

## **BARBICAN CENTRE BOARD**

**Wednesday, 14 October 2015**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 14 October 2015 at 10.30 am

### **Present**

#### **Members:**

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

### **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
Leonora Thomson	Director of Audiences & Development
Steve Eddy	Head of HR, Barbican Centre
Jim Turner	Head of Projects, Barbican Centre
Jo Daly	PA to the Managing Director, Barbican Centre
Jonathan Vaughan	Vice Principal and Director of Music, Guildhall School of Music and Drama
Michael Bradley	City Surveyor's Department
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Gregory Moore	Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Lucy Frew and Vivienne Littlechild.

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

There were none.

3a. **MINUTES**

The public minutes and summary of the Board meeting held on 15 July 2015 were approved.

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

The draft public minutes and summary of the meeting of the Finance Committee of the Barbican Centre Board held on 30 September 2015 were received.

4. **OUTSTANDING ACTIONS OF THE BOARD**

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

**Flying System:** The Head of Projects informed Members that, due to the turnaround times between the forthcoming Royal Shakespeare Company production and the end of the Hamlet production, it was likely that the outstanding fix might not be implemented until January or possibly the summer. However, workarounds were in place and there were no safety implications associated with any delay.

**Board Composition:** The Chairman advised that he was continuing to work on the report and provided Members with a brief summary of the issues that he had been considering. He sought and obtained confirmation from the Board that they would like to seek approval to increase the number of external Members on the Board by two.

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. The Directors spoke to each update, with a number of questions asked and comments subsequently made by Board Members.

A Member, also the Chairman of the Education Board, commented positively on the work being done by the Creative Learning department as part of the cultural hub scoping exercise, which was drawing together the extent of cultural educational work across the totality of City departments. The work of cultural institutions in supporting education was also becoming an increasing area of focus for central government.

In response to queries around the financial benefits to the Centre of the Antigone production, which was currently touring, the Director of Arts undertook to provide the relevant financial information for the next meeting. The Managing Director also advised that Members would be provided with the financial information relating to the benefits accruing from the Hamlet production at the same time.

Responding to questions around the Hamlet production, the Managing Director advised that it was too early to analyse the full suite of lessons learnt as the production was continuing to run until the end of October. However, a number of points were already apparent, such as the issues associated with the amount of time that front of house management had needed to allocate to deal with the volume of fans.

A Member commented on the range of new audience members attracted to the Barbican by Hamlet, which meshed well with the Centre's vision of Arts Without Boundaries. The Managing Director echoed the Member's comments, observing that 56% of those booking tickets for the show were booking tickets for an event at the Barbican for the first time. Not only this, but it was apparent that a significant proportion had never been to a performance of a Shakespeare play or in some cases any theatrical production before, and it was therefore particularly exciting to be bringing the arts to an entirely new audience. In response to further queries, the Director of Audiences & Development confirmed that targeted emails were sent to those attending performances highlighting similar events or those which might be of interest, in an effort to retain audiences and encourage future visits.

RECEIVED.

## 6. **EQUALITY AND DIVERSITY ACTION PLAN**

The Board received a report of the Head of HR presenting an Equality and Diversity Action Plan for the Centre, with particular reference to the planned efforts over the coming year and the intent to gather and analyse a greater range of data to inform future activity.

In response to queries as to how the four initial focus areas had been selected, the Head of HR advised that in view of the present lack of data across the board it had been felt sensible to focus first on those areas where it was sensed that the Centre was underperforming, without significant data being needed to underpin these assumptions, and where a quick impact could be made. This would ensure that progress could be affected whilst data collection to inform other areas of work in future years took place simultaneously.

A Member urged that consideration be given to a focus on sexual orientation and LGBT issues in future years, as too often within the arts sector an implicit and sometimes unwarranted belief that there were no issues was taken for granted; it was also suggested that Stonewall's best practice guidance around data collection could be particularly useful. The Head of HR thanked the Member for his comments and advised that the Corporation had recently employed an expert to provide advice and establish a number of diversity groups across the Corporation, including the Barbican Centre.

A Member observed that the language used within the strategy was sometimes difficult to penetrate and thus could cause difficulties in facilitating an understanding of what the Centre was seeking to measure; it was urged that clear wording and communication be used. The Head of HR agreed that it

would be important to avoid jargon and advised that the Barbican's Communications team would be exploring this issue in relation to the strategy.

