



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 2 NOVEMBER 2020
Time: 1.45 pm
Venue: VIRTUAL 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

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/kaozNaBBhtQ>

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John Barradell
Town Clerk

AGENDA

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the last meeting held on 7 September 2020.
For Decision
(Pages 1 - 4)
4. **INTERNAL AUDIT UPDATE**
Report of the Head of Audit & Risk Management.
For Information
(Pages 5 - 16)
5. **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 11)
For Information
(Pages 17 - 26)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **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
9. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the last meeting held on 7 September 2020.
For Decision
(Pages 27 - 32)
10. **COVID-19 SITUATION UPDATE**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 33 - 50)
11. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**
To be read in conjunction with the report at Item 5.
For Information
(Pages 51 - 54)

12. **BUSINESS REVIEW - SEPTEMBER 2020 (PERIOD 6 - 20/21)**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 55 - 60)
13. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the Interim Artistic Director.
For Information
(Pages 61 - 72)
14. **RISK UPDATE**
Report of the Director of Operations and Buildings.
For Information
(Pages 73 - 112)
15. **REPORT OF ACTION TAKEN**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 113 - 114)
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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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 7 September 2020**

Minutes of the virtual meeting of the Finance and Risk Committee of the Barbican Centre Board held on Monday, 7 September 2020 at 1.45 pm

Present

Members:

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

Officers:

Sir Nicholas Kenyon	-	Managing Director, 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
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Matt Lock	-	Head of Audit & Risk Management, Chamberlain's Department
Leanne Murphy	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Jeremy Mayhew.

The Chair began the meeting by stating that the merger of the Finance and Risk Committees was considered to be a sensible move due to the concurrent and often overlapping themes that were being considered separately. It was hoped that the merger would bring a more streamlined approach for both Members and Officers. It was agreed that the Board Chairman would chair this Committee as opposed to the Deputy Chairman who previously chaired the Risk Committee. Audit and Risk colleagues were content with this arrangement; however, the Chair advised this would be reviewed if challenged in the future.

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

There were no declarations.

3. MINUTES

3.1 Risk Committee

The public minutes of the Risk Committee meeting held on 22 January 2020 were approved as a correct record.

Following discussions at the last meeting, a Member requested an update on the new follow-up approach to recommendations. The Head of Audit and Risk Management confirmed that a new approach was being used across the City Corporation's entire portfolio of Internal Audit work which had been shared with the Chair and Deputy Chairman. The Town Clerk agreed to circulate this information with Members.

The Head of Audit and Risk Management provided a summary of the changes explaining that there had been a move from looking at individual recommendations when due to undertaking a consolidated follow-up of all recommendations on an audit by audit basis. This new approach allowed for the impact of the implementation/non-implementation of recommendations to be considered in the round and for a revised assurance opinion to be provided for each auditable area. Members were informed that this would improve the Committee's ability to properly scrutinise and challenge if necessary.

A Member highlighted that significant issues were raised at the last meeting and whilst priorities had changed since January due to Covid-19, it was important to have an update on all open issues, e.g. the new retail and bars system. The Head of Audit and Risk Management confirmed that there were currently two Audit reviews with open recommendations where implementation dates have passed and two further follow-up reviews had been completed in the last few weeks with all recommendations found to be implemented. It was agreed an update on follow-up activity would come to the next meeting.

3.2 Barbican Centre Board

The draft public minutes of the Barbican Centre Board meeting held on 22 July 2020 were noted.

4. PROJECTS UPDATE REPORT

The Committee 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.

Members were advised that there had been great progress with outstanding projects and the carpet refurbishment at the Centre looked great. The Director of Operations and Buildings gave thanks to staff, engineers and the City Surveyors team for their hard work and assistance completing projects and to residents for their patience whilst they took place.

RECEIVED.

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

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

7. **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.

8. **NON-PUBLIC MINUTES**

8.1 **Risk Committee**

The draft non-public minutes of the Risk Committee meeting held on 22 January 2020 were approved as a correct record.

8.2 **Finance Committee**

The informal note of the Finance Committee meeting held on 6 July 2020 was noted.

8.3 **Barbican Centre Board**

The draft non-public minutes of the Barbican Centre Board meeting held on 22 July 2020 were noted.

9. **COVID-19 SITUATION UPDATE**

The Committee 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.

10. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**

The Committee received the non-public Projects Update appendix to be read in conjunction with item 4.

