



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 7 SEPTEMBER 2020
Time: 1.45 pm
Venue: VIRTUAL NON-PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Tom Sleigh (Chair)
Deputy Dr Giles Shilson (Deputy Chairman)
Randall Anderson
Russ Carr
Deputy Wendy Hyde
Jeremy Mayhew
Emma Kane
Alasdair Nisbet

Enquiries: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/CS58aRAcGGE>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

a) **Risk Committee**

To approve the public minutes and summary of the Risk Committee meeting held on 22 January 2020.

For Decision
(Pages 1 - 4)

b) **Barbican Centre Board**

To receive the draft public minutes of the Board meeting held on 22 July 2020.

For Information
(Pages 5 - 14)

4. **PROJECTS UPDATE REPORT**

Report of the Director of Operations and Buildings.

(N.B. – To be read in conjunction with the non-public appendix at Item 10)

For Information
(Pages 15 - 22)

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

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

7. **EXCLUSION OF THE PUBLIC**

MOTION – 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 Part 1, of Schedule 12A of the Local Government Act.

For Decision

8. **NON-PUBLIC MINUTES**

a) **Risk Committee**

To approve the non-public minutes of the Risk Committee meeting held on 22 January 2020.

For Decision
(Pages 23 - 24)

b) **Finance Committee**

To receive the informal note of the Finance Committee meeting held on 6 July 2020.

For Information
(Pages 25 - 30)

- c) **Barbican Centre Board**
To receive the draft non-public minutes of the Board meeting held on 22 July 2020.
- For Information**
(Pages 31 - 34)
9. **COVID-19 SITUATION UPDATE**
Report of the Chief Operating and Financial Officer.
- For Decision**
(Pages 35 - 52)
10. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**
To be read in conjunction with the report at Item 4.
- For Information**
(Pages 53 - 56)
11. **BUSINESS REVIEW - AUGUST 2020 (PERIOD 4 - 20/21)**
Report of the Chief Operating & Financial Officer.
- For Information**
(Pages 57 - 62)
12. **COMMERCIAL UPDATE**
Report of the Chief Operating & Financial Officer.
- For Information**
(Pages 63 - 68)
13. **BUSINESS PLANNING UPDATE**
Oral update - the Chief Operating & Financial Officer to be heard.
- For Information**
14. **PROGRAMMING RISK REGISTER**
Report of the Interim Artistic Director.
- For Information**
(Pages 69 - 78)
15. **RISK UPDATE**
Report of the Director of Operations and Buildings.
- For Information**
(Pages 79 - 94)
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 22 January 2020

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 January 2020 at 9.30 am

Present

Members:

Deputy Tom Sleigh (Chair)	Deputy Wendy Hyde
Deputy Dr Giles Shilson (Deputy Chairman)	Alderman David Graves
Russ Carr	Alasdair Nisbet

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Jonathon Poyner	-	Director of Operations and Buildings, Barbican Centre
Louise Jeffreys	-	Artistic Director, Barbican Centre
Sarah Wall	-	Group Accountant, Barbican Centre
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Nick Adams	-	Senior Policy & Communications Manager, Barbican Centre
Cirla Peall	-	Audit Manager, Chamberlain's Department
Leanne Murphy	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Judith Pleasance.

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

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 4 November 2019 were approved as a correct record.

4. HEALTH AND SAFETY ANNUAL UPDATE

The Committee received a report of the Director of Operations and Buildings providing an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2020.

Members were advised that work with the Alliance with the Guildhall School was progressing well and that the Alliance would be auditing all departments for the 2020 Certificate of Assurance to further build and encourage the one team approach.

RECEIVED.

5. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit providing an update on Internal Audit activity undertaken at the Barbican Centre between November 2019 and January 2020. The following comments were made:

With regards to the Audit of Data Security, Members were advised that good progress had been made since Terms of Reference finalisation and the audit fieldwork had been completed. An exit meeting would be held ahead of draft report preparation.

Members were provided with a summary of live high priority recommendations with a comparison of latest revised target dates to the original agreed dates. It was noted that a recent corporate follow-up exercise confirmed the status of all high priority recommendations due for implementation by 31 December 2019. The Audit & Risk Management Committee were due to consider the detailed outcome at its meeting on 28 January and the expectation was that there would be focus on implementation slippage. The Centre had two audits where such slippage had occurred, and implementation timescales had been exceeded.

