



Finance Committee of the Barbican Centre Board

Date: WEDNESDAY, 2 DECEMBER 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy John Tomlinson (Chairman)
Deputy Dr Giles Shilson (Deputy Chairman)
Lucy Frew
Emma Kane
Vivienne Littlechild
Deputy Catherine McGuinness
Judith Pleasance
Keith Salway

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Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the meeting held on 30 September 2015.

For Decision
(Pages 1 - 4)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 5 - 6)
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
6. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
7. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
8. **NON PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 30 September 2015.

For Decision
(Pages 7 - 12)
9. **BUSINESS REVIEW**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 13 - 32)
10. **SERVICE BASED REVIEW AND STRATEGIC PLAN UPDATES**
Report of the Managing Director.

For Information
(Pages 33 - 36)
11. **BARBICAN BUDGET 2016/17**
Report of the Chief Operating & Financial Officer.

For Decision
(Pages 37 - 54)
12. **DEVELOPMENT UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 55 - 76)

13. **UPDATE ON CAPITAL WORKS**
Report of the Director of Operations & Buildings.

For Information
(Pages 77 - 86)

14. **GATEWAY 7 OUTCOME REPORT: INTELLIGENT LIGHTING SYSTEM
REPLACEMENT**
Report of the Director of Operations & Buildings.

For Decision
(Pages 87 - 94)

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

16. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 30 September 2015

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 30 September 2015 at 1.45 pm

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Dr Giles Shilson (Deputy Chairman)
Lucy Frew
Vivienne Littlechild
Judith Pleasance
Keith Salway

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	-	Director of Creative Learning, Barbican Centre
Michael Dick	-	Director of Operations & Buildings, Barbican Centre
Leonora Thomson	-	Director of Audiences & Development, Barbican Centre
Adam Thow	-	Head of Retail, Barbican Centre
Jim Turner	-	Head of Projects, Barbican Centre
Gregory Moore	-	Town Clerk's Department
Sarah Wall	-	Chamberlain's Department

1. APOLOGIES

Apologies were received from Emma Kane and Deputy Catherine McGuinness.

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

There were none.

3. MINUTES

The minutes of the meeting held on 1 July 2015 were approved.

4. FINANCIAL APPRAISALS

The Committee considered a report of the Chamberlain which set out the procedure for financial appraisals of third party entities.

Noting the financial thresholds over which appraisals would be undertaken, the Chairman observed that there would be a number of contracts which would be of significant importance to the Centre which fell below this level. He urged that

appropriate prudence was taken in ensuring that key contracts of this nature also have financial appraisals requested, a sentiment echoed by the Committee. A Member also noted the previous undertaking to provide a précis of the appraisal undertaken within Committee reports, so as to give Members reassurance that due diligence had been carried out.

A Member queried a reference within the report which suggested that research officers were limited to using financial information provided, rather than being expected to pursue further information as appropriate; Members expressed concern that this would limit the efficacy of any appraisal. The Chairman commented that he recalled seeing a commitment to enabling Committees to request such further explorations to be made; the Town Clerk was asked to check that the final version of the report approved by the Finance Committee was the same as this and if any such undertaking had been provided.

RESOLVED: That the report be received and its content noted.

5. GATEWAY 7 OUTTURN REPORT: BUILDING ENERGY MANAGEMENT SYSTEM

The Committee considered a report of the Managing Director providing the lessons learnt from a project to migrate plant to a new Building Energy Management System, and recommending the project's closure.

In response to a query, the Head of Projects advised that the Centre's failure to install data points in a timely fashion ahead of the works' scheduled start had been due to a communications gap, caused by the departure of a member of staff. It was noted that appropriate plans should be put in place to mitigate against this risk in future.

RESOLVED: that the lessons learnt be noted and, following processing of the final contractors payment, the project be closed.

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

There were no questions.

7. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.
9-21

Exemption Paragraph(s)
3

9. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 1 July 2015 were approved.
10. **OUTSTANDING ACTIONS**
The Committee received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions.
11. **SBR ROADMAP UPDATE**
The Committee received a report of the Managing Director providing an update on the Centre's progress in meeting the Service Based Review targets.
12. **BUSINESS REVIEW**
The Committee received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 5 Accounts 2015/16.
13. **CREATIVE LEARNING FINANCIALS**
The Committee received a report of the Director of Creative Learning summarising the financial position of the Creative Learning department's activity in 2014/15 and 2015/16 and looking ahead to 2016/17 and beyond.
14. **DEVELOPMENT UPDATE**
The Committee received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
15. **UPDATE ON CAPITAL WORKS**
The Committee considered and approved report of the Director of Operations & Buildings providing an update on the Barbican Centre's Capital Cap programme and a number of non-Capital Cap projects.
16. **GATEWAY 2 PROJECT PROPOSAL: THEATRE MAIN HOUSE AND PIT DIMMERS**
The Committee considered and approved a report of the Director of Operations & Buildings proposing a project to replace the theatre main house light dimmers and the pit theatre dimmers and control.
17. **GATEWAY 1/2/3/4 PROJECT PROPOSAL AND OPTIONS APPRAISAL: BARBICAN FOYER SHOP**
The Committee considered and approved a report of the Managing Director proposing investment to create a new retail space within the Barbican foyer.
18. **GATEWAY 3/4 OPTIONS APPRAISAL: LEVEL 4 INVESTMENT**
The Committee considered and approved a report of the Managing Director proposing the preferred option for the refurbishment of Level 4 of Frobisher Crescent.
19. **GATEWAY 3/4 OPTIONS APPRAISAL: CONCERT HALL 2016**
The Committee considered and approved a report of the Managing Director outlining the preferred options for the delivery of a number of projects to take place within the Concert Hall during 2016.

20. **GATEWAY 7 OUTTURN REPORT: GARDEN ROOM**

The Committee considered a report of the Managing Director providing the lessons learnt from a project to refurbishment Garden Room, Conservatory and Conservatory Terrace, and the Level 3 Toilets, and recommending the project's closure.

21. **BARBICAN CAMPUS: PROJECTS UPDATE**

The Committee received a report of the Director of Operations & Buildings providing an update on the status of all ongoing projects across the Barbican campus.

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

There was one question.

23. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

Director of Audiences & Development

The Chairman noted that this would be the Director of Audiences & Development's last meeting before her departure to take up post as the new Managing Director of the Welsh National Opera. He took the opportunity to express his sincere gratitude on behalf of the Committee for the outstanding work she had delivered during her tenure and wished her good luck in her new role.

The meeting ended at 3.15 pm

Chairman

Contact Officer: Gregory Moore
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**Outstanding Actions List
Barbican Centre Board and Finance Committee.
Outstanding actions 2015/16**

Action	Notes/Progress to date	Officer responsible	Date added	To be completed/ progressed to next stage
Flying System	Original issues now resolved; one further latent defect has since materialised which will be resolved when a suitable break in programming to allow for the fix has been agreed. Update: break in programming expected in either January or Summer 2016.	Director of Operations & Buildings	July 2014	January 2016 (may slip to Summer)
Board Composition	Paper submitted to 19 November 2015 Policy and Resources Committee meeting; to be considered by Court of Common Council at 3 December meeting.	Town Clerk	April 2015	3 December 2015.
Staff terms and conditions	To pursue conversations around potential changes to staff terms and conditions associated with SBR targets.	Head of HR	May 2015	Updates to be provided as work progresses.
Catering	Head of Catering to be asked to attend meeting in early 2016 to update on progress with new catering arrangements.	Chief Operating & Financial Officer	September 2015	January 2016.
Centre for Music: Feasibility Study	Board Members to be provided with briefing note.	Managing Director	October 2015	By December 2015.
Financial benefits	Figures relating to income accruing from Antigone and Hamlet productions (rental and secondary income as appropriate) to be provided for December Board meeting.	Director of Arts/Head of Finance	October 2015	December 2015
Equality & Diversity Action Plan: Risk Assessments	Risk Committee to consider risks relating to E&D plans/actions.	Risk Committee	October 2015	27 January 2016
Toilets	Designs to be shared with Members.	Director of Operations & Buildings	October 2015	Complete (circulated 4/11/15)

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