



Barbican Centre Board – Main Agenda

Date: THURSDAY, 8 MAY 2025

Time: 10.30 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Tobi Ruth Adebekun (External Member)	Alderman Sir Nicholas Lyons
Munsur Ali	Mark Page (External Member)
Michael Asante (External Member)	Anett Rideg
Stephen Bediako (External Member)	Jens Riegelsberger (External Member)
Farmida Bi, Barbican Centre Trust Chair (Ex-Officio Member)	Jane Roscoe (External Member)
Tijs Broeke	Alderman Sir William Russell
Aaron D'Souza	Despina Tsatsas (External Member)
Zulum Elumogo (External Member)	Irem Yerdelen
Deputy Jaspreet Hodgson	

Enquiries: John Cater
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council dated 25 April 2025.

For Information
(Pages 7 - 8)

4. **ELECTION OF THE CHAIR**

To elect a Chair in accordance with Standing Order 28.

For Decision

5. **ELECTION OF THE DEPUTY CHAIRS**

To elect two Deputy Chairs in accordance with Standing Order 29.

For Decision

6. **BOARD MINUTES**

To approve the public minutes and non-public summary of the Barbican Centre Board meeting held on 29th January 2025.

For Decision
(Pages 9 - 14)

7. **APPOINTMENT OF SUB-COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 15 - 18)

8. **BARBICAN RENEWAL GOVERNANCE**

Joint Report of the Interim CEO, Barbican Centre & the City Surveyor.

For Decision
(Pages 19 - 40)

9. **CEO REPORT BY THE BARBICAN'S DIRECTORS**

Report of the Interim CEO, Barbican Centre.

For Decision
(Pages 41 - 52)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

12. **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

13. **NON-PUBLIC BOARD MINUTES**

To agree the non-public Minutes of the Barbican Centre Board meeting held on 29th January 2025.

For Decision
(Pages 53 - 56)

14. **NON-PUBLIC CEO REPORT OF THE BARBICAN'S DIRECTORS**

Report of the Interim CEO, Barbican Centre.

For Decision
(Pages 57 - 68)

15. **BARBICAN FIRE SAFETY PROJECT - DELEGATED AUTHORITY REQUEST**

Report of the City Surveyor.

For Decision
(Pages 69 - 70)

16. **FINANCE UPDATE**

Joint Report of the Interim CEO, Barbican Centre and the Chamberlain.

To follow.

For Information

17. **DEVELOPMENT UPDATE**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 71 - 90)

18. **DIRECTOR FOR ARTS AND PARTICIPATION VERBAL UPDATE**

The Director for Arts and Participation to be heard.

For Information

19. **THEATRE AND DANCE ANNUAL REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 91 - 110)

20. **PROGRAMMING RISK REGISTER**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 111 - 118)

21. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

22. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

Confidential section

23. **PEOPLE, CULTURE & INCLUSION STRATEGY**

Report of the Interim CEO, Barbican Centre.

For Decision

KING, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 th April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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BARBICAN CENTRE BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

- Seven Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- Up to eight non-Common Council representatives appointed by the Board, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- the Chair of the Barbican Centre Trust (ex-officio)

The Chair of the Board shall be elected from the City Corporation Members.

The Board shall elect a Deputy Chair from the Members and the Board shall also elect a second Deputy Chair, appointed from the External Membership of the Board.

There is a maximum service limit of nine years, which shall apply to all Members (including ex-officio) not counting service as Chair or Deputy Chair.¹

2. **Quorum**

The quorum consists of any five Members, provided that Common Councillors are in the majority for the approval of the Budget, the appointment of External Members and the appointment of the Chief Executive Officer.

1. **Membership 2025/26**

- 6 (3) Munsur Ali
- 1 (1) Aaron Anthony Jose Hasan D'Souza *for one year*
- 6 (2) Tijs Broeke
- 2 (2) Sir Nicholas Stephen Leland Lyons, Alderman
- 2 (2) Anett Rideg
- 7 (1) Sir William Anthony Bowater Russell, Alderman
- 4 (1) Irem Yerdelen

Together with the Members and ex-officio Members referred to in paragraph 1 above, and:-

- | | | |
|-----------------------|---|---|
| Tobi Ruth Adebekun |) | |
| Michael Asante |) | |
| Stephen Bediako |) | |
| Zulum Elumogo |) | Up to eight non-Common Council Members appointed by |
| Mark Page |) | the Board |
| Professor Jane Roscoe |) | |
| Dr Jens Riegelsberger |) | |
| Despina Tsatsas |) | |

4. **Terms of Reference**

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;
- (b) the appointment of the Chief Executive Officer of the Barbican Centre;
- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz:-
 - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and
 - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

¹ Other than in specific cases approved by the Court of Common Council.

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BARBICAN CENTRE BOARD

Wednesday, 29 January 2025

Draft Public Minutes of the meeting of the Barbican Centre Board held in the Frobisher Rooms, Barbican Centre on Wednesday, 29 January 2025 at 11.00 am

Present

Members:

Alderman Sir William Russell (Chair)
Tobi Ruth Adebekun (Deputy Chair)
Munsur Ali
Deputy Randall Anderson
Farmida Bi (External Member)

Zulum Elumogo (External Member)
Jaspreet Hodgson
Mark Page (External Member)
Jens Riegelsberger (External Member)
Jane Roscoe
Despina Tsatsas (External Member)

Observers

Micheal Asante
Irem Yerdelen

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Littlewood	- Executive Director of Human Resources & Chief People Officer
Ali Mirza	- Barbican Centre
Cornell Farrell	- Barbican Centre
Natasha Harris	- Barbican Centre
Devyani Saltzman	- Barbican Centre
Philippa Simpson	- Barbican Centre
Jackie Boughton	- Barbican Centre
Sarah Wall	- Barbican Centre
James Tringham	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Mark Lowman	- City Surveyor's Department
Cindy Vallance	- HR Department (City Corporation)
Matthew Cooper	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, formal apologies were received from Stephen Bediako, Tijs Broeke, Alderman Sir Nicholas Lyons, and Irem Yerdelen.

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

There were no declarations.

3. **BOARD MINUTES**

The draft public minutes and non-public summary of the meeting held on Wednesday, 20 November 2024 were approved as an accurate record.

Under matters arising, the Town Clerk confirmed that the proposed amendment to the Terms of Reference debated at the last meeting of the Board, namely, around the Board's involvement in the appointment of the Centre's CEO, would not be required as the Corporation's Chief Officer recruitment procedure, approved by the Court of Common Council, dictates which committees/Boards are involved in which Member-led posts, and so stands without the need for additional reference within individual Terms of Reference documents.

4. **CEO PUBLIC REPORT BY THE BARBICAN'S DIRECTORS**

The Board considered a Report of the interim CEO, Barbican Centre comprising updates from across the Centre.

In response to a query, officers reflected on the slower return to pre-covid footfall levels across the London gallery sector compared to cinemas and theatres (which were now back to pre-2020 levels). The view across the sector was that cinemas and theatres were attracting more intentional visits (i.e. pre-planned) from all age groups, gallery visits still tended to attract discretionary visitors, from narrower demographics, many of whom worked in London three days a week (Tuesday – Thursday). In addition, the sector was looking at implementing dynamic pricing as a way to attract greater footfall on less popular days.

RESOLVED – that Members note the Report and endorse the Management's approach.

5. **BARBICAN RENEWAL GOVERNANCE**

The Board considered a Report of the interim CEO, Barbican Centre concerning governance arrangements for the Barbican Renewal Programme.

Officers confirmed that the Barbican Renewal Project Board and the Chamberlain's Assurance Board would continue as officer only groups which would work in conjunction with, and report into, the new Sub-Committee.

Officers confirmed that one (or more) of the three external Members proposed in the composition of the Sub-Committee could be drawn from outside of the Barbican Centre Board, if somebody with a particular skill set or expertise was identified as bringing a valuable addition to the Sub-Committee's work. This was in line with the composition rules for the Barbican Finance & Risk Committee of the Barbican Centre Board and was common in other Committees across the City Corporation.

A Member asked that given the Board's ultimate remit around the funding envelope for Renewal, consideration should be given as to how this was addressed as a standing item at each Barbican Centre Board meeting.

Members and officers reflected on the vital importance of ensuring the communications around Renewal were effective and capacity was in place to support this over the programme's lifecycle. A pro-active strategy around communications was being developed and Members would be kept updated as to progress.

The Board and officers endorsed a Member's request that all remained attentive to ensuring gender balance on the Sub-Committee.

RESOLVED – that the Board approved, for onward consideration by the Court of Common Council:

1. The creation of a new sub-committee of the Barbican Centre Board (Barbican Renewal Sub-Committee) as per the terms of reference set out in Appendix 1, for the delivery of the Barbican Renewal 2025-2030, noting that this is a departure from existing Major Projects arrangements (currently overseen by the Capital Buildings Board).

2. Joint SROs are appointed (City Surveyor and CEO of the Barbican Centre) with delegations as set out in the table at paragraph 12. It is requested that the CEO of the Barbican Centre is appointed joint SRO with the City Surveyor. It is recommended to Grant authority to the joint SROs to make decisions up to £5m, and to act in areas as defined by the Board, referring decisions above this value to the City Surveyor solely. The City Surveyor retains delegated authority up to £15m, noting that decisions above those thresholds remain subject to formal consideration by Barbican Renewal Sub-committee.

It is recommended to establish SROs delegation with immediate effect, with urgent decisions within the scope of the new sub-committee to continue to be presented to BCB and P&R, if needed before the establishment of the new sub-committee.

