

## **BARBICAN CENTRE BOARD**

**Wednesday, 25 January 2017**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 25 January 2017 at 11.15 am

### **Present**

#### **Members:**

Deputy John Tomlinson (Chairman)  
Deputy John Bennett  
Russ Carr  
Stuart Fraser  
Gerard Grech  
Tom Hoffman  
Wendy Hyde  
Emma Kane  
Vivienne Littlechild  
Deputy Catherine McGuinness  
Sir Brian McMaster  
Cllr Guy Nicholson  
Trevor Phillips  
Judith Pleasance  
Keith Salway  
Deputy Tom Sleigh

#### **Officers:**

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Lynette Brooks	- Head of Development, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Toni Racklin	- Head of Theatre, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Debbie Hackney	- Financial Controller, Chamberlain's Department
Mark Lowman	- City Surveyor's Department
Andrew Buckingham	- Communications Team, Town Clerk's Department
Gregory Moore	- Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Roly Keating, Wendy Mead and Deputy Dr Giles Shilson.

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

There were none.

3a. **BOARD MINUTES**

The public minutes of the meeting held on 23 November 2016 were approved.

3b. **MINUTES OF THE NOMINATIONS COMMITTEE**

The public minutes of the meeting held on 23 November 2016 were received.

3c. **MINUTES OF THE FINANCE COMMITTEE**

The draft public minutes of the meeting held on 11 January 2017 were received.

**APPOINTMENT OF EXTERNAL MEMBER**

At this point in proceedings, the Chairman asked that item 20 be taken to facilitate the consideration of a proposed new Board Member.

In accordance with Section 100(A) of the Local Government Act 1972, the Board therefore RESOLVED to exclude the public at this point in order for the item to be considered.

RESOLVED: That Gerard Grech be appointed to the Barbican Centre Board for an initial term of three years.

FURTHER RESOLVED: That the public be readmitted.

Mr Grech was invited to join the Board and welcomed to the meeting.

4. **OUTSTANDING ACTIONS AND WORKPLAN**

The Board received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions. The forthcoming workplan for Board meetings in 2017 was also noted.

RECEIVED.

5. **TERMS OF REFERENCE**

The Board considered a report of the Town Clerk setting out the Board's Terms of Reference and providing an opportunity for their review.

RESOLVED: That the terms of reference of the Board be approved un-amended for submission to the Court in April 2017.

6. **RESOLUTION FROM THE POLICY & RESOURCES COMMITTEE**

The Board considered a resolution of the Policy & Resources Committee concerning the appointment of Chairmen to sub-committees.

Noting that the Board's approach in respect of the appointment of Chairman to its various sub-committees was already consistent with what was being proposed, Members were content to endorse the recommendation.

RESOLVED: That the Board endorses the position whereby when a Chairman does not wish to exercise their right to be the Chairman of a Sub-Committee and wishes a specific Member to be appointed, a convention should be adopted whereby the Chairman submits their nomination for Chairman and/or Deputy Chairman to the service committee for approval.

**7. MANAGEMENT REPORT BY THE BARBICAN'S DIRECTORS**

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas.

During discussion, the following points were raised:

- In respect of the Centre for Music, it was noted that the Policy and Resources Committee and Court of Common Council had supported the request for funds to enable the completion of the business case. Whilst this was a positive development, Members cautioned that it should not be misinterpreted as an expression of commitment to the overall project, which would be judged solely on the strength of the business case.
- It was asked if improved signage could be installed directing people to the booking office, with a Member noting that they had received a number of queries from people struggling to find it since it had relocated.
- In discussing the recent success of Boy Blue Entertainment, with whom the Barbican had been associated since 2009, it was suggested that a connection be made with the Guildhall School of Music & Drama's Creative Entrepreneurs programme.
- A recent Barbican Box project was drawn to Members' attention, with the Director of Learning & Engagement showing the Board a clip produced by primary school children at Sir John Cass. This creative learning work had focused on the Great Fire of London and the school children had produced the video with their teachers and using inspiration from participating artists. The Town Clerk was asked to circulate the link to all Board Members following the meeting.
- Members were informed that the stalls bar shutter had broken again. The defect was relatively serious and it was unclear at this stage how long it would take to identify a permanent fix. An interim solution was being sought but it was expected that bar income would be affected negatively in the coming period.
- Discussing his recent visit to Hamburg to view the new Elbphilharmonie Concert Hall, the Managing Director made reference to the inspiring and immersive experience provided by its unique design. A Member, who had also visited the Hall, added that its impact on local peoples' sense of civic pride was notable, with several having raised the issue with him during his visit.
- Members discussed the performance of the cinema, noting that the lack of control over the production of films and the degree of dependence on Hollywood meant that it was difficult to always predict performance accurately. It was observed that the Barbican's own promotions tended

