

BARBICAN CENTRE BOARD

Wednesday, 18 May 2016

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 18 May 2016 at 1.45 pm

Present

Members:

Tom Hoffman
Vivienne Littlechild
Deputy Catherine McGuinness
Sir Brian McMaster
Wendy Mead
Cllr Guy Nicholson
Keith Salway
Deputy Dr Giles Shilson
Tom Sleigh
Deputy John Tomlinson

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 |
| Sean Gregory | - Director of Creative Learning, Barbican Centre |
| Louise Jeffreys | - Director of Arts, Barbican Centre |
| Steve Eddy | - Head of HR, Barbican Centre |
| Lorna Gemmell | - Head of Communications, Barbican Centre |
| Jacqui Boughton | - Head of Sales, Barbican Centre |
| Adam Thow | - Head of Retail, 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 |
| Debbie Hackney | - Group Accountant, Chamberlain's Department |
| Michael Bradley | - City Surveyor's Department |
| Gregory Moore | - Town Clerk's Department |

1. APOLOGIES

Apologies for absence were received from Deputy John Bennett, Lucy Frew, Emma Kane, Roly Keating, Trevor Phillips, Judith Pleasance and Michael Welbank.

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

There were none.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court of Common Council appointing the Board and setting its terms of reference was received.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order No.29, the Board proceeded to elect a Chairman for the year ensuing. The Town Clerk read a list of Members eligible to stand and Deputy John Tomlinson, being the only Member expressing his willingness to serve, was duly elected as Chairman.

The Chairman thanked Members for their support and took the opportunity to welcome Vivienne Littlechild to her first meeting as a full Board Member, having previously served in an ex-officio capacity.

5. **ELECTION OF A DEPUTY CHAIRMAN**

In accordance with Standing Order No. 30, the Board proceeded to elect a Deputy Chairman for the ensuing year. The Town Clerk read out a list of Members eligible to stand and Deputy Dr Giles Shilson, being the only Member expressing his willingness to serve, was duly elected as Deputy Chairman.

The Deputy Chairman thanked Members for their continued support.

6. **MINUTES**

The public minutes and summary of the Board meeting held on 16 March 2016 were approved.

7. **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.

8. **APPOINTMENT OF SUB-COMMITTEES**

The Board considered a report of the Town Clerk concerning the appointment of its various sub-committees for the coming year.

Following the receipt of various expressions of interest, it was agreed that the composition of the Nominations Committee should be altered to allow for an additional Member (i.e. up to five) to serve. It was also agreed that absent Members should be further canvassed in respect of the vacancies which remained on the Finance and Risk Committees, with appointments to be made at the next meeting. Consequently, there being no ballots, it was:

RESOLVED: That:-

- The Reference Sub-Committee be suspended until further notice;
- The Terms of Reference for the Finance Committee, Risk Committee and Nominations Committee of the Barbican Centre Board be agreed (subject to the number of Members on the Nominations Committee being increased by one); and
- the following Memberships be agreed: -

Finance Committee of the Barbican Centre Board

Deputy John Tomlinson (Chairman of the Board)
Deputy Dr Giles Shilson (Deputy Chairman of the Board)
Lucy Frew (City of London Finance Committee representative)
Emma Kane (Chairman of the Barbican Centre Trust)
Vivienne Littlechild
Keith Salway
Tom Sleigh
Vacancy

Nominations Committee of the Barbican Centre Board

Chairman of the Board (Deputy John Tomlinson)
Deputy Chairman of the Board (Deputy Dr Giles Shilson)
Tom Hoffman
Deputy Catherine McGuinness
Guy Nicholson
Trevor Phillips
Keith Salway

Risk Committee of the Barbican Centre Board

Deputy Dr Giles Shilson (Deputy Chairman of the Board)
Deputy John Tomlinson (Chairman of the Board)
Lucy Frew (City of London Finance Committee representative)
Sir Brian McMaster
Keith Salway
Vacancy
Vacancy

9. 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 (CfM), advising that a project director had now been appointed. The successful candidate, Simon Johnson, was highly experienced and had recently delivered major projects including the new Francis Crick Institute building. Familiar with HM Treasury's reporting requirements, he would be working closely with the Barbican's Chief Operating & Financial Officer and the London Symphony Orchestra's (LSO) Director of Finance & Resources to deliver the next phase of the CfM project in the coming period.

The Director of Arts took the opportunity to advise Members that the dates of the Walthamstow Garden Party referred to in her update would be 16 and 17 July. She also informed Members of the plans to install sculptures and other items in the foyer over the coming months to develop it in to a more creative and engaging space.

The Director of Creative Learning informed Members that a co-ordinating committee had now been established across the Barbican, Guildhall School and LSO to bring together the totality of creative learning work. This would

allow for the various bodies to present the volume of activity being undertaken in a coherent and consolidated way. He also informed Members that a new Head of Creative Learning had been appointed, who would help to drive continued progress in the area.

Additional updates were also provided by the Director of Operations & Buildings in respect of the plans to refurbish the “superloos” and install a new retail outlet, both of which had been referred to the National Planning Casework Unit following objections from the 20th Century Society. Permission had now been granted to proceed as planned in the case of the retail outlet; however, the Society’s objection in relation to the slab urinals in the “superloos” had been upheld, necessitating an amendment to the design.

Updating on two issues of concern surrounding evacuation arrangements which had been discussed at the previous meeting, Members were advised that new radios and repeaters had been installed in the cinemas to assist with communication and resolve previous issues there; a second foyer evacuation drill had also now taken place which had further assisted in strengthening planning and mitigation measures.

RECEIVED.

10. DRUM WORKS UPDATE

The Board received a report of the Director of Creative Learning outlining the progress made towards establishing Drum Works as a fully independent Community Interest Company (CIC), following the approvals granted by the Board and the Policy & Resources Committee in May 2015.

It was noted that the intention was for Drum Works to begin trading as a CIC by September and that the cost model was such that worse than anticipated fundraising results would not prevent the company from being established.

RECEIVED.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

13. 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> |
|-----------------|----------------------|
| 14 – 18 | 3 |
| 19 | 3 & 7 |
| 20 – 22 | 3 |

14. NON-PUBLIC MINUTES

The non-public minutes of the Board meeting held on 16 March 2016 were approved as a correct record.

15. COMMERCIAL STRATEGY

The Board received a report and accompanying presentation from the Chief Operating & Financial Officer providing an overview of the Commercial team's activities and progress made in meeting the Commercial Strategy over the past year, along with forecasts and plans for future years.

16. DEVELOPMENT UPDATE

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

17. SBR AND STRATEGIC PLAN UPDATE

The Board received a report of the Managing Director providing an update in respect of progress made in meeting the Barbican's Service Based Review targets and Strategic Plan objectives.

18. BUSINESS REVIEW

The Board received a report of the Chamberlain presenting the draft year end (Period 12) accounts for 2015/16.

19. SECURITY REVIEW

The Board received a report of the Managing Director providing an update on the security recommendations that had arisen from the City of London Police's Counter Terrorisms teams' security assessments of the Centre and setting out how management at the Barbican had considered and were responding to these recommendations.

20. 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.

21. 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. The report also provided a breakdown of those projects intended to be delivered over the summer period.

22. BARBICAN CAMPUS PROJECTS UPDATE

The Board received a report of the Director of Operations & Buildings providing updates on those projects across the Barbican Campus.

23. QUESTIONS RELATING TO THE WORK OF THE BOARD

There were no questions.

24. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

The meeting ended at 3.15 pm

Chairman

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