3. A Delivery Director is appointed. It is requested that the Director for Buildings and Renewal is named Delivery Director and granted Delegated Authority for the approval of Purchase Orders, procurement strategy and awarding of contracts up to £2m.

4. Note that any requests for funds beyond the agreed budget envelope of £231m, within the Optimism Bias contingency of £57m (noted in papers to the Court of Common Council on 5th December) are brought to the Policy and Resource Committee for consideration.

5. Note that, subject to approval this day, an Options Analysis on use of the Exhibition Halls is reviewed by Barbican Renewal Sub-Committee and Barbican Board before presentation to Policy and Resource Committee in Spring 2025.

6. Following approval at Policy and Resources Committee in November, Members have endorsed the development of a 10-year business plan to support the Barbican Renewal Programme and ensure its benefits are fully realised. It is proposed that the review and approval of the business plan be

excluded from the remit of the Barbican Renewal Sub-Committee, with these responsibilities instead resting with the Barbican Centre Board, subject to final approval by the Policy and Resources Committee.

6. **BARBICAN CENTRE HEALTH AND SAFETY (PUBLIC) REPORT**

The Board received a Report of the interim CEO, Barbican Centre concerning Health and Safety at the Centre.

RESOLVED – that Members note the Report.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no public questions.

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

There was one item of urgent public business.

Given the impending City elections, the Chair thanked the elected Members of the Board for the contributions over the 2024/25 civic year. He reminded all Members that the next formal meeting of the Board was scheduled for Thursday, 8 May.

9. **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.

10. **NON-PUBLIC MINUTES**

The draft non-public minutes of the meeting held on Wednesday, 20 November 2024 were approved as an accurate record.

11. **NON-PUBLIC CEO REPORT BY THE BARBICAN'S DIRECTORS**

The Board considered a Report of the interim CEO, Barbican Centre comprising non-public updates from across the Centre.

12. **BARBICAN CENTRE BUDGET 2025/26**

The Board considered a joint Report of the interim CEO, Barbican Centre and the Chamberlain concerning the Barbican Centre Budget for 2025/26.

13. **BARBICAN RENEWAL: FUNDING DRAWDOWN**

The Board considered a Report of the interim CEO, Barbican Centre concerning a funding drawdown for the Barbican Renewal Programme.

14. **BARBICAN RENEWAL - PHASE 1 INFRASTRUCTURE - TASK ORDER 2**

The Board considered a joint Report of the interim CEO, Barbican Centre and the City Surveyor concerning Phase 1 infrastructure works.

15. **PROJECT MANAGEMENT TENDER - DELEGATED AUTHORITY REQUEST**
The Board considered a Report of the Interim CEO, Barbican Centre concerning a tender for project management support for the Barbican Renewal Programme.
16. ***BARBICAN BUSINESS REVIEW: OCTOBER 2024 (PERIOD 7)**
The Board received a joint Report of the Interim CEO, Barbican Centre and the Chamberlain concerning the Period 7 accounts for the Centre.
17. ***BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS - UPDATE**
The Board received a Report of the Interim CEO, Barbican Centre concerning an update on the Centre's Cyclical Works Programme (CWP) and Capital Projects.
18. ***BARBICAN CENTRE HEALTH AND SAFETY REPORT (NON-PUBLIC)**
The Board received a Report of the Interim CEO, Barbican Centre concerning Health and Safety at the Centre.
19. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no non-public questions.
20. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There was no other urgent non-public business.
21. **CEO RECRUITMENT UPDATE**
The Board considered a Report of the Executive Director of Human Resources & Chief People Officer concerning the member-led recruitment arrangements for the appointment of the next permanent Chief Executive Officer of the Barbican Centre.

The meeting ended at 12.40 pm

Chair

Contact Officer: John Cater
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City of London Corporation Committee Report

Committee(s)	Dated:
Barbican Centre Board	8 May 2025
Subject: Appointments to the Board's Sub-Committee	Public Report For Decision
This proposal: • provides business enabling functions	
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:	The Town Clerk
Report author:	John Cater, Governance and Member Services Manager

Summary

The purpose of this Report is to appoint the Barbican Centre Board's Sub-Committees for the 2025/26 civic year, approve their Compositions and Terms of Reference, and to note the appointment of the Chair (or their nominee) to the Digital Services Committee.

Recommendations

1. To approve the Terms of Reference and Composition for both the **Finance and Risk Committee of the Barbican Centre Board** and the **People, Culture & Inclusion Committee of the Barbican Centre Board**.
2. To **note** the Chair and a Deputy Chair of the Board will serve as the Chair and Deputy Chair of the **Finance and Risk Committee of the Barbican Centre Board** and that a representative of the Barbican Centre Trust will serve on the Committee. In addition, the Board is asked to **appoint** up to **four** other Barbican Centre Board Members
3. To **note** the Chair and a Deputy Chair of the Board will serve as the Chair and Deputy Chair of the **People, Culture & Inclusion Committee of the Barbican Centre Board** and to **appoint** to the Committee up to **five** other Board Members.
4. To note that the Chair of the Board **or** their nominee will be appointed to the Digital Services Committee for the year ensuing.
5. The Board is also required to review the frequency of its meetings on an annual basis. The Board approved in September 2024 that it should meet no less than **four** times a year, and it is proposed that this arrangement continues.

Main Report

Each year, the Board is asked to consider the appointment of its Sub-Committees, approve their compositions and their Terms of Reference. Accordingly, this Report and appendices sets out the details of each of those Sub-Committees.

Finance and Risk Committee of the Barbican Centre Board

The Finance and Risk Committee terms of reference are as follows:-

- To review all financial matters with delegated power to act;
- To consider the business plan and budget prior to submission to the Board;
- To review all capital cap and premises matters with delegated power to act;
- To review any matters that may affect the finances of the Barbican Centre, reporting to the Board if the annual revenue is expected to vary by +/- 10% or the annual funding requirement from the Corporation is expected to vary by +/- £1 million
- To consider corrective measures proposed by Barbican Centre management to address material budget variances;
- To review risk management and consider periodic assessment of the adequacy of internal controls and financial best practices; and
- To review the Barbican Centre's Risk Register every six months, and make recommendations to the Barbican Board.

The composition of the Finance and Risk Committee is thus as follows:-

Chair of the Board (Chair)

Deputy Chair of the Board (Deputy Chair)

A representative of the Barbican Centre Trust

Up to four other Board Members*

**There is a requirement for City of London Members to have a majority on the Sub-Committee. The quorum is any three Committee Members.*

The membership for 2024/25 was as follows:

- Tijs Broeke (Chair)
- Alderman Sir William Russell (Deputy Chairman)
- Randall Anderson
- Tobi Ruth Adebekun (External Member)
- Robert Glick OBE (External Member)
- Sir Nicholas Stephen Leland Lyons (Alderman)
- Mark Page (External Member)
- Anett Rideg

To note, the Deputy Chair of the Board, Tijs Broeke, served as the Chair of the Committee in 2024/25. Additionally, the Committee exceeded its composition in 2024/25 by one Member.

Board Members are invited to express their interest in filling the **four** vacancies on the Finance and Risk Committee of the Barbican Centre Board.

People, Culture & Inclusion Committee of the Barbican Centre Board

The People, Culture & Inclusion Committee terms of reference are as follows:-

- To make recommendations to the Board on the appointment of all external Members to the Board and on the most appropriate way to recruit new external Members with the required skills, diverse perspectives and personal characteristics;
- To undertake periodic evaluations of the performance of the Board collectively and of individual Members as appropriate, to inform the ongoing work of the Board and guide Members' decisions on whether to seek reappointment or re-election;
- To advise and comment on the performance and development of the senior Directors of the Barbican Centre, by providing structured input into the formal appraisal processes, and offer advice and comment in respect of arrangements for succession planning of senior Directors including acting on behalf of the Board in relation to its functions concerning the appointment of a Managing Director;
- To review and monitor Barbican Centre strategic HR matters, including diversity & inclusion, workforce mix, and organisational culture, to make representations to the relevant committees on any material implementation challenges.

The composition of the People, Culture & Inclusion Committee is currently as follows:-
Chair of the Board (Chair)

Deputy Chair of the Board (Deputy Chair)

Up to five other Board Members*

**At least one external Member must sit on this Committee*

The membership of the People, Culture & Inclusion Committee for 2024/25 was as follows:

- Tobi Ruth Adebekun (Chair) (External Member)
- Alderman Sir William Russell (Deputy Chairman)
- Randall Anderson
- Tijs Broeke
- Zulum Elumogo (External Member)
- Jaspreet Hodgson
- Professor Jane Roscoe (External Member)
- Despina Tsatsas (External Member)

To note, the (external) Deputy Chair of the Board, Tobi Ruth Adebekun, served as the Chair of the Committee in 2024/25. Additionally, the Committee exceeded its composition in 2024/25 by one Member.

Board Members are invited to express their interest in filling the five vacancies on the People, Culture & Inclusion Committee of the Barbican Centre Board.

Conclusion

Members are invited to consider the composition, terms of reference and appointments for 2025/26 for the Board's sub-committees.

Contact: John Cater, Governance and Member Services Manager

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City of London Corporation Committee Report

Committee(s): Barbican Centre Board – For approval Policy and Resource Committee – For Decision Court of Common Council	Dated: 08/05/2025 08/05/2025 22/05/2025
Subject: Barbican Renewal Governance	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes. • provides statutory duties. • provides business enabling functions 	Diverse Engaged Communities, Vibrant Thriving Destination, Dynamic Economic Growth, Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of:	David Farnsworth, Interim CEO Barbican Paul Wilkinson, City Surveyor
Report author:	Philippa Simpson, Barbican Director for Buildings and Renewal

Summary

This report proposes the establishment of the governance arrangements to oversee the delivery of the Barbican Renewal Programme (BRP).

