



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 4 MARCH 2024

Time: 1.45 pm

Venue: CO-LAB SPACE, BARBICAN CENTRE

Members:

Tijs Broeke (Chair)	Robert Glick
Tom Sleigh (Deputy Chairman)	Tobi Ruth Adebekun (External Member)
Deputy Randall Anderson	Deputy Alpa Raja
Alderman Sir William Russell	Mark Page (External Member)

Enquiries: Kate Doidge
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
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 8 January 2024.

For Decision
(Pages 5 - 8)

4. **CURVE GALLERY REFURBISHMENT**

Report of CEO, Barbican Centre.

For Decision
(Pages 9 - 14)

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

6. **ANY OTHER BUSINESS THAT THE CHAIR 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, in Schedule 12A, of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

8. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the last meeting held on 8 January 2024.

For Decision
(Pages 15 - 18)

9. **RISK UPDATE**
Report of CEO, Barbican Centre.
For Information
(Pages 19 - 34)
10. **THEATRE FINANCES DEEP DIVE**
Joint report of the Chamberlain and CEO, Barbican Centre.
For Information
(Pages 35 - 44)
11. **BARBICAN CENTRE - BUILDING DISRUPTION REPORT**
Report of CEO, Barbican Centre.
For Discussion
(Pages 45 - 76)
12. **BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS
- UPDATE REPORT**
Report of CEO, Barbican Centre.
For Discussion
(Pages 77 - 84)
13. **BARBICAN BUSINESS REVIEW: DECEMBER 2023 (PERIOD 9)**
Joint report of the Chamberlain and CEO, Barbican Centre.
For Information
(Pages 85 - 96)
14. **ARTS PROGRAMMING & BUSINESS EVENTS RISK & ETHICS REGISTER**
Report of CEO, Barbican Centre.
For Information
(Pages 97 - 120)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE
COMMITTEE**
16. **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, 8 January 2024**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Monday, 8 January 2024 at 1.45 pm

Present

Members:

Tom Sleigh (Deputy Chair, in the Chair)
Deputy Randall Anderson
Alderman Sir William Russell

Officers:

Claire Spencer	- CEO, Barbican Centre
Cornell Farrell	- Barbican Centre
Ali Mirza	- Barbican Centre
Jackie Boughton	- Barbican Centre
Udhay Bhakoo	- Barbican Centre
Matthew Lock	- Chamberlain's Department
Sarah Wall	- Chamberlain's Department
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Alpa Raja.

Tijs Broeke (Chair), Robert Glick (External Member), and Tobi Ruth Adebekun (External Member) observed the meeting virtually.

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

There were no declarations for this meeting.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 1 November 2023 be approved as a correct record.

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

There were no public questions.

5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no public items of urgent business.

6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) 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 12(A), of the Local Government Act.
7. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 1 November 2023 were approved as a correct record.
8. **INTERNAL AUDIT UPDATE**
The Committee received a joint report of the Chamberlain and Head of Internal Audit concerning an internal audit update.
9. **BAD DEBTS ANNUAL UPDATE**
The Committee received a joint report of the Chamberlain and Chief Executive Officer, Barbican Centre, concerning the annual update for bad debts.
10. **MARKETING FINANCES DEEP DIVE**
The Committee received a joint report of the Chamberlain and Chief Executive Officer, Barbican Centre, providing a deep dive into the marketing finances.
11. **RISK UPDATE**
The Committee received a report of the Chief Executive Officer, concerning a risk update.
12. **ANNUAL PLAN FOR CAPITAL WORKS PROGRAMME (CWP) AND MAINTENANCE**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning the Annual Plan for the Capital Works Programme (CWP) and maintenance.
13. **BARBICAN CAPITAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS - UPDATE REPORT**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning an update on the Cyclical Work Programming (CWP) and Capital Projects.
14. **BARBICAN BUSINESS REVIEW: NOVEMBER 2023 (PERIOD 8)**
The Committee received a joint report of the Chamberlain and Chief Executive Officer, Barbican Centre, concerning the Barbican Business Review for Period 8.
15. **ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning the Arts Programming and Business Events Risk Register.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

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

There were no non-public items of urgent business.

