



Barbican Centre Board

Date: WEDNESDAY, 28 NOVEMBER 2012
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

4. **MINUTES OF THE FINANCE COMMITTEE - TO FOLLOW**

To receive the public minutes and summary of the meeting of the Finance Committee of the Barbican Centre Board held on 13 November 2012.

6. **BEECH STREET TUNNEL - GATEWAY 2**

Report of the Director of the Built Environment.

12. **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE - TO FOLLOW**

To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 13 November 2012.

Items received too late for circulation in conjunction with the Agenda.

John Barradell
Town Clerk and Chief Executive

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Agenda Item 4

FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD Tuesday, 13 November 2012

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Guildhall, EC2 on Tuesday, 13 November 2012 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
John Tomlinson (Deputy Chairman)
Jeremy Mayhew
Matthew Richardson
Jeremy Simons
Keith Salway (External Member)

Officers:

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| Mathew Lawrence | - Town Clerk's Department |
| Brian Brierley | - City Surveyor's Department |
| Andrew Wild | - City Surveyor's Department |
| Sir Nicholas Kenyon | - Managing Director Barbican Centre |
| Sandeep Dwesar | - Barbican Centre |
| Louise Jeffreys | - Barbican Centre |
| Peter Martin | - Barbican Centre |
| Jim Turner | - Barbican Centre |

1. APOLOGIES

Apologies were received from Cllr Guy Nicholson.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

[The Chairman wished to congratulate Matthew Richardson upon becoming Alderman Elect for the ward of Billingsgate].

3. MINUTES

The public minutes and summary of the Finance Committee meeting held on 11 September were approved.

The Committee also noted the public minutes and summary of the meeting of the inquorate Barbican Risk Committee held on 11 October 2012.

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of Exempt Information, as defined in Paragraph 3, Part 1 of Schedule 12A of the Local Government Act.

| <u>Item No.</u> | <u>Exemption Paragraph</u> |
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| 16 – 17 | - |

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 11 September 2012 were approved.

The Committee also noted the non-public minutes of the inquorate meeting of the Barbican Risk Committee held on 11 October 2012.

8. **OUTSTANDING ACTIONS**

The Committee received a report of the Town Clerk.

9. **DEVELOPMENT REPORT**

The Committee received a report of the Head of Development.

RECEIVED.

10. **BUSINESS REVIEW - FINANCIAL YEAR 12/13 PERIOD 6**

The Committee received a report of the Chief Operating and Financial Officer.

RECEIVED.

11. **UPDATE ON CAPITAL WORKS**

The Committee approved a report of the Operations and Buildings Director.

12. **CAPITAL CAP - RISKS ASSOCIATED WITH PROGRAMME CUTS**

The Committee received a report of the Managing Director.

RECEIVED.

13. **BARBICAN CENTRE - BUDGET 2013/14**

The Committee received a report of the Chief Operating and Financial Officer.

RECEIVED.

14. **RISK REGISTER UPDATE**

The Committee received a report of the Chief Operating and Financial Officer.

RECEIVED.

15. **AUTHORITY TO START WORK - FLYING SYSTEM**
The Committee approved a report of the City Surveyor.
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Green Room Catering at Guildhall School of Music
There was one item of urgent business.

The meeting ended at 3.17 pm

Chairman

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Agenda Item 6a

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| Committee(s): | Date(s): | Item no. |
| Projects Sub Committee – For Decision | 21 November 2012 | |
| Barbican Centre Board – For Information | 28 November 2012 | |
| Subject: Project Proposal – Beech Street Tunnel | Public | |
| Report of: Director of the Built Environment | For Information | |