Following the approval of a £191m investment by the Court of Common Council (COCO) in December 2025, the programme is moving into its delivery phase. To minimise financial, operational, and reputational risks while ensuring the Barbican Centre stays operational during the works, a governance framework that is both rigorous and agile is essential, as presented in the COCO paper approved in December 2025 (and referenced within paragraph 4 of this report).

In this paper, in addition to the 'do nothing' option of leaving the governance as approved at COCO in December 2025, we propose either a working group for focused and specific oversight, whilst maintaining full Delegated Authority over the programme and budget with the Barbican Centre Board, or the creation of a dedicated sub-committee under the Barbican Centre Board, with full Delegated Authority to manage the programme's £231m budget envelope (comprising £191m from the City of London Corporation and £40m to be raised by the Barbican Centre). This body would oversee drawdowns, expenditure, procurement, scope, and programme progress.

Furthermore, the confirmation of appointment for the two current joint Senior Responsible

Officers (SROs) and a Delivery Director with agreed levels of Delegated Authority is proposed to enable timely decision-making while ensuring ongoing Member feedback and strategic direction are maintained, as referenced within the report considered by the Court of Common Council in December 2025.

Recommendation

Noting the Court of Common Council's decision on 5 December 2024 to grant oversight of the BRP to the Barbican Centre Board (in place of the Capital Buildings Board) that the Barbican Centre Board (in its capacity as the service committee) and the Policy and Resources Committee (with responsibility for matters of significant strategic or policy implications and governance including matters relating to the creation of sub-committees), be invited to consider and approve:

1. The appointment of the City Surveyor and CEO of the Barbican Centre as joint SROs for the undertaking of the BRP.
2. That the joint SROs be granted the authority to make decisions with a cost implication of up to £5m, noting that the City Surveyor already holds signatory authority up to £15m, for the approval and signature of contracts only (in consultation with the Commercial Director), as detailed in paragraph 15.
3. The creation of a Barbican Renewal Working Group (BRWG) that will be consulted monthly, or as needed, by the SROs for scrutiny and council over the exercising of decisions within these delegations, noting that the Working Group itself would have no decision-making authority over the programme.
4. That the CEO of the Barbican Centre be authorised to confirm the role of Director of Building and Renewal as Delivery Director for the Barbican Renewal Programme. In doing so, Members are invited to note the intention to appoint the Barbican Centre's Director for Buildings and Renewal, and to agree the delegations to the Director, also outlined in paragraph 15.
5. Note that, in keeping with the decision taken by the Court of Common Council in December 2024, funds required beyond the agreed budget envelope of £231m, but within the Optimism Bias contingency of £57m, must be brought to the Policy and Resource Committee and Finance Committee for their consideration and approval before any part of it is utilised.
6. Note that, subject to approval this day, an Options Analysis on use of the Exhibition Halls is to be reviewed by Resource Allocation Sub-Committee, and Barbican Centre Board to note, before presentation to Policy and Resources Committee, and therefore excluded from the remit of the proposed BRWG.
7. Note that a 10-year business plan (in conjunction with the City of London Corporation's wider approach to culture and service provision) has been commissioned, setting out options for a sustainably funded arts and cultural offering at the Barbican Centre, supported by the tax-payer, commercial income generation, and support from the corporate sector, to be developed by no later than the 2026/27 tax year. The 10-Year Business Plan will be managed as a separate programme, and updates will not be provided through the governance arrangements outlined in this paper.

Background

1. The full Masterplan for Barbican Renewal was approved by Policy and Resources Committee in March 2024, and a group of priority projects taken forward as 'phase one' to be delivered over the next five years. To progress delivery of this first phase, a new Director of Buildings and Renewal was appointed at the Barbican Centre, and a Project Team set up, collaborating with colleagues from the City Surveyors and Chamberlain's departments. Up to this point, oversight has been provided by the Barbican Centre Board, reporting to Resource Allocation Sub-Committee and Policy and Resource Committee for approval and drawdown of funds when necessary. The five-year budget for phase one is £231m and therefore falls within the CoLC's Major Programmes category of capital projects.
2. Delivery of major capital programmes within the City of London has been managed in a number of ways over different periods. More latterly, at Member level, governance for programmes over £100m have been overseen by the Capital Buildings Board, which has been granted full delegated authority for draw-down and spend. At Officer level, each programme has had a Programme Board, which reports to the Chamberlain's Project Assurance Board and, when requested, Town Clerk's Portfolio Board.
3. An independent report commissioned in July 2023 by Paul Martin (the Martin Report) reviewed the efficiency and appropriateness of this approach, looking at Member level governance particularly. It also looked in some detail at Barbican Renewal, given the likely need for consideration in due course, as a specific case in point. Key extracts are provided below:

"7.18 I would expect a strong case for a bespoke arrangement for the Barbican Centre as a globally significant cultural centre with significant stakeholder non-executive membership.

9.1 Service committees – including the Barbican Centre Board and the Police Authority but also external partner organisations like the Museum of London - have the expertise and experience relevant to their responsibilities and should be responsible for projects within the new framework. They should be empowered to undertake their work with streamlined and proportionate oversight.

6.11: I have considered where the Sponsor Body role should be exercised for Tier 1 projects that will be overseen by members, as well as Tier 2 projects where applicable. The choice is between this responsibility being undertaken by the Operational Property, Projects & Procurement Sub-Committee itself, and/or the relevant committee. I recommend that this role should be undertaken by a single relevant service committee. My reasoning is that it is a fundamental part of the service committees' role to oversee the high-level management of change in the committee's area of expertise and responsibility, and that the oversight of the more strategically significant projects should be undertaken in a way that aligns with the usual operating model of the Corporation.

7.13 My sense is that as the Barbican Centre Board has successfully developed a personality of its own featuring strong representation from the artistic and cultural industries it might be more analogous to the Museum project. Consideration should be given to the Sponsor Board being a subcommittee of the Barbican Centre Board with representation from the Policy & Resources Committee / Capital Buildings Board as in the New Museum project."

4. The Court of Common Council, at its meeting on 5th December 2024, also agreed: *“the approach in respect of the programme's governance, set out at paragraphs 28 - 30, noting that this would have the effect of it being overseen by the Barbican Centre Board, rather than the Capital Buildings Board, viz.:-*

Delivery

In view of the unique complexity of delivering a project at a live, Grade II listed site, the very particular demands of coordinating public programme and access and the timely completion of major works, and the need to remain responsive and agile in order to remain on programme, it is proposed that this major project be delivered by the Barbican Centre Board (notwithstanding the provisions of Standing Order No.54).

To this end a Project Board will be established as a subcommittee or working party of the Barbican Board, anticipated to meet fortnightly. This grouping is envisaged to comprise both internal and external members from Barbican Board and will have oversight of and authority over the development and delivery of Barbican Renewal. It will report into the Barbican Board quarterly, monthly to the Project Assurance Board (chaired by the Chamberlain) and to Policy and Resources Committee quarterly or by exception. Should the Renewal proposals be approved, the proposed composition, terms of reference and appropriate delegations to facilitate timely, agile and effective oversight will be brought forward through the appropriate channels for consideration. Similarly, proposals will be brought forward in respect of procurement and contracts management, reflecting the similar arrangements for major projects management approved by the Court for the Capital Buildings Board and considering appropriate delegations for those circumstances where the programme does not align with the cadence of committees and delay would impact detrimentally programme and cost.

The project will assist the Corporation in complying with its target duties to secure continuous improvement in services having regard to economy, efficiency and effectiveness and its specific duties to ensure that the facilities comply with the Corporation's obligations in relation to health and safety and occupiers' liability. The Corporation has the necessary powers to deliver the project as outlined and legal support will be available from the City Solicitor as required.”

5. Following the recommendations agreed by Court of Common Council in December 2024, it is now proposed that either a dedicated Sub-Committee with decision-making powers, or a working group / sounding board without decision-making powers but acting in support of an empowered SRO, is established. In either event, the group would provide appropriate expertise and counsel to the Programme, as well as more detailed scrutiny to be able to escalate any concerns at an earlier stage.

Current Position

6. Major programmes above £100m automatically report to Capital Buildings Board unless a bespoke arrangement is established. In the context of COCO's decisions in December 2024, bespoke arrangements have been approved in respect of the Barbican Renewal programme by placing it under the remit of the Barbican Centre Board.
7. Enhancements to this arrangement to maximise efficacy now need to be put in

place. The Barbican Centre Board has a broader range of agenda items to consider at its meetings, which take place only quarterly; a programme of the BRP's scale would benefit from more focused, dedicated support and scrutiny, to ensure that the requisite level of support and challenge is in place. The Barbican is funded by public monies and so there is an overriding obligation to ensure best value in delivering the programme. Governance arrangements, therefore, need to strike the optimal balance between providing robust scrutiny and constructive support and providing sufficient agility to delivery, thereby ensuring project management, resource commitment, and financial management is efficient and effective.

8. In coming to this consideration, learning from delivering previous major programmes must be taken into account and thus have contributed heavily to consideration around options. In particular, the findings of the Martin Review and the separate review by the Head of Internal Audit into major programmes, as well as the need for much more robust cross-corporate oversight of project delivery and financial oversight. Regular reporting on progress and spend into both Policy & Resources Committee and the Finance Committee, as well as the Barbican Centre Board, to allow for greater visibility and potential for intervention, in the event it is required, is important.

