



Finance Committee of the Barbican Centre Board

Date: TUESDAY, 1 MARCH 2016
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

Enquiries: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk

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 2 December 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 2 December 2015.

For Decision
(Pages 7 - 10)
9. **BUDGET UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 11 - 14)
10. **SERVICE BASED REVIEW UPDATE**
Report of the Managing Director.

For Information
(Pages 15 - 16)
11. **BUSINESS PLAN 2016-19**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 17 - 58)

12. **BUSINESS REVIEW**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 59 - 78)
13. **BAD DEBTS ANNUAL UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 79 - 82)
14. **DEVELOPMENT UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 83 - 86)
15. **BARBICAN CAPITAL WORKS: FIVE YEAR PLAN**
Report of the Director of Buildings & Operations.
For Decision
(Pages 87 - 100)
16. **CAPITAL CAP UPDATE**
Report of the Director of Operations & Buildings.
For Decision
(Pages 101 - 112)
17. **FORMATION OF BARBICAN CENTRE THEATRE PRODUCTIONS LIMITED**
Report of the Chief Financial & Operating Officer.
For Information
(Pages 113 - 118)
18. **REPORT OF URGENT ACTION TAKEN**
Report of the Town Clerk.
For Information
(Pages 119 - 120)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 2 December 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, 2 December 2015 at 1.45 pm

Present

Members:

Deputy John Tomlinson (Chairman)
Lucy Frew
Emma Kane

Vivienne Littlechild
Deputy Catherine McGuinness
Keith Salway

In Attendance

Officers:

Niki Cornwell	- Chamberlain's Department
Sandeep Dwesar	- Barbican Centre
Michael Dick	- Barbican Centre
Louise Jeffreys	- Barbican Centre
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Judith Pleasance and Deputy Dr Giles Shilson.

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

There were none.

3. MINUTES

The public minutes of the meeting held on 30 September 2015 were approved.

4. OUTSTANDING ACTIONS

The Committee received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions.

Flying System: It was advised that the outstanding defect had now been resolved.

Toilets: In response to Members' queries, the Director of Operations & Buildings advised that the cause of the smell in the male toilets was related to the inadequacy of the current flushing system and the way in which certain chemicals accumulated in the system. He was conscious of the need to ensure any solution dealt with the smell issue and a number of new options for water closets including those with a waterless vacuum style flush, as well as those with a quicker flush recovery time, were being examined.

Financial Benefits (Antigone and Hamlet): A document providing a breakdown of the financial benefits accruing from each production was circulated. It was noted that there was some uncertainty around the possibility of claiming tax credits for a greater element of the Antigone production, which could see the financial benefit to the Centre further improve; the position should become clearer following the receipt of guidance from Her Majesty's Revenue and Customs which should be forthcoming in the next month.

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

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

There were none.

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

There were no urgent items.

7. **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.
8 - 14

Exemption Paragraph(s)
3

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 30 September 2015 were approved.

9. **BUSINESS REVIEW**

The Committee received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 6 Accounts 2015/16. A note was also circulated providing an update on the Period 7 figures.

10. **SERVICE BASED REVIEW AND STRATEGIC PLAN UPDATES**

The Committee received a report of the Managing Director providing an update on the Centre's progress in meeting the Service Based Review and Strategic Plan targets.

11. **BARBICAN BUDGET 2016/17**

The Committee considered and agreed a report of the Chief Operating & Financial Officer presenting the draft budget for 2016/17.

12. **DEVELOPMENT UPDATE**

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

13. UPDATE ON CAPITAL WORKS

The Committee received 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.

14. GATEWAY 7 OUTCOME REPORT: INTELLIGENT LIGHTING SYSTEM REPLACEMENT

The Committee considered a report of the Director of Operations & Buildings providing the lessons learnt from a project to replace the Centre's intelligent lighting system and recommending the project's closure.

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

There were no questions.

16. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

The meeting ended at 2.40 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
Staff terms and conditions	To pursue conversations around potential changes to staff terms and conditions associated with SBR targets.	Head of HR	May 2015 (Board)	Updates to be provided as work progresses.
Attendance Figures	Update on attendance figures at recent RSC performance to be provided.	Director of Arts	Jan 2016 (Board)	Update to be provided at March Board meeting.
Alarm: Exhibition Hall 1 Substation	Lessons learnt report to be produced and apology circulated to residents.	Director of Operations & Buildings	Jan 2016 (Board)	To be produced for March Board.
INVAC arrangements for Members	Member Development Steering Group to be asked to consider offering INVAC training to all Members. Update: Steering Group considered request at 17 Feb 2016 meeting, City Surveyors' asked to progress with Town Clerk.	Town Clerk	Jan 2016 (Board)	No training scheduled as yet, but updated guidance and information to be produced for Members' Handbook.
Cyclical Works Programme	Clarity to be provided on the funding source for those items not included within the new CWP arrangements. Update: equipment previously funded from the Cap not included in CWP mechanisms will be funded from a new local risk Barbican equipment fund. An increase in Barbican local risk budget provision will be made to provide an agreed annual contribution into that fund from which equipment purchases can be made. The Centre will implement a local bidding process tied to medium term business planning to prioritise the replacement of equipment.	Chamberlain/Chief Operating & Financial Officer	Jan 2016 (Board)	Local funding arrangement agreed 29 Jan 2016.

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of the Local Government Act 1972.

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