

BARBICAN CENTRE BOARD

Wednesday, 24 May 2017

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 May 2017 at 10.30 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy
Chairman)
Deputy John Bennett
Russ Carr
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Deputy Edward Lord
Deputy Catherine McGuinness
Lucy Musgrave
Trevor Phillips
Judith Pleasance

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
Niki Cornwell	Head of Finance & IT, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Phil Newby	- Head of Marketing, Barbican Centre
Jim Turner	- Head of Projects, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Carl Locsin	Communications Team, Town Clerk's Department
Mark Lowman	City Surveyor's Department
Neil Davies	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Kate Smith	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Emma Kane, Vivienne Littlechild, Deputy Catherine McGuinness, Wendy Mead, and Deputy Tom Sleigh.

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, 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 Giles Shilson, 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 Deputy Edward Lord to his first meeting, having been appointed as the Policy and Resources Committee's representative on the Board. The Chairman also thanked the previous incumbent, Stuart Fraser, for his contributions over the past year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. Deputy John Tomlinson, as the immediate past Chairman, in Common Council and willing to serve, was accordingly declared as the Deputy Chairman for the ensuing year.

Vote of Thanks to the Past Chairman

Deputy Tom Hoffman paid tribute to Deputy John Tomlinson, the immediate past Chairman.

RESOLVED UNANIMOUSLY: That, at the conclusion of his three year term of office as their Chairman, the Members of the Barbican Centre Board wish to extend to

John Tomlinson, Deputy

their sincere thanks and appreciation for the manner in which he has presided over their deliberations, as well as the committed and active service he has provided to the Barbican Centre during his tenure.

His detailed knowledge of, and involvement in, the work of the Centre - together with his committed enthusiasm for the arts - have been of great value to the Board. During a time of increasing funding pressures for the arts, his keen financial acumen and eye for detail has been invaluable in supporting the transformation of the Barbican into a more commercially-minded organisation, generating significant income to ensure that the Centre can flourish as a world-class multi-arts centre in a new funding environment. As a member of the Barbican Centre Trust he has constantly supported the fund-raising activities of the Centre, and his attendance at many artistic and fund-raising events has been deeply appreciated by all.

His work with cultural partners, both within and beyond the City Corporation, has helped to enable the establishment of the soon-to-be-launched Cultural Hub, a development that will serve as a vital arts destination for London and the nation. His engagement with others has also been invaluable in the ongoing

work around a potential Centre for Music which would transform the Barbican for the future and be a substantial legacy, the plans for which were conceived during his time as Chairman.

In taking their leave of John as their Chairman, his colleagues on the Board wish to convey their grateful thanks to him for his extremely dedicated service to the Barbican Centre during his tenure, and to his wife Paula for her constant support and attendance at the Centre. We hope his services will long remain available to the Barbican and indeed to the wider City of London Corporation, and also convey to him their very best wishes for his and Paula's future health and happiness.

6. **MINUTES**

The public minutes and summary of the Board meeting held on 8 March 2017 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 2017 was also noted.

With reference to the action concerning staff terms and conditions, the Head of HR reminded Members that this had originally been added as part of a Corporation-wide review of unsocial hours contracts and had been an element of the Barbican's intended Service Based Review savings. This review was no longer taking place and commensurate savings were being found elsewhere as previously highlighted to the Board. Accordingly, the action should therefore be removed from the list; however, the Head of HR reassured Members that conversations with Corporate HR continued around pay and reward policies with a view to providing more flexibility in this area in future.

Members' attention was drawn to the proposed date change for the November Board meeting and the Town Clerk advised that a full list of dates for 2017 and 2018 would be circulated after the meeting.

RECEIVED.

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.

RESOLVED: That:-

- The appointment of a Reference Sub-Committee be held in abeyance for the year;
- The Terms of Reference for the Finance Committee, Risk Committee and Nominations Committee of the Barbican Centre Board be agreed; and
- the following Memberships be agreed: -

Finance Committee of the Barbican Centre Board

Deputy Dr Giles Shilson (Chairman of the Board)

Deputy John Tomlinson (Deputy Chairman of the Board)

Deputy Wendy Hyde (City of London Finance Committee representative)
Emma Kane (Chairman of the Barbican Centre Trust)
Russ Carr
Vivienne Littlechild
Judith Pleasance
Deputy Tom Sleigh

Nominations Committee of the Barbican Centre Board

Deputy Dr Giles Shilson (Chairman of the Board)
Deputy John Tomlinson (Deputy Chairman of the Board)
Deputy Tom Hoffman
Deputy Edward Lord
Trevor Phillips
Deputy Tom Sleigh

Risk Committee of the Barbican Centre Board

Deputy John Tomlinson (Deputy Chairman of the Board)
Deputy Dr Giles Shilson (Chairman of the Board)
Deputy Wendy Hyde (City of London Finance Committee representative)
Russ Carr
Deputy Edward Lord
Judith Pleasance
Deputy Tom Sleigh

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.