Overview

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| 1. Spending Committee | Streets & Walkways Sub-Committee. |
| 2. Senior Responsible Officer | Victor Callister (Assistant Director, Environmental Enhancement). |
| 3. Project Board | A Project Board may be required, dependent on the option selected; this will be determined at the next reporting stage. |
| 4. Context | <p>This report relates to potential enhancements to the Beech Street Tunnel. The Barbican Area Streets & Walkways Enhancement Strategy ('Barbican Strategy'), approved in October 2008, identified potential improvements to Beech Street Tunnel including: widened footways; improved lighting; adjustments to the 'cap' roof to increase lighting and / or ventilation; public art installations; improved wayfinding; and enhanced conditions for cyclists. The total cost of the scheme has not yet been determined, and no funding has yet been confirmed to deliver the capital works. However, it is proposed to fund the preliminary evaluation works (£28,500) from the remaining On Street Parking Reserve allocation that was committed to the Barbican Strategy, with any capital works agreed potentially being funded from a relevant Section 106 agreement (such as that relating to the St Alphage development), or from a grant from Transport for London (TfL) or the European Union (EU).</p> <p>Beech Street Tunnel is a structure which covers the carriageway and is defined as a tunnel for operational purposes. The structure itself is owned by the Barbican Estate who are also responsible for maintenance of the structure. The maintenance of the carriageway is the responsibility of the Highways Division.</p> <p>The Barbican Strategy considered options to improve the public realm in the vicinity of the Barbican Estate and was approved by Court of Common Council in October 2008. The accompanying Committee Report listed individual projects in priority order; Beech Street Tunnel was considered a medium priority project. However, the tunnel is the key approach to the City's 'Cultural Quarter' and is therefore essential to its success. It should also be noted that the Barbican Residential Committee passed a motion at</p> |

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| | <p>their meeting on 24th September 2012 which sought to re-classify Beech Street Tunnel as a 'high priority' project within the context of the Barbican Strategy.</p> <p>It is expected that the project will be progressed towards the preliminary evaluation stage during late 2012 / early 2013, depending on the availability of funding. It is proposed that the initial evaluation costs are to be met from the remaining On Street Parking Reserve allocation that was committed to the Barbican Strategy in October 2008. Preliminary evaluation of the project is an important element needed to provide the information required to assess potential funding sources.</p> |
| <p>5. Brief description of project</p> | <p>Beech Street Tunnel is the primary pedestrian link between Barbican London Underground station and the main entrance to the Barbican Centre, and is therefore a key gateway to one of the City's main cultural hubs. The Barbican Strategy identified that the wide carriageway dominates the space in the tunnel resulting in an unpleasant environment.</p> <p>The Barbican Centre and surrounding institutions are emerging as the City's 'Cultural Quarter' and is a major destination for City residents, workers and visitors. This will further increase the need to provide high quality gateways to the area, as will the opening of the new Crossrail station entrance close to the existing Barbican Underground station.</p> <p>A relighting project on Beech Street was completed in 1995 with new lighting and wall panels improving luminance levels. This relighting project has ensured that the tunnel is currently lit to levels above that required by law and the lighting still has at least ten years of design life remaining. The tunnel also retains a reasonable level of natural ventilation, to the extent that the current mechanical ventilation system is rarely activated. However, although the existing lighting and ventilation system serves the required function, technological advances may now mean that more efficient systems could be installed; the ventilation controls and detectors, whilst still functioning, are now outdated and would need replacing.</p> <p>The Barbican Strategy proposed a number of further potential improvements for the Beech Street Tunnel to create a more welcoming environment. Potential improvements included:</p> <ul style="list-style-type: none"> • Developing a public art and / or architectural lighting installation along the length of the tunnel, particularly on the footways; • Footway widening; • Improving wayfinding, particularly between the Underground station and the Barbican entrance, and; • Improving conditions for cyclists. <p>Options for enhancement works that meet the need of the area will be developed in line with the above proposals. The project will also take into consideration the proposals for</p> |

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| | <p>improvements to the junction of Beech Street and Silk Street, which is being developed as a separate project immediately to the east of Beech Street Tunnel.</p> <p>This project could provide significant benefits for the City of London and its residents, workers and visitors. Footway widening in the tunnel would provide more space for those travelling through the area on foot, creating a more pleasant and attractive environment. A reduced carriageway width would also act as a traffic calming measure, adding to the sense of safety for other users of the space.</p> <p>A lighting scheme and / or additional architectural lighting of the footways would create an enhanced environment in the tunnel, further adding to the feeling of safety for all users of the tunnel. A coordinated, coherent wayfinding system between the Underground station and the surrounding institutions would place a greater emphasis on the tunnel as the main gateway to the City's Cultural Quarter. A further option for enhancing the environment in the area is to alter or remove the cap roof of the tunnel, thereby allowing natural daylight through to street level and increasing natural ventilation.</p> <p>It should be noted that any alteration to the tunnel would require a wider upgrade of other elements in order to meet current EU regulations relating to 'road tunnel safety and safety of roads accessing tunnels', as contained in the European Communities (Designation) (No.2) Order 2005. Depending on the options, this would potentially involve significant additional work which would in turn increase the cost of any enhancement works undertaken. This will be included as part of the Gateway 3 assessment of outline options, although there is a risk that the costs associated with meeting these regulations may prove prohibitive to the wider project.</p> |
| <p>6. Business case</p> | <p>The Barbican Centre Board and Barbican Finance Committee have expressed strong support for bringing forward options for the enhancement of Beech Street Tunnel. Additionally the Barbican Residential Committee passed a motion at their meeting on 24th September 2012, that:</p> <p>"The Planning and Transportation Committee be asked to consider improvements to Beech Street Tunnel as a matter of priority, given its significance within the cultural quarter".</p> <p>All of the 'high priority' projects identified in the Barbican Strategy now have funding allocated for their implementation and are at varying stages of progression. Therefore it is now possible to take forward other projects identified in the Barbican Strategy such as this.</p> |
| <p>7. Consequences if project not approved</p> | <p>Should the project not receive approval to progress to the next reporting stage there will be no further consideration given to enhancement of the environment of the street at this time. The street will remain in its present condition and no upgrade or enhancement work will take place.</p> |

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| 8. Success criteria | <ul style="list-style-type: none"> • Enhanced public realm in the area in accordance with the Barbican Strategy; • Enhanced / architectural lighting to the footways; • A more pedestrian-friendly environment; • Improved conditions for cyclists; • Accessibility improvements; • Compliance with EU Directive for tunnels; • Improved gateway to the City's Cultural Quarter. |
| 9. Notable exclusions | N/A |
| 10. Key options to be considered | As mentioned above a number of options will be considered. These will range from: relatively minor enhancements such as improved lighting and / or public art installations; footway widening; to more substantial enhancements such as alterations to the 'cap' roof of the tunnel. |

Prioritisation

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| 11. Link to Strategic Aims | <p><i>Aim 1: To support and promote 'The City' as the world leader in international finance and business services</i></p> <p>The project will improve the public realm in the vicinity of the Barbican Centre, a world-class cultural institution.</p> <p><i>Aim 2: To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes</i></p> <p>The City's working population is expected to grow by 89,000 from 2007 to 2026. The improvements will provide more accessible routes between offices, public transport interchanges and cultural and leisure facilities.</p> |
| 12. Link to departmental business plan | <p>SA1 To promote and facilitate the exemplary and sustainable design of streets and spaces which furthers the City's role as a leading international financial, maritime and business centre.</p> <p>SA3 To protect, maintain and enhance the quality of the City's built environment to safeguard its heritage and special character and to make it a more pleasant and inclusive place in which to work and live.</p> |
| 13. Links to other existing strategies, programmes and/or projects | <p>The project will fit within the objectives of the Barbican Area Streets & Walkways Enhancement Strategy. The project also adjoins two existing projects: the Silk Street project which includes proposals to alter the junction with Beech Street; and the project at the junction with Aldersgate Street and Beech Street. The proposals for this project will take full consideration of the proposals in these other areas.</p> <p>A study of options for the wider 'gateway' to the Barbican Centre in this area is currently being developed, led by the Barbican Centre. Any outcomes or recommendations from this study will be taken into account when considering options at the next reporting stage.</p> <p>The Barbican Estate is a Grade II listed structure therefore</p> |

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| | some of the proposed changes may require listed building consent in line with the Barbican Listed Building Guidelines. |
| 14. Within which category does this project fit? | City Funded (OSPR) (<i>preliminary evaluation</i>) Substantially reimbursable (<i>implementation</i>) Asset enhancement/ improvement (capital) |
| 15. Priority of project? | Advisable. |

