



Finance Committee of the Barbican Centre Board

Date: WEDNESDAY, 28 JUNE 2017
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Russ Carr
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Judith Pleasance
Deputy Tom Sleigh

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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 11 January 2017.
For Decision
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.
For Information
(Pages 7 - 8)
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.
For Decision
8. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 11 January 2017.
For Decision
(Pages 9 - 14)
9. **BUSINESS REVIEW**
Report of the Chief Operating & Financial Officer.
For Decision
(Pages 15 - 34)
10. **DEVELOPMENT UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 35 - 38)
11. **SBR AND STRATEGIC PLAN UPDATE**
Report of the Managing Director.
For Information
(Pages 39 - 44)

12. **BARBICAN CENTRE CAPITAL CAP PROGRAMME - ANNUAL REPORT**
Report of the Director of Operations & Buildings.

For Decision
(Pages 45 - 56)
13. **FOYER FURNITURE MAINTENANCE & REPLACEMENT**
Report of the Managing Director.

For Information
(Pages 57 - 60)
14. **GATEWAY 7 OUTCOME REPORT: ART GALLERY ROOF**
Report of the Director of Operations & Buildings.

For Decision
(Pages 61 - 64)
15. **GATEWAY 7 OUTCOME REPORT: CURVE REFURBISHMENT PHASE 1**
Report of the Managing Director.

For Decision
(Pages 65 - 70)
16. **GATEWAY 7 OUTCOME REPORT: FIRE ALARM REFURBISHMENT**
Report of the Director of Operations & Buildings.

For Decision
(Pages 71 - 78)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 11 January 2017

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 11 January 2017 at 2.00 pm

Present

Members:

Deputy John Tomlinson (Chairman)
Russ Carr
Emma Kane
Vivienne Littlechild
Judith Pleasance
Keith Salway
Tom Sleigh

Officers:

Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Debbie Hackney	- Financial Controller, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Greg Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Wendy Hyde and Deputy Dr Giles Shilson.

The Chairman also welcomed Jonathon Poyner, the new Director of Operations & Buildings, to his first meeting.

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 8 November 2016 were approved.

4. OUTSTANDING ACTIONS

The Committee noted the various outstanding actions and the updates provided thereon.

With reference to the Diversity and Inclusion action, it was noted that a meeting was shortly to be confirmed for 13 February.

In discussing Board Appointments, it was advised that Roly Keating would be resigning from the Board following his recent appointment to the Board of

Channel Four. There was still some uncertainty as to the exact date of Mr Keating's departure and an email would be circulated to the Board once this was known. The result of this would be that there would now be four vacancies on the Board arising at the end of March and it was confirmed that thought was being given to a diverse range of prospective candidates, which would be reviewed initially by the Nominations Committee. It was also confirmed that thought was being given to the establishment of a more structured induction programme for Board Members and a paper would also be going forward to the Nominations Committee.

RECEIVED.

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

The Committee 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.

Members stressed the importance of ensuring that lessons learnt were recorded and used while preparing future projects, so as to avoid errors being repeated. The Head of Projects confirmed that a report had recently been drafted providing an evaluation of lessons learnt from all projects conducted by the Centre in recent years, with the Director of Operations & Buildings reassuring Members that processes were being tightened to ensure that a programme of continual improvement was in place.

In discussing the particular tendering issues that had been associated with this project, Members expressed concern that the weighting of the scoring matrix was insufficiently nuanced to allow for tenders that were markedly over budget to be discarded. Concerns were also raised over the fact that the overall budget had had to be disclosed as part of the second tender, which might have had the unintended consequence of resulting in tender submissions being inflated. The Head of Projects undertook to raise these concerns with colleagues in the Procurement Team.

It was also confirmed that the "anti-grope" lighting referred to in the report was low-level background lighting used when the theatre was dark for performances. This allowed for audience members to find their way around during performances should they need to leave the theatre, for technicians backstage to see what they were doing, and so on.

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.

6. **GATEWAY 7 OUTCOME REPORT: REPLACEMENT OF LIGHTING, SMALL POWER AND DISTRIBUTION BOARDS**

The Committee 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.

In response to a query concerning the nature of the project delays, the Head of Projects advised that the project's initial rejection by the Projects Sub-Committee and the subsequent change in scope needed to gain approval had required the start of works to be delayed. Consequently, the delivery window had slipped and had then needed to be altered further to avoid clashes with pre-planned events at 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.

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

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

In discussing the lessons learnt, the Chief Operating & Financial Officer advised that interaction across departments on projects was currently being looked at to try and further improve the clarity and efficiency of the process.

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.

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

There were no questions.

9. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There was one item:

Bad Debts Annual Update

The Committee 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.

10. 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.
11 - 18

Exemption Paragraph(s)
3

11. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 8 November 2016 were approved.

12. **BUSINESS REVIEW**

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

13. **SALARIES RECONCILIATION**

The Committee 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.

14. **UPDATE ON CATERING AND BARS**

The Committee 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.

15. **FORMATION OF BARBICAN EXHIBITIONS LIMITED**

The Committee considered and approved 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.

16. **SERVICE BASED REVIEW ROADMAP AND STRATEGIC PLAN UPDATE**

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

17. **DEVELOPMENT UPDATE**

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

18. **UPDATE ON CAPITAL WORKS**

The Committee 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.

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

There were no questions

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

There were no urgent items.

The meeting ended at 3.55 pm

Chairman

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**Outstanding Actions List
Barbican Centre Board and Finance Committee**

Action	Notes	Officer/body responsible	Date added	To be completed/ progressed to next stage
INVAC arrangements for Members	Member Development Steering Group to be asked to consider offering INVAC training to all Members. Update: INVAC training was offered to Common Councilmen in October 2016; TC to chase date for external Members.	Town Clerk	Jan 2016 (Board)	City Surveyor has advised that a date is being arranged for after the summer recess.
Concert Hall Seating Refurbishment	Report to be progressed under delegated authority once outstanding issue resolved with Chamberlain.	Head of Projects	March 2017 (Board)	Complete (approved under delegated authority 31/5/17).
Gender Neutral Toilets	Note concerning guidance for Higher Education institutions in relation to non-binary staff and students to be circulated.	Town Clerk	May 2017	Complete (26/5/17)
2017/18 Dates	Full list of meeting dates to be recirculated for information.	Town Clerk	May 2017	Complete (26/5/17)
Retail Unit	Update on progress of new Retail Unit to be provided.	Chief Operating & Financial Officer	May 2017	To come as part of Commercial Strategy paper in September 2017.
European Data Legislation	Impact of new EU Data Legislation on development activity to be captured by risk register.	Chief Operating & Financial Officer.	May 2017	Complete (on update Register for 28/7/17 Risk Committee meeting).
Meeting times	To consider possibility of moving start times of Board meetings (i.e. move from 10.30am to 11.00am).	Chairman	May 2017	Timings to be considered following July meeting.

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