Options and Proposal

9. There are three practical options for governance of Barbican Renewal. All these pre-suppose appointment of joint SROs and a Delivery Director, with Delegated Authority for spend as outlined below but, in summary, the recommended option is to establish a Working Group to act as an agile, critical friend to challenge and support delivery by a designated SRO with authority to act up to certain thresholds.
10. A Working Group is distinct from a more formal Working Party or Sub-Committee (the mechanics of which are proscribed by Standing Orders and which must be facilitated by formal clerking support from the Town Clerk's department), in that it can be administered by project staff and is not subject to the same limitations around the publication of meeting dates/times and papers. Furthermore, the use of enhanced delegations to an SRO allows for decisions to be taken quickly, rather than needing to wait until formally scheduled meetings.
11. Whilst the option for a formal sub-committee exists, this would require the publication of agendas and papers 5 clear working days in advance of meetings, which would challenge the ambition to have an agile decision-making process. In any event, for any emerging issues, urgency procedures would need to be invoked in any event, adding additional bureaucratic process and delaying decision-making.
12. At the heart of the proposal is the principle of accountability. Through the appointment of an SRO with an accompanying framework in which to operate, Members will have an empowered individual who can act yet be held directly to account, providing clarity in respect of lines of responsibility.
13. It is clear that this must be supported by robust and transparent reporting to Members, so that they can have confidence in the SRO's ongoing ability and execution; equally, this provides the opportunity to challenge, escalate, or intervene as required.
14. It will be critical for any arrangement to remain under review so that it can be altered or enhanced should the need arise, ensuring it remains fit-for-purpose throughout the programme's life.
15. The three options with their benefits and disbenefits are summarised below:-

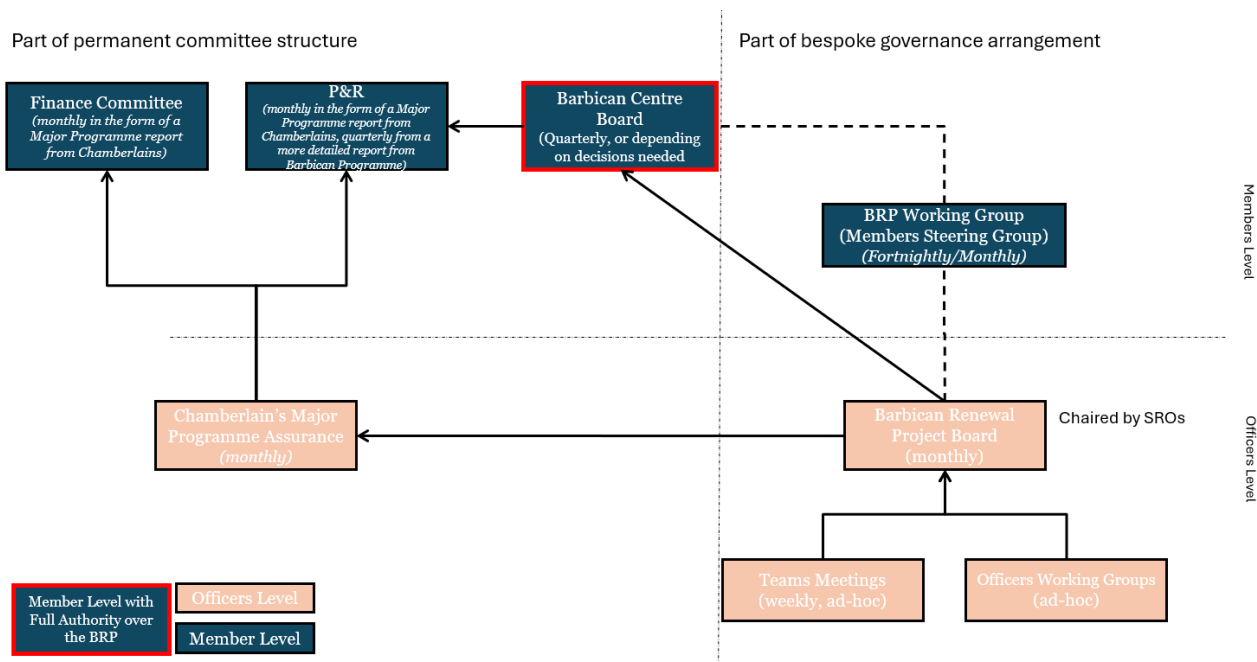
- Option A: Do nothing (with the BRP to report entirely to Barbican Centre Board) – **NOT RECOMMENDED**

Benefits:	Disbenefits
<ul style="list-style-type: none"> • Already established • No further work needed 	<ul style="list-style-type: none"> • Lengthy reporting and decision-making processes, with very limited flexibility to meet or review matters outside of fixed meeting dates. • Inability to respond swiftly to the demands of a live operational public site due to the fixed meeting schedule. • Limits the project team's ability to address emerging issues efficiently, affecting delivery. • Has a broad agenda, reducing its ability to focus solely on this programme. • Lack of dedicated expertise within the existing governance structure. • Inconsistent with the decision taken by CoCo in December 2024, which reflected the need for the adoption of a bespoke governance model, either through a Working Group or a Sub-Committee.

- Option B: Establishment of a Barbican Renewal Programme Working Group, supported by a framework of delegations to an SRO for the delivery of the Barbican Renewal 2025-2030, under the Barbican Centre Board and providing regular updates to Policy & Resources and Finance Committee – **RECOMMENDED**

Benefits:	Disbenefits
<ul style="list-style-type: none"> • Provides agility combined with established committees. • Utilises a specific pool of focused individuals with a keen Barbican Renewal, knowledge of its genesis and development. • The empowerment of SROs with extensive knowledge of Barbican Centre operations and requirements aids informed decision-making • The working group will provide confidence and expert counsel to the SROs. • No need for a clerk or extra resource to manage the committee. • BCB will keep full and detailed oversight of all aspects of the 	<ul style="list-style-type: none"> • Meets more frequently, e.g. fortnightly or monthly, which could cause capacity constraints on the SROs. • It could lead to ambiguity, particularly if the parameters around if and how the SROs are expected to consult before executing decision-making powers are not well-established at the outset (such as with the Barking Reach Group, where the nature and authority of the group was not articulated sufficiently at the outset). Any lack of clarity could undermine the effectiveness of SROs authority, reducing efficiency and limiting the ability to make

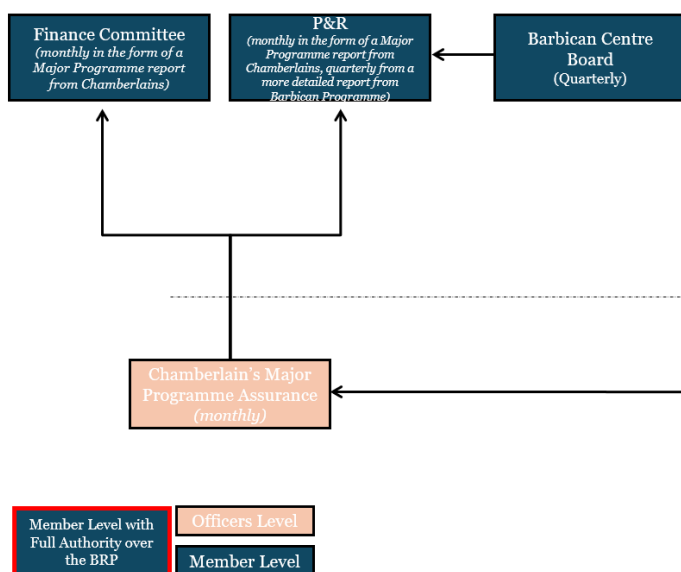
<p>programme, ensuring the Board keeps a strategic perspective on all operational decisions. This will enable comprehensive consideration of the changes introduced through the programme and their impact on the Barbican. Finance Committee and P&R also maintain ongoing high-level oversight of delivery and spend.</p>	<p>timely decisions.</p> <ul style="list-style-type: none"> It could lack the expertise of a wider pool of individuals identified solely for their experience in cultural and capital programmes.
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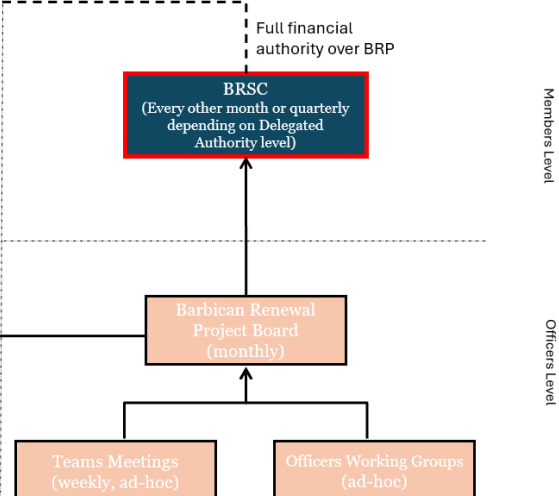
- Option C: Barbican Renewal Sub-Committee - NOT RECOMMENDED**

Benefits:	Disbenefits
<ul style="list-style-type: none"> • Brings together knowledge, experience and expertise of Barbican Centre Board, relevant committees and co-opted expertise from external members in a formal setting. • Familiar processes for Members. • Ability to draw together capital with operational and cultural change. • Meets quarterly and can regroup more easily if required by exception between meetings, or delegate authority. • Full focus on Barbican Renewal as the most significant capital project in the Barbican's history • BCB will keep full and detailed oversight of all aspects of the programme, ensuring the Board keeps a strategic perspective on all operational decisions. This will enable comprehensive consideration of the changes introduced through the programme and their impact on the Barbican. • Finance Committee and P&R also maintain ongoing high-level oversight of delivery and spend. 	<ul style="list-style-type: none"> • New sub-committee needing set-up and administrative resource. • Will increase admin tasks and generate resource constraints within the programme team. • Will need formal clerking and pose a challenging resource implication for the clerking team, which may result in needing to hire a dedicate clerk (with no funds currently available or identified for this) • New external members may need to be appointed and inducted. • In practical terms, the requirement to publish papers 5 clear days before meetings will mean that information presented is less likely to be timely, or that decisions required have to be managed through urgency procedures or delegation in any event.

