



Finance and Risk Committee of the Barbican Centre Board

Date: WEDNESDAY, 10 MAY 2023
Time: 1.45 pm
Venue: CO-LAB SPACE, BARBICAN CENTRE

Members: Tijds Broeke (Chair) Alderman Sir William Russell
Tom Sleigh (Deputy Chair) Robert Glick
Deputy Randall Anderson Deputy Ann Holmes

Enquiries: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

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Ian Thomas
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the last meeting held on 27 February 2023.

For Decision
(Pages 5 - 8)

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

Report of the CEO, Barbican Centre.

For Decision
(Pages 9 - 14)

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

Report of the CEO, Barbican Centre.

For Information
(Pages 15 - 26)

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

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

8. **EXCLUSION OF THE PUBLIC**

For Decision

Part 2 - Non-Public Agenda

9. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the last meeting held on 27 February 2023.

For Decision
(Pages 27 - 30)

10. **BARBICAN ART GALLERY CHILLER REPLACEMENT**

Report of the CEO, Barbican Centre.

For Decision
(Pages 31 - 44)

11. **(CWP) CONCERT HALL STAGE RISERS**

Report of the CEO, Barbican Centre.

For Decision
(Pages 45 - 50)

12. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

Report of the CEO, Barbican Centre.

For Information
(Pages 51 - 68)

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

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

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

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

Present

Members:

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

Officers:

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

1. APOLOGIES

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

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

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

3. MINUTES

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

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

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

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

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

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

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

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

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

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

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

There were no questions.

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

There was no other business.

7. **EXCLUSION OF THE PUBLIC**

8. **NON-PUBLIC MINUTES**

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

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

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

10. **RISK UPDATE**

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

11. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

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

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

There were no non-public questions.

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

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

The meeting ended at 14.39

Chairman

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

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Agenda Item 4

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) Unique Project Identifier: 11901	Gateway 6: Outcome Report Regular
Report of: Barbican Centre Report Author: Harry Gravett – Project Manager	For Decision
PUBLIC	

Summary

1. Status update	Project Description: removal and replacement of barbican centre concert hall seating, including arm rests and aisle lighting. RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to Committee) Costed Risk Provision Utilised: n/a (CRP was introduced after the last report to Committee) Final Outturn Cost: £528,270.02
2. Next steps and requested decisions	Requested Decisions: 1) To note the lessons learned section of this report and approve formal closure of this project.
3. Key conclusions	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>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	July/August 2017	18 th August 2017
	Order placed	August 2017	27 th September 2017
	Start on site	August/September 2017	October 2017
	Works Complete	March 2018	March 2018
	<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. 		
10. Assessment of project against Scope	<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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<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>																																
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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Telephone Number	07874 852 701

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Agenda Item 5

Committee(s)	Date:
Finance and Risk Committee of the Barbican Centre Board – For information	25 th April 2023
Subject: Barbican CWP and Capital 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?	No
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: CEO, Barbican Centre	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. The purpose of this paper is to update members on the progress and financial position of 53 live refurbishment and maintenance projects.
2. Three of these projects are capital funded projects. The City Surveyor’s Department is project-managing one of these for the Barbican.
3. The financial information on each project is in a separate non-public appendix due to commercially sensitive information. There are no serious financial concerns, related to any individual project raised in this report.
4. CWP funding has been allocated for 6 additional projects for the 2023/24 financial year.
5. The Centre is working with the Energy team within the City Surveyor’s to secure additional projects funded by the Climate Action Strategy.
6. The Centre has completed (the construction phase) of two CWP projects since the last report in January. No capital projects have been completed in this time. .

Recommendation(s)

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

Main Report

Background

1. The Centre remains committed to the buildings strategy to maintain, improve and enhance the facilities for the benefit of the community, audiences and staff, utilising funds from the Cyclical Works Programme (CWP), the Corporation's Capital reserves, or occasionally, through the Centre's local risk.
2. The project management team works closely with Barbican Management and the Barbican Renewal team. This is to ensure projects delivered in the short term, are aligned with Barbican Renewal. The condition of the estate, however, dictates that the Barbican should continue to plan and complete projects wisely. This will reduce the risk of failure, prevent closures and minimise impact on staff, audiences, income and reputation.

