

BARBICAN CENTRE BOARD

Wednesday, 27 May 2015

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 27 May 2015 at 10.30 am

Present

Members:

Deputy John Bennett
Tom Hoffman
Emma Kane
Roly Keating
Vivienne Littlechild
Jeremy Mayhew
Deputy Catherine McGuinness
Brian McMaster
Wendy Mead
Cllr Guy Nicholson
Trevor Phillips
Judith Pleasance
Keith Salway
Deputy Dr Giles Shilson
Tom Sleigh
Deputy John Tomlinson
Michael Welbank

In Attendance

Kathryn McDowell

Managing Director, London Symphony Orchestra

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Steve Eddy	Head of HR, Barbican Centre
Lorna Gemmell	Head of Communications, Barbican Centre
Huw Humphreys	Head of Music, Barbican Centre
Jenny Beer	Creative Learning Officer, Barbican Centre
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Michael Bradley	City Surveyor's Department
Greg Williams	Assistant Director (Press), Public Relations Office
Gregory Moore	Town Clerk's Department

1. APOLOGIES

There were none.

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

There were no declarations.

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 welcomed those new Members to the Board, viz.:

- Tom Sleigh, newly elected to the Board
- Wendy Mead, now elected to the Board in her own right having previously served as the Policy & Resources Committee's representative
- Michael Welbank, the new representative of the Policy & Resources Committee; and
- Deputy John Bennett, on the Board in an ex-officio capacity as the new Chairman of the Board of Governors of the Guildhall School of Music & Drama.

He also took the opportunity to thank Deputy Richard Regan, who had not been successful in achieving re-election to the Board, for his contribution over the years. It was noted that Alderman David Graves and Jeremy Simons, both also having now left the Board, had been thanked at the previous meeting.

• **ELECTION OF 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 both Deputy Dr Giles Shilson and Judith Pleasance indicated their willingness to serve,

A ballot was therefore conducted and the results were as follows:

	Votes
Judith Pleasance	3
Deputy Dr Giles Shilson	11

Deputy Dr Giles Shilson was therefore declared Deputy Chairman for the ensuing year.

6a. **MINUTES**

The public minutes and summary of the Board meeting held on 15 April 2015 were approved, subject to Sir Brian McMaster's apologies for the meeting being recorded.

Matters Arising

London Film School (p4) – a note providing Members with an update had been circulated and was also tabled for information.

6b. **MINUTES OF THE FINANCE COMMITTEE**

The draft minutes of the Finance Committee meeting held on 21 May 2015 were received.

7. **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 compositions of the Nominations and Risk Committees should be altered to allow for an additional Member to serve on both. It was also agreed that the appointment of an external Member to the Nominations Committee be deferred until 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; 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
Deputy Catherine McGuinness
Judith Pleasance
Keith Salway

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
Jeremy Mayhew
Deputy Catherine McGuinness
Vacancy for one External Member

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)
Deputy Catherine McGuinness
Brian McMaster
Judith Pleasance
Keith Salway

8. **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 Directors spoke to each update, with a number of questions asked by the Board:

Barbican and Golden Lane Area Strategy: The Managing Director informed Members of the work recently undertaken on behalf of the City by *Publica* in producing the new draft area strategy for the Barbican and Golden Lane. 15 key recommendations had been produced and these, along with the wider strategy, were now the subject of a public consultation process which would be open until 8 July.

The progress of these recommendations would largely determine the future of the public realm around the Barbican Centre in the near and medium-term future; consequently they were of the particular importance to the Centre. The Managing Director had discussed with the Town Clerk the appropriateness of the Board submitting a formal response to the consultation exercise and it had been agreed that this would be apposite.

Following discussion, it was clarified that any response would be drafted by the Centre's management team and endorsed or amended by the Board prior to submission. While this would be further discussed at the Board's away day, given the absence of any further scheduled Board meetings in advance of the deadline, it was possible that any response would need to be agreed by email with a special meeting called if required.

Protests: Members discussed the protests taking place outside the Barbican Centre. While the issues being protested about were not within the remit of the Board to address, nonetheless there was a significant reputational risk to the Centre in people associating the protests with the Barbican and creating the misperception that it was mistreating staff. It was urged that steps be taken to encourage the City Corporation or MITIE to improve communication with protestors and the public to make the position clear.