Part of permanent committee structure



Part of bespoke governance arrangement



barbican

16. As mentioned, the two options above pre-suppose confirmation of joint SROs and a Delivery Director, with Delegated Authority for spend. Below outlines how these differ from current arrangements, and a justification for the proposed:

a) Delegated authority to SROs **for the approval of drawdowns from the budget envelope to available spent**

Current governance	Proposed governance	Justification
<ul style="list-style-type: none"> £0 £2m (for Markets Co-Location Programme) 	<ul style="list-style-type: none"> £5m 	<p>At present, SROs and Chief Officers have a delegated authority (DA) limit of £1 million for programmes valued below £100 million, per the existing project governance structure. However, this framework was not formally applied to major programmes, and no DA levels were established for SROs and Chief Officers, meaning they were unable to take decisions outside of the committee structure.</p> <p>This has proven challenging for other Major Programmes, and lead to delays when critical decisions were expected.</p> <p>The COCO paper in December recognised that this programme should consider appropriate delegations to avoid having a detrimental impact on both programme delivery and cost.</p> <p>Granting SROs an increased level of DA will provide more effective and efficient decision-making, recognising their expertise and ensuring more efficient decision-making.</p> <p>Any decision taken under this delegated authority will be reported to all relevant committees, logged and discussed at the BR Officers Board, and brought forward for information to all the relevant channels (BRSC or BRWG), Barbican Centre Board, Finance Committee, and Policy & Resources.</p> <p><i>The Head of Internal Audit has been sighted on this report and the proposed arrangements for Member Governance of the BRP. The Head of Internal Audit considers Barbican Centre Board oversight and control to be a critical component in ensuring strategic alignment of programme outcomes and for minimising disruption to operations throughout the lifecycle of the programme. As recognised in previous Internal Audit reviews of Major Programme Governance, there is some underlying concern in relation to capacity and bandwidth of the Board to absorb the demands of the BRP as it gains momentum and the extent to which the</i></p>

	<p><i>Board has the agility to convene when necessary without becoming over reliant on decisions taken under urgency and so it is welcome that proposals include a governance forum to support the Board. Similarly, the proposed delegations to officers are considered proportionate and helpful for the efficient running of the programme, which, given the rigour of Procurement Regulations do not materially increase risk in this regard. While both the Sub-Committee and Working Group options will provide support to the Barbican Centre Board, the Sub-Committee proposal does not address the agility concern, the Working Group, by design, appears a more efficient solution without compromising effectiveness. Notwithstanding these comments, Internal Audit will review in detail the effectiveness of governance arrangements 6-9 months after implementation.</i></p> <p>The rationale for the proposed £5m figure is we have undertaken an audit of anticipated procurement activity across the next 5 years and see a clear distinction between those decisions to draw down/spend under £5m, which will often be smaller, short term or responsive activities, and all major contracts or purchases. This threshold enables the Barbican Centre Board to maintain full control over any major, strategic procurement, while SLT members are able to take decisions regarding essential, time-critical spend as the project progresses. This allows both the oversight and the agility required to keep the project to budget and programme. Larger pieces of procurement will be planned and managed to tessellate with Board dates, to facilitate effective and timely decision making and tenders.</p> <p>This level is considered appropriate as it strikes the right balance between operational decision-making and matters requiring escalation to higher levels of governance. Decisions below £5 million are typically operational in nature and more detailed, whereas decisions above this threshold are likely to be of greater strategic significance and therefore of interest to Members.</p> <p>The proposed delegated authority level is proportionate to the overall cost and budget of the programme. Furthermore, all contracts awarded under this delegation will be subject to a procurement exercise. Higher-value contracts will follow the full procurement process, which is specifically designed to ensure rigour and transparency. The contract award itself will be a formality based on a structured evaluation, with the outcome being the selection of the most advantageous tender.</p> <p>This approach ensures that appropriate oversight is maintained, value for money is secured, and the</p>
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		efficient delivery of the programme is supported.
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b) Delegated Authority to Delivery Directors **for the approval of Purchase Orders and Contract Awards**

Current governance	Proposed governance	Justification
<ul style="list-style-type: none"> £1m 	<ul style="list-style-type: none"> £2m 	Increasing the Delivery Director's Delegated Authority (DA) from £1 million to £2 million will enable more effective and efficient decision-making. This adjustment will streamline procurement processes and provide greater flexibility for SROs, removing the need for them to review smaller expenses below the DA threshold of £5 million. The increased DA will facilitate faster decision-making and improve overall efficiency by reducing bottlenecks in procurement and contract approval.

Joint SROs

17. Ordinarily, the proposal for major programmes would be for a single SRO. However, the proposal in this specific instance for two is intended to recognise the particular current position, both at a point in time (i.e., with regard to the ongoing recruitment of the Barbican CEO), as well as the atypical nature of the programme. As an operational arts centre, but also a significant construction project, there is an inherent potential tension and balance to be struck between construction-related matters and operational-related matters, where the two have the potential to impact each other. The two areas are inextricably intertwined with each other, and so a balance between the local and the corporate issues needs to be maintained, particularly whilst the leadership of the Barbican Centre remains subject to recruitment. In the unlikely event of any conflict, the Town Clerk & Chief Executive (as the line manager of both SROs and Head of Paid Service, and so ultimately accountable) would resolve the matter.

Officer governance

18. In line with what was agreed on COCO 5th December 2024, and following Programme Management best practices, an officer **Barbican Renewal Programme Board** has been set and started in February 2025. The primary aim of the Barbican Renewal Programme Board is to provide strategic oversight and coordination for all aspects of the Barbican Renewal Programme. This includes managing risks, addressing dependencies between projects, and ensuring robust financial oversight of the associated budgets.

19. It is chaired by the joint SROs and attended by all key project and design team members as well as representatives from Chamberlains and PMO departments.

20. In addition, the Board will oversee the top-level communication and engagement strategy across all related projects.

21. The Board will also play a key role in coordinating reports to the Barbican Renewal Sub-Committee (if established) or working party (if reports are required), Barbican Centre

Board, Policy and Resource committee, and Chamberlain's Major Programme Assurance Board, with other relevant officer boards.

22. In line with current internal officers' processes, the programme attends the Chamberlain's Major Programmes Assurance Board. The primary aim of the Chamberlain's Major Programmes Assurance Board is to provide strategic financial oversight and coordination for all financial, contractual, and procurement matters related to the approved Major Programmes within the City of London Corporation.

Summary of Delegated authority and Member governance arrangements

23. The table below sets out which of the above responsibilities are proposed for delegation to the SROs and Delivery Director in respect of the Barbican Renewal Programme, alongside the role of the newly proposed sub- committee, Barbican Centre Board and Policy and Resources Committee:

	<i>Delegation to SRO</i>	<i>Reserved to Barbican Renewal Sub-Committee (BRSC) or to the Working Group, for information and consultation only</i>	<i>Reserved to BCB</i>	<i>Reserved to P&R / Finance</i>
A	<ul style="list-style-type: none"> Day-to-day ownership of the Programme Plan and approved milestones Appointment of resources in support of the delivery of the programme (including professional services in line with B below) 	<p>If BRSC:</p> <ul style="list-style-type: none"> Initial approval of the Programme Plan and milestones <p>If BRWG:</p> <ul style="list-style-type: none"> Noting the Programme Plan and milestones 	<p>If BRSC</p> <ul style="list-style-type: none"> Noting approval of the Programme Plan and milestones quarterly <p>If BRWG:</p> <ul style="list-style-type: none"> Approval of the Programme Plan and milestones quarterly 	<ul style="list-style-type: none"> Noting approval of the Programme Plan and milestones quarterly
B	<ul style="list-style-type: none"> Monitoring of programme budget Release of monies at approved milestones in the project plan, up to £5m Award of contracts up to up to £5m 	<p>If BRSC:</p> <ul style="list-style-type: none"> BRC to receive regular budget monitoring reports. Variances of >15% must be reported to BRC and approval sought. Award of contracts over 	<p>If BRSC:</p> <ul style="list-style-type: none"> Noting quarterly updates on the budget and spent. Review of anything beyond the envelope approved at P&R in November 	<ul style="list-style-type: none"> Noting quarterly updates on the budget and spent. Approval of anything beyond the envelope approved at P&R in November 2024, with