Members queried how it was ensured that the right frameworks were in place to support the Centre which sat outside normal Local Authority operations and required a commercial focus, the Centre being a significant income generator. Members were advised that the City Corporation had mixture of Internal Audit expertise to cover all of its operations comprising an in-house team and an external partner (Mazars).

A Member was concerned that risk slippage would cause a reputational risk as the Barbican Centre could be perceived as being out of control. Members stated that the brief Barbican management explanation in the report made it appear like there had been no progress in the last six months since previous updates. Members were advised that two audit areas had suffered implementation slippage: Visitor Experience and Retail and Bars. Officers advised that Visitor Experience was being realigned with the Barbican Centre's Strategic Plan and a new retail system with enhanced controls had been sourced and would be implemented in the summer. In the meantime, the current system for stock control was functioning but largely manual and spreadsheet based which was open to duplication.

A Member noted that 10 of 12 high priority recommendations had significantly overrun from their original target dates and that members would always want a full explanation in order to understand the issues and ensure better outcomes. The Deputy Chairman stated that information was required in reports from the Barbican Centre's management, not the Internal Audit Team, to provide detail in order for Members to adequately understand risks and the reasons for any slippage. Officers agreed that reports would be reviewed on how implementation slippage and the resulting risks were presented so as to ensure the ongoing narrative and reassurance were provided.

It was noted that implementation of the new ticketing system was a huge focus for Officers which had taken precedence over other priorities such as the stock

system. This system was chosen in November and it was planned that it would be implemented in January; however, sickness and loss of staff in the Procurement Team had delayed the tendering process. Members highlighted the need to know these details to understand delays. The Chair requested that Officers take the same discipline as used with non-compliant waivers.

Members were advised that a report was going to the next Audit & Risk Committee which, subject to approval, would move to a new follow-up approach. Internal Audit expected to be able to focus on the change in assurance from the time of original audit to the time of follow-up. The Chair agreed to discuss recommendations follow-up reporting with the Chairman of the Audit & Risk Committee.

A Member noted that the Centre could use the various data sources to carry out risk studies, which could in turn provide interesting/useful analysis. Members agreed that there were opportunities to explore resources, including the website and social media, which could change how certain risks were prioritised or viewed.

RESOLVED – That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation.

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

There were no questions.

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

There were no urgent items.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) 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 Part 1 of Schedule 12A of the Local Government Act.

Item No.
9-13

Paragraph No.
3

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 4 November 2019 were approved as a correct record subject to the rewording of two points for clarification.

10. **PROGRAMMING RISK REGISTER**

The Committee received a report of the Artistic Director concerning potential

risks associated with forthcoming programmed activities at the Barbican Centre along with a Programming Controversial Risk Register.

11. **RISK UPDATE**

The Committee received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 10.20 am

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

BARBICAN CENTRE BOARD

Wednesday, 22 July 2020

Minutes of the virtual public meeting of the Barbican Centre Board held on
Wednesday, 22 July 2020 at 11.00 am

Present

Members:

Deputy Tom Sleigh (Chair)	Deputy Tom Hoffman
Deputy Dr Giles Shilson (Deputy Chairman)	Deputy Wendy Hyde
Stephen Bediako	Emma Kane (Ex-Officio Member)
Russ Carr	Vivienne Littlechild
Zulum Elumogo	Graham Packham (Ex-Officio Member)
Alderman David Graves	Judith Pleasance
Gerard Grech	Jenny Waldman

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, The Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	-	Director of Development, Barbican Centre
Leonora Thomson	-	Interim Artistic Director, Barbican Centre
Sean Gregory	-	Director of Innovation & Engagement, Barbican Centre
Jo Davis	-	Head of Retail, Barbican Centre
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Phil Newby	-	Head of Marketing, Barbican Centre
Jane Alison	-	Head of Visual Arts, Barbican Centre
Nick Adams	-	Acting Head of Communications, Barbican Centre
Andrew Buckingham	-	Communications Team, Town Clerk's Department
Leanne Murphy	-	Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Lucy Musgrave, Wendy Mead and Alderman William Russell.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court, appointing the Board and setting its terms of reference, was received.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order No.29, the Board proceeded to elect a Chairman for the ensuing year. The Town Clerk read a list of Members eligible

to stand and Deputy Tom Sleigh, being the only Member expressing his willingness to serve, was duly elected as Chair.

