

BARBICAN CENTRE BOARD

Wednesday, 16 March 2016

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 16 March 2016 at 9.30 am

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Dr Giles Shilson (Deputy Chairman)
Deputy John Bennett
Tom Hoffman
Emma Kane
Jeremy Mayhew
Deputy Catherine McGuinness
Sir Brian McMaster
Wendy Mead
Cllr Guy Nicholson
Trevor Phillips
Keith Salway
Tom Sleigh

In Attendance:

Jeremy Simons

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Creative Learning, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
David Duncan	- Head of Customer Experience, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Phil Newby	- Head of Marketing, Barbican Centre
Toni Racklin	- Head of Theatre, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Niki Cornwell	- Head of Barbican Finance, Chamberlain's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Roly Keating, Vivienne Littlechild and Michael Welbank.

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 meeting held on 20 January 2016 were approved as a correct record.

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

The draft public minutes of the meeting held on 20 January 2016 were received.

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

The draft public minutes of the meeting held on 14 February 2016 were received.

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

The draft public minutes of the meeting held on 1 April 2016 were 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 in 2016 was also noted.

5. **ROLE SPECIFICATION FOR BOARD MEMBERS**

The Board considered a report of the Town Clerk setting out a proposed role specification to be used when advertising of vacancies on the Board to prospective Board Members.

RESOLVED: That authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to finalise the role specification, taking into account any comments received by Members.

6. **INCOME GENERATION**

The Board considered a report of the Chamberlain concerning a cross-cutting review of opportunities for income generation.

RESOLVED: that the content of the report be noted and the overall proposals be endorsed.

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

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas.

The Managing Director provided a brief update in respect of the Centre for Music, advising that a project director was to be appointed to help oversee phase two of the project. The appointee would need to be an individual with with experience of producing business cases in line with the expectations of HM Treasury who also had a track record of delivering large scale projects. The Managing Director would be considering the best mechanism by which to keep

Members fully informed in the project and reassured the Board that he would be providing regular updates at meetings.

A Member, also the Chairman of the Board of Governors of the Guildhall School of Music & Drama, took the opportunity to comment on the success of the recent Lumiere event. The Director of Arts observed that this represented a strong example of the benefits of joint working and was confident that similarly successful collaborative events could be arranged in future.

Members also took the opportunity to comment on the Barbican's success in respect of business events and attracting significant numbers of repeat clients.

RECEIVED.

8. **EX HALL 1 HIGH VOLTAGE TRANSFORMER ROOM ALARM INCIDENT**

The Board received a report of the Director of Operations & Buildings providing the findings and lessons learnt from an investigation in to an incident concerning an alarm which had sounded for several days, causing distress to Barbican residents.

The Head of Projects assured Members that procedures had now been put in place to ensure that any faulty alarms were reported as a matter of course.

RECEIVED.

9. **THEATRE PRESENTATION**

The Board received a report of the Director of Arts and Head of Theatre setting out the work of the department over the past year and plans for future years.

The Chairman prefaced discussion by congratulating the Head of Theatre on an exceptional year.

During discussion, the following points were made:

- The Head of Theatre clarified that rentals were not included within the figures provided in relation to subsidy. The Board engaged in substantial discussion concerning the nature and utilisation of subsidy and the fundamental importance of using public funds as efficaciously as possible, with the Director of Arts reassuring Members that the Centre was very careful in using it as effectively as possible. It was noted that the team worked hard to ensure that subsidy was used to create output that meshed seamlessly within the whole theatre programme, and used it not only to produce content but also to nurture new and emerging creative talents.
- With reference to the introduction of new works and encouraging new talent, the Head of Theatre advised that this was primarily delivered through selecting European or global texts which were unfamiliar to British audiences and presenting them in a way that resonated with theatre-goers. There was also a significant volume of activity linked to the Centre's creative learning work which was germinating new and exciting talents, and the Barbican also constantly engaged with a wide range of smaller theatres to ensure

connectivity and continuous learning. The Director of Arts also made reference to a wide range of work being undertaken off-site, including with the Dagenham Broadway Theatre.

