demand/risk is lowest. Completion March 2024.

## Proposals

11. The Barbican Centre continue to deliver CWP, CAS 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.

12. 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

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'. This includes the new funding for CAS as part of the City's Carbon Reduction Strategy. The City is keen to see these projects completed as soon as possible to benefit from efficiencies introduced but these will be managed in context of other projects, including Barbican Renewal and business operations. Details of individual CAS streams will be presented as each nears construction phase.

## Financial implications

15. 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.

## Resource implications

16. A team of four project managers, one assistant project manager, and a project administrator deliver all the projects excluding the one allocated to the City Surveyor. This small team also manage multiple projects for the Guildhall School of Music and Drama buildings.

## **Legal implications**

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

## **Risk implications**

18. Every project carries some degree of risk that could impact on the project delivery; it is the project manager's role to manage that risk within reason. Resource levels are an ongoing issue, for which discussions with the Senior Management Teams continue.

## **Equalities implications**

19. 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.

## **Climate implications**

20. The Barbican Centre is a high energy user, a significant part of our carbon footprint is based on our reliance on Citigen District Network. Citigen have now completed the installation of a ground source heat pump which they are testing to understand the operational and carbon benefits. The City has demanded a carbon reduction strategy from Citigen which should be available early in 2024. Citigen are targeting a 20% reduction – they have not committed to the 2027 carbon reduction target.

## **Security implications**

21. There are no notable security implications within the current projects programme for the consideration of the Board. The Centre is, however, working on extending the number of doors on the access control system that was installed in 2020 to increase resilience.

## **Conclusion**

15. The Centre currently has 54 live projects. The RAG status of each project is 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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