During discussion of the Learning and Engagement Forum, it was noted that one Member had circulated information to organisations and communities in their Ward. It was suggested that others might wish to do similarly in their own Wards, with the Chairman adding that more should be done to utilise the connections and channels of communication available through Members.

The performance of a particular restaurant at the Barbican was also discussed, with it noted that the recent introduction of a new management team was expected to help build on the recent improvements.

RECEIVED.

10. DRAFT CORPORATE PLAN 2018-23

The Board received a report of the Town Clerk which presented an early draft of the City of London Corporation's Corporate Plan 2018-23. This was intended to provide Members with an opportunity to provide initial feedback before wider consultation on the plan took place in the autumn with staff, partners and other external stakeholders.

Noting that one of the Corporate Plan's key aims was to secure economic growth, a Member observed that the Creative Industries were integral to this and stressed the importance of positioning the Barbican at the forefront of creative and technological innovation in the arts. Not only would this align well

with the City Corporation and Government's aspirations, but it would also lead to economic growth for the Barbican. The Chairman agreed, emphasising that cultural provision was a key part of the ongoing attraction of London and the UK as centre for financial and professional services; the development of the cultural hub would be increasingly important part of this offer.

The Chairman encouraged Members to provide any further feedback to the Town Clerk outside the meeting.

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11. DEPARTMENTAL BUSINESS PLAN: BARBICAN CENTRE

The Board considered a joint report of the Managing Director and the Chief Operating & Financial Officer setting out the proposed business plan for the Barbican Centre for 2017/18.

It was noted that the business plan had been developed such that it corresponded with the Corporate Plan discussed at item 10 as well as the Barbican's own Strategic Plan.

With reference to the developing business case for a prospective Centre for Music project, it was asked whether officers were confident that sufficient resource was in place to manage this whilst ensuring that there was no detrimental impact on the management of the Barbican itself. The managing Director advised that there was currently a very high degree of comfort in this area; however, he was conscious that this might need to be revisited in due course as the intensity of work increased ahead of any decision point in 2018. The situation was being actively monitored and considered carefully on an ongoing basis.

RESOLVED: That the high-level and detailed departmental business plans for the Barbican Centre be approved.

12. GENDER NEUTRAL TOILETS

The Board received a report of the Managing Director providing an update on the introduction of gender neutral toilets on level -2 of the Barbican Centre.

The Chairman noted that this had been the subject of significant press and social media coverage, adding that it was therefore important that the Board was aware of the background to this issue and was comfortable with how this was being taken forward. He observed that a Working Group had been established to consider the matter and took the opportunity to thank Deputy Lord for his contributions and advice, including a short guidance note concerning awareness of non-binary individuals and wider gender issues. This would be circulated to all Board Members following the meeting.

The general question of toilet provision and the perceived lack of adequate facilities was also discussed, with the Managing Director advising that this was a common problem across many arts venues. He observed that the Centre would ideally move towards cubicle only toilet provision, which would help both in terms of toilet provision and also address gender neutrality concerns more

easily; however, as the Barbican was a listed building, this was not straightforward. The Managing Director also confirmed that the Barbican was committed to finding a more practical place in the building to introduce a gender neutral toilet.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

15. **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>
16, 18 - 28	3
17	1

16. **NON-PUBLIC MINUTES**

The non-public minutes of the Board meeting held on 8 March 2017 were approved as a correct record.

17. **APPOINTMENT OF AN EXTERNAL MEMBER**

The Board considered and approved a report of the Town Clerk, proposing the appointment of Lucy Musgrave to the Board for an initial three-year term.

18. **BEECH STREET PROPERTY USAGE**

The Sub-Committee received a resolution from the Policy and Resources Committee alongside a joint report of the Town Clerk, City Surveyor and Managing Director which provided an update regarding proposals for the use of the City Corporation's property holdings within Beech Street.

19. **MARKETING & COMMUNICATIONS UPDATE**

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.

20. **LSO FUNDING**

The Board received a report of the Town Clerk which set out the history behind the relationship with the London Symphony Orchestra (LSO) and the funding arrangements between the two.

21. **UPDATE ON THE BARBICAN BUDGET 2017/18**

The Board received a report of the Chief Operating & Financial Officer providing an update on the budget for 2017/18.

22. **BUSINESS REVIEW**
The Board received a report of the Chief Operating & Financial Officer presenting the year end (Period 12) accounts for 2016/17.
23. **DEVELOPMENT UPDATE**
The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
24. **SERVICE BASED REVIEW ROADMAP 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.
25. **RISK UPDATE**
The Board received a report of the Director of Operations & Buildings updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.
26. **UPDATE ON CAPITAL WORKS**
The Board considered and approved a report of the Director of Operations & Buildings concerning the Barbican Centre's Capital Cap programme and a number of non-capital cap projects.
27. **BARBICAN CENTRE PROJECTS PROGRAMME**
The Board received a report of the Director of Operations & Buildings providing updates on those projects across the Barbican Campus.
28. **ACTIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
The Board received a report of the Town Clerk advising of one action taken under delegated authority since the last meeting.
29. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were three questions.
30. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 12.25 pm

Chairman

Contact Officer: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk