

Committee(s)	Dated:
Barbican Centre Board – For Decision	17 July 2024
Subject: Barbican Renewal Programme Milestones	Public – For Decision
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 5, 6
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	For Decision
Report authors: Philippa Simpson	

Summary

This report seeks approval of the first Milestone in the promotion and delivery of the Barbican Renewal Project

Recommendations

It is recommended that Members:

Authorise the submission of the Planning Application summarised in Appendix 2 in July 2025

Main Report

1. Background

1.1 The funding for the Barbican Renewal Programme (“BRP”) (a programme of major capital projects, which will enable the Barbican to realise fully its potential as an internationally celebrated arts and cultural centre at the heart of the City of London, and address the risk of closure of the centre) has been the subject of previous reports and decisions.

1.2 During November and December 2024, the City Corporation’s Policy & Resources Committee (P&R)¹, Finance Committee² and Court of Common Council (CoCo)³ considered reports at the

¹ 7 November 2024

² 12 November 2024

³ 5 December 2024

respective committees in relation to approving funding for the BRP. The Committees resolved to provide funding towards the BRP over the next five years.

1.3 In addition, the abovementioned P&R and CoCo agreed the proposed approach in respect of the programme's governance, noting that this would have the effect of responsibility for the BRP being delegated to Barbican Centre Board ("BCB") rather than the Capital Buildings Board.

1.4 On 29 January 2025 the BCB considered reports in respect of the BPR governance arrangements.⁴ Following this on 8th May 2025 the P&R and the BCB each considered a joint report of the Chief Executive Officer, Barbican Centre and City Surveyor proposing the establishment of governance arrangements for the BRP.

1.5 The detailed governance arrangements are set out in **Appendix 1**. For the purposes of this report, the relevant arrangements are as follows:

- (i) Approval of the BRP Programme and Milestones is reserved to Barbican Centre Board.
- (ii) The delegated Senior Responsible Officers ("SRO's") and Delivery Director are responsible for implementing the approved Programme and Milestones.

2. Proposal

2.1 Your Committee is asked to approve the initial key Milestone in **Appendix 2**, which is considered the first stage in promotion and delivery of the BRP.

2.2 The key Milestone is the submission of the planning application for Phase 1 of the BRP in **July 2025**. The planning application is summarised in **Appendix 2**

2.3 It is anticipated that following the submission of the planning application, and completion of a draft programme by appointed Project Management Consultants Gardiner and Theobald, the subsequent proposed Programme and Milestones will be reported to your Committee in October for approval

⁴ Agenda Item 5

3. Recommendation

It is recommended that the first Milestone be authorised and the planning application submitted in order to promote the timely progression of the BRP

APPENDIX 1

Resolutions relating to Governance Arrangements

CO-CO 5 DECEMBER 2024

6) Agree 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.

[28. 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).

29. To this end a Project Board will be established as a sub committee 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 in to the Barbican Board quarterly, monthly to the Project Assurance Board (Chamberlains) 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.]

8 MAY P&R AND BCB

RESOLVED: That Members: -

1. Agreed the appointment of the City Surveyor and CEO of the Barbican Centre as joint SROs for the undertaking of the BRP.

2. Agreed 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 16.

3. Agreed option B contained within the report, which involves the creation of a Barbican Renewal Working Group (BRWG) that would 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. Agreed 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 16.

5. Noted 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. Noted that, subject to approval this day, an Options Analysis on use of the Exhibition Halls was 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

APPENDIX 2

PLANNING APPLICATION

“works to the exterior of the conservatory including removal and replacement of all glazing, new louvres, works to the aluminium frame; enclosure of external portions of upper level walkways; works to the Triangle space to include new gardeners workshop, removal and replacement of all paving with new waterproofing installed below, new planting beds. External works to the lakeside and catering block to include: removal and replacement of all paving with new waterproofing below, replacement glazing to the catering block and lakeside façade; lowering of the catering block café window cil at ground floor; new awnings to catering block; replacement lighting stands to lakeside edge; replaced lighting to undercroft; façade repairs to the lakeside façade and works to staircase 8; works to external doors including fixed glazing to Eastern end and replacement of main foyer doors with single doorset; restoration of fountains. Other external works to include creation of air vents to the art gallery roof and a single shaft face, works to external louvres, new external lighting to the conservatory entrance on Frobisher Crescent. Replacement of sculpture

court rooflight, re-glazing to art gallery north and east façade around WC block, new Art gallery foyer entrance doors. Enlarged grille for UKPN substation access in Silk Street pavement; Works to lakeside balconies, including replacement paving and waterproofing below, re-levelling, planting and planters to stair 8. New landscaping and regrading works to sculpture court art gallery foyer and other associated works and infrastructure.”

(Add any key details/drawings)