11. **BUSINESS REVIEW - AUGUST 2020 (PERIOD 4 - 20/21)**

The Committee considered a report of the Chief Operating & Financial Officer setting out the Business Review for the August 2020 (Period 4 – 20/21) accounts.

12. **COMMERCIAL UPDATE**

The Committee noted a report of the Chief Operating & Financial Officer setting out the impact of Covid-19 on the Barbican's commercial activities, the mitigating steps being taken to minimise lost income and strategies for business recovery.

13. **BUSINESS PLANNING UPDATE**

The Committee received an oral update from the Chief Operating & Financial Officer providing an update on business planning.

14. **PROGRAMMING RISK REGISTER**

The Committee 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.

15. **RISK UPDATE**

The Committee 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.

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

There were no questions.

17. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 3.03 pm

Chairman

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Committee(s)	Dated:
Finance & Risk Committee of the Barbican Centre Board	02/11/2020
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Head of Audit & Risk Management	For Information
Report author: Cirila Peall, Audit Manager	

Summary

This report has been prepared to provide Members with an update in respect of Internal Audit activity related to the Barbican Centre, the last written submission having been made to the January 2020 meeting of the Barbican Risk Committee. Audit Plan delivery has been completed for 2019-20 and is progressing in respect of 2020-21. Five audit reports have been finalised since the January 2020 update, one draft report has been issued and two audits are at fieldwork stage.

There has been recent follow-up activity in respect of three audits as part of the corporate follow-up arrangements. As at mid-October 2020 there are no live red priority recommendations and seven live amber priority recommendations which have exceeded their original target dates for implementation. Revised target dates have been supplied for these recommendations due to slippage in implementation timescales.

Recommendation(s)

Members are asked to:

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

Main Report

Background

1. The Barbican Finance & Risk Committee receives updates in respect of delivery of Internal Audit work and the implementation of Audit recommendations.

2. A summary of outcomes is reported for finalised audit work i.e. where full management responses have been received and agreed, and there is a reminder of the scope of audit for those audits where draft reports have been issued and management responses are awaited.
3. In terms of high priority recommendations, this report provides Members with the latest implementation position, based upon information received from the Barbican Centre and audit follow-up undertaken.

Current Position

Delivery of Internal Audit Work

4. Five Barbican audits have been finalised since the last formal update report (January 2020) and summary outcomes are reported below. Finalisation of these audits concludes delivery of the 2019-20 Plan, as outlined in **Appendix 1**.

Business Event Programming: Decision-Making, Evaluation & Contracting

5. The audit provided **substantial assurance** that mechanisms were in place to safeguard the Barbican Centre's interests in terms of business event programming, decision-making and evaluation, to ensure alignment with strategic aims. No audit recommendations were made.

Artistic & Creative Learning Event Programming: Decision-Making & Evaluation

6. The audit provided **substantial assurance** over the decision-making processes related to event programming, including: risk assessment, approval arrangements and demonstration of alignment with the strategic vision and associated goals, as well as the monitoring and reporting of event activity to senior management to enable evaluation of outcomes, including financial performance, against the Barbican's strategic goals. No audit recommendations were made.

Artistic & Creative Learning Events: Contracting

7. The audit provided **moderate assurance** in respect of contractual arrangements for every event type setting out the responsibilities of each party, financial terms and cancellation procedures, as well as the mechanisms for ensuring that contractual requirements are met.

Recommendations	Red	Amber	Green	Total
Number Made:	0	1	7	8

8. All eight recommendations were agreed by Barbican management and will be subject to Internal Audit follow-up in November 2020.

Data Security

9. The audit provided **moderate assurance** in respect of the arrangements for mitigating the risk of cyber security breach and the provisions for managing both current and emerging issues.

Recommendations	Red	Amber	Green	Total
Number Made:	0	2	4	6

10. All six recommendations were agreed by Barbican Management. A follow-up review has already been completed and evidence has been supplied to Internal Audit to demonstrate implementation of the two high priority (amber) recommendations.

Development: Corporate Memberships & Sponsorship

11. The audit provided **moderate assurance** in respect of controls over the income generated in respect of Corporate Sponsorship and Corporate Memberships, consideration of value for money in the administration of these fundraising schemes, and mechanisms for ensuring that such fundraising activities are in line with the Barbican's Strategic Plan and the Corporate Plan.

