



Barbican Centre Board

Date: WEDNESDAY, 18 SEPTEMBER 2019
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Dr Giles Shilson (Chairman)
Deputy Tom Sleigh (Deputy Chair)
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)
Judith Pleasance
Alderman William Russell
Jenny Waldman (External Member)

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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 draft public minutes and summary of the Barbican Centre Board meeting held on 24 July 2019.

For Decision
(Pages 1 - 8)

b) **Finance Committee**

To receive the public minutes of the Finance Committee of the Barbican Centre Board meeting held on 8 July 2019.

For Information
(Pages 9 - 10)

c) **Risk Committee**

To receive the draft public minutes of the Risk Committee of the Barbican Centre Board held on 24 July 2019.

For Information
(Pages 11 - 14)

4. **OUTSTANDING ACTIONS AND WORK PLAN**

Report of the Town Clerk.

For Information
(Pages 15 - 18)

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

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

7. **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

8. **NON-PUBLIC MINUTES**

a) **Board Minutes**

To agree the draft non-public Minutes of the Barbican Centre Board meeting held on 24 July 2019.

For Decision
(Pages 19 - 22)

b) **Finance Committee**

To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 8 July 2019.

For Information
(Pages 23 - 24)

c) **Risk Committee**

To receive the draft non-public minutes of the Risk Committee of the Barbican Centre Board held on 24 July 2019.

For Information
(Pages 25 - 28)

9. **NO-DEAL BREXIT PLANNING**

Report of the Managing Director.

For Information
(Pages 29 - 38)

10. **TECHNOLOGY PROGRAMME UPDATE**

Report of the Director of Learning & Engagement.

For Information
(Pages 39 - 58)

11. **PERFORMANCE REVIEW 2018-19**

Report of the Managing Director.

For Discussion
(Pages 59 - 96)

12. **RISK UPDATE**

Report of the Director of Operations & Buildings.

For Information
(Pages 97 - 166)

13. ***BUSINESS EVENTS UPDATE**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 167 - 180)

14. ***BUSINESS REVIEW - JULY ACCOUNTS (PERIOD 4)**

Report of the Chief Operating & Financial Officer.

For Information
(Pages 181 - 204)

15. ***BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE**
Report of the Director of Operations & Buildings.

For Information
(Pages 205 - 216)

16. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD**

17. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC IS EXCLUDED**

BARBICAN CENTRE BOARD

Wednesday, 24 July 2019

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 July 2019 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Deputy Wendy Hyde
Deputy Tom Sleigh (Deputy Chairman)	Emma Kane (Ex-Officio Member)
Stephen Bediako (External Member)	Vivienne Littlechild
Russ Carr (External Member)	Wendy Mead
Simon Duckworth	Judith Pleasance
Alderman David Graves	Alderman William Russell
Gerard Grech (External Member)	Jenny Waldman (External Member)
Deputy Tom Hoffman (Chief Commoner)	

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, The Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Jenny Mollica	-	Director of Creative Learning, Barbican Centre
Laura Whitticase	-	Organisational Development & Policy Manager, Barbican Centre
Jane Alison	-	Head of Visual Arts, Barbican Centre
Sean Gregory	-	Director of Learning & Engagement, Barbican Centre
Sarah Wall	-	Group Accountant, Barbican Centre
Cornell Farrell	-	Head of Engineering and Projects, Barbican Centre
Sheree Miller	-	Deputy Head of Audience Experience & Operations, Barbican Centre
Leanne Murphy	-	Town Clerk's Department
Andrew Buckingham	-	Communications Team, Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Lucy Musgrave and Graham Packham.

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

There were no declarations.

3. MINUTES

The public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

a. Board Minutes

The public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

b. **Minutes of the Finance Committee**

Members were advised that the public minutes of the Finance Committee held on 8 July 2019 were still with Chief Officers and would be circulated to Members when they were signed off.

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.

With regards to action 2, Members were advised that this concerned avoiding the use of retrospective waivers. It was noted that the Chief Operating & Financial

Officer would be discussing this with Chris Bell on 31 August and would update Members on the outcome at the next Board meeting.

5. **MANAGEMENT REPORT BY THE BARBICAN'S DIRECTORS**

Members 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 highlighted that the Barbican was having an unusually busy summer period with Lee Krasner: Living Colour, AI: More than Human and Jesus Christ Superstar all selling well. This wide summer offer represented a coherent programme that was responsive to audiences and dedicated to building the Barbican's brand and partnerships.
- It was noted that key partnerships with AI Business, Informa, KNect265 and WIRED, were leading to impressive springboard events. For example, a joint venture with WIRED led to a public event WIRED Pulse: AI at the Barbican was a huge achievement and success.
- The Estate 50 event on Saturday 8 June celebrating the 50th anniversary Barbican Estate sold out and received a great response. This included a number of presentations and was followed by a Corporation reception at the Centre.
- It was noted that whilst good progress was being made with the Spektrix project, due to Spektrix's own major cloud transformation project it had been necessary to push back the go live date. Members would be provided with more detail in September's report.
- The flagship schools programme, Barbican Box, has continued to support thousands of primary and secondary school pupils to turn their creative ideas into reality. This has included an international pilot of Barbican Box in South Korea.