	<p>(noting that one of the SROs holds current authorised signature limit of £15m), with the Delivery Director being able to award and sign contracts and Purchase order for up to £2m in consultation with the SROs.</p> <ul style="list-style-type: none"> To remain in line with any future changes to the thresholds agreed for officer delegation under relevant corporate governance framework documents, e.g., Standing Orders, Scheme of Delegations, Financial Regulations, Procurement Regulations, Project Procedure. 	<p>the level allowed under Officer Delegation threshold.</p> <p>If BRWG:</p> <ul style="list-style-type: none"> Variances of >15% to be reported for noting 	<p>2024.</p> <p>If BRWG:</p> <ul style="list-style-type: none"> BRC to receive regular budget monitoring reports. Variances of >15% must be reported to BRC and approval sought. Award of contracts over the level allowed under Officer Delegation threshold. 	<p>subsequent approval at Court of Common Council.</p>
C	<ul style="list-style-type: none"> Review of progress against programme plan 	<p>If BRSC:</p> <ul style="list-style-type: none"> Exception reporting of key risks and issues <p>If BRWG:</p> <ul style="list-style-type: none"> Note exception reporting of key risks and issues 	<p>If BRSC:</p> <ul style="list-style-type: none"> Reviewing and noting decisions beyond the pre-approved changes in strategy and policy of the Programme <p>If BRWG:</p> <ul style="list-style-type: none"> Reviewing and approval decisions beyond the pre- 	<ul style="list-style-type: none"> Decisions beyond the pre-approved changes in strategy and policy of the programme

			approved changes in strategy and policy of the Programme	
D	<ul style="list-style-type: none"> Initial consideration of questions around strategic direction and commercial viability of the Barbican Renewal 	<p>If BRSC:</p> <ul style="list-style-type: none"> Final decision-making regarding the strategic direction and commercial viability. <p>If BRWG:</p> <ul style="list-style-type: none"> Note and advice on the strategic direction and commercial viability. <p>PS: Option Analysis on use of the Exhibition Halls is reviewed by Resource Allocation Sub-Committee, and Barbican Centre Board to note, before presentation to Policy and Resource Committee in Spring 2025, and therefore excluded from the remit of the Barbican Renewal Sub-Committee of Barking Renewal Programme Working Group.</p>	<ul style="list-style-type: none"> Reviewing and noting of the options analysis on use of the Exhibition Halls before presentation to Policy and Resource Committee in Spring 2025. Reviewing and noting of the 10-year business plan, subject to final approval by the Policy and Resources Committee 	<ul style="list-style-type: none"> Decision options analysis on use of the Exhibition Halls before presentation to Policy and Resource Committee in Spring 2025. Decision on the 10-year Business Plan

Summary of approvals for financial and procurement

Action / Stage	<£2m	>£2m-£5m	>£5m-£15m	>£15m (within approved budget of £231m)
Drawdown of funds	SROs	SROs	Barbican Renewal Sub-Committee (BRSC) / BCB	Barbican Renewal Sub-Committee (BRSC) / BCB
Approval of procurement strategy report (pre-procurement)	Delivery Director	SROs	SRO (City Surveyor)	BRSC / BCB
Approval of procurement award report (award of contracts)	Delivery Director	SROs	SRO (City Surveyor)	BRSC / BCB
Contract extensions/ variations (new contract value)	Delivery Director	SROs	SRO (City Surveyor)	BRSC / BCB
Signature of contract	Delivery Director	SROs	SROs (part of City Surveyor current responsibilities)	With Comptroller's
Approval of Purchase Orders	Delivery Director	SROs	SROs	With Comptroller's

Corporate & Strategic Implications

24. *Strategic Implications:* Barbican Renewal in itself delivers against all six of the CoLC's strategic aims, so any action that supports efficient and effective delivery of its benefits directly supports the Corporate Plan. Prompt and well-informed decision making will help accelerate progress towards a more equitable, resilient and successful site (Diverse Engaged Communities, Vibrant Thriving Destination, Dynamic Economic Growth) and achievement of the City's net zero targets (Leading Sustainable Environment).
25. *Financial implications:* no changes from those outlined in the approved business case, *other than those associated with resourcing (see below).*
26. *Resource implications:* If Members choose to establish a new Sub-Committee, additional clerking/administration resource will need to be identified (either as part of the programme budget or otherwise) to provide sufficient support for new Barbican Renewal Sub-Committee. Currently, there is insufficient resource within the Governance and Member Services Team to support any additional committees. It is estimated that this sub-committee

will command administrative support equivalent to 0.5FTE at a cost of approximately £31,000 per annum (to increase with any staff pay increments). If Members are supportive of the proposal within this paper, officers will review options on how this resource demand can be met and will bring these back under urgency to the relevant committee(s). Other options do not present the same level of resource implications, unless there is a proposal to report matters via the Barbican Centre Board, which in turn requires an increase in the frequency of their meetings.

27. *Legal implications*: none

28. *Risk implications*: Reduced risk of programme delay and additional cost. Reduced risk of disconnect between capital programme and operations/business plan. Continued uncertainty around governance arrangements for this project will result in delays and, ultimately, likely add to costs associated with the project.

29. *Equalities implications*: Establishment of a new sub-committee with introduction of external members offers opportunities to create a more diverse and inclusive working culture. This can be achieved both through membership and terms of reference.

30. *Climate implications*: supports efficient delivery of CoLC's net zero targets.

31. *Security implications*: none

Conclusion

32. For the reasons outlined in the options table, Members are asked to endorse and approve the recommendations made above regarding governance of Barbican Renewal, with immediate effect. In summary:

- a. Establishment of either a Barbican Renewal Sub-committee operating with full Delegated Authority for the delivery of the Barbican Renewal 2025-2030, or the consolidation of a working group to provide advice and expertise to the programme, whilst maintaining Barbican Centre Board full Delegated Authority for the delivery of the Barbican Renewal 2025-2030 programme.
- b. Confirmation of joint SROs, and a Delivery Director with related Delegated Authorities.
- c. Review of options appraisal of Exhibition Halls at Policy and Resource Committee in Spring 2025, to be presented to RASC or Investment Committee, and to be noted at Barbican Centre Board.
- d. Review of ten-year business plan by Policy and Resource Committee end 2025, to be noted at Barbican Centre Board.

Appendices

Appendix 1 – Draft Terms of Reference for the Barbican Renewal Sub-Committee

Appendix 2 - Draft Terms of Reference for the Barbican Renewal Working Group

Background Papers

Court of Common Council – Barbican Report (December 2024)

Barbican Renewal Executive Summary Business Case (December 2024) Independent Report, Paul Martin (July 2023)

Philippa Simpson

Director for Buildings and Renewal, Barbican Centre E:

philippa.simpson@barbican.org.uk

Draft Barbican Renewal Sub (Barbican Centre Board) Committee

Composition

- Chair and Deputy Chair of the Barbican Centre Board
- Two further Members of the Barbican Centre Board
- The Policy and Resources Committee Representative on the Barbican Centre Board, or another representative from P&R if necessary
- One Member of the Finance Committee
- Up to three external Members with necessary expertise and skills in major programmes, to be recruited and appointed by the Barbican Centre Board.

This number is in line with the two other subcommittees to the Barbican Centre Board, Finance and Risk committee and People, Culture and Inclusion committee.

Quorum

Any three Members, with at least one representative of the Barbican Board and Policy and Resources Committee.

Terms of Reference

In respect of the Barbican Renewal Programme, which have been approved in principle by the Court of Common Council, to be responsible for:

- (a) Overall strategic direction and co-ordination, including commercial viability, providing it is in accordance with any relevant agreed strategies.
- (b) financial control and variances of up to +15%, within the overall approved budget for the project^[1], referring matters beyond this to the Barbican Centre Board and any other relevant committee(s);
- (c) review of progress.
- (d) decisions on significant option development and key policy choices.
- (e) oversight of the options analysis for the Exhibition Halls, making a final recommendation to the Barbican Centre Board and Policy and Resources Committee.
- (f) Monitoring the risks, budget, and progress against agreed milestones (referring matters to the Barbican Centre Board; and
- (g) The release of the City of London Corporation's funding that is within budget, without recourse to other committee(s).

The Barbican Renewal Sub-Committee will meet four times a year.

Delegated Authority requests will be submitted in the event that decisions are required between meetings (for example, where a tender exercise is due to close during a recess period).

[1] Including acting as the “Service/Spending Committee” in line with the Projects Procedure and Procurement Code.

Draft Barbican Renewal Working Group

Composition

- Chair and Deputy Chair of the Barbican Centre Board
- Two further Members of the Barbican Centre Board
- The Policy and Resources Committee Representative on the Barbican Centre Board (or another representative from P&R)
- One Member of the Finance Committee
- Up to three external Members with necessary expertise and skills in major programmes, to be recruited and appointed by the Barbican Centre Board.

This number is in line with the two other subcommittees to the Barbican Centre Board, Finance and Risk committee and People, Culture and Inclusion committee.

Quorum

Any three Members, with at least one representative of the Barbican Board and Policy and Resources Committee.

Terms of Reference

In respect of the Barbican Renewal Programme, which have been approved in principle by the Court of Common Council, to be responsible for:

- (h) Overall strategic direction support when advice and counsel is needed, in accordance with the relevant agreed strategies.
- (i) No financial control but variances of up to +15%, within the overall approved budget for the project^[1], referring matters beyond this to the Barbican Centre Board and any other relevant committee(s) to be noted for information;
- (j) review of progress.
- (k) Advice to SRO on significant option development and key policy choices.
- (l) oversight of the options analysis for the Exhibition Halls, making a final recommendation to the Barbican Centre Board and Policy and Resources Committee.
- (m) Monitoring the risks, budget, and progress against agreed milestones (referring matters to the Barbican Centre Board; and
- (n) SROs are allowed for the release of the City of London Corporation's funding that is within budget and their Delegated Authority limits, without recourse to the working group, however SROs and officers must inform the Working Group of any major decision taken.

The Barbican Renewal Working Group will meet monthly or ad hoc..

The working group will not be acting as the “Service/Spending Committee” in line with the Projects Procedure and Procurement Code.

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City of London Corporation Committee Report

Committee(s): Barbican Centre Board	Dated: 08/05/2025
Subject: CEO Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Dynamic Economic Growth • Leading Sustainable Environment • Vibrant Thriving Destination • Providing Excellent Services • Flourishing Public Spaces
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:	David Farnsworth, Interim CEO
Report author:	David Farnsworth, Interim CEO

Summary

The following is a summary of activity across our Strategic Framework and Shared Goals from January to March 2025.

