



## Finance and Risk Committee of the Barbican Centre Board

**Date:** MONDAY, 11 SEPTEMBER 2023

**Time:** 1.45 pm

**Venue:** CO-LAB SPACE, BARBICAN CENTRE

**Members:**

Tijs Broeke (Chair)	Robert Glick
Tom Sleight (Deputy Chair)	Tobi Ruth Adebekun (External Member)
Deputy Randall Anderson	Alpa Raja
Alderman Sir William Russell	Mark Page (External Member)

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public 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 non-public summary of the last meeting held on 27 June 2023.

**For Decision**  
(Pages 5 - 8)

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

5. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

6. **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 1, of Schedule 12(A), of the Local Government Act.

**For Decision**

## Part 2 - Non-Public Agenda

7. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the last meeting held on 27 June 2023.

**For Decision**  
(Pages 9 - 10)

8. **BARBICAN IMMERSIVE FUTURE PLANS**

Joint report of the Chamberlain and CEO, Barbican Centre.

**For Decision**  
(Pages 11 - 72)

9. **BARBICAN EXHIBITION HALLS ENABLING WORKS**  
Report of the City Surveyor.  

**For Decision**  
(Pages 73 - 86)
10. **BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT**  
Report of the CEO, Barbican Centre.  

**For Discussion**  
(Pages 87 - 104)
11. **BARBICAN BUSINESS REVIEW: JULY 2023 (PERIOD 4)**  
Joint report of the Chamberlain and CEO, Barbican Centre.  

**For Information**  
(Pages 105 - 116)
12. **COMMERCIAL FINANCIAL DEEP DIVE**  
Joint report of the Chamberlain and CEO, Barbican Centre.  

**For Information**  
(Pages 117 - 124)
13. **CINEMA FINANCES DEEP DIVE**  
Joint report of the Chamberlain and CEO, Barbican Centre.  

**For Information**  
(Pages 125 - 132)
14. **ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**  
Report of the CEO, Barbican Centre.  

**For Information**  
(Pages 133 - 150)
15. **RISK UPDATE**  
Report of the CEO, Barbican Centre.  

**For Information**  
(Pages 151 - 176)
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

17. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 27 June 2023

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Tuesday, 27 June 2023 at 1.45 pm

### Present

#### Members:

Tijs Broeke (Chair)  
Tom Sleigh (Deputy Chairman)  
Deputy Randall Anderson  
Alderman Sir William Russell  
Robert Glick

#### Officers:

Claire Spencer	- CEO, Barbican Centre
Cornell Farrell	- Barbican Centre
Will Gompertz	- Barbican Centre
Ali Mirza	- Barbican Centre
Sarah Wall	- Barbican Centre
Udhay Bhakoo	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Matthew Cooper	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department

#### 1. APOLOGIES

Apologies for absence were received from Alpa Raja.

Mark Page observed the meeting virtually.

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

There were no declarations.

#### 3. MINUTES

The public minutes and non-public summary of the meeting held on 10 May 2023 were approved as a correct record.

#### 4. CONCERT HALL 2016 REFURBISHMENT WORKS

Members received a report of the CEO, Barbican Centre, relative to the Concert Hall refurbishment.

RESOLVED, that – Members note the lessons learned section of this report and approve formal closure of this project.

5. **BARBICAN CYCLICAL WORKS PROGRAMME AND CAPITAL PROJECTS - UPDATE REPORT**

Members received a report of the CEO, Barbican Centre, providing an update on cyclical works and capital projects.

The Chair requested that officers provide a written update on a potential infiltration system for the lakes.

RESOLVED, that – the report be received and its contents noted.

6. **INTERNAL AUDIT UPDATE**

Members received a report of the Chamberlain providing an update on internal audit work.

The Chair suggested that Equality, Diversion & Inclusion and Financial Management could be removed from the Internal Audit plan due to the measures that the Centre's directors had taken in this area. A Member also suggested that it would be useful if the Centre's Alliance with the Guildhall School of Music and Drama could be added to the plan.

RESOLVED, that – the report be received and its contents noted.

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

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no urgent business.

9. **EXCLUSION OF THE PUBLIC**

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 10 May 2023 were approved as a correct record.

At this stage of the meeting, the Deputy Chair took the Chair.

11. **BARBICAN BUSINESS REVIEW: MAY 2023 (PERIOD 2)**

The Committee received a joint report of the CEO, Barbican Centre and the Chamberlain, providing a business review for the Barbican Centre in period 2.

12. **VISUAL ARTS FINANCES DEEP DIVE**

Members received a report of the CEO, Barbican Centre, relative to the finances for the Visual Arts section.

13. **RISK UPDATE**

Members received a report of the Barbican Centre, providing an update on the risk management system at the Barbican Centre.

14. **CONTROVERSIAL ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**

Members received a report of the CEO, Barbican Centre, providing an update on controversial programming risks at the Barbican Centre.

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

There were no questions in the non-public session.

16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business in the non-public session.

**The meeting ended at 2.50 pm**

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Chairman

**Contact Officer: Ben Dunleavy**  
**ben.dunleavy@cityoflondon.gov.uk**

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