Financial Implications

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| 16. Likely capital/ supplementary revenue cost range | £350,000 - £4,000,000 This range exceeds the original estimate contained in the Barbican Strategy (£350,000); this is to allow for greater flexibility in defining options during the outline options appraisal stage, including potential alterations to or removal of the cap roof. As mentioned above, any additional work that would be required under EU regulations may add significantly to the cost of the project; these costs would be confirmed at the outline options appraisal stage. |
| 17. Potential source(s) of funding | The preliminary evaluation costs (£28,500) are to be met from the remaining On Street Parking Reserve allocation committed to the Barbican Strategy. The costs of further works have yet to be confirmed but may be met from relevant Section 106 agreements, or from a grant from TfL or the EU. |
| 18. On-going revenue requirements and departmental local risk budget(s) affected | Any requirements would be confirmed at options appraisal, with the intention to make these costs self-funding where practicable. Future maintenance of the structure is a key consideration and will be addressed in more detail at the options appraisal stage. Certain works such as footway widening may increase maintenance costs but these would be met through the relevant local risk budget. |

Project Planning

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| 19. Estimated programme and implications | Evaluation – 2012/13, 2013/14 Implementation – subject to funding |
| 20. Potential risk implications | Overall project – low risk Risk breakdown: <i>1. Funding for the project is not received</i> Identify potential sources of funding during the preliminary evaluation stage. <i>2. Unforeseen utility relocation/other utility or structural issues impacting works budget and programme</i> |

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| | <p>Mitigate by conducting utilities and / or structural surveys before beginning works and avoiding requirement for utilities to be relocated by adjusting the scope of works if necessary.</p> <p><i>3. Enhancement works proposed will not deliver the improvement needed for the area</i></p> <p>Officers will carry out a thorough analysis of the needs and issues facing the area, and integrate designs with other nearby enhancement schemes to maximise impact of a fixed budget.</p> <p><i>4. Maintenance costs increase significantly due to added carriageway closures for routine maintenance</i></p> <p>Any impacts on maintenance schedules and costs will be identified in greater detail during the options appraisal stage.</p> <p><i>5. Measures to comply with EU requirements become prohibitively expensive</i></p> <p>Further detail of the requirements to meet EU regulations will be assessed as part of the options appraisal.</p> |
| 21. Anticipated stakeholders and consultees | <ul style="list-style-type: none"> • Ward Members • Community & Children's Services (Barbican Estate Office) • Barbican Centre • Barbican Occupiers User Group • English Heritage • Twentieth Century Society • Local residents and occupiers • Planning (Development Control) • City Surveyors • Chamberlains • Access Team • Environmental Health |
| 22. Equality Impact Assessment | A full EQIA will be undertaken should the project be approved to proceed to the outline options appraisal stage. |

Recommended Course of Action

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| 23. Next Steps | Establish the scope of the project and agree a project brief; develop a range of options through preliminary evaluation and identify potential sources of future funding. |
| 24. Resource requirements to reach next Gateway | <p>Budgetary requirement – £28,500</p> <p>Transportation & Public Realm staff allocation - £10,000</p> <p>City Surveyors staff allocation - £3,500</p> <p>Professional fees allocation - £15,000</p> <p>The initial budgetary requirement is to be met from the On Street Parking Reserve as noted above. The staff allocation costs would be used for officer time to manage the project through the preliminary design stage and allow for the required Assistant Director input. The professional fees allocation would allow for the procurement of appropriate consultants and any required surveys to investigate options for enhancement including potential alterations to the cap</p> |

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| | <p>roof.</p> <p>Funding to take the project beyond the initial evaluation stage has not yet been confirmed, but may potentially come from a relevant Section 106 agreement, or from a grant from TfL or the EU. The progression of this scheme beyond the preliminary evaluation stage is subject to the identification of external funding.</p> |
| 25. Funding source to reach next Gateway | On Street Parking Reserve Funding allocated towards the Barbican Strategy as approved in October 2008. |
| 26. Approval Track | Standard. |

Contact

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Agenda Item 12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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