CITY
OF
LONDON

Barbican Centre Board
INFORMATION AND APPENDIX PACK
N.B: Members are asked to submit any questions on these items to the relevant author/Committee Clerk to be dealt with outside of the meeting.

Date: WEDNESDAY, 21 SEPTEMBER 2022

Time: 11.00 am

Venue: MICROSOFT TEAMS

3.

b) **Minutes of the Finance and Risk Committee**

To receive the public minutes and non-public summary of the Finance Committee of the Barbican Centre Board meeting held on 5 September 2022 (to follow).

c) **Minutes of the Nominations, Effectiveness and Inclusion Committee**

To receive the public minutes and summary of the Nominations Committee of the Barbican Centre Board held on 7 September 2022 (to follow)

6. **TERMS OF REFERENCE ANNUAL REVIEW**

Appendix to the Report of the Town Clerk.

For Discussion
(Pages 3 - 4)

7. **BARBICAN CENTRE BOARD AGENDA PLAN**

Joint Report of the CEO, Barbican Centre and the Town Clerk.

For Information
(Pages 5 - 20)

4.

    b)   **Non Public Minutes of the Finance and Risk Committee**

    To receive the non-public minutes of the Finance and Risk Committee of the Barbican Centre Board held on 5 September 2022 (to follow).

    c)   **Non-Public Minutes of the Nominations, Effectiveness and Inclusion Committee**

    To receive the non-public minutes of the meeting of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 7 September 2022 (to follow).

18.   **RISK UPDATE**

Report of the CEO, Barbican Centre.

For Information
(Pages 81 - 90)

19.   **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 91 - 92)

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KEAVENY, Mayor	**RESOLVED:** That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2022, doth hereby appoint the following Committee until the first meeting of the Court in April, 2023.

BARBICAN CENTRE BOARD

1.   **Constitution**
    A Non-Ward Committee consisting of,
    • eight Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
    • Up to nine non-Common Council representatives appointed by the Committee, of which at least two should be drawn from the arts world
    • a representative of the Policy & Resources Committee
    • a representative of the Finance Committee
    • the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
    • the Chairman of the Barbican Centre Trust (ex-officio)
    • the Chairman of the Culture, Heritage & Libraries Committee (ex-officio)

    The Chairman of the Board shall be elected from the City Corporation Members.

    The Board shall also elect a second Deputy Chairman, appointed from the External Membership of the Board.

    There is a maximum service limit of nine years, which shall apply to all Members (including ex-officio).[1]

2.   **Quorum**
    The quorum consists of any five Members, provided Common Councilmen are in the majority.

3.   **Membership 2022/23**

    3   (3)   Munsur Ali

    3   (3)   Randall Keith Anderson

    3   (2)   Tijs Broeke

    5   (2)   David Andrew Graves, Alderman

    8   (2)   Wendy Mead, O.B.E.

    8   (2)   Tom Sleigh, Deputy

    4   (1)   Sir William Anthony Bowater Russell, Alderman

    1   (1)   Irem Yerdelen

    Together with the Members and ex-officio Members referred to in paragraph 1 above, and:-

Stephen Bediako	)
Russ Carr	)
Zulum Elumogo	)
Gerard Grech	) Up to nine non-Common Council Members appointed by the Board
Lucy Musgrave	)
Mark Page	)
Professor Jane Roscoe	)
Dr Jens Riegelsberger	)
Vacancy	)

4.   **Terms of Reference**
    To be responsible for:-

 (a)   the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;

 (b)   the appointment of the Managing Director of the Barbican Centre;

 (c)   the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:-

    i)   the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and

    ii)   the provision of access to arts and learning beyond the Centre;

 (d)   the creation of enterprise and income-generating support for the Centre.