to have high success levels, but took up a large degree of staff time. It was suggested that thought be given to ways in which these promotions might be curated without necessarily increasing pressure on staff.

- The Barbican's contribution towards both London and the UK's cultural tourism offer was discussed, with it being noted that the nature of the Barbican's more diverse programming meant that it did not sit in the same category as those theatres offering long-running shows. Work was ongoing and the cultural hub would represent a significant step forward in increasing the visibility of the Barbican to the tourist sector; marketing was also the subject of further discussion and the Barbican would be seeking to engage more closely with Visit London in the coming period.
- Commenting on the Government's recent publication of its Industrial Strategy Green Paper, it was noted that one of elements of the Strategy were 'sector deals' planned with businesses to address sector-specific challenges and opportunities. One such sector deal centred on the creative industries and was being led by Sir Peter Bazalgette; whilst noting that the Barbican would be responding to this through industry groups, it was also asked that the Town Clerk ascertain whether or not the City Corporation was responding to the consultation directly.
- A Member raised the issue of risk appetite in respect of programming, cautioning that there was the possibility that the pressures of decreased funding might lead to safer choices and potentially damage the Barbican's brand in the longer term. The Director of Arts assured the Member that the Barbican was committed to continuing its current approach and pushing artistic boundaries.

RECEIVED.

#### 8. **THEATRE & DANCE: ANNUAL PRESENTATION**

The Board received a report of the Director of Arts providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

Members congratulated the Head of Theatre on a successful year, commenting particularly on the inclusion of more dance in this year's report, this being an area which had perhaps been previously under-reported. On that subject, Members were pleased to note the ongoing activity with the Michael Clark Company, whose work provided a positive example of how the Barbican was delivering on its strategic objective related to audience development. The Board was also pleased to note the allocation of 20% of all tickets to Young Barbican members, which dovetailed well with the Centre's overall creative learning work and efforts to engage young people with the arts.

A Member emphasised that it would be important for the Board to remember that there should not be an expectation of a Hamlet-style success every year, reflecting that such significant ad hoc successes could not be relied upon and so should not form the basis of future projections.

RECEIVED.

9. **UPDATE ON CULTURAL EDUCATION PARTNERSHIP AND UNDER 18s OFFER**

The Director of Learning & Engagement spoke to provide an update on the creative learning work underway in respect of the under 18 offer and the ongoing Cultural Education Partnership (CEP) work.

Whilst a full report would be presented to the Board's next meeting, he took the opportunity to briefly outline the increasing links with the City Corporation's schools and academies, as well as the scoping work being undertaken in relation to the CEP's offering. Given the Olympicopolis development in East London, it was advised that the Barbican was currently considering the role it might play in future and how a more partnerships-based approach could be beneficial; the balance of activity in East London and pan-London was also being explored.

With reference to the under-18 music offer, the Director reminded the Board of the co-ordinating committee now in place which oversaw a joined-up approach from the Guildhall School, Junior Guildhall, London Symphony Orchestra, Centre for Young Musicians and Barbican Guildhall Creative Learning. This facilitated a strategic approach to providing a single holistic offer for outreach work and progression activity.

RECEIVED.

10. **FORMATION OF BARBICAN EXHIBITIONS LIMITED**

The Board considered a report of the Chief Operating & Financial Officer concerning the implications of the Government's Museum and Galleries Tax Relief Scheme and proposing the formation of a limited company, with permission to trade and to become VAT registered, to allow the Barbican to participate.

