

BARBICAN CENTRE BOARD

Wednesday, 27 September 2017

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 27 September 2017 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Deputy Edward Lord
Deputy John Bennett	Wendy Mead (Chief Commoner)
Russ Carr	Lucy Musgrave
Gerard Grech	Graham Packham
Deputy Wendy Hyde	Trevor Phillips
Emma Kane	Deputy Tom Sleigh
Vivienne Littlechild	

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
Jackie Boughton	- Head of Business Events, Barbican Centre
Niki Cornwell	- Head of Finance & IT, Barbican Centre
Jo Davis	- Head of Retail, Barbican Centre
Lee Dobson	- Head of Event Management, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Neil McConnon	- Head of International Enterprises, Barbican Centre
Adrian Morgan	- Head of Catering, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Michael Bradley	- City Surveyor's Department
Andrew Buckingham	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Matt Pitt	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy Tom Hoffman, Deputy Catherine McGuinness, Judith Pleasance and Deputy John Tomlinson.

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

There were none.

3a. **BOARD MINUTES**

The public minutes and summary of the Board meeting held on 12 July 2017 were approved.

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

The draft public minutes of the meeting held on 12 July 2017 were received.

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

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

Matters Arising

Meeting Location: Following up on the minuted discussion which had taken place at the Finance Committee's meeting, the Chairman took the opportunity to inform Members that he was minded to continue the practice of holding meetings at Guildhall, rather than at the Barbican Centre. This was in view of the fact that to hold meetings at the Barbican would result in a potential loss of income, as space used for Board meetings would be unavailable to use for commercial lettings. Notwithstanding this, the Chairman felt that it was important for regular visits to be arranged for Board Members to ensure familiarity with the totality of the Centre's operations. Members were content with this approach and the Chairman asked the Barbican's Directors to produce some possible options for such visits.

RECEIVED.

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 was also noted.

It was observed that there should be an additional action recorded on the list, concerning the forthcoming presentation of an international strategy to the Board.

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13. **DIGITAL STRATEGY UPDATE**

At this point in proceedings, the Chairman asked that item 13 be taken to facilitate the consideration of the item in the presence of certain Members with relevant expertise who had given notice that they would need to depart the meeting early.

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.

Following discussion, the Board RESOLVED to receive the Digital Strategy Update.

FURTHER RESOLVED: That the public be readmitted.

5. CITY OF LONDON CULTURAL STRATEGY

Members received a report of the Assistant Town Clerk/Cultural Hub Director in respect of the new Cultural Strategy. Members noted that the Strategy was far-reaching and would therefore be presented to multiple City of London Corporation Committees before being presented to the Court of Common Council in December 2017 for final approval.

Members commented positively on what appeared to be an ambitious cross-cutting strategy, also noting that it was pleasing to see the strategy embracing the need for improved signage.

Whilst pleased to see the focus on the Cultural Mile, the Board expressed its serious concerns about the general budget reduction strategy and the potential impact that this might have on the existing cultural provision. It was suggested it should be emphasised that the existing cultural assets of the City, including the Barbican Centre, represented one of the strongest elements of the Cultural Mile offer and indeed were fundamental to the entire project. Consequently, there was a pressing need to ensure that these institutions were adequately funded and maintained at a high level, so as to avoid damaging the entirety of the overall Cultural Mile proposition.

The Town Clerk thanked Members for their comments and invited any further observations to be submitted by email.

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6. REVIEW OF SKILLS AND EFFECTIVENESS

The Chairman informed the Board that it had unfortunately not been possible for this report to be presented, as there were still a number of Members who were yet to return completed forms. Members were asked to ensure they returned a completed form in good time ahead of the next Board meeting to ensure that a paper could be produced for that agenda.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

9. 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.

10a. NON-PUBLIC BOARD MINUTES

The non-public minutes of the Board meeting held on 12 July 2017 were approved as a correct record.

10b. NON-PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE

The draft non-public minutes of the meeting held on 12 July 2017 were received.

10c. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE

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

11. CENTRE FOR MUSIC UPDATE

The Managing Director provided the Board with a brief oral update in respect of the Centre for Music.

12. PERFORMANCE REVIEW AND DIRECTORS' STRATEGY UPDATES

The Board received a report of the Managing Director setting out the performance review for all areas of the Centre for 2016/17 and outlining future prospects.

13. DIGITAL STRATEGY UPDATE

This item had been considered earlier on the agenda, where the Board had agreed to receive a report of the Director of Learning & Engagement providing an update on the progress being made in the area of digital technology. This included an update on the digital vision and strategy, as well as progress updates on significant projects within the realms of digital infrastructure, communications, content, partnerships, and arts, learning and business events.

14. COMMERCIAL STRATEGY UPDATE

The Board received a report of the Chief Operating & Financial Officer setting out the Barbican's ambition and intent in respect of its continued development of commercial operations and providing an update on the success of its commercial activities to date.

15. RISK UPDATE

The Board received a report of the Director of Operations & Buildings detailing the various risks facing the Centre and setting out mitigation measures in place.

16. 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.

17. BUSINESS REVIEW

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 4 Accounts 2017/18.

18. PROJECTS AND SECURITY UPDATE

The Board received a report of the Director of Operations & Buildings providing an update on the Centre's building, security and refurbishment projects.

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

There was one question, relating to a recent exhibition.

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

There were no urgent items.

The meeting ended at 12.45 pm

Chairman

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