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[1]   *other than in specific cases approved by the Court of Common Council.*

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	Business Plan	CS/SW	For discussion and approval		Yes		Non Pub
Meeting date: 7 November 2022	*Business Review	SW	For info		Yes		Non Pub
	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
Report deadline for CS: 17 October	? Internal Audit update	Head of Audit & Risk - this is a CoL update			Yes		Public
Report deadline for TC: 24 October	? Cyber Security Annual report	Dom Smith	For info		Yes		Non Pub

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Nominations, Effectiveness and Inclusion Committee	Team Survey Action Plan	CS	Noting		tbc		Non Pub
Meeting date: 8 November 2022	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Report deadline for CS: 18 October							
Report deadline for TC: 26 October							

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Barbican Centre Board	Main Pack						
	Business Plan	CS/SW	For decision and approval				Non Pub
Meeting date: 16 November 2022	CEO report	CS	For noting and discussion				Public
	Annual Music Strategy update	Huw	For noting and approval				Non Pub
	LSO Annual update	Kathryn McD	For noting				Non Pub
	Barbican Renewal	NA	tbc				Non Pub
	EDI update	Emma Claridge	For noting and discussion				
	LSO Contract	Huw	For decision and approval				
	Information Pack						
	Minutes and any * reports from F&R and NEI						
	Appendices from papers in the main pack						
Report deadline for CS: 26 October	Any additional papers from CoL Surveyors						
Report deadline for TCs: 2 November							

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	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	Staff Shortages	JP	To update on Staff shortage trends, risks and mitigations	Requested JP 16.08	yes		Non Pub
Meeting date: 5 September	*Business Review	SW	For info		Yes		Non Pub
	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
					Yes		Non Pub
Report deadline for TCs: 24 August							

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Nominations, Effectiveness and Inclusion Committee	Director Shared KPIs	CS	Draft shared KPIs for Director Team		tbc		
Meeting date: 7 September	Team Surveys Feedback	CS	Use comms material from August		tbc		
	EDI Update	Emma Claridge	For noting and discussion		Yes		Non Pub
Report deadline for TC: 24 August	*ACE NPO Q1	Beth Bryan	For noting and discussion		tbc		Non Pub

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Barbican Centre Board	Main Pack						Conf.
	CEO 90 Day Reflections	CS	For noting and discussion				Conf.
Meeting date: 21 September 2023	12 month agenda	BD	For noting and discussion				Non Pub
	CEO Report	CS	For noting and discussion				Public
	? EDI update	Emma Claridge	For noting and discussion				Non Pub
	? Directors Share KPIs	CS	Draft shared KPIs for Director Team				
	? Governance Review	CS/Ben	For noting and discussion				
	Barbican Renewal	NA	For noting and discussion				Non pub
	LSO contract update	Huw	For noting - the paper will outline objectives and process to date and to seek a decision on whether the LSO would continue to receive their grant in the event of closure for Barbican Renewal				Non pub
	Information Pack						
	Minutes and any *reports from F&R and NEI						
	Appendices from papers in the main pack						
Report deadline for CS/Directors: 31 Aug	Any additional papers from CoL Surveyors						
Report deadline for TCs: 7 September							

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review	SW	For info		Yes		Non Pub
Meeting date: 16 January 2023	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
Report deadline for CS: 26 December 2022	*? Bad debts/write off report				Yes		Public
Report deadline for TCs: 2 January 2023	*? H&S Annual report	JP	For info		Yes		Public
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 18 January 2023							
Report deadline for CS: 28 December 2023							
Report deadline: 4 January 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 1 February 2023	Annual Theatre Strategy update	Toni	For noting and approval				Non Pub
	Barbican Renewal	NA	For noting and approval				Non Pub
	Information Pack						
	Minutes and any * reports from F&R and NEI						
	Appendices from papers in the main pack						
Report deadline for CS: 11 January 2023	Any additional papers from CoL Surveyors						
Report deadline for TC: 18 January 2023							

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review	SW	For info		Yes		Non Pub
Meeting date: 27 February 2023	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
Report deadline for CS: 6 February 2023	*?Budget update	SW	For info		Yes		Non Pub
Report deadline for TC: 13 February 2023							
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 1 March 2023							
Report deadline for CS: 8 February 2023							
Report deadline TC: 15 February 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 15 March 2023	Annual Cinema Strategy update	Gali	For noting and approval				Non Pub
	Barbican Renewal	NA	tbc				Non Pub
	? Annual Safeguarding report	tbc	For noting and discussion				Public
	Information Pack						
	Minutes and any * reports from F&R and NEI						
	Appendices from papers in the main pack						
report deadline for CS: 22 Feb 2023	Any additional papers from CoL Surveyors						
Report deadline for TC: 1 March 2023							

