



## Barbican Centre Board

**Date:** WEDNESDAY, 23 JANUARY 2019  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Dr Giles Shilson (Chairman)  
Deputy Tom Sleigh (Deputy Chairman)  
Stephen Bediako (External Member)  
Russ Carr (External Member)  
Simon Duckworth  
Alderman David Graves  
Gerard Grech (External Member)  
Deputy Tom Hoffman  
Deputy Wendy Hyde  
Emma Kane (Ex-Officio Member)  
Vivienne Littlechild  
Wendy Mead  
Lucy Musgrave (External Member)  
Graham Packham (Ex-Officio Member)  
Trevor Phillips (External Member)  
Judith Pleasance  
Deputy John Tomlinson  
Jenny Waldman (External Member)

**Enquiries:** Leanne Murphy  
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Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell  
Town Clerk and Chief Executive

# AGENDA

A number of items on the agenda will have already been considered by the Board's Finance and/or Risk Committees and it is therefore proposed that they be approved or noted without discussion. These items have been marked with a star (\*). Any Member is able to request that an item be unstarred and subject to discussion; Members are asked to inform the Town Clerk or Chairman of this request prior to the meeting.

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
  - a) **Board Minutes**  
To approve the public minutes and summary of the Barbican Centre Board meeting held on 21 November 2018.  

**For Decision**  
(Pages 1 - 8)
  - b) **Minutes of the Finance Committee**  
To receive the draft public minutes of the Finance Committee of the Barbican Centre Board meeting held on 8 January 2019.  

**For Information**  
(Pages 9 - 12)
4. **OUTSTANDING ACTIONS AND WORK PLAN**  
Report of the Town Clerk.  

**For Information**  
(Pages 13 - 16)
5. **ANNUAL REVIEW OF TERMS OF REFERENCE**  
Report of the Town Clerk.  

**For Decision**  
(Pages 17 - 18)
6. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**  
Report of the Managing Director.  

**For Information**  
(Pages 19 - 34)
7. **SAFEGUARDING POLICY**  
Report of the Head of HR, Barbican.  

**For Decision**  
(Pages 35 - 44)
8. **UPDATE ON THE BARBICAN STRATEGIC PLAN**  
Joint report of the Managing Director and Artistic Director.  

**For Information**  
(Pages 45 - 66)

9. **CITY OF LONDON VISITOR STRATEGY 2019/23**  
Report of the Assistant Town Clerk and Culture Mile Director.  
**For Information**  
(Pages 67 - 96)
10. **THEATRE & DANCE: ANNUAL PRESENTATION**  
Report of the Artistic Director.  
*(N.B. – To be read in conjunction with the non-public report at Item 15)*  
**For Information**  
(Pages 97 - 114)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **EXCLUSION OF THE PUBLIC**  
MOTION – That under Section 100A 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  
**For Decision**
14. **NON-PUBLIC MINUTES**
- a) **Non-Public Board Minutes**  
To agree the non-public minutes of the Barbican Centre Board meeting held on 21 November 2018.  
**For Decision**  
(Pages 115 - 122)
- b) **Non-Public Minutes of the Finance Committee**  
To receive the draft non-public minutes of the Finance Committee of the Barbican Centre Board held on 8 January 2019.  
**For Information**  
(Pages 123 - 126)
15. **THEATRE & DANCE: ANNUAL PRESENTATION (NON-PUBLIC SECTION)**  
*To be read in conjunction with Item 10.*  
**For Information**  
(Pages 127 - 134)
16. **UPDATE - EXHIBITION HALLS & BEECH STREET**  
Report of the Managing Director.  
**For Information**  
(Pages 135 - 140)
17. **NO DEAL BREXIT PLANNING**  
Report of the Managing Director.  
**For Information**  
(Pages 141 - 146)

18. **\*BAD DEBTS ANNUAL UPDATE**  
Report of the Chief Operating & Financial Officer.  
**For Decision**  
(Pages 147 - 150)
19. **\*NON-COMPLIANT WAIVER REPORT FOR A CONSULTANT CREATIVE PRODUCER**  
Report of the Managing Director, Barbican Centre.  
**For Decision**  
(Pages 151 - 156)
20. **\*BARBICAN BUSINESS REVIEW - NOVEMBER ACCOUNTS (PERIOD 8)**  
Report of the Chief Operating & Financial Officer.  
**For Information**  
(Pages 157 - 180)
21. **\*RISK UPDATE**  
Report of the Director of Operations & Buildings.  
**For Information**  
(Pages 181 - 238)
22. **\*BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT (INCLUDING NON-CAP AND INVESTMENT PROJECTS)**  
Report of the Director of Operations & Buildings.  
**For Information**  
(Pages 239 - 248)
23. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
24. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

**Confidential Items (separately circulated)**

25. **CONFIDENTIAL BOARD MINUTES**  
To agree the confidential minutes of the Barbican Centre Board meeting held on 21 November 2018.  
**For Decision**