Recommendations	Red	Amber	Green	Total
Number Made:	0	3	1	4

12. All four recommendations were agreed by Barbican Management and will be subject to Internal Audit follow-up in November 2020.

Work in Progress

13. The status of 2020-21 Plan delivery is outlined in **Appendix 2**. The profile of delivery across the year has been impacted by COVID-19 and internal factors impacting available Internal Audit resources. Progress to date includes the issue of a draft report in respect of an audit of Bars and a management response is awaited. The scope of audit was to review the adequacy of arrangements in place related to income collection, stock control and overall profitability, including controls to mitigate the risk of fraud.
14. Fieldwork is underway in respect of two audits: Barbican Centre Security and a combined audit of Guildhall School of Music and Drama and Barbican Facilities Management; these audits were initiated in March 2020 and put on hold at the request of Barbican management to enable the Centre to focus on its COVID response.
15. Internal Audit will continue to liaise with Barbican management to plan the remaining assignments and scope audit coverage to enable the provision of an annual opinion on the adequacy of the City of London Corporation's system of internal control.

Live High Priority Recommendations

16. In addition to the Data Security audit referred to above, follow-up exercises have recently been completed in respect of three audits and the outcomes are set out below:

Audit:	Retail & Bars				
Final Report Date:	31/05/2018	Issues Raised:	11	Original Assurance Rating:	Limited
Follow-up Review	01/09/2020	Issues Resolved:	11	Revised Assurance Rating:	Substantial

17. Four amber priority recommendations were outstanding at the time of follow-up; in response to the follow-up outcome report, Barbican management have supplied evidence of implementation in each case and the audit recommendations have been closed.

Audit:	Strategic Planning				
Final Report Date:	24/05/2019	Issues Raised:	2	Original Assurance Rating:	Moderate
Follow-up Review	01/09/2020	Issues Resolved:	1	Revised Assurance Rating:	Moderate

18. One amber priority recommendation was partially implemented at the time of follow-up and a revised target implementation date of 30/11/2020 has been supplied by Barbican management. Internal Audit will undertake a further follow-up review in early December 2020.

Audit:	Fraud Risk Management				
Final Report Date:	25/06/2019	Issues Raised:	3	Original Assurance Rating:	Moderate
Follow-up Review	01/09/2020	Issues Resolved:	3	Revised Assurance Rating:	Substantial

19. Two amber priority recommendations were outstanding at the time of follow-up; in response to the follow-up outcome report, Barbican management have supplied evidence of implementation in each case and the audit recommendations have been closed.

20. As at mid-October 2020, there are no live red priority recommendations and seven live amber priority recommendations which have exceeded their original target implementation dates - these are summarised at **Appendix 3**. Revised target implementation dates have been supplied for these recommendations and some have been subject to multiple revisions; four of the recommendations were originally due in late 2018. Planned Internal Audit follow-up activities will be undertaken in line with the latest revised target implementation dates.

21. Internal Audit regularly reiterates the importance of setting realistic timescales for demonstrating recommendations implementation. Management continue to be reminded that any implementation actions which are extended beyond the revised target date may will likely be subject to challenge by the Audit and Risk Management Committee, whose expectation is that there should only be one extension to implementation timescales unless the circumstances are exceptional.

Corporate & Strategic Implications

22. The overall Internal Audit Plan is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance. This programme of activity is aligned with the Corporate Plan, Corporate Risk Register and Departmental Top Risks. The Barbican, as an institutional department of the Corporation, has a sub-section of the Plan and a programme of Internal Audit work that includes audit assignments and regular follow-up activity in respect of recommendations implementation.

Conclusion

23. Members are asked to note the status of delivery of the 2019-20 and 2020-21 Audit Plans and the overdue high priority recommendations position as at mid-October 2020. Management have been reminded of the need to propose realistic timescales for the implementation of audit recommendations and going forwards, follow-up activity will be undertaken promptly after target dates have been reached. The profile of Plan delivery has been impacted by Covid 19 but work is progressing to ensure a sufficient level of audit coverage to inform the annual Internal Audit opinion.