Members also stressed the importance of benchmarking any data against that from comparative institutions, such as the South Bank Centre, to ensure that any analysis was meaningful and would provide a truer sense of the Barbican's position.

Giving adequate consideration to the issue of risk in this area would also be crucial, as unexpected developments could potentially delay or prevent any progress being made. It was urged that due consideration be given to developing and understanding potential risks in this area, with the Deputy Chairman reassuring Members that the Risk Committee would take on board the recommendation and consider this in due course.

RESOLVED: That the report be received and its content noted.

**7. GATEWAY 7 OUTCOME REPORT: BUILDING ENERGY MANAGEMENT SYSTEM**

The Board considered a report of the Managing Director providing the lessons learnt from a project to migrate plant to a new Building Energy Management System, and recommending the project's closure.

The Chairman advised that the report had been well-received by the Projects Sub Committee, which had also approved the project's closure at a recent meeting.

RESOLVED: that the lessons learnt be noted and, following processing of the final contractors payment, the project be closed

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

There were no questions.

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

There were no urgent items.

**10. 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.**

11a - 27

**Paragraph No.**

3

**11a. NON-PUBLIC MINUTES**

The non-public minutes of the Board meeting held on 15 July 2015 were approved.

- 11b. **NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**  
The draft non-public minutes of the meeting of the Finance Committee of the Barbican Centre Board held on 30 September 2015 were received.
12. **PERFORMANCE REVIEW**  
The Board received a report of the Managing Director setting out the performance review for 2014/15 and outlining future prospects.
13. **STRATEGIC PLAN UPDATE**  
The Board received a report of the Director of Audiences & Development providing an update on progress made in respect of the Centre's new five-year strategic plan.
14. **SERVICE BASED REVIEW UPDATE**  
The Board received a report of the Managing Director providing an update on the Centre's progress in meeting the Service Based Review targets.
15. **UNDER 18 OFFER**  
The Board received a report of the Vice Principal and Director of Music, Guildhall School of Music and Drama, which provided an update on the review of under 18 music provision and its integration across the Barbican and Guildhall School.
16. **BUSINESS REVIEW**  
The Board received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 5 Accounts 2015/16.
17. **DEVELOPMENT UPDATE**  
The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
18. **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.
19. **GATEWAY 2 PROJECT PROPOSAL: THEATRE MAIN HOUSE AND PIT DIMMERS**  
The Board considered and approved a report of the Director of Operations & Buildings proposing a project to replace the theatre main house light dimmers and the pit theatre dimmers and control.
20. **GATEWAY 1/2/3/4 PROJECT PROPOSAL AND OPTIONS APPRAISAL: NEW RETAIL UNIT**  
The Board considered and approved a report of the Managing Director proposing investment to create a new retail space within the Barbican foyer.

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

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21. **GATEWAY 3/4 OPTIONS APPRAISAL: CONCERT HALL 2016**

The Board considered and approved a report of the Managing Director outlining the preferred options for the delivery of a number of projects to take place within the Concert Hall during 2016.

22. **GATEWAY 3/4 OPTIONS APPRAISAL: LEVEL 4 INVESTMENT**

The Board considered and approved a report of the Managing Director proposing the preferred option for the refurbishment of Level 4 of Frobisher Crescent.

23. **GATEWAY 7 OUTCOME REPORT: GARDEN ROOM**

The Board considered a report of the Managing Director providing the lessons learnt from a project to refurbishment Garden Room, Conservatory and Conservatory Terrace, and the Level 3 Toilets, and recommending the project's closure.

24. **BARBICAN CAMPUS: PROJECTS UPDATE**

The Board received a report of the Director of Operations & Buildings providing an update on the status of all ongoing projects across the Barbican campus.

25. **RISK UPDATE**

The Board received a report of the Managing Director updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.

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

There were two questions.

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

There was one urgent item, providing an update on the Centre for Music feasibility study.

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At the conclusion of the meeting, the Chairman also took the opportunity to thank the **Director of Audiences & Development**, noting that this would be her last Board meeting before her departure to take up post as the new Managing Director of the Welsh National Opera. He took the opportunity to express his sincere gratitude on behalf of the Committee for the outstanding work she had delivered during her tenure and wished her good luck in her new role.

**The meeting ended at 12.45 pm**

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Chairman

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