The Assistant Director for Press advised that the issue was complicated by the fact that the union involved was not officially recognised, making it difficult to engage formally. Further, the union was seeking to use the protests to assist in their wider aim of highlighting their concerns with inequalities inherent within society, attempting to embarrass institutions as a means of achieving this. This exacerbated difficulties in negotiating amicable resolutions. Nonetheless, with the initial underlying concerns of workers around the timing of London Living Wage implementation now addressed, it was expected that frustration and associated protests were likely to diminish. It should be noted that the Barbican

was not alone in being the focus of such protests in London and that media interest was limited, given the nature of the protests.

The Assistant Director also drew attention to a letter MITIE had recently sent to a member of the public, clarifying the position articulately and comprehensively and addressing the individual's concerns. It was asked that the Town Clerk circulate a copy of this letter to all Board members in due course.

Revenue growth: A Member noted the strong growth in revenue and commercial income, asking how this had been achieved and if any more could be done to maximise income. The Chief Operating & Financial Officer advised that the changes made to the Centre's set-up in 2011 had been instrumental in improving the commercial focus of the Centre; the success of programming had also been invaluable in generating secondary income. The Service Based Review targets set also called for further commercial growth and the Centre's success to date provided confidence that this could be achieved.

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 was one urgent item:

Composition of the Barbican Centre Board

The Board received a report of the Town Clerk, setting out a draft of the paper it was intended to submit to the June meeting of the Policy & Resources Committee. The report was substantively the same as that considered at the previous meeting but in an appropriate format and incorporating those comments made by Members.

The Chairman advised that the report would be re-issued after the meeting to provide Members with an opportunity to comment further; he consequently asked that authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to finalise the report incorporating any comments received.

A Member suggested that paragraph 7, which noted the potential disadvantages of a large Board should be omitted from the final report.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final version of the report for submission to the Policy & Resources Committee.

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.

12a. NON-PUBLIC MINUTES

The non-public minutes of the Board meeting held on 15 April 2015 were approved as a correct record.

12b. NON PUBLIC MINUTES OF THE FINANCE COMMITTEE

The non-public minutes of the Finance Committee meeting held on 21 May 2015 were received.

13. OUTSTANDING ACTIONS

The Board received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions.

14. MUSIC PRESENTATION

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

15. LONDON SYMPHONY ORCHESTRA (LSO): PRESENTATION

Kathryn McDowell, Managing Director of the London Symphony Orchestra, provided the Board with an update on the LSO's activities over the past year and its plans for the future.

16. CENTRE FOR MUSIC FEASIBILITY STUDY: UPDATE

The Managing Director provided a oral update on the progress made to date in undertaking the feasibility study in to the Centre for Music.

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

17. BARBICAN BUSINESS PLAN 2015/16 - 2018/19

The Board considered and approved a report of the Chief Operating & Financial Officer presenting the Centre's draft business plan for 2015/16 to 2018/19.

18. BUSINESS REVIEW

The Board received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 12 Accounts 2014/15.

19. DRUM WORKS: CREATION OF COMMUNITY INTEREST COMPANY

The Board considered and approved a report of the Director of Creative Learning proposing the establishment of Drum Works as a Community Interest Company.

20. **DEVELOPMENT UPDATE**

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

21. **CAPITAL CAP UPDATE**

The Board considered and approved 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.

22. **GATEWAY 2 PROJECT PROPOSAL: CONCERT HALL 2016**

The Board considered and approved a report of the Director of Operations & Buildings concerning a number of proposed works for 2016 associated with the Concert Hall.

23. **GATEWAY 5 AUTHORITY TO START WORK: INTELLIGENT LIGHTING & SYSTEM REPLACEMENT**

The Board considered and approved a report of the Director of Operations & Buildings concerning the replacement of an element of the concert hall's lighting system.

24. **GATEWAY 7 OUTCOME REPORT: REPLACEMENT OF THEATRE LIGHTING/TANNOY/AUDIO AND VISUAL COMMUNICATION SYSTEMS**

The Board considered and approved a report of the Director of Operations & Buildings providing the lessons learnt from a project to replace the theatre's visual and audio communication and Tannoy system and the expansion of its lighting control system and recommending the project's closure.

25. **REPORT OF URGENT ACTION TAKEN**

The Board received a report of the Town Clerk advising of one action taken in accordance with urgency procedures since the last meeting.

26. **RISK UPDATE**

The Director of Operations & Buildings was heard.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 1.00 pm

Chairman

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