

## **BARBICAN CENTRE BOARD**

**Wednesday, 23 January 2019**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 23 January 2019 at 11.00 am

### **Present**

#### **Members:**

Deputy Dr Giles Shilson (Chairman)	Vivienne Littlechild
Stephen Bediako (External Member)	Wendy Mead
Russ Carr (External Member)	Lucy Musgrave (External Member)
Gerard Grech (External Member)	Graham Packham (Ex-Officio Member)
Deputy Tom Hoffman	Judith Pleasance
Deputy Wendy Hyde	Deputy John Tomlinson
Emma Kane (Ex-Officio Member)	

### **In Attendance**

#### **Officers:**

Sir Nicholas Kenyon	-	Managing Director, The Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Louise Jeffreys	-	Artistic Director, Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Jenny Mollica	-	Director of Creative Learning, Barbican Centre
Sarah Wall	-	Interim Head of Finance, Barbican Centre
Steve Eddy	-	Head of HR, Barbican Centre
Laura Whitticase	-	Senior Manager (Organisational Development & Policy)
Nick Adams	-	Senior Policy & Communications Manager
Toni Racklin	-	Head of Theatre & Dance, Barbican Centre
Mona Lewis	-	Assistant Director, Category Management & Strategy
Leanne Murphy	-	Town Clerk's Department
Andrew Buckingham	-	Communications Team, Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Deputy Tom Sleight, Simon Duckworth, Alderman David Graves, Trevor Phillips and Jenny Waldman.

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

There were no declarations.

### **3. MINUTES**

#### **a. Board Minutes**

The public minutes and summary of the Board meeting held on 21 November 2018 were approved.

b. **Minutes of the Finance Committee**

The draft public minutes of the Finance Committee meeting held on 8 January 2019 were received.

4. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The workplan for Board meetings in 2019 was also noted and the Chairman advised that the retail review report was missing under the March meeting.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Board considered a report of the Town Clerk which presented the Board's terms of reference for review. Members were also asked to consider whether the current meeting frequency was appropriate.

Members had no changes to the terms of reference or frequency of meetings.

RESOLVED - That:-

- the terms of reference of the Board be approved without amendment for submission to the Court in April 2019;
- no change be required to the frequency of the Board's meetings.

6. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

The Board received a report of the Managing Director providing updates from the Barbican Directors on their respective areas. The following comments were made:

- The Managing Director advised Members that a proposal requesting £3.5m had gone to the Policy & Resource Committee but this was considered too high and approved at the lower than the requested amount of £2.5m. A proposal for £2.5m went to the Court of Common Council on 10 January 2019 for approval to fund the next stage of the C4M project and was approved. The Managing Director confirmed that details of the project's concept designs were made public on 21 January 2019 and the launch has generated significant interest in the media.
- The Managing Director drew Member's attention to the new method of helping to assess the Corporation's departments' business plans due to be introduced as detailed within the report. Under this new method, 'clusters' of departments will present their outline plans to relevant Chairmen and Deputy Chairmen for discussion and evaluation. It was noted that the Barbican has been clustered with the Town Clerk's Cultural Services, the Guildhall School of Music and Drama, and Open Spaces.

- The Artistic Director advised Members that whilst the *Modern Couples* exhibition had been a critical success, it had not met its income targets which would provide valuable lessons for future exhibitions.
- The Artistic Director noted a query which was raised at the Risk Committee concerning the mother with dementia in *A Family Outing – 20 Years On* and her ability to provide informed consent to perform in the performance. She confirmed that dementia awareness training had been undertaken and that a doctor was working with the performance and supporting the mother.
- The Director of Learning & Engagement highlighted the ongoing strengthening relationship between the City of London Corporation and London Borough of Islington with Culture Mile being its core focus.
- It was noted that 2019 marked the 50<sup>th</sup> anniversary of the Barbican Estate and the Barbican Centre was working in collaboration with the Barbican Association to host a series of talks, seminars and an annual reception for residents to commemorate this milestone.
- Members were advised that the Barbican had received a letter from the Richard Cloudesley School congratulating the Centre on its success pilot working with students with physical disabilities.
- The Barbican's bid to the Edge Foundation to fund a programme with schools providing fusion learning was successful.
- The Director of Operation thanked the Board for their support on ongoing Barbican projects and advised that there were plans to reinvest back into the building to improve the Barbican Centre as a destination and make it a better place to work and be for staff and audiences.
- It was noted that the Barbican's alliance with the Guildhall School was strengthening and joint phase 4 works were ongoing to develop an inclusive environment.
- Members were advised that the retail review was in its final stages and a report detailing the outcomes and next steps would come to the March Board meeting.
- Members congratulated the Creative Learning team on raising their profile with successful projects such as the schools under 5 programme and Richard Cloudesley School youth work.
- The Chairman gave personal thanks to the teams involved in managing the late RSC shows that were cancelled at short notice.