Appendices

- Appendix 1: 2019-20 Barbican Audit Plan Delivery
- Appendix 2: 2020-21 Barbican Audit Plan Progress
- Appendix 3: Overdue High Priority Recommendations

Cirla Peall

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Internal Audit Work 2019-20

Project	Current Stage	Assurance Rating	Recommendations			
			Total Red	Total Amber	Total Green	Total
<u>Financial Monitoring</u> An examination of the arrangements in operation to seek opportunities to maximise income and manage the financial performance of the Centre.	Complete	Substantial	0	0	2	2
<u>IT Projects</u> An examination of the framework for delivery of IT Projects to support the achievement of the Barbican's strategic objectives.	Complete	Moderate	0	2	3	5
<u>Artistic & Creative Learning Events: Contracting</u> An examination of the arrangements for management of artistic event contracts, including cancellation arrangements, to ensure that contractual requirements are met.	Complete	Moderate	0	1	7	8
<u>Artistic & Creative Learning Events: Decision-Making & Evaluation</u> An examination of the decision-making processes related to event programming, including risk assessment, approval arrangements and demonstration of alignment with the strategic vision and associated goals, as well as the monitoring and reporting of event activity to senior management to enable evaluation of outcomes, including financial performance, against the Barbican's strategic goals.	Complete	Substantial	0	0	0	0

Project	Current Stage	Assurance Rating	Recommendations			
			Total Red	Total Amber	Total Green	Total
<u>Commercial Events: Decision-Making, Contracting & Evaluation</u> As above in respect of the two Artistic Events audits.	Complete	Substantial	0	0	0	0
<u>Corporate Memberships & Sponsorship</u> An examination of the control framework in respect of: the income generated in respect of Corporate Sponsorship and Corporate Memberships, consideration of value for money in the administration of these fundraising schemes, and controls for ensuring that activities are in line with the Barbican's Strategic Plan and the Corporate Plan.	Complete	Moderate	0	3	1	4
<u>Data Security</u> An examination of arrangements in operation for mitigating the risk of cyber security breach to obtain assurance that arrangements are in place to manage both current and emerging issues.	Complete	Moderate	0	2	4	6
<u>Facilities Management & Maintenance</u> An examination of the Facilities Management arrangements, including structures, contracts and policies, and the maintenance arrangements to ensure that we provide suitable facilities that are safe, compliant and well-managed.	Deferred to 2020-21	-	-	-	-	-
<u>Security</u> An examination of the arrangements in operation for management of physical security of the Barbican Centre.	Deferred to 2020-21	-	-	-	-	-
		TOTAL	0	8	17	25

Internal Audit Work 2020-21

Project	Current Stage	Assurance Rating	Recommendations			
			Total Red	Total Amber	Total Green	Total
<u>Bars</u> A review of the adequacy of arrangements in place in relation to income collection, stock control and overall profitability, including controls to mitigate the risk of fraud.	Draft Report	-	-	-	-	-
<u>Facilities Management & Maintenance</u> Barbican and Guildhall School: an examination of the Facilities Management arrangements, including structures, contracts and policies, and the maintenance arrangements to ensure that we provide suitable facilities that are safe, compliant and well-managed.	Fieldwork	-	-	-	-	-
<u>Security</u> An examination of the arrangements in operation for management of physical security of the Barbican Centre.	Fieldwork	-	-	-	-	-
<u>Ticketing System</u> An examination of the controls within the new ticketing system.	Not Initiated	-	-	-	-	-
<u>Health & Safety</u> Part of a proposed rolling programme of assurance work, liaising with Corporate Health & Safety to ensure alignment and maximising the coverage across both functions.	Not Initiated	-	-	-	-	-
		TOTAL	-	-	-	-

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Schedule of Barbican Centre Overdue High Priority Recommendations as at mid-October 2020

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
1. <u>Visitor Experience (MK 2702)</u> : Common understanding of 'visitor experience'.	Amber	Overdue	31/08/18	31/03/2021	<u>Internal Audit Comment</u> : Revised target date amended from 31/07/20.
2. <u>Visitor Experience (MK 2704)</u> : Improved 'Line of sight' between strategic aims and operational activities to embed 'visitor experience' within the organisational culture.	Amber	Overdue	31/01/19	31/03/2021	<u>Barbican Management Update</u> : These recommendations are linked to the overall Business Plan, update of which has been delayed due to a focus on the long-term financial plan. The Business Plan is going to the November meeting of the Board.
3. <u>Visitor Experience (MK 2705)</u> : Business Plan content update to reflect SMART objectives supporting delivery of strategic goals.	Amber	Overdue	30/11/18	31/03/2021	The team has not been in a position to focus on this in the last 8 months as they have been instrumental in ensuring that the Barbican was COVID safe and ready to open.
4. <u>Visitor Experience (MK2706)</u> : Business Plan progress monitoring to obtain assurance that all the projects / activities relating to the Visitor Experience Strategic Goal are being delivered.	Amber	Overdue	30/11/18	31/03/2021	Revised target timescale of 31/03/21 supplied.
5. <u>Visitor Experience (MK2708)</u> : Data measurement, analysis and dissemination to interested parties to facilitate monitoring of delivery against the Strategic Goal.	Amber	Overdue	31/05/19	31/03/2021	