- In response to queries around potential future competition, given the “Olympicopolis” development and the impending establishment of new theatres, the Head of Theatre agreed that it would be important to maintain the Barbican’s fresh and varied offering. This would allow the Centre not only to retain its leading status but to also tap in to the potential growth in theatre audiences that the increased theatre provision in London might stimulate.
- The Managing Director took the opportunity to emphasise that the success of the theatre offering was to a large extent dependent on having the right team in place, who had their “finger on the pulse” and were able not just to anticipate trends and successful shows, but also to deliver the right choices and apply subsidy in the most effective way possible. He summed up by congratulating the team on their excellent work to date.

RECEIVED.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

Jeremy Mayhew

The Chairman noted that this would be Jeremy Mayhew’s final meeting as a Board Member. Mr Mayhew was thanked for his contribution to the Board over the years, including a term as Chairman, where he had overseen a number of governance improvements.

12. 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.

<u>Item No.</u>	<u>Paragraph No.</u>
13a – 15	3
16	2, 3
17 – 27	3

13a. NON-PUBLIC BOARD MINUTES

The non-public minutes of the meeting held 20 January 2016 were agreed.

13b. NON PUBLIC MINUTES OF THE RISK COMMITTEE

The draft non-public minutes of the meeting held 20 January 2016 were received.

13c. NON-PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE

Guy Nicholson and Trevor Phillips withdrew from the meeting for consideration of this item.

The Board received the draft minutes of the meeting held on 11 February 2016 and considered the two recommendations made by the Nominations Committee.

RESOLVED: That:-

- Trevor Phillips be reappointed to the Board for a second three-year term, to expire at the end of March 2019; and,
- Guy Nicholson be reappointed to the Board for a third term of one year, to expire at the end of March 2017.

13d. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE

The draft non-public minutes of the meeting held on 1 March 2016 were received.

14. THEATRE PRESENTATION: NON-PUBLIC APPENDICES

The Board received the non-public appendices to be read in conjunction with item 9.

15. MARKETING & COMMUNICATIONS PRESENTATION

The Board received a report and accompanying presentation from the Heads of Marketing and Communications setting out the work of the department over the past year and plans for future years.

16. BARBICAN CENTRE MANAGEMENT STRUCTURE

The Board received a report of the Managing Director concerning the Centre's management structure and informing of the proposed changes.

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

17. BARBICAN CAPITAL WORKS: FIVE YEAR PLAN

The Board considered and approved a report of the Director of Operations & Buildings which set out the Barbican's proposed five year building works plan, listing all the projects required in the next five years with an indicative budget, and a plan for which year the works should fall into. The report also set out the different ways in which each type of works will be approved under the new system.

18. UPDATE ON CAPITAL WORKS

The Board 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. **BUSINESS PLAN 2016-19**
The Board received the Barbican's business plan for 2016-19, which had been produced following the development of the Barbican's Strategic Plan and set out the Centre's goals and targets for the period.
20. **SERVICE BASED REVIEW ROADMAP**
The Board received a report of the Managing Director providing an update in respect of the Barbican's Service Based Review targets.
21. **BUDGET UPDATE**
The Board received a report of the Chief Operating & Financial Officer providing the updated and balanced budget for 2016/17.
22. **BUSINESS REVIEW**
The Board received a report of the Chamberlain presenting the Business Review for the Period 9 Accounts 2015/16. An update was also provided on the Period 10 figures.
23. **DEVELOPMENT UPDATE**
The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
24. **BAD DEBTS ANNUAL UPDATE**
The Board received a report of the Chamberlain providing an update on bad debts setting out debts incurred over the period April 2013 to December 2014 and informing Members of their intended write-off, in accordance with the terms of the Managing Director's delegated authority.
25. **BARBICAN CAMPUS PROJECTS UPDATE**
The Board received a report of the Director of Operations & Buildings providing an update on those projects on the Barbican Campus with an amber or red rating.
26. **RISK UPDATE**
The Board received a report of the Chief Operating & Financial Officer updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.
27. **REPORT OF URGENT ACTION TAKEN**
The Board received a report of the Town Clerk advising of two actions taken under urgency procedures since the last meeting.
28. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
29. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 12.00 pm

Chairman

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