The Chair thanked Members for their support and was pleased to be democratically elected as Chairman of the Board instead of being in the role as Acting Chair.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk read a list of Members eligible to stand and Deputy Giles Shilson, being the only Member expressing his willingness to serve, was duly elected as Deputy Chairman.

6. **BOARD MINUTES**

The public minutes and summary of the Board meeting held on 20 May 2020 were approved as a correct record.

7. **OUTSTANDING ACTIONS**

The Board noted the various outstanding actions and the updates provided thereon. The Town Clerk confirmed that the Covid-19 pandemic had significantly impacted the work plan for Board meetings in 2020/21 and would be updated following decisions at this meeting.

8. **BOARD APPOINTMENT**

The Board considered a report of the Town Clerk proposing an appointment suggestion for the Barbican Centre Board.

Members were informed that the Nominations Committee had considered and approved the recommendation to appoint Zulum Elumogo to the Board at their meeting today. Members were impressed by the candidate and were happy to approve the recommendation.

RESOLVED – That Members approve the appointment of Zulum Elumogo to the Board for an initial term of three years.

Zulum Elumogo joined the meeting at this point following his Board appointment.

9. **APPOINTMENT OF SUB-COMMITTEES**

The Board considered a report of the Town Clerk concerning the appointment of its various sub-committees for the coming year.

RESOLVED - That:-

- Approve the merger of the Finance and Risk Committees to form the Finance and Risk Committee;
- Approve the Terms of Reference and composition of the Board's Sub Committees;

- The Reference Sub-Committee be terminated as it no longer serves a purpose;
- The Chairman would continue representing the Board on the Culture Mile Working Party;
- The Terms of Reference for the Finance and Risk Committee and Nominations Committee of the Barbican Centre Board be agreed; and
- The following Memberships be agreed: -

Finance and Risk Committee of the Barbican Centre Board

Deputy Tom Sleigh (Chair of the Board)
 Deputy Dr Giles Shilson (Deputy Chairman of the Board)
 Jeremy Mayhew (Finance Committee representative)
 Emma Kane (Chairman of the Barbican Centre Trust)
 Alisdair Nisbet (Barbican Centre Trust)
 Randall Anderson
 Russ Carr
 Deputy Wendy Hyde

Nominations Committee of the Barbican Centre Board

Deputy Tom Sleigh (Chair of the Board)
 Deputy Dr Giles Shilson (Deputy Chairman of the Board)
 Lucy Musgrave
 Jenny Waldman

10. MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas. The following comments were made:

- The Art Gallery and Conservatory had reopened to the public receiving 5,149 visitors. The Barbican Library reopened on Monday receiving 354 visitors.
- The Managing Director confirmed that whilst a thriving Centre remained the aim, there was a need to manage the speed and degree of return and a phased pattern was needed to ensure safety in line with Government guidelines.
- Developing the digital offer has remained pivotal and cinema on demand had now launched requiring cross-team working.
- The Creative Learning programme has moved into a blended model with improved digital content and strong Partner collaboration.
- The Barbican and Guildhall School jointly hosted an online workshop around 'Civic Conservatoire / Civic Urbanism' following the cancelled joint Board away day in March. The Town Clerk agreed to circulate the

workshop recording to Members. The Deputy Chairman stated that the civic workshop was very inspiring and suggested that there should be more workshops of this kind.

