



Barbican Centre Board INFORMATION AND APPENDIX PACK

Date: WEDNESDAY, 17 MAY 2023

Time: 11.00 am

7. ***MINUTES OF SUB-COMMITTEES**

For Information

- b) Nominations, Effectiveness and Inclusion Committee (Pages 3 - 4)

To receive the public minutes and non-public summary of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 3 May 2023.

10. **COMMUNICATIONS STRATEGY**

Report of the CEO, Barbican Centre (non-public appendices).

For Decision
(Pages 5 - 14)

12. ***CONCERT HALL SEATING (02800132)**

Report of the CEO, Barbican Centre.

For Information
(Pages 15 - 20)

Part 2 - Non-Public Agenda

17. ***NON-PUBLIC MINUTES OF SUB-COMMITTEES**
For Information
- b) Nominations, Effectiveness and Inclusion Committee (Pages 21 - 22)
To receive the non-public minutes of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 3 May 2023.
18. **CEO REPORT BY THE BARBICAN'S DIRECTORS**
Report of the CEO, Barbican Centre (appendices).
For Decision
(Pages 23 - 30)
19. **BARBICAN DEVELOPMENT BOARD REPORT**
Report of the CEO, Barbican Centre (appendices).
For Discussion
(Pages 31 - 38)
20. **BARBICAN CENTRE STRATEGIC PLAN (DRAFT)**
Report of the CEO, Barbican Centre (appendices).
For Decision
(Pages 39 - 50)
21. ***BARBICAN ART GALLERY CHILLER REPLACEMENT**
Report of the CEO, Barbican Centre.
For Information
(Pages 51 - 64)
22. ***(CWP) CONCERT HALL STAGE RISERS**
Report of the CEO, Barbican Centre.
For Information
(Pages 65 - 70)
23. ***CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the CEO, Barbican Centre.
For Information
(Pages 71 - 88)

**NOMINATIONS, EFFECTIVENESS & INCLUSION COMMITTEE OF THE
BARBICAN CENTRE BOARD
Wednesday, 3 May 2023**

Minutes of the meeting of the Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Wednesday, 3 May 2023 at 1.45 pm

Present

Members:

Tom Sleigh (Chair)
Deputy Randall Anderson
Zulum Elumogo
Jens Riegelsberger

Officers:

Ben Dunleavy	- Town Clerk's Department
Emma Green	- Barbican Centre
Ali Mirza	- Barbican Centre
Claire Spencer	- Barbican Centre
Beth Bryan	-

1. APOLOGIES

Apologies for absence were received from Tobi Ruth Adebekun.

Professor Jane Roscoe observed the meeting virtually.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 18 January 2023 were approved as a correct record.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

6. EXCLUSION OF THE PUBLIC

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 18 January 2023 were approved as a correct record.

8. **ARTS COUNCIL ENGLAND NPO BAND 2 2022/2023 EXTENSION YEAR QUARTER 4 UPDATE**

Members received a report of the CEO, Barbican Centre, providing an update on Quarter 4 of the ACE NPO Band 2 2022/23 extension year.

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

There was one question, on resource for creative activities.

10. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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

11. **DIRECTOR GROUP APPRAISAL**

Members received a report of the CEO, Barbican Centre, relating to appraisals for the Barbican Director Group.

The meeting ended at 14.25

Chair

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

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Committees: Finance & Risk Committee of the Barbican Centre Board – for decision Barbican Centre Board – for information Operational Property & Projects Sub Committee – for decision	Dates: 10 May 2023 17 May 2023 5 June 2023
Subject: Concert Hall Seating (02800132)	Gateway 6: Outcome Report Regular
Unique Project Identifier: 11901	
Report of: Barbican Centre Report Author: Harry Gravett – Project Manager	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

Summary

1. Status update	<p>Project Description: removal and replacement of barbican centre concert hall seating, including arm rests and aisle lighting.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to Committee)</p> <p>Costed Risk Provision Utilised: n/a (CRP was introduced after the last report to Committee)</p> <p>Final Outturn Cost: £528,270.02</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <p style="margin-left: 40px;">1) To note the lessons learned section of this report and approve formal closure of this project.</p>
3. Key conclusions	<p>Since the delivery of this project, the music department have had a reduction in number of instances whereby seats have required repairs due to damage and/or deterioration.</p>

	<p>It is considered that, due to the successful completion of this project, the barbican centre has reduced the likelihood of reputational damage due to complaints and/or injury caused by the condition of the concert hall seating.</p> <p>The project was delivered on time and within the agreed budget.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>4.1) The design of the project was adequately prepared for the delivery of the project.</p> <p>4.2) The seating was a like-for-like replacement therefore the design was considered already proven and fit for purpose.</p>
5. Options appraisal	<p>5.1) A gateway 1-4 outlined the possible options. The recommended and agreed option allowed the project to meet its objectives and provide long term value by:</p> <ul style="list-style-type: none"> - addressing ALL damaged/worn seating and avoiding further deterioration - delivering this work in one project/window which mitigated the need for multiple closure periods in the concert hall - providing VFM
6. Procurement route	<p>Services were procured via an open tender, managed by Commercial Services (formerly City Procurement). Three tenders were received and the results were reported in the gateway 5, approved by Chief Officer. The tender award criteria were based on a quality/price matrix of 60:40. The most economically advantageous supplier also received the highest overall ranking and was awarded the contract.</p>
7. Skills base	<p>The City of London project team had the required skills and experience to deliver this project.</p> <p>The barbican centre music department were a key stakeholder and heavily involved in the design and delivery.</p> <p>An external architect and M&E consultant were appointed to assist with the design and delivery.</p>