Current Position

CWP projects

3. The Centre is managing 49 live CWP projects.

4. Financial summary of CWP projects:

Financial year approved	Original no of CWP Projects	Original CWP Combined Projects Value £000s	No of Live (Outstanding) CWP Projects	Combined Live CWP Projects Value £000s
2018/19	10	1,065	1	179
2019/20	14	1,255	4	512
2020/21	24	3,745	16	2654
2021/22	10	972	1	200
2022/23	24	2,426	21	2,265
2023/24	6	975	6	975

5. Project status summary of CWP projects:

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

2020/21	16	1	5	10
2021/22	3	0	0	1
2022/23	21	0	1	20
2023/24	6	0	0	6

6. Red status projects

The two projects with red status are:

- Replace Electrical Distribution Boards
Contractor is on site. Works progressing – due for completion by 31 March 2023.
- Barbican Centre Lakes (De-silt)
Project to be extended beyond March 2023 - Barbican Centre and Barbican Estates have agreed on an award of a contract for the first phase of work to be completed by the of end of June.

7. Amber status projects

The six projects with amber status are:

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

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

- Public Toilets Refurbishment (Include Equality Access)
- Theatre Toilets & Changing Rooms Refurbishment

The two toilet projects are combined and have been delayed significantly due to the planning permission process. Budget extended to 23/24 new programme to be devised.

8. The project status summary is given for the four capital projects below:

Financial year	No of Live (Outstanding) Capital projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	1	1	0	0
2019/20	0	0	0	0
2020/21	1	0	1	1
2021/22	1	0	0	2
2022/23	1	0	0	1

9. Red status projects

- Fire Safety Projects

The projects are managed by the City Surveyor. A complex project, for which the timeline has extended because of the delayed conclusion to the recent review of capital projects.

10. Amber status Capital projects

- Replacement Art Gallery Chiller

A new programme has been agreed to replace the chiller during an Art Gallery turnaround next winter when the demand/risk is lowest.

Proposals

11. The Barbican Centre continue to deliver CWP and capital funded projects for the on-going upkeep and improvement of the Centre utilising project management resource from the Barbican and/or City Surveyor's Department as appropriate.

12. The Projects Department continue to work closely with the Barbican Renewal Team to ensure there is synergy between the cyclical and capital programme and Barbican Renewal

Options

13. No alternative options are suggested in this report.

Strategic Implications

14. This work contributes to the City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

15. Financial implications

The Barbican Project Management Team aim to deliver value for money as part of a key output for all projects. Savings from CWP projects are returned to the City to help fund other essential projects across the Corporation.

16. Resource implications

A team of four project managers, one assistant project manager, and a project administrator deliver all the projects excluding the one allocated to the City Surveyor. This small team also manage multiple projects for the Guildhall School of Music and Drama buildings.

17. Legal implications

Legal implications are specific to each project. There are no current issues to be raised to the Board.

18. Risk implications

Every project carries some degree of risk that could impact on the project delivery. The recent financial review was brought about because inflationary costs put pressure on the entire City programme. Long lead-in times, challenges in supply and delivery of materials are the current external generic risks to project delivery, whilst the internal risk are access restrictions and size of the team.

19. Equalities implications

Equality, diversity and inclusion are key to the Barbican Centre and to the project team. Equality impact assessments are undertaken when appropriate to projects. The team consider how to include excluded groups when we request quotes or undertake procurement processes. We will continue to monitor and review our performance on this key issue with City of London colleagues.

20. Climate implications

The Barbican Centre is a high energy user, some of which is carbon based due to the reliance on Citigen District Network. All MEP (mechanical, electrical, plumbing) and some fabric projects are an opportunity to replace kit with more efficient equivalents and to improve the controls and programming strategy to reduce the Centre's carbon footprint. The Centre is working on a number of proposals that are subject to a bid from the Climate Action Strategy funding.

21. Security implications

There are no notable security implications within the current projects programme for the consideration of the Board.

Conclusion

22. The Centre currently has 54 live projects. The RAG status of each project is detailed in this report. The financial data on each project is listed in the non-public appendix 1.

Appendices

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

Cornell Farrell

Head of Engineering and Projects

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of the Local Government Act 1972.

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