RESOLVED: That approval be given for the formation of a wholly owned City Corporation subsidiary to benefit from the Museum and Galleries Tax Relief Scheme, including that officers be authorised to undertake the necessary administrative actions to allow the company to undertake trade and become VAT registered.

11. **BAD DEBTS ANNUAL UPDATE**

The Board received a report of the Chief Operating & Financial Officer informing Members of a number of items under the value of £5000 that the Managing Director, under his delegated authority, intended to write off.

RECEIVED.

12. **GATEWAY 7 OUTCOME REPORT: THEATRE MAIN HOUSE DIMMERS AND PIT THEATRE DIMMERS AND CONTROL**

The Board considered a report of the Chief Operating & Financial Officer concerning a project to replace the Theatre Main House Dimmers and the Pit Theatre Dimmers and Control.

RESOLVED: That the lessons learnt be noted and, following the end of the defects liability period and payment of any retention, the project be closed.

13. **GATEWAY 7 OUTCOME REPORT: LIGHTING, SMALL POWER AND DISTRIBUTION BOARDS**

The Board considered a report of the Chief Operating & Financial Officer concerning a project to replace lighting, small power and distribution boards in various locations across the Centre.

RESOLVED: That the lessons learnt be noted and, following the end of the defects liability period and payment of any retention, the project be closed.

14. **GATEWAY 7 OUTCOME REPORT: INVESTMENTS IN COFFEE POINTS AND MOBILE BARS**

The Board considered a report of the Chief Operating & Financial Officer concerning a project associated with investment in coffee points and mobile bars at the Barbican.

RESOLVED: That the lessons learnt be noted and, following the making good of any defects during the warranty period along with release of any retention, the project be closed.

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

**Support for Orchestras**

A Member asked a question concerning the financial position of a number of orchestras and asked if an explanation could be provided as to how the Barbican sought to balance its profitability alongside the need to support orchestral longevity. The Chairman noted the Barbican's long-term support for the London Symphony Orchestra and asked that officers give thought to expressing the Barbican's position in respect of this issue.

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

**Risk Committee**

The Board was advised that Deputy Tom Sleight had expressed an interest in joining the Board's Risk Committee and it was agreed that he should be appointed with immediate effect.

RESOLVED: That Deputy Tom Sleight be appointed to the Risk Committee of the Barbican Centre Board.

17. **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.

**18a. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 November 2016 were approved.

**18b. NON-PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

The non-public minutes of the meeting held on 23 November 2016 were received.

**18c. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**

The non-public minutes of the meeting held on 11 January 2017 were received.

**19. THEATRE & DANCE: NON-PUBLIC APPENDICES**

The Board received the non-public appendices to be read in conjunction with item 8.

**20. APPOINTMENT OF EXTERNAL MEMBER**

This item was considered earlier in the meeting, where the Board agreed a recommendation of its Nominations Committee to appoint Gerard Grech to the Barbican Centre Board for an initial term of three years.

**21. BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 8 Accounts 2016/17.

**22. UPDATE ON CATERING & BARS**

The Board received a report of the Chief Operating & Financial Officer concerning the catering and bar offer at the Barbican, setting out the financial position for a 12 month period as at the end of August 2016 and the actions being taken to resolve some performance issues.

**23. SALARIES ANALYSIS 2017/18**

The Board received a report of the Managing Director which explained the increases from the base 2014/15 Service Based Review (SBR) salary budget to the 2017/18 budget and aimed to show that the changes were necessary and business critical.

**24. SBR / STRATEGIC PLAN UPDATE**

The Board received a report of the Managing Director providing an update in respect of the Barbican's Strategic Plan and Service Based Review Targets.

**25. DEVELOPMENT UPDATE**

The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.

**26. UPDATE ON CAPITAL WORKS**

The Board considered and approved a 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.

27. **RISK UPDATE**

The Board received a report of the Chief Operating & Financial Officer updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.

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

**New Principal, Guildhall School of Music & Drama**

In response to a query, the Chairman of the Board of Governors of the Guildhall School of Music & Drama provided the Board with an update in respect of the appointment of a new Principal and details of their start date.

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

There were no urgent items.

**The meeting ended at 1.05 pm**

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Chairman

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