



## Barbican Centre Board INFORMATION PACK

**Date:** WEDNESDAY, 15 MARCH 2023  
**Time:** 11.00 am  
**Venue:** FROBISHER ROOMS, BARBICAN CENTRE

4. **\*MINUTES OF SUB-COMMITTEES**

- a) Minutes of the Finance and Risk Committee (Pages 3 - 6)

To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 27 February 2023.

6. **\*PROJECTS UPDATE**

Report of the CEO, Barbican Centre.

**For Information**  
(Pages 7 - 18)

- a) Non Public Minutes of the Finance and Risk Committee (Pages 19 - 22)

To receive the non-public minutes of the Finance and Risk Committee of the Barbican Centre Board held on 27 February 2023.

13. **ANNUAL THEATRE STRATEGY**

Report of the CEO, Barbican Centre.

**For Decision**  
(Pages 23 - 34)

14. **JERUSALEM EAST WEST ORCHESTRA - FOLLOW UP REPORT**

Report of the CEO, Barbican Centre.

**For Discussion**  
(Pages 35 - 40)

17. **\*BUSINESS REVIEW**

Joint Report of the CEO, Barbican Centre and the Chamberlain.

**For Information**  
(Pages 41 - 56)

18. **\*RISK UPDATE**

Report of the CEO, Barbican Centre.

**For Information**  
(Pages 57 - 110)

19. **\*CONTROVERSIAL PROGRAMMING RISK REGISTER**

Report of the CEO, Barbican Centre.

**For Decision**  
(Pages 111 - 128)

## **FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD** **Monday, 27 February 2023**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Barbican Centre on Monday, 27 February 2023 at 1.45 pm

### **Present**

#### **Members:**

Tijs Broeke (Chair)  
Deputy Randall Anderson  
Deputy Ann Holmes  
Robert Glick

#### **Officers:**

Ben Dunleavy	- Town Clerk's Department
Claire Spencer	- CEO, Barbican Centre
Udhay Bhakoo	- Chamberlain's Department
Cornell Farrell	- Barbican Centre
Will Gompertz	- Barbican Centre
Natasha Harris	- Director of Development
Ali Mirza	- Barbican Centre
Sarah Wall	- Chamberlain's Department

### **1. APOLOGIES**

Apologies for absence were received from the Chair and Deputy Chairman of the Board.

### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Randall Anderson declared an interest in respect of item 4, stating that as a resident of the Barbican Estate he would be consulted as part of the Section 20 process for the Barbican Centre Lakes (De-silt) project.

### **3. MINUTES**

Members received the minutes of the sub-committee meeting held on 16 January 2023.

The Town Clerk informed Members that the minutes would be updated to add Ali Mirza as having attended the meeting on 16 January.

The Chair asked officers to provide an update on the electrical supplies issue. Officers said that the external generator had been removed after UKPN had improved their supply and reinstated a permanent electrical supply to the theatre. A Member asked if UKPN had worked out how to supply well-regulated power. In reply, officers confirmed that UKPN had done so, by making

adjustments to the transformers. Officers confirmed that this was the second phase in a three-phase plan concerning electrical supply.

RESOLVED, that – the minutes of the meeting held on 16 January 2023 be agreed as a correct record, as amended.

4. **BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT**

Members receive a report of the CEO, Barbican Centre, providing an update on CWP and capital projects at the Barbican Centre.

The Chair asked officers for an update on the projects with a red status. In reply, officers said that the project to Replace Electrical Distribution Boards had faced delays but the contractor was due to finish the current phase by the end of March. The works on the Lakes was a joint project with the Barbican Estates Officer and had a service charge implication. Officers hoped to undertake the Section 20 consultation process soon, and in the interim had started talking to consultants and contractors. This project had been included to the City Corporation's requirement for budgets to be spent out in a financial year, and officers would need to inform the City Corporation of the need to extend the project. At the request of a Member, officers undertook to investigate the financial consequences should the consultation process lead to the project being delayed.

Members said it would be helpful to have greater clarity on the timelines for completion of projects, as some had been extant for some time, and requested that this information was included on the report for the next Committee meeting.

RESOLVED, that – the report be received and its contents noted.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

7. **EXCLUSION OF THE PUBLIC**

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 16 January 2023 were approved as a correct record.

9. **BARBICAN BUSINESS REVIEW: NOVEMBER 2022 (PERIOD 10)**

Members receive a joint report of the Chamberlain and the CEO, Barbican Centre, providing a business review for the Barbican Centre in period 10.

10. **RISK UPDATE**

Members received a report of the CEO providing an update on the risk management system at the Barbican Centre.

11. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

Members received a report of the CEO, Barbican Centre, providing an update on the controversial programming risk register.

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

13. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business in the non-public session.

**The meeting ended at 14.39**

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Chairman

**Contact Officer: Ben Dunleavy**  
**ben.dunleavy@cityoflondon.gov.uk**

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# Agenda Item 6

<b>Committee(s)</b>	<b>Date:</b>
Finance and Risk Committee of the Barbican Centre Board – For information	27 February 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>	1, 5, 12
<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> Report of the 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 49 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 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.
4. There will be significantly less CWP and potentially zero new Capital funding in 2023/24.
5. The Centre has completed (the construction phase) of five CWP projects but no capital projects since the last report in January.

## 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 Barbican Renewal. The Barbican Management and Project Management team work closely with the Renewal team to make sure projects are not delivered that could be "undone" in a few years. The condition of the estate, however, dictates that the Barbican should continue to plan and complete projects wisely to reduce the risk of failure, causing closures which would impact on staff, audiences, income and reputation.

### Current Position

#### CWP projects

3. The Centre is managing 45 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	1	179
2019/20	14	1,255	4	585
2020/21	24	3,745	19	3,028
2021/22	10	972	1	43
2022/23	24	2,426	20	2,345

5. Project status summary of CWP projects:

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



2021/22	1	0	0	1
2022/23	20	0	1	19

## 6. Red status projects

The two projects with red status are:

- Replace Electrical Distribution Boards  
Contractor is on site. Works progressing – due to be complete by end of March 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, requiring a Section 20 consultation process.

## 7. Amber status projects

The six projects with amber status are:

- Level 4 and 5 Environmental Controls Enabling Works  
Works have commenced but were significantly delayed while appropriate permissions were sought. Due to be complete March 2023
- Concert Hall lighting, wiring and controls.
- Theatre Lighting, wiring and controls.
- Public spaces replacement lighting, wiring and controls - 1st phase.

These lighting projects are now due to be combined with funding from Climate Action Strategy for deliver in 23/24 although early feasibility works have commenced.

- 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.

## 8. 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

9. 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.

10. 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 soon.

**Proposals**

11. 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.

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’.

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

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.

#### 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. 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.

#### 19. 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.

#### 20. 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.

#### 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 49 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)**

### **Cornell Farrell**

Head of Engineering and Projects

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