8. Stakeholders	Stakeholders were engaged throughout the project lifecycle. They were heavily involved in the design and delivery and kept informed and consulted on project progress. Stakeholders are satisfied with the project outputs/outcomes.
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Variation Review

9. Assessment of project against key milestones	Item	GW 1-4 Estimate	Actual
	Gateway 5 approval	<i>July/August 2017</i>	<i>18th August 2017</i>
	<i>Order placed</i>	<i>August 2017</i>	<i>27th September 2017</i>
	<i>Start on site</i>	<i>August/September 2017</i>	<i>October 2017</i>
	<i>Works Complete</i>	<i>March 2018</i>	<i>March 2018</i>
	10. Assessment of project against Scope	<p>The project was completed within the agreed programme.</p> <p>The Outcome Report has been delayed for several reasons but primarily due to a lack of resource.</p> <ul style="list-style-type: none"> - The original report author started as a temporary project manager in October 2019 as a third Barbican Centre PM however by November 2019 the other two PM's were no longer employed by the City. This necessitated 'live' projects taking priority over GW6 reports. - The lock down of the Centre due to Covid forced the two remaining officers (one temporary PM and Assistant PM) to concentrate their efforts into delivering as many projects as feasible whilst the Centre was accessible for contractors due to the Centre being closed. - The team continued to be understaffed until May 2022 - There are a backlog of Outcome Reports, due to lack of resource and turnover of staff, which require drafting and submitting. The current project team are working their way through these and have agreed a timetable with the Corporate Programme Office for when these reports will go to committee. <p>There was one minor change to scope. During the construction phase it was realised that access was required to the end of each row to allow pest control to maintain the bait boxes located there. This was a small cost change and did not impact the overall project budget or programme.</p>	

11. Risks and issues	No risks occurred during this project. CRP was not utilised in this project.
12. Transition to BAU	The project had a clear plan for transfer to business as usual. Once completed and off site, the seating was handed over and in use immediately.

Value Review

13. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost: £550,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £550,000																												
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<table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£26,205</td> <td>£24,201.50</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£10,000</td> <td>£0</td> </tr> <tr> <td><i>Works</i></td> <td>£508,940</td> <td>£501,068.52</td> </tr> <tr> <td><i>Purchases</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Building Control</i></td> <td>£1,400</td> <td>£0</td> </tr> <tr> <td><i>Costed Risk Provision</i></td> <td>n/a</td> <td>n/a</td> </tr> <tr> <td><i>Prototypes</i></td> <td>£7,000</td> <td>£3,000</td> </tr> <tr> <td><i>Other*</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Total</i></td> <td>£553,545</td> <td>£528,270.02</td> </tr> </tbody> </table> <p>The £1,400 allocated to 'Building Control' was not required. The end cost for 'Prototypes' was less than expected at GW5.</p> <p>The Final Account for this project has been verified.</p>				<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£26,205	£24,201.50	<i>Staff Costs</i>	£10,000	£0	<i>Works</i>	£508,940	£501,068.52	<i>Purchases</i>	£0	£0	<i>Building Control</i>	£1,400	£0	<i>Costed Risk Provision</i>	n/a	n/a	<i>Prototypes</i>	£7,000	£3,000	<i>Other*</i>	£0	£0	<i>Total</i>	£553,545	£528,270.02
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14. Investment	<i>Not applicable.</i>																															
15. Assessment of project against SMART objectives	<p>The project met its SMART objectives, listed below:</p> <ol style="list-style-type: none"> 1) Reduction in level of repairs and maintenance required to keep seating in a satisfactory condition. 2) The work was carried out without disrupting the operation of the concert hall. 3) The project was completed within budget. 4) The project was completed within the agreed programme. 																															
16. Key benefits realised	The key benefits, listed below, have been realised:																															

	<p>16.1) Improvement to our clients and patrons' comfort and to ensure that the audience numbers are maintained</p> <p>16.2) The centres reputation as a leading international venue for the world class arts and learning is maintained</p>
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Lessons Learned and Recommendations

17. Positive reflections	<p>17.1) Clear and effective communication between the project team and stakeholder ensured clarity on decisions made and project progress</p> <p>17.2) Detailed planning and programming helped to ensure a swift transition from BAU to construction phase and then back to BAU</p>
18. Improvement reflections	<p>18.1) The change to scope (bait boxes) was a minor change however this could have been mitigated by a closer inspection of the seating and better liaison with facilities department.</p>
19. Sharing best practice	<p>All reports (including this Outcome Reports) will be stored in the project file where project managers/users can refer to the 'Lessons Learned' section to help reduce risk and improve process of future projects.</p>
20. AOB	<ul style="list-style-type: none"> This project was initiated before the project coversheet was introduced to the gateway process therefore there is no coversheet to attach as an appendix.

Appendices

Appendix 1	n/a
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Contact

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