

BARBICAN CENTRE BOARD

Wednesday, 3 December 2014

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 3 December 2014 at 10.30 am

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Lucy Frew
Emma Kane
Roly Keating
Vivienne Littlechild
Jeremy Mayhew
Brian McMaster
Wendy Mead
Guy Nicholson
Trevor Phillips
Judith Pleasance
Deputy Richard Regan
Keith Salway
Jeremy Simons

In Attendance

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Sean Gregory	Director of Creative Learning, Barbican Centre
Lynette Brooks	Head of Development, Barbican Centre
Jane Alison	Head of Visual Arts, Barbican Centre
Lorna Gemmell	Head of Communications, Barbican Centre
Steve Eddy	Head of HR, Barbican Centre
Jo Daly	PA to the Managing Director, Barbican Centre
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Alderman David Graves, Tom Hoffman and Deputy Dr Giles Shilson.

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

There were none.

3a. **MINUTES OF THE BOARD**

The public minutes and summary of the meeting held on 8 October 2014 were approved.

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

The public minutes and summary of the meeting held on 24 September 2014 were received.

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

The draft public minutes and summary of the meeting held on 19 November 2014 were received.

3d. **MINUTES OF THE RISK COMMITTEE**

The draft public minutes and summary of the meeting held on 14 October 2014 were received.

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

The draft public minutes and summary of the meeting held on 8 October 2014 were received.

4. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Members received a report of the Managing Director providing updates from the six Barbican Directors on their respective areas. The Directors spoke to each update with a number of questions asked by the Board:

- **Olympic Park Development:** The opportunities arising from the development of a new East London cultural hub located in the site of the Olympic Park were discussed, with Members keen to understand the potential for co-operation and any risks associated with the development. The Managing Director confirmed that the Centre had been aware of the development for some time and felt that adopting a flexible approach to working with others across East London would be more beneficial than establishing a permanent presence at the new site. The Director for Creative Learning and Director of Arts had also been involved in discussions with Chobham Academy, a specialist arts school at the site, who the Barbican were looking to work closely with, thereby providing a focus on the creative learning aspect at the cultural hub. Members agreed that a flexible approach to working with others would be the sensible approach to take, particularly as it facilitated early engagement and delivery of outcomes rather than requiring a delay until a material building was erected.
- **Touring:** Members noted the success of a number of shows which had now been scheduled to go on tour to a number of foreign cities. It was suggested that thought should also be given to touring around the UK, thereby spreading the Centre's cultural offerings across the regions.

- **Creative Learning:** Validation had now been received for the Guildhall School of Music & Drama (GSMD) and Barbican Centre's jointly taught Bachelor of Arts degree in Performance & Creative Enterprise. Separately, the Centre and GSMD had also launched a joint manifesto outlining the creative learning offering to young people; this was symptomatic of increasing joining-up between educational departments across the City Corporation and a presentation was being made to the next meeting of the Education Board outlining the work being undertaken.
- **Commercial:** The commercial side of the business was in good shape, with challenging income targets being met across the board. Members would be considering a proposal to bring the bar service in-house later on the agenda, which it was anticipated would generate further increases in commercial revenue. A new Head of Commercial Development was also being recruited following the departure of the previous incumbent.
- **Cultural Hub:** The Managing Director and the Director of the Museum of London had recently held a positive meeting with the Barbican Residents' Association where good progress had been made in working towards a common position and consensus for the future shape of the cultural hub.
- **Cinema:** Members were pleased to note that the cinema had, after a disappointing start to the year, vastly improved its performance and was back on track to meet financial targets for the year.
- **Exhibit B:** The Director for Arts advised that she had recently attended one of the Paris performances, noting that there had been an increasing number of demonstrations and that one of the early showings had had to be closed for a brief period. Wider talks about the show and associated matters were also ongoing.
- **Website:** A new incremental approach was being adopted for the project, with officers undertaking improvements in-house. The initial focus would be around the booking journey and mobile optimisation. It was also confirmed that the gateway process would be implemented as appropriate.
- **Exhibition Halls:** It was advised that feasibility studies around Exhibition Hall 2 were still ongoing and that a report would now be presented to the Resource Allocation Sub Committee at its January meeting.

RECEIVED.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

7. **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.

Item No.
8 - 20

Paragraph No.
3

8a. **NON-PUBLIC MINUTES OF THE BOARD**

The non-public minutes of the meeting held on 8 October 2014 were approved.

8b. **NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**

The non-public minutes of the meeting held on 24 September 2014 were received.

8c. **NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**

The draft non-public minutes of the meeting held on 19 November 2014 were received. Under this item, consideration was given to the existing composition of the Finance Committee, with it consequently agreed that the Chairman of the Barbican Centre Trust should be made a formal Member of the Committee henceforth.

8d. **NON-PUBLIC MINUTES OF THE RISK COMMITTEE**

The draft non-public minutes of the meeting held on 14 October 2014 were received.

9. **OUTSTANDING ACTIONS OF THE BOARD**

The Board noted the outstanding actions list.

10. **SERVICE BASED REVIEW - IMPLEMENTATION PLAN**

The Board received a report of the Chief Operating & Financial Officer setting out a likely timetable to implement the various proposals and recommendations which formed part of the Service Based Review.

11. **VISUAL ARTS: ANNUAL PRESENTATION**

The Board received a report and accompanying presentation from the Head of Visual Arts.

12. **DEVELOPMENT STRATEGY ANNUAL PAPER**

The Board received a report of the Head of Development and the Chairman of the Barbican Centre Trust outlining the development strategy for the forthcoming period.

RESOLVED: With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Board agreed at this point to extend the meeting by up to thirty minutes.

13. **DEVELOPMENT UPDATE**
The Board received a report of the Head of Development which set out the 2014/15 fundraising results, to date, against budget.
14. **BUSINESS REVIEW**
The Board received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 7 Accounts 2014/15.
15. **BUDGET REPORT 2015/16**
The Board considered a report of the Chief Operating & Financial Officer putting forward the budget for 2015/16 for Members' consideration.
16. **UPDATE ON CAPITAL WORKS**
The Board 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.
17. **RISK UPDATE**
The Board received a report of the Chief Operating & Financial Officer setting out the key risks facing the Centre.
18. **CAPITAL CAP EXTENSION 2016/17**
The Board considered a report of the Chief Operating & Financial Officer proposing the extension of the existing capital cap for the Barbican Centre until 2016/17.
19. **PROPOSED INVESTMENT IN BAR OPERATIONS**
The Board approved a report of the Managing Director concerning the refurbishment of and improvement works to the bars at the Barbican Centre.
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 12.50 pm

Chairman

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