- It was noted that a workshop would take place tomorrow looking at how the Centre could refresh and progress thinking on technology which would include a range of staff inputting.
- Members were informed that the aim remained to create an environment that enables and inspires, and that management across the creative alliance with the Guildhall School continued to ensure this was delivered in a compliant, appropriate and efficient way.
- The Director of Operations and Buildings thanked the engineers and operational staff for their continued hard work throughout the building which ensured the reopening of the Barbican. Local residents were also thanked for their patience whilst works continued. The Chair echoed this thanks and appreciation on behalf of the Board and was happy that visitors were returning to the Centre.
- The Managing Director stated that the closure of the Centre had meant a significant loss of income and opportunity, but new opportunities were being explored following the gradual reopening. It was acknowledged that Board networks and sponsorship from all avenues were invaluable, e.g. a Patron-sponsored concert would take place in the Hall in autumn, and advice was encouraged to help develop growth. Large funding applications and funding opportunities were currently on hold or had been turned down which was also a huge impact on the Centre.
- The Managing Director voiced gratitude to the City Corporation for their support ensuring continuity and acknowledged that the Barbican was not in the same position as other arts organisations due to this support.
- A Member highlighted the importance of supporting the Arts at this difficult time and enquired if many people had refused refunds. Members were advised that the Centre and its events programme was complex and therefore there was no straightforward donation option for the first wave of refunds. It was hoped there would be more donations in the second wave of refunds.
- A Member asked that finances be considered from the perspective of the Barbican as an employer and provider of opportunities for artists and freelancers. The Centre had an important role in the UK for the artistic community and these responsibilities should be considered as well as financial implications.

RESOLVED – That Members endorse Management’s approach to the future activities of the Centre.

11. **EQUALITY AND INCLUSION UPDATE**

The Board considered a joint report of the Head of HR, Interim Artistic Director and Director of Innovation and Engagement providing the annual Equality and Inclusion update on the work underway to develop a new strategy for 2020 onwards.

Officers acknowledged that whilst there had been some good progress since last year, the timeliness of reviewing equality and inclusion was more significant than ever following the recent impact of the BLM movement highlighting how much more needed to be done. The Barbican has since initiated Listen and Learn sessions for BAME staff to input into and a Taskforce is being set up to review work practices and recommend future action.

The Chair of the Barbican Centre Trust advised that greater diversity of Trustees was also important, and she hoped that when she stepped down as chair this would allow new talent to emerge.

The Chair advised Members that the City Corporation's Tackling Racism Taskforce (TRT) was working quickly on all issues and encouraged the Team to input on issues within the cultural workstream that was in development.

A Member was concerned that separate BAME groups and networks were another form of segregation for BAME staff and colleagues and felt that groups should be open to all. Several Members disagreed with this view and a Member stated that affinity groups were considered good practice and a safe space for the group in question find their voice and space within an organisation. The Member added that since joining the Board, he had and would continue to explore the diversity question and highlighted the importance of diversity of perspective as morally right and creating value in a post-Covid world. It was accepted that there was privilege on the Board, and they should look at what others were doing better to understand what racism was and to ensure diverse content. The Chair agreed and wanted the Board and the Barbican to be truly diverse in all aspects.

A Member advised that it was common for organisations to have BAME networks as they were safe spaces to express solidarity. It was noted that the LSE BAME Network took research to senior staff concerning BAME frontline staff who were predominantly BAME and more likely to die from Covid-19 which forced development of mitigations in practice.

A Member recommended looking across the piece at staff at all levels and how frequently the Board considered issues of diversity and inclusion. Members agreed this should be a more important part of the narrative and requested more regular information on these issues to ensure progress was being monitored. A Member added that options including best practice in the industry should also be included. Officers agreed that on top of the annual equality and inclusion update, information could be included within the Management report for each meeting.

The Chair advised that he planned to do a full review of what reports the Board received and how frequently they should come.

A Member was interested in diverse content, how it was selected and diversity figures on audiences. Members were advised that the previous Artistic Director had pushed heavily for diverse content in programming and this would continue for all artforms. It was acknowledged that more could be done in areas such as classical and this was being thought about by curators.

A Member emphasised that whilst programming was changing, there was still a struggle for good diversity data in the industry and welcomed examples from other arts organisations. Officers agreed that whilst this was a gap in the industry, others were able to provide more information because they were stand-alone organisations. The Centre was proactively working to overcome this, and it was agreed that just because something was complicated, it should not be a barrier. A Member requested that this data be brought to the Board annually to show what had been achieved and to help diversify the programme and ultimately audiences.

RESOLVED – That Members endorse the proposed way forward.

12. **VISUAL ARTS ANNUAL REPORT**

The Board received a report of the on Interim Artistic Director providing an overview of the Visual Arts department's current areas of activity and strategic focus, outlining the impact of our programme over the past year, and points to key future strategic initiatives.