RECEIVED.

7. **SAFEGUARDING POLICY**

The Board considered a report of the Head of HR setting out the updated Barbican Safeguarding Policy.

RESOLVED – That Members approved the updated safeguarding policy.

8. **UPDATE ON THE BARBICAN STRATEGIC PLAN**

The Board received a joint report of the Managing Director and Artistic Director providing an update on the Barbican's Strategic Plan projects.

Members were advised that the report provided a detailed update on the strategic plan projects following pertinent comments from a Member at the previous Board meeting. It also set out the identified areas for improvement since the last report and an update on the change of process which offered a more holistic approach.

In response to a query regarding the use of high-level metrics and KPIs, Members were advised that whilst the strategic business plan had been aligned with the City Business Plan, the specific measures for success were broad and the exploration of KPIs provided a managed way to track progress.

It was noted that the City Business Plan would come to a future Board meeting.

RECEIVED.

9. **CITY OF LONDON VISITOR STRATEGY 2019/23**

The Board received a report of the Assistant Town Clerk and Culture Mile Director providing an update on the City of London Corporation's Visitor Strategy for 2019-23.

RESOLVED - That Members note the draft City of London Visitor Destination Strategy (2019-2023) as shown in appendix 1 and provide feedback as relevant.

10. **THEATRE & DANCE: ANNUAL PRESENTATION**

The Board received a report of the Artistic Director providing an update on performance over the past year and setting out the Theatre department's strategy and planning for the coming period, in the context of the Barbican's Strategic Plan and the City of London Corporate plan.

RECEIVED.

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

There were no questions.

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

There was one urgent item:

The Chairman congratulated the Artistic Director on her 20<sup>th</sup> year working at the Barbican Centre noting her achievements specifically as a mentor and

advocate for women in the arts. The Chairman was pleased to advise Members that this work had earned her a Freedom of The City marking 100 years of women's suffrage.

13. **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.**

14-24

25

**Paragraph No.**

3

1, 2 & 3

14. **NON-PUBLIC MINUTES**

a. **Non-Public Board Minutes**

The non-public minutes and summary of the Board meeting held on 21 November 2018 were approved.

b. **Non-Public Minutes of the Finance Committee**

The draft non-public minutes of the Finance Committee meeting held on 8 January 2019 were received.

15. **THEATRE & DANCE: ANNUAL PRESENTATION (NON-PUBLIC SECTION)**

The Board received the non-public appendices to be read in conjunction with item 10.

16. **UPDATE - EXHIBITION HALLS & BEECH STREET**

The Board received a report of the Managing Director providing an update on the redevelopment of the Exhibition Halls and Beech Street Transformation Project.

17. **NO DEAL BREXIT PLANNING**

The Board received a report of the Managing Director setting out the key areas of business likely to be affected by a No Deal Brexit and the potential impact this could have on the Barbican's work.

18. **\*BAD DEBTS ANNUAL UPDATE**

The Board considered a report of the Chief Operating & Financial Officer providing Members with an annual update on bad debts for the Barbican for the period up to December 2017 and one item from March 2018.

19. **\*NON-COMPLIANT WAIVER REPORT FOR A CONSULTANT CREATIVE PRODUCER**

The Board considered a non-compliant waiver report of the Managing Director of the Barbican Centre concerning the contract of a Consultant Creative Producer.

20. **\*BARBICAN BUSINESS REVIEW - NOVEMBER ACCOUNTS (PERIOD 8)**  
The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the November 2018 Period 8 accounts.
21. **\*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.
22. **\*BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT (INCLUDING NON-CAP AND INVESTMENT PROJECTS)**  
The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's building and refurbishment projects that fall under the Cyclical Works Programme (CWP) or any of the following schemes: 'Additional Capital Funds for City Fund Properties' (i.e. Fire Safety projects), Non-CAP and Security and Investment projects.
23. **QUESTIONS RELATING TO THE WORK OF THE BOARD**  
There was one question.
24. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**  
There was one urgent item.
25. **CONFIDENTIAL BOARD MINUTES**  
The Board approved the confidential minutes of the meeting held on 21 November 2018.

**The meeting ended at 12.30 pm**

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Chairman

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