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
6. <u>Strategic Planning</u> (MK 2968): Development of SMART KPIs	Amber	Overdue	30/09/19	30/11/20	<p><u>Internal Audit Comment:</u> Revised target date amended from 31/03/20.</p> <p><u>Barbican Management Update:</u> The Business Plan has been delayed to November 2020. Revised target timescale of 30/11/20 supplied.</p>
7. <u>Barbican IT Projects</u> (MK 3150): Project Initiation Forms for Non-Strategic Projects	Amber	Overdue	31/01/20	31/12/20	<p><u>Internal Audit Comment:</u> Partial implementation has been confirmed and further clarification has been sought to enable closure of the recommendation.</p> <p><u>Barbican Management Update:</u> Revised target timescale of December 2020 supplied.</p>

Agenda Item 5

Committee(s)	Dated:
Finance Committee of the Barbican Board – For information	2 November 2020
Barbican Board – For information	18 November 2020
Subject: Barbican Centre Projects Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
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. Projects are funded through the Cyclical Works Programme (CWP) budget, 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 due for completion by 31st March 2020. These two projects have been extended due to difficulties caused by the Covid-19 pandemic.
4. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
5. Two new capital projects were approved for 2020/21 as detailed in the report.
6. The City Surveyor is now managing the fire safety projects as a single combined project.
7. 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 commenced in 2018, 14 commenced in 2019 and 24 commence in this financial year. 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 may be outstanding.

CWP PROJECTS APPROVED 2017/18			
(Completion required March 2020)			
Ref.	Project Title	Last Gateway	Comments
107	Public Spaces Carpet Replacement	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
117	Cinema 1 Refurbishment	5	Works practically complete. Gateway 6 being drafted

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	Consultants brief drafted.
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	1	Project will be delivered next summer due to limited access within the Concert Hall programme.
131	Electrical DB Replacements	0	Project at initiation stage
132	Redecorate Foyer Walls	3/4	Tenders returned and being evaluated.
133	Redecorate Concert Hall Walls	1	as per item 130.
134	Replace Doors to BK Restaurant.	3/4	Planning approval has been granted. Works to be tendered this year - project to be completed by March 2021.
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	0	Project not started.
146	Staircase 8 Refurbishment	0	Project not started.
147	Auditoria 1&2 Seating	4	Tender returns for installation works are being evaluated. Enablement works to be tendered
148	Garden Room Flooring	2	Consultants have been appointed to evaluate flooring options.
149	Exhibition Halls BMS System Replacement	n/a	Project has been cancelled and funding returned because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project due to complete 23/10/20

151	Heating Feasibility Study for Level 0&1 Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	6	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. Planning have been engaged to discuss designs regarding Planning Permission and Listed Building Consent. Works may have to be deferred to 2021 depending on Centre programme in Autumn.
154	Cinemas 2&3 Internal Decorations & Minor Works	5	Works on site.
155	Electrical Distribution Boards	0	Project not started.
156	Sunken Bars Refurbishment	0	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	5	Works on site

CWP PROJECTS APPROVED 2020/21 (Completion required March 2023)			
Ref.	Project Title	Last Gateway	Comments
159	Frobisher Crescent Level 4 Environmental Controls	0	Project not started.
160	Lakes De-silting	0	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	0	Project not started.
162	Theatre Lighting, wiring and controls	0	Project not started.
163	Concert Hall Lighting, wiring and controls replacement	0	Project not started.
164	Lift refurbishment – 1 st phase	0	Project not started.