- The Young Entrepreneurs Lab programme, a collaboration with the Guildhall School's Creative Entrepreneurs programme, which supported four young entrepreneurs to pitch for a £2k prize at the Guildhall School's Creative Entrepreneurs Awards Ceremony on 25 June. This was won by an enterprise led by a past Young Visual Arts Group member.
- BIE have just signed a three-year £1m deal with current partners in China to stage four exhibitions. The development of a new exhibition, Virtual Realms (working title), will launch at Singapore Art Science Centre in June 2020.
- It was noted that there were a significant number of ongoing activities as part of the Beyond Barbican programme including Play the Mile and the Walthamstow Garden party that were hugely successful.
- Members commended the Creative Learning team on the remarkable amount of work they were achieving to support young people and people with disabilities.
- The Chairman was encouraged by the constantly changing programme of things happening at the Barbican.
- The Chairman noted the strengthening relationship with the Barbican Residents and thanked Wendy Mead for chairing the termly meetings with the Barbican Association so efficiently and effectively.
- A Member thanked the Barbican for their role in hosting and meeting a number of Ministers as part of the Tech Nation Week in June.

RECEIVED.

6. **VISUAL ARTS ANNUAL REPORT**

The Board received a report of the Artistic Director providing Members with an overview of the Visual Arts department's current areas of activity and strategic focus and outlining the impact of the Barbican's activity over the past year and key future strategic projects.

RECEIVED.

7. **CREATIVE LEARNING REPORT**

The Board received a report of the Director of Creative Learning providing Members with an overview of the Creative Learning department's current areas of activity and strategic focus, outlining the impact of activity over the past year and key future strategic projects.

- Members were advised that Creative Learning was thriving with over 22k direct participants on its programmes in 2018/19.

- A strong focus of Creative Learning's approach continues to be around co-creation and co-learning.
- It was noted that the diminishing resources and prioritisation of the arts in schools remains hugely challenging for the Centre and wider sector as a whole, as it becomes more stretched to fill the void of the arts being left behind by the curriculum. Members were advised that the Barbican would be co-producing a national conference for teachers in partnership with the RSC's Education team. Towards a Creative Curriculum would be launched in January 2020, focusing on how arts and cultural learning support the new Ofsted framework.
- Creative Learning has undertaken a review of its activity in work-based learning, careers advice and employability, developing new initiatives in close partnership with HR and the Guildhall School's Enterprise team. Initiatives have included a pilot young entrepreneurs incubator programme, a newly refreshed season of Creative Careers sessions, new work experience pilot schemes, a strategic review of workforce diversity, and a new pilot fusion skills project for schools, funded by the Edge Foundation.
- Members were advised that the Associate Schools programme was nearing the end of its three-year partnerships and that Creative Learning would be taking on four new schools.
- It was noted that autumn would mark the 10th anniversary of the joint Creative Learning division of the Barbican and Guildhall School.
- The Chairman highlighted the fantastic Creative Learning presentation at the Lord Mayor's breakfast and hoped that the momentum would continue following 10 impressive years.
- Members praised the achievements of the Team and felt that an update on Creative Learning needed to be provided to Members of the Court to highlight the breadth of work going on by the Barbican and Guildhall School in Creative Learning.
- With regards to the Barbican spreading the word concerning its Creative Learning work, a Member noted that Unlimited were using thought leadership, including producing policy papers and speaking with government, to push forward their agenda and suggested taking this approach as an opportunity to pull together and share perspective.
- In response to a query regarding how the Barbican/Corporation could use their position to highlight the concerning statistics concerning education of the arts, Members were advised that the Barbican was already actively in advocacy work with a number of bodies/groups. It was hoped that the Towards a Creative Curriculum conference with the RSC would also support this advocacy work regarding the vital role of the arts in education.

RECEIVED.

8. EQUALITY AND INCLUSION UPDATE

The Board received a joint report of the Head of HR and Artistic Director providing Members with an update on the equality and inclusion initiatives over the last year, detailing the most recent progress against the long-term strategy, which was signed off by the Barbican Board last July.

- It was highlighted that equality and inclusion was not isolated covering all areas across the organisation, but the Barbican was dedicated to progress this work.
- The Centre has entered the third year of its Equality and Inclusion Strategy and evaluation of the strategy identified that lots had been learnt but there was still more work to be done including the need to