The meeting ended at 2.51 pm

Chairman

Contact Officer: Kate Doidge
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Committees: Finance & Risk Committee of the Barbican Centre Board – For Decision Barbican Centre Board – For Information Projects & Procurement Sub Committee – For Information	Dates: 4 th March 2024 20 th March 2024
Subject: Curve Gallery refurbishment (R018CW013L) Unique Project Identifier: 11979	Gateway 6: Outcome Report Regular
Report of: Barbican Centre Report Author: Darren Matthias	For Decision
PUBLIC	

Summary

1. Status update	Project Description: To replace the timber flooring with concrete and replace the wall cladding with treated flame checked timber cladding. RAG Status: Green at last report Risk Status: Low (Low at last report to committee) Costed Risk Provision Utilised: N/A Final Outturn Cost: £216,337 (excluding staff costs)
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	The project was completed within budget and programme. Since the delivery of the project, it is considered that, due to the successful completion of this project, the Curve gallery has

	improved its fire safety to ensure clients hiring the space feel assured their art is in a safe environment which has reduced the likelihood of reputational damage. The project has also enhanced the client/visitor experience through improved aesthetics and accessibility.
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Main Report

Design & Delivery Review

4. Design into delivery	4.1) The design of the project was adequately prepared for the delivery of the project 4.2) The temporary timber floor has been replaced with concrete and dilapidated upright timers have been replaced as per design
5. Options appraisal	5.1) A gateway 1-4 outlined the possible options. The recommended and agreed option (<i>option 3 – replacement of timber wall cladding, installation of a concrete floor throughout and the relocation of the ventilation grills</i>) allowed the project to meet its objectives and provide long term value. Delivering this work in 2 phases mitigated the need for multiple closure periods in the curve gallery.
6. Procurement route	Four suppliers were invited to tender. One contractor was appointed via the City of London Procurement team. The project team were satisfied with the procurement process and appointment of the main contractor, particularly the smooth process and transition from tender to placing an order.
7. Skills base	The City of London project team had the required skills and experience to deliver this project. The barbican centre Curve Gallery department were a key stakeholder and were involved in the design and delivery.
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.

Variation Review

9. Assessment of project against key milestones	Item	GW 1-4 Estimate	Actual
	Gateway 5 approval	March 2018	8 th June 2018
	Order placed	June 2018	8 th June 2018
	Start on site	June 2018	9 th July 2018
	Works Complete	9 th September 2018	9 th September 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 PMs 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	There was no major change to the original scope		
11. Risks and issues	No issues 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.		

Value Review

13. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost £250,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost £250,000																			
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<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) The temporary timber floor was replaced with concrete finish 2) The dilapidated wall timber was replaced 3) The Ventilation grills were relocated to higher level for greater flexibility for exhibitions 4) Works was completed without disruption to the centre's operations 5) The Project was delivered within the schedule dates 																						
16. Key benefits realised	<p>The key benefits, listed below, have been realised:</p> <ol style="list-style-type: none"> 16.1) Improvement to our clients and visitors experience 16.2) The centres reputation as a leading international venue for the world class arts and learning and safety is maintained 16.3) compliance with fire safety regulations 																						

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>
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18.Improvement reflections	When the concrete was mixed and poured the truck was parked on the truck lift, however over a short space of time the fumes started to fill the foyer/reception. The truck exhaust fume will need to be considered next time, i.e., a more remote methodology of transferring the liquid concrete to its destination, longer hoses, drive the truck in rather reverse it.
19.Sharing best practice	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.
20.AOB	This project was initiated before the project coversheet was introduced to the gateway process therefore there is no coversheet to attach as an appendix

Contact

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