165	Diverter solid pumps	0	Project not started.
166	Public spaces replacement lighting, wiring and controls – 1 st phase	0	Project not started.
167	Phased programme – replace valves & pneumatic actuator and controls	0	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 dark period; the seating supplier contract has been awarded and the tenders for the enablement works have been received.
171	Commercial – refrigeration plant	0	Project not started.
172	Dock floor repairs	0	Project not started.
173	Sculpture Court Repairs to damaged sculpture court tiling	0	Project not started.
174	Theatre Fly Tower Roof Replacement	0	Project not started.
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	0	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	0	Project not started.
177	Replace Shutters in Level 1 Bars	0	Project not started.
178	Goods Lift Replacement (Service Art Gallery)	0	Project not started.
179	Level -2 Replace non fire-retardant wall covering	5	Works complete.
180	Lakeside – Refurbishment of External Furniture	0	Project not started.

181	Conservatory – Heat Exchanger Isolation Valves	0	Project not started.
182	Curve Gallery Humidifier	0	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 has created 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, except for snagging.
*Access Control	5	Works are complete, except for snagging.
*Hostile Vehicle Mitigation	5 3-4	Silk Street Entrance bollards – Works complete. Exit roadway protective barrier (to concertina doors) – Works complete Roadway hoop barriers to level -1 foyer – works due for completion 23 October 2020 Entrance and exit swing barriers installation – works due for completion 23 October 2020

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

Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	1	Currently in discussion with the City Surveyor about the best approach to project delivery prior to producing a gateway 2
Art Gallery Chiller Replacement	2	Consultant's brief currently in draft.

Proposals

It is the intention of the Barbican Centre to continue to engage in the corporate processes to acquire CWP and Capital funding for the on-going upkeep and improvement of the Centre. We will maintain the ability to manage most projects with the in-house team due to local knowledge required but also to work in conjunction with the City Surveyor on the more complex projects.

Options

No alternative options are suggested in this report.

Key Data

32 projects not started

1 project at Gateway 1 (project briefing)

11 projects at Gateway 2 (project proposal)

4 projects at Gateway 3/4 (options appraisal)

14 projects at Gateway 5 (Works tendered/on-site)

2 projects at Gateway 6 (Works complete)

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'.

- Financial implications

The Barbican Project Management Team aim to deliver Value for Money (VFM) as part of a key output for all projects. The team work hard on project specifications, tender evaluations, contractor management and contract administration to manage the budgets. Any unspent budgets due to VFM, or non-delivery of projects are returned to the Centre to help fund other essential projects across the Corporation

- Resource implications

The Barbican Project Management Team is currently under-resourced, comprised of the head of department, one fixed term project manager, one assistant project manager and an apprentice business administrator. The Covid "lockdown" and the Fundamental

Review/TOM have prevented permanent recruitment to the team which has a detrimental impact on our ability to deliver more projects concurrently.

- Legal implications

There are a number of projects that require one or more of Planning Permission, Listed Building Consent or Buildings Regulation Approval and all projects are held until such permissions are in place. The nature of contracts and contract delivery and contract administration is such that disputes can occur. We are mindful that contract particulars are correct prior to engaging any consultant and contractor to protect ourselves in the event of a dispute. We request the services of the City Solicitor if ever required prior to or during any contract phase.

- Risk implications

Every project carries some degree of risk that could prevent project delivery or impact on price, quality and/or time. In addition to this there are risks to the Centre, the programme or the reputation. Project managers are mindful of these and take steps including communication strategies to involve all stakeholders to mitigate against these risks

- Equalities implications

Equality, Diversity and Inclusion is a key strategy for the Barbican Centre. Any future structure changes and recruitment to the Project Management team will be such that any barriers are removed to aid recruitment, development and progression of a more diverse workforce. The age and structure of the Barbican Centre mean that “access” is poor in relation to current standard and modern buildings. Where appropriate the projects aim to improve conditions for visitors, artists and staff and, to address the various disability categories.

- Climate implications

The Barbican Centre is a high energy/resource user particularly in terms of electricity, water and district heating/cooling and the trend is upwards due to the age of some of the plant and increased demand at the Centre due to the growth in the programme. All MEP (mechanical, electrical, plumbing) projects are an opportunity to replace kit with more efficient equivalents and to improve the strategy to reduce our carbon footprint.

- Security implications

Projects can be security-based works, but other projects have temporary security and safety issues whilst works progress. E.g. CCTV or fire safety systems are taken offline to aid the works. This creates a potential vulnerability that has to be managed for the duration of the works.

Conclusion

6. The Centre currently has 50 live CWP projects. In total, 4 of these projects are complete and the remaining projects are ongoing as detailed above
7. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) are progressing as above along with the 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 – September 2020.

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