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review P12 Final	SW	For info		Yes		Non Pub
Meeting date: tbc	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
	? Development Strategy update	*Natasha*	*For noting and discussion*		yes		Non Pub
Report deadline: tbc							
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 3 May 2023							
Report deadline for CS: 12 April 2023							
Report deadline for TC: 19 April 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 17 May 2023	? Tbc Barbican Renewal	NA	tbc				Non Pub
	?Tbc Annual Marketing & Comms strategy	*Ben/James*	*For noting and discussion*				Non Pub
	? Development Strategy update	*Natasha*	*For noting and discussion*				*Non Pub*
	Information Pack						
	Minutes and any * reports from F&R and NEI						
REport deadline for CS: 26 April 2023	Appendices from papers in the main pack						
Report deadline for TC: 3 May 2023	Any additional papers from CoL Surveyors						

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review	SW	For info		Yes		Non Pub
Meeting date: 26 June 2023	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
Report deadline for CS: 5 June 2023							
Report deadline for TC: 12 June 2023							
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 28 June 2023							
Report deadline for CS: 7 June 2023							
Report deadline for TC: 14 June 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 12 July 2023	? Tbc Barbican Renewal	NA	tbc				Non Pub
	? Annual Visual Arts Strategy (incl Barbican Immersive)	tbc	For noting and discussion				Non Pub
	? Creative Collaboration & Learning strategy	Karena Johnson	For noting and discussion				Non Pub
	Information Pack						
	Minutes and any * reports from F&R and NEI						
Report deadline for CS: 21 June 2023	Appendices from papers in the main pack						
Report deadline for TC: 28 June 2023	Any additional papers from CoL Surveyors						

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review	SW	For info		Yes		Non Pub
Meeting date: 11 September 2023	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
Report dealine for CS: 21 August 2023							
Report deadline for TC: 28 August 2023							
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 13 September 2023							
Report deadline for CS: 23 August 2023							
Report deadline TC: 30 August 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 21 September 2023	? Tbc Barbican Renewal	NA	tbc				
	Information Pack						
	Minutes and any * reports from F&R and NEI						
	Appendices from papers in the main pack						
Report deadline for CS: 31 August 2023	Any additional papers from CoL Surveyors						
Report deadline for TC: 7 September 2023							

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Barbican Forward Plan 2023

	Report name	Report Author	Purpose	Status	To Board?	Other Committee Approval	Comment
Finance and Risk Committee	*Business Review	SW	For info		Yes		Non Pub
Meeting date: 30 October 2023	*Projects update	Cornell	For info		Yes		Non Pub
	*Risk update	Barbara	For info		Yes		Non Pub
	*Controversial Programming Risk update	Jo	For info		Yes		Non Pub
	? Budget 23/24	SW	For discussion and approval		Yes		Non Pub
Report deadline for CS: 9 October 2023	? Internal Audit update	tbc	this is a CoL report		No		Public
Report deadline for TC: 16 October 2023	? Cyber Security annual report	Dom Smith	For info		Yes		Non Pub
	? Development Strategy update	Natasha	For noting and discussion		yes		Non Pub
Nominations, Effectiveness and Inclusion Committee	EDI Update	tbc	For noting and discussion		Yes		Non Pub
Meeting date: 1 November 2023							
Report deadline for CS: 11 October 2023							
Report deadline for TC: 18 October 2023							
Barbican Centre Board	Main Pack						
	CEO report	CS	For noting and discussion				Public
Meeting date: 15 November 2023	? Tbc Barbican Renewal	NA	tbc				
	Annual Music Strategy update	Huw	For noting and approval				Non Pub
	LSO Annual update	Kathryn McD	For noting				Non Pub
	? Budget 23/24	SW	For noting				Non Pub
	? Development Strategy update	Natasha	For noting and discussion				Non Pub
	Information Pack						
	Minutes and any * reports from F&R and NEI						
	Appendices from papers in the main pack						
Report deadline for CS: 25 October 2023	Any additional papers from CoL Surveyors						
Report deadline for TC: 1 November 2023							

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