The Head of Visual Arts advised that she was proud of the team as the department had managed to achieve great continuity in comparison to peers in other organisations who had been furloughed. Before the lockdown, huge audiences were being achieved from touring exhibitions. The postponement and cancellation of planned 2020 exhibitions had had a major financial impact, but the team were keen to overcome this challenging time and improve diversity and gender balance of the upcoming programme.

A Member queried why the Into the Night exhibition was hugely successful in Vienna but not in the UK. Officers advised that it may not have delivered as it tried to do too much and there were possible misjudgements in how it was titled and marketed, leading to mixed reviews.

A Member noted the huge success of Basquiat and asked what the Centre did right so this success could be replicated. It was noted key learning from successes was important, but that Basquiat was a cult figure with a huge following with broad appeal which made the exhibition hard to replicate. It was hoped the upcoming programme would inspire success with great diversity and young audiences.

RECEIVED.

13. **PROJECTS UPDATE**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment

projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

The Chair noted that he had recently visited the Centre to observe the projects that had been completed during lockdown and the new carpet looked great.

RECEIVED.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

16. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) 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 Part 1 of Schedule 12A of the Local Government Act.

Item No.
17-31

Paragraph No.
3

17. NON-PUBLIC BOARD MINUTES

The non-public minutes of the Board meeting held on 20 May 2020 were approved as a correct record.

18. INFORMAL NOTE OF THE FINANCE COMMITTEE

Members received the draft informal note of the Finance Committee meeting held on 6 July 2020.

19. VISUAL ARTS: NON-PUBLIC SECTION AND APPENDICES

The Board received the non-public Visual Arts update and appendices to be read in conjunction with item 12.

20. PROJECTS UPDATE: NON-PUBLIC APPENDIX

The Board received the non-public Projects Update appendix to be read in conjunction with item 13.

21. COVID-19 - SITUATION UPDATE

The Board considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

22. BARBICAN CENTRE CAPITAL CAP PROGRAMME - ANNUAL REPORT (2020)

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Capital Cap system funding many construction/refurbishment and other projects at the Barbican Centre.

23. **MARKETING AND COMMUNICATIONS ANNUAL REPORT**
The Board noted a report of the Interim Artistic Director regarding the Barbican Marketing and Communications Annual Report.
24. **UPDATE ON CATERING AND BARS 2019/20**
The Board noted a report of the Chief Operating & Financial Officer providing a progress update on Catering and Bars 2019/20, outlining the performance and issues of 2019/20 and the proposals going forward.
25. **UPDATE ON BARBICAN GUILDHALL CREATIVE ALLIANCE**
The Board noted a report of the Director of Innovation & Engagement providing Members with an update on the current status of the Barbican Guildhall Creative Alliance, following a strategic review and development of a new Framework, to promote and programme mutual benefit-driven collaborative projects.
26. **RETAIL PERFORMANCE 2019/20 UPDATE**
The Board noted a report of the Chief Operating and Financial Officer providing Members with an overview of the retail operation in 2019/20 (covering the foyer shop, gallery shop and online), an update on progress made following the retail review in November 2018 and the response to the Covid-19 pandemic so far.
27. **PROGRAMMING RISK REGISTER**
The Board received a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.
28. **RISK UPDATE**
The Board considered a report of the Director of Operations and Buildings updating Members on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.
29. ***BARBICAN BUSINESS REVIEW - MAY 2020 (PERIOD 2 - 20/21)**
The Board considered a report of the Chief Operating & Financial Officer setting out the Business Review for the May 2020 (Period 2 – 20/21) accounts.
30. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
31. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC IS EXCLUDED**
There was one item.

The meeting ended at 1.45 pm

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

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Agenda Item 4

Committee(s) Finance and Risk Committee of the Barbican Board – For information Barbican Board – For information	Date(s): 7 September 2020 16 September 2020
Subject: Barbican Centre Projects Update Report	Public
Report of: Jonathon Poyner – Director of Operations and Buildings	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. This paper provides a progress and financial status report on the Barbican refurbishment and maintenance projects. The majority of current projects are funded through the Cyclical Works Programme (CWP) budget. The budget for the remaining projects are either Additional Funds for City Fund Properties, Non-Cap and Corporate Security and Investment Project (Capital Reserves).
2. The Centre currently has 50 CWP projects approved. The funding for the latest 24 of these became available from the 1st April 2020.
3. There are two outstanding projects which were approved for the Barbican Centre in the 2017/18 CWP budget. These two projects were scheduled for completion by 31st March 2020 when funding ceased. However the two projects have been extended due to difficulties caused by the Covid-19 pandemic. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
4. Two new capital projects were approved for 2020/21 as detailed in the report.
5. The City Surveyor is now managing the fire safety projects and has adopted a new approach to complete ALL the projects in a combined manner based on a new fire strategy.
6. The financial information on each project is given in a separate appendix for the non-public section due to commercially sensitive information.

Recommendation(s)

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

Main Report

Background

1. Each year, the budgets for refurbishment and maintenance projects at the Centre are funded from the Cyclical Works Programme (CWP). The CWP process replaced the former ring-fenced Capital Cap System, ensuring projects are funded and managed consistently and in the same way as other properties across the Corporation.

Current Position

CWP projects

2. CWP projects must be completed within three years from when the budget becomes available. The Centre has 50 approved CWP projects; 2 are outstanding from April 2017, 10 have commenced in 2018, 14 have commenced in 2019 and 24 have commenced in this new financial year. In total, 4 of these projects are complete*; the status of the remaining 46 CWP projects is detailed in the tables below.

*Project main works complete but snagging outstanding.

CWP PROJECTS APPROVED 2017/18			
(Completion required March 2020)			
Ref.	Project Title	Last Gateway	Comments
107	Public Spaces Carpet Replacement	5	Work to ground floor is complete. Centre currently looking at programme for a 3 rd phase which sees the Mezzanine level and staircase carpet replaced. Likely to take place end of August/ beginning of September 2020.
117	Cinema 1 Refurbishment	5	Works delayed due to supply issues caused by Covid-19 pandemic. Now due to complete by 1 st September.

CWP PROJECTS APPROVED 2018/19 (Completion required March 2021)			
Ref.	Project Title	Last Gateway	Comments
126	Replace Stage Risers – Concert Hall	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
127	Reverse Engineering Exercise	1/2	Some works completed following Art Gallery Environmental Controls project. Remainder of project at feasibility stage.
128	Main Art Gallery Flooring**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
129	Main Art Gallery Walls Resurface**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
130	Sand & Seal Concert Hall Woodblock Flooring	0	Scope of works has been drafted and multiple site visits have been carried out with framework contractor. The Centre has a 5-week window to carry out the work. Conversations ongoing with framework contractor regarding whether this is a big enough window to deliver project.
131	Electrical DB Replacements	0	Project at initiation stage
132	Redecorate Foyer Walls	0	Project scope is being confirmed. Works due October.
133	Redecorate Concert Hall Walls	0	as per item 130.
134	Replace Doors to BK Restaurant.	0	Planning application has been submitted. Awaiting comment/approval from Planning Department.
135	Theatre Fume & Dust Extract	5	Project complete. Final account verified. Outcome report to be drafted.

**** Projects combined to form 'Art Gallery 2019'.**

CWP PROJECTS APPROVED 2019/20 (Completion required March 2022)			
Ref.	Project Title	Last Gateway	Comments
145	AHU's Phased Maintenance	n/a	Project not started.
146	Staircase 8 Refurbishment	n/a	Project not started.
147	Auditoria 1&2 Seating	1/2	Due to be tendered in the autumn, works dependent on Business Events bookings. Works will either be in December or next spring.
148	Garden Room Flooring	2	Consultants have been appointed to evaluate flooring options to this and other public spaces.
149	Exhibition Halls BMS System Replacement	n/a	Project has been placed on hold because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project has been let and works to be completed by October
151	Heating Feasibility Study for Level 0&1 Restaurants	n/a	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	n/a	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
153	Level 4 Heating Replacement	4	Consultant appointed. Feasibility report produced. Stage 3 designs complete. Next steps listed building consent and detailed plans. Works may have to be deferred to 2021 depending on Centre programme in Autumn.
154	Cinemas 2&3 Internal Decorations & Minor Works	1-4	Tender in process of being evaluated prior to gateway five approvals
155	Electrical Distribution Boards	n/a	Project not started.
156	Sunken Bars Refurbishment	n/a	Project not started.
157	Toilets Refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently being drafted.

