

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.

Main Report

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:-

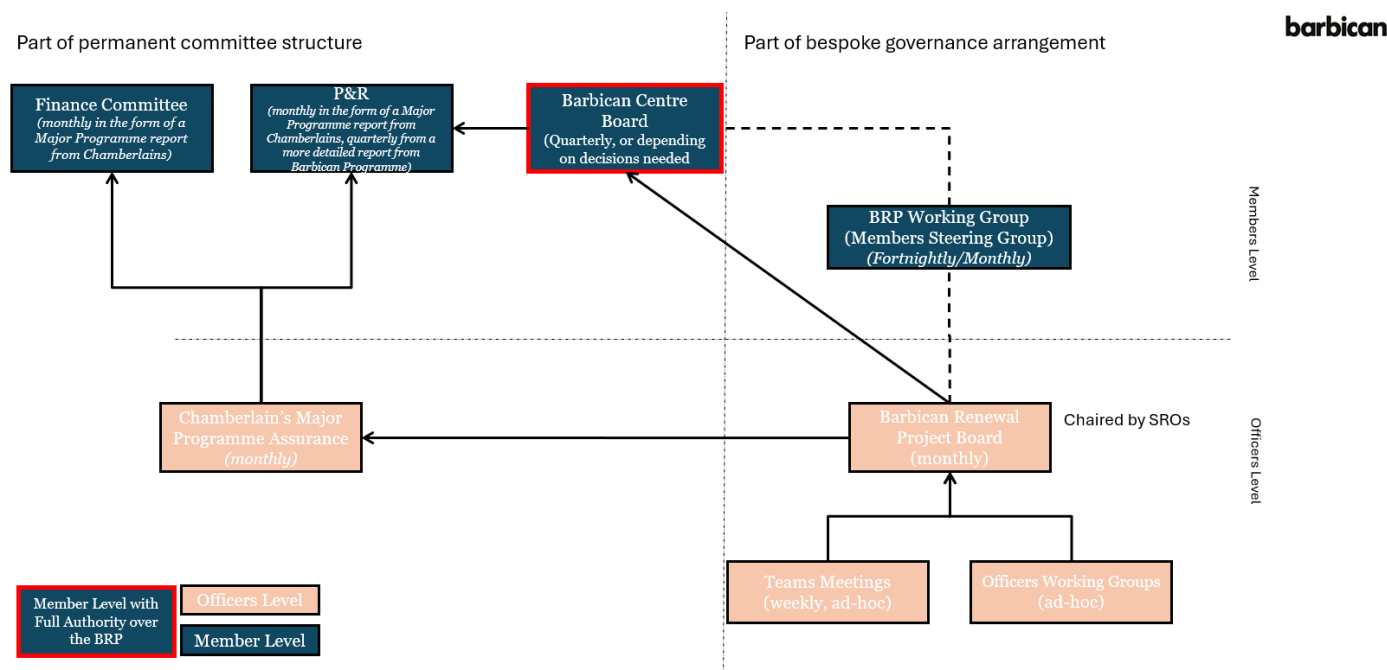
- Option A: Do nothing (with the BRP to report entirely to Barbican Centre Board) – **NOT RECOMMENDED**

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

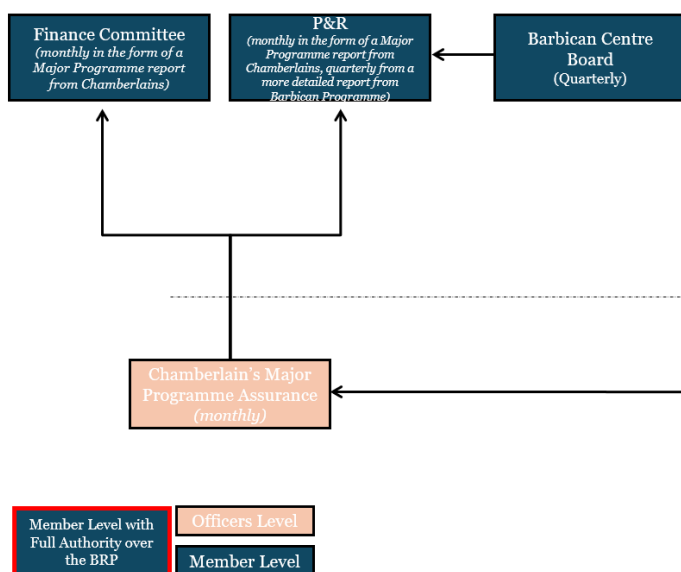
programme, ensuring the Board keeps a strategic perspective on all operational decisions. This will enable comprehensive consideration of the changes introduced through the programme and their impact on the Barbican. Finance Committee and P&R also maintain ongoing high-level oversight of delivery and spend.	timely decisions. <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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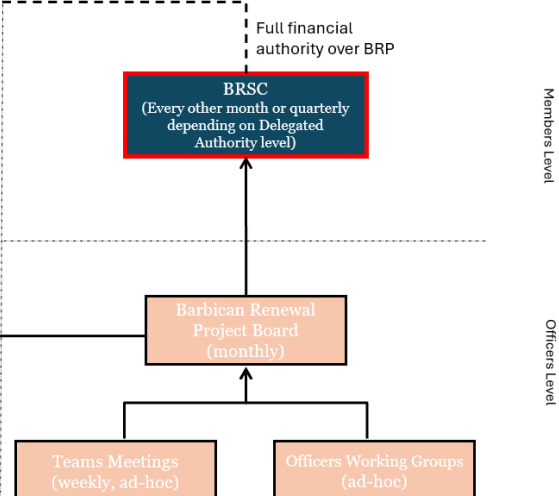
- Option C: Barbican Renewal Sub-Committee - NOT RECOMMENDED

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

Members Level

Officers Level

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)

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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.