Recommendation

Members are asked to

- Note the report.

Main Report

Current Position

EXCITE AND ENGAGE OUR AUDIENCES AND COMMUNITIES

Audience Experience

Service: building better feedback data

We are committed to ensuring that the perspectives, thoughts, and feedback of our audiences remain at the heart of our planning and decision-making processes. It is essential for us not only to understand the impact of the events and facilities we offer but also to work collaboratively with our audiences in assessing the services and experiences provided at every point of interaction. These insights always directly inform large-scale initiatives, such as Barbican Renewal. However, we are also focused on enhancing the ways in which we regularly incorporate the voices of our visitors to plan and prioritise incremental improvements.

In this period, we further developed how we engage audiences, both in the Centre and online, to detail their experiences, feedback and ideas. Through manual and digital categorisation, we're now building improved data analysis to better understand priorities, target any required improvements and measure the impact of any changes. This data will also guide our communications regarding progress updates, whether on longer-term plans or smaller interventions, to better support our audiences.

One of the most rewarding aspects of this work is the ability to capture and share the significant amount of positive feedback we receive across our teams. Celebrating our successes while simultaneously reflecting on areas for improvement is an essential part of our ongoing development.

Next steps include refining our feedback categorisation, measuring the delivery of identified improvements and expanding the channels through which audiences are able to engage with us.

Adding value: Bloomberg Connects

Bloomberg Connects, an initiative from Bloomberg Philanthropies, is a free app for users to explore expert-curated content and guides to over 800 cultural spaces around the world, including museums, galleries, sculpture parks and gardens.

We are pleased to commence implementation of the app, which will support connecting people with our offer through free content, wayfinding and guided user journeys.

Tickets now available in Apple Wallet & Google Wallet

Recent customer feedback highlighted that, due to poor mobile reception, audiences were struggling to open ticket emails on their mobile devices. Connecting to WiFi can be effective, but takes additional time that audiences often do not have, causing a last-minute inconvenience.

To solve this pain point for our customers, we successfully implemented Apple Wallet and Google Wallet functionality for Barbican-issued tickets, allowing customers to conveniently download tickets directly to their phones

We are always investing in our digital audience experience and during our July meeting we will share more about our approach to user improvements.

Barbican Estate: Visitor Management Plan

We are working with the Barbican Association on a light-touch update to the Visitor Management Plan, which sets out the operational steps we must take to reasonably minimise disturbance to surrounding residents.

Retail

The last quarter of 24/25 (Q4 Jan-March 2025) was our second busiest trading quarter of the 24/25 financial year, after Q3. Sales in this period were driven by the extremely well attended programme, including *Noah Davis* and *The Seagull*.

Over 1,700 Noah Davis catalogues have been sold since Feb. The catalogue topped our best sellers list by sales value for Q4. Second to the catalogue was the runaway success of the 'Cate Blanchett' t-shirt, by the independent, female-owned business Girls on Tops. Selling over 900 units to date, this was a wonderful addition to the retail offer, becoming a must-have and driving audiences into the shop.

In Q4, we sold nearly 3,000 Seagull programmes through the shop tills. The Barbican tote came a close second, with 2,733 units sold. With a 65% margin, the tote is one of our most profitable lines selling at volume and we are looking forward to a refreshed set of colourways arriving this spring.

2024/5 retail success stories:

- The updated '*Residents*' book, re-published in September 2024 in collaboration with Hoxton Mini Press, sold 800 units.
- A Development and Retail Team collaboration with HighSnobiety; developing co-branded apparel, in return netting a partnership fee and driving onsite and online sales with a capsule range stocked by the Barbican Shop. This was a

great opportunity to reach a new audience, whilst also testing our licencing potential.

- A sell out range of limited-edition ceramics for Noah Davis with ceramicist Chris Bramble.
- Supporting Black Designers and Makers in the Noah Davis shop and the Foyer Shop, working closely with small and local businesses, building ongoing relationships with new suppliers.
- Introducing the '*Design Edit*' for Christmas, reaching an audience looking for high end, design focussed gifts.
- Blind Date with a Book (BDWAB) – BDWAB came back again for Valentine's Day and International Women's Day, giving our customers a chance to pick up a surprise. It was a hit, with over 260 units sold in 4 weeks.

Looking ahead:

- *Feel the Sound*, and the summer *Frequencies* campaign, with a new range of products influenced by music and sound hitting the ground floor in May.
- A re-vamp to our Home and Children's offer will take place over the coming months, giving these two categories a fresh new look and a new position in the Shop ready for the summer.
- Sourcing and buying for Dirty Looks and the winter gifting season is under way.

Audience engagement

Concrete Garden: Spring Brand Campaign

Seasonal brand campaigns have been implemented to engage audiences through a centralised seasonal theme.

Throughout spring, the Noah Davis exhibition has been the key focus of our first seasonal cross-artform programme, Concrete Garden, which draws from Davis's work to appeal to a broader audience, encouraging them to embrace the seasonally appropriate themes of renewal and transformation.

The season launched in early February and since then, over 40,000 tickets have been sold for Concrete Garden events (including Noah Davis) with 1,660 having booked more than one Concrete Garden event (for example and exhibition and a talk).

Brand Project: our identity

The Barbican brand work is on-track with brand positioning, hierarchy and tone of voice in final stages of consultation. Over 150 colleagues across the Barbican, the

Barbican Board & Trust, and City of London Corporation have provided thoughtful and useful feedback, which is being incorporated. It is expected that final positioning will be presented in the coming months.

Telling the Story: Corporate Communications Highlights

We continue to deliver our Corporate Communications strategy, with a focus on using eye-catching news moments to communicate the Barbican's objectives and impact and build a sense of momentum. Since January, these moments have included: the public consultation on Barbican Renewal; the announcement of our summer theme 'Frequencies'; and the announcement of our Harris Academies partnership and the expanded Young Barbican scheme, linked to the launch of Culture Mile BID's Art for All report.

Press coverage highlights

- ITV London News ran a TV feature on Barbican Renewal, featuring an interview with Philippa Simpson, Director for Buildings and Renewal, in the Barbican's Plant Room, and with Marta Lowcewicz, Head Gardener, in the Barbican Conservatory. Watch back [here](#).
- [Hoxton Radio](#) interviewed Karena Johnson, Head of Creative Collaboration, in March where she discussed the Barbican's Concrete Garden programme and Creative Collaboration's projects.
- *The Seagull* opened to 4- and 5-star reviews, including 5* from [The Evening Standard](#), [Daily Express](#), and [The Mail On Sunday](#).
- The Noah Davis exhibition in Barbican Art Gallery received stellar reviews across the national newspapers, led by Alastair Sooke's 5* in the [Daily Telegraph](#), describing the survey as "spellbinding, spine-tingling, expertly marshalled".
- Devyani Saltzman, Director for Arts & Participation, wrote an editorial for the Evening Standard commenting on the importance of creativity in the school curriculum, highlighting the Culture Mile BID Art for All report (to which the Barbican contributed) and announcing our Harris Academies partnership and planned Young Barbican expansion.

FUEL CREATIVE AMBITION

Theatre

The Seagull closed on May 5 after a tremendous run of packed houses and standing ovations. Bookings for *Fiddler on the Roof* are responding positively to its win of 'Best Musical Revival Award' at the Olivier Awards.

In April, we turned our stage into a jazz club to welcome back the staging of Charles Mingus' legendary album *The Black Saint and the Sinner Lady*, delivered by award-winning performance company Clod Ensemble and the cutting-edge Nu Civilisation Orchestra. Audience members can sit back with a drink and just listen to the music or get up and join in the dance.

Shortly after, Teatro La Plaza from Peru took over the stage with their interpretation of *Hamlet*. Two other main house shows to come are Beckett's Krapp's *Last Tape* with celebrated stage and film actor Stephen Rea and the exciting *A Night with Boy Blue* featuring over 160 young dancers. We will be also welcoming two new companies making their debut to the Pit.

Barbican Immersive

In the first quarter of 2025, we continued production on in-house projects and touring productions.

Feel the Sound: An Exhibition on a Different Frequency, was announced in February and garnered significant press interest, particularly on using the Barbican's carparks as an exhibition space for the first time. In conjunction with the exhibition, Barbican Immersive will also present its first multiuser, virtual reality (VR) experience simultaneously in the Pit Theatre. Created in 2021, *In Pursuit of Repetitive Beats* is an internationally acclaimed, award-winning interactive VR adventure.

Produced by East City Films and created by Darren Emerson, this ground-breaking experience takes audiences on a multi-sensory journey back to 1989, immersing them in the euphoric rave scene that revolutionised music and society. For its presentation at the Barbican, a new version of the piece is being developed, allowing four visitors to simultaneously experience the world and story together.

AI: More Than Human opens at The Phillip and Patricia Frost Museum of Science in Miami on May 30, 2025. This will be the first time the exhibition has visited the United States.

Asian Comics: Evolution of an Art Form opened at the Museum of Pop Culture in Seattle on March 7. By the end of March, it had attracted over 12,000 visitors.

Music

Music opened the year with a surge of young talent, with a National Youth Orchestra (free for teens) concert, followed by a long-awaited tour from Simon Bolivar Symphony Orchestra, featuring two sold-out concerts and an inspiring day of workshops at Central Foundation Boys School.

The Czech Philharmonic's 2-day residency was a sell-out. Wynton Marsalis and Jazz at Lincoln Center Orchestra and Youth Orchestra returned in March for a 3-day residency. This included a partnership concert with Guildhall School of Music and Drama, free stage events over the weekend, workshops in Hackney's Bridge Academy, a collaboration with the London Symphony Orchestra and their own *Democracy! Suite* gig.