158	Cinemas 2&3 External Decorations	1-4	Works to be combined with 154, above.
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CWP PROJECTS APPROVED 2020/21 (Completion required March 2023)			
Ref.	Project Title	Last Gateway	Comments
159	Frobisher Crescent Level 4 Environmental Controls	n/a	Project not started.
160	Lakes De-silting	n/a	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	n/a	Project not started.
162	Theatre Lighting, wiring and controls	n/a	Project not started.
163	Concert Hall Lighting, wiring and controls replacement	n/a	Project not started.
164	Lift refurbishment - 1st phase	n/a	Project not started.
165	Diverter solid pumps	n/a	Project not started.
166	Public spaces replacement lighting, wiring and controls - 1st phase	n/a	Project not started.
167	Phased programme - replace valves & pneumatic actuator and controls	n/a	Project not started.
168	Public toilets refurbishment (include equality access)	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently being drafted.
169	Theatre Toilets/changing rooms refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently being drafted.

170	Cinemas 2/3 Refurbishment Cinemas seats	5	works due to take place during December 'down' time
171	Commercial - refrigeration plant	n/a	Project not started.
172	Dock floor repairs	n/a	Project not started.
173	Sculpture Court Repairs to damaged sculpture court tiling	n/a	Project not started.
174	Theatre Fly Tower Roof Replacement	n/a	Project not started.
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	n/a	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	n/a	Project not started.
177	Replace Shutters in Level 1 Bars	n/a	Project not started.
178	Goods Lift Replacement (Service Art Gallery)	n/a	Project not started.
179	Level -2 - Replace non fire-retardant wall covering	5	Installation works have been let under the new schedule 15 procurement route. Works to complete by 2/9/20
180	Lakeside – Refurbishment of External Furniture	n/a	Project not started.
181	Conservatory – Heat Exchanger Isolation Valves	n/a	Project not started.
182	Curve Gallery Humidifier	n/a	Project not started.

3. The table below sets out the current position of the Centre's 9 Additional Capital Fund for City Fund Properties projects:

Additional Funds for City Fund Properties				
Ref.	Project Title	Gateway Stage	Comments	
136	Emergency Lighting Systems	2	City Surveyor is now managing project. The project manager is taking a holistic approach and is creating a team of specialist consultants to review the entire fire strategy to include the component projects listed and will report back to the service committee and Projects Sub Committee about the next steps. A project board has been set up to oversee this project.	
137	Fire Stopping/Compartmentation	2		
138	Upgrade/ Replacement of Fire Doors	2		
139	Fire Safety Plant Interfaces	0		
140	Fire Safety Signage	2		
141	Sprinkler Systems	2		
142	Fire Alarm Systems	0		
144	Electrical Infrastructure	0		
143	Fire Precaution Works (part of Art Gallery 2019)	5		This project was integrated into the Art Gallery 2019 and is now complete (see project no 124A above).

Current position (Non-CAP, Security and Investment projects)

4. A summary of the Centre's Non-Cap, Security and Investment projects are set out in the table below:

Project Title	Gateway Stage	Comments
*CCTV	5	Works are complete, with the exception of some areas where Listed Building Consent is outstanding and CCTV works in the Art Gallery (A current art exhibition prevented building works during lockdown).
*Access Control	5	Works are complete, with the exception of some areas where Listed Building Consent is outstanding and CCTV works in the Art Gallery (A current art exhibition prevented building works during lockdown).
*Hostile Vehicle Mitigation	5 3-4	Silk Street Entrance bollards – Works complete. Remaining works - design in progress. Start on site date not yet confirmed.

* These projects are managed by the City Surveyor's Department.

Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	0	Project not started
Art Gallery Chiller Replacement	2	Consultant's brief currently in draft.

Corporate & Strategic Implications

5. Projects delivered at the Centre consist of major repairs to building fabric and plant or major improvement schemes. These projects contribute to the City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

Conclusion

6. The Centre currently has 50 live CWP projects. In total, 4 of these projects are complete; the status of the remaining 46 CWP projects is detailed in the above report.
7. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) is also detailed in the above report along with any Investment, Non-CAP, Security and Capital projects.

Appendices

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

Background Papers

Barbican Centre Project update reports from September 2017 – July 2020.

Cornell Farrell

Head of Engineering and Projects

T: 0207 382 7322

E: Cornell.Farrell@barbican.org.uk

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