

## **BARBICAN CENTRE BOARD**

**Wednesday, 8 March 2017**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 8 March 2017 at 10.30 am

### **Present**

#### **Members:**

Deputy John Tomlinson (Chairman)  
Deputy Dr Giles Shilson (Deputy Chairman)  
Deputy John Bennett  
Russ Carr  
Stuart Fraser  
Wendy Hyde  
Emma Kane  
Roly Keating  
Vivienne Littlechild  
Deputy Catherine McGuinness  
Wendy Mead  
Cllr Guy Nicholson  
Trevor Phillips  
Deputy Tom Sleigh

#### **Officers:**

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Lynette Brooks	- Head of Development, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Robert Rider	- Head of Cinema, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Debbie Hackney	- Financial Controller, Chamberlain's Department
Richard Woolford	- Commander, City of London Police
Neil Davies	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Tom Hoffman, Sir Brian McMaster, Judith Pleasance and Keith Salway.

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

There were none.

**3a. BOARD MINUTES**

The public minutes of the meeting held on 25 January 2017 were agreed.

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

The draft public minutes of the meeting held on 25 January 2017 were received.

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

The draft public minutes of the meeting held on 25 January 2017 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 2017 was also noted.

RECEIVED.

**5. 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.

During discussion, the following points were raised:

- In respect of the Centre for Music, it was advised that a further report would be considered by the Policy & Resources Committee the following week; the Managing Director expressed his confidence that the work to date demonstrated the project's feasibility. On a related note, the Policy & Resources Committee would also be considering proposals relating to the future of Beech Street, which were closely connected to the wider Cultural Hub project.
- Members noted the reference to the car park within the commercial development update and queried the status of the previously discussed City Corporation-wide car park strategy. The Managing Director advised that discussions about a strategic approach were ongoing as part of the Cultural Hub work, adding that he understood this issue would be addressed in the paper being presented to the Policy & Resources Committee.
- In response to questions regarding air quality concerns in the Beech Street tunnel and the impact on the Cultural Hub plans, the Managing Director advised that a low emission zone was being proposed to tackle this; in addition, wider discussions were ongoing within the City Corporation about how traffic in the area might be further minimised.

- Responding to questions concerning the status of the stalls bar, the Director of Operations & Buildings advised that a safe and effective solution had now been identified which should be implemented shortly.

RECEIVED.

6. **CINEMA: ANNUAL PRESENTATION**

The Board received a report of the Director of Arts providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

Members discussed the role of the cinema in reaching those audiences who wouldn't otherwise come to the Barbican, noting that it provided an opportunity to be at the vanguard of the Centre's work in bringing atypical audiences to the Barbican and exposing them to the wider arts portfolio. The Head of Cinema agreed, adding that the cinema worked proactively to highlight to audiences what else was going on at the Barbican, noting that this was a key part of the Centre's approach.

The non-public appendices and sections of the report, set out at item 13, were also received.

RECEIVED.

7. **CULTURAL EDUCATION PARTNERSHIP AND UNDER 18S OFFER**

The Board received a report of the Director of Learning & Engagement which summarised recent strategic partnership developments, particularly in relation to the Under 18 offer and City and East London cultural education work.

The Director took the opportunity to highlight the increasingly joined-up thinking and approach being taken, not just with respect to creative learning activities, but to the general educational offering as a whole.

Members commented on the significant cumulative impact of the City's education work and the role that creative learning played within this; it was urged that more be done to increase the profile of the Barbican and the City Corporation's work in this area. Highlighting the work to newly-elected Members as part of the forthcoming induction process was also suggested as a helpful way of immediately raising corporate awareness of this activity.

In response to queries concerning the scaling-up of this activity and widening engagement, the Director advised that this was currently being explored; key to this would be setting out a clear narrative and identifying the right projects to work on collaboratively with others, before discussions with key organisations in other regions could begin.

A Member urged that consideration be given to including an element of adult learning, as this was an area that was increasingly being recognised as of real importance.

RECEIVED.

**8. RED / AMBER PROJECTS UPDATE**

The Board received a report of the Director of Operations & Buildings providing an update on a project on the Barbican Campus.

RECEIVED.

**9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

**10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

**11. 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.**  
12a - 21

**Paragraph No.**  
3

**12a. NON-PUBLIC BOARD MINUTES**

The non-public minutes of the meeting held on 25 January 2017 were agreed.

**12b. NON-PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

The draft non-public minutes of the meeting held on 25 January 2017 were received.

**12c. NON-PUBLIC MINUTES OF THE RISK COMMITTEE**

The draft non-public minutes of the meeting held on 25 January 2017 were received.

**13. CINEMA: NON-PUBLIC SECTIONS AND APPENDICES**

The Board received the non-public appendices to be read in conjunction with item 6.

**14. UPDATE ON STRATEGIC PLAN**

The Board received a report of the Director of Arts setting out progress made against the Strategic Plan, with particular emphasis on organisational change projects. A high-level business plan was also set out at Appendix 4 to the report.

**15. BARBICAN CENTRE SERVICE BASED REVIEW UPDATE**

The Board received a report of the Managing Director providing an update in respect of its Service Based Review Targets.

16. **BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 10 Accounts 2016/17.

17. **DEVELOPMENT UPDATE**

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

18. **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.

19. **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.

20. **COMBINED GATEWAY 1/2/3/4: CONCERT HALL REFURBISHMENT OF SEATING**

The Board considered a report of the Director of Operations & Buildings concerning a project to refurbish the concert hall seating.

21. **REPORT OF URGENT ACTION TAKEN**

The Board received a report of the Town Clerk reporting on one action taken under urgency procedures since the previous meeting.

22. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There were no urgent items.

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At the conclusion of the meeting, the Chairman took the opportunity to express on behalf of the Board his sincere gratitude to Roly Keating, Sir Brian McMaster, Guy Nicholson and Keith Salway. All four had served on the Board with distinction, dedication and enthusiasm; their invaluable contributions over many years were appreciated enormously and their counsel would be missed.

**The meeting ended at 12.45 pm**

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Chairman

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