Other highlights of this season included a rare performance by Kim Deal, former front-woman of The Breeders and Pixies, Shirley Thompson's *Women of the Windrush*, and Jordi Savall's multi-national Silk Road exploration, *Ibn Battuta*.

Premieres and Barbican commissions during this period included David Fennessy's *Bog Cantata*, a co-commission with Dunedin Consort, Shiva Feshareki's *Bab-Khaneh*, a co-commission with BBC Symphony Orchestra, and the UK premiere of Davóne Tines's *ROBESON*, a musical exploration of Paul Robeson's political life.

We worked with UnSound Festival in Krakow to bring new work by Mica Levi and Mabe Fratti to our stage, and with Brick Lane Jazz Festival to create the ambitious collaboration between US trumpeter Theo Croker, London-based jazz musicians and fashion designer Nicholas Daley, *Dream Manifest*. This was the first of the new cross-arts programming seasons, with a Barbican debut from F* Choir and a new commission for Belinda Zhawi responding to Noah Davis exhibition.

Visual Arts

The Visual Arts team is preparing the installation of *Huma Bhabha. Encounters: Giacometti* that opens to the public on 8 May. The first in a series of three exhibitions produced with Foundation Giacometti, Paris, this exhibition with Huma Bhabha is in partnership with the Kiran Nadar Museum of Art, New Delhi. Tickets are now on sale at an accessible price of £8 (£6 young Barbican) and £5 ticket offers available to audiences attending another ticketed Barbican event on the same day. Members are able to see the exhibition for free.

Citra Sasmita: Into Eternal Land in the Curve (30 Jan—20 April) and *Noah Davis* (6 February – 11 May 2024) have both been received positively by press and audiences.

Noah Davis will tour to Hammer Museum, Los Angeles (opening 8 June) and then to the Philadelphia Museum of Art later in the year.

Dirty Looks, opening in September in the main Gallery, and *Lucy Raven: Rounds*, opening in October in The Curve, have both been announced.

Creative Collaboration

Public and participatory programming increased in the first months of 2025. This included; a series of talks and workshops centered around the conservatory and *Concrete Garden* inspired by the Noah Davis exhibition and a five-part public program series across February and March. Both events were well received, particularly around the expanded opening hours of the Conservatory. We also launched our *Home: Figure and Portrait Drawing workshop sessions* led by visual artist Honey Williams, where participants could learn a range of drawing techniques and create a body to be exhibited in a community exhibition in April.

In February we presented the ClubStage event, *Wu-Lu, Denzel Himself & SHEIVA*, which sold out to a capacity crowd. We aim to make Clubstage a regular feature in the coming year.

In March we produced our second *Young Barbican Takeover* for over 600 attendees. Activities included; talks; screenings; and a literary salon with publishers Penguin and Silver Press. As part of the Takeover, the free stage bands collaborated with *So Young Magazine*, and received an enthusiastic response from audiences.

Alongside our regular Young Film Programmers and Young Poets courses, we focused on expanding opportunities for the alumni of these successful, long-running programmes. We supported 75 Young Poets with new commissions and performance opportunities and organised master class with the international award-winning poet, essayist and academic, Claudia Rankine.

Our monthly *Conservatory Days*, welcomed 270 students and 45 teachers. Sessions included Conservation Creatures for KS2 students, Eco-Poetry workshops for KS3 students and self-led creative activities, for students at Special Educational Needs Schools. We also produced a Careers Insight Morning as part of the London Careers Festival, where Year 10 students spoke to a range of colleagues and explored creative roles at the Barbican.

As part of ambition to refocus our community work towards hyper-localised, high-impact and intergenerational lifelong learning, we launched *Barbican Community Choir* with choir masters Abdul Shyllon and Rachel Huggins. During these weekly sessions participants learn how to use their voice as an instrument, learn to sing different genres of music and gain the confidence and experience to perform in front of a live audience.

Cinema

Masterpieces of the Iranian New Wave, externally curated by Ehsan Khoshbakht, a showcase of ground-breaking films from 1962-1977, opened in February. The season sold out, allowing us to programme additional screenings of the most popular titles. This is now the most popular season in Barbican Cinema history, with 34% new bookers.

We also held the first event of our new Animation strand in February, with a sold-out Cinema 1 for *In This Corner of the World* and a recorded introduction from the director, Sunao Katabuchi.

We linked our New Releases and ScreenTalks to the BAFTA and Oscar awards seasons, confirming that larger distributors are increasingly thinking about the Barbican as a key release venue. Our gross box office for key titles put us amongst the top UK exhibitors.

Sold out ScreenTalks included: actor Guy Pearce (*Memento*); director Mike Leigh and Actor Michele Austin (*Hard Truths*); actor Jessie Eisenberg (*A Real Pain*); actor

Pamela Anderson (*The Last Showgirl*); director. Joshua Oppenheimer and actor George MacKay (*The End*).

Family Film Club also saw a strong start to the year with our signature blend of new titles, International Women's Day shorts, and cult classics. We welcomed guest talks and held interactive draw-along sessions and creative workshops in the Cinema for children.

We held a full-house screening in Cinema 1 for *Wallace and Gromit: Vengeance Most Fowl*, which included a Q&A segment from Aardman creators Nick Park and Merlin Crossingham. We also welcomed the BAFTA-winning Director Susanna White for a Q&A segment while introducing *Nanny McPhee* and the *Big Bang*.

Our twice-weekly Parent and Baby screenings continue to be a regular meeting point for new parents/guardians and their babies to share the best new releases and arts cinema titles in an environment specially tailored for them. We receive consistent verbal and written feedback about the relaxed atmosphere that we create and the facilities we provide, including sensory toys and baby books for those who wish to remain in our spaces after the screenings.

In 2024/25, as a result of our bespoke, curated programme, we surpassed both financial targets and audience numbers, providing the team a stable platform to continue building from in 25/26.

BUILD AN ENTERPRISING BUSINESS

Commercial

Business Events – Event Management

In Q4 of 24/25, the Business Events team delivered a wide range of activities including 11 events in the Barbican Hall (3 graduation ceremonies, 3 conferences including the returning Product Con and Women in Tech SEO events and 5 Fane talks with sell out audiences for Elizabeth Day, Fi Glover and Jane Garvey). A further 72 events were also delivered comprising a mix of returning clients as well as new business including the 'Voices of Faith Festival'.

In April, we launched our new spring and summer menus where Searcys demonstrated their sustainability commitments with a revised set of pledges in 2025 (Inclusion by Design, Nurturing and Growing Talent, Progressive Partnerships and Step Up. This includes committing to making over 25% of their menu dishes plant-based or vegetarian by the end of 2025, highlighting the trend for more sustainable food choices and working with more local (33) and London (14) based food partners. The sales team have also been busy representing the Barbican at 6 trade events over the last 3 months. These include the micebook Expo, the London Summer Party Show and Successful Meetings University International. The purpose of these events is to receive booking enquiries, showcase the brand, and for awareness.

Commercial Development (Restaurants/Bars/Car Parks)

The new Barbican Bar & Grill on Level 1 re-opened on schedule in early March in time for *The Seagull*. The Brasserie furniture was repurposed, alongside added banquette seating, improved lighting and softening the space to create a more intimate setting. The new menu provides the best of both venues with a price point £10 less than the Brasserie.

The Barbican Kitchen saw record sales in March and a new tapas offer in the evening has been very successful with food and service being priority drivers.

Development

Corporate Membership and Sponsorship: We achieved 126% of our target, driven by key Corporate Member renewals and maintaining a 100% retention rate. Additionally, we secured a confirmed renewal from a key sponsors in support of the Outdoor Cinema 2025 and *Feel the Sound*.

Philanthropy: This area remains strong, supported by continued contributions from Barbican Patrons. We have seen steady growth this year, welcoming 41 new Patrons in 24/25.

Trusts and Grants: We received pledges from key supporters towards the Theatre and Dance and Music programmes. Several major applications are pending decisions for funding towards a cross-arts season, spearheaded by the Creative Collaboration department.

REVITALISE OUR PLACE

Following confirmation of funding, Barbican Renewal has progressed at speed. A mid-stage review of designs was undertaken (RIBA 3) and cost plans were updated.

In preparation for the formal planning decision process, we held a public consultation in February with a series of presentations, webinars, online content and an onsite display. In total, c. 4,000 people attended the display, and many more engaged online, providing invaluable feedback on plans. 88-90% of participants said they support or strongly support the plans, a ringing endorsement of the work to date. Further consultation is planned for May.

Health and Safety: work is ongoing to identify improvements and additional works needed to address issues of compliance and best practice. Work is also in preparation for the implementation of Martyn's Law, across the Audiences and Buildings divisions in particular.

INVEST IN OUR PEOPLE AND CULTURE

The Barbican People Survey results were communicated to all colleagues in January and they were subsequently asked to recommend actions to create both local and Centre-wide Action Plans. Suggested actions and feedback will feed into wider strategies across the Centre and will support delivering action at organisational, departmental and Team levels.

WORKING IN LINE WITH OUR VALUES

Equity, Diversity and Inclusion

The most recent biannual EDI Strategy update was sent to the PCI Subcommittee in January, and the next will be sent in June. In summary, the January report points toward considerable progress since the launch of the strategy in 2023, with most of the desired competencies being met on schedule. There are some delays in key competency areas which we believe will be resolved through the implementation of the new People, Culture and Inclusion Strategy.

Corporate & Strategic Implications

Strategic implications – our Shared Goals align with the Corporate Plan 2024 - 9

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Equalities implications – within report

Climate implications – within report

Security implications – within report

Appendices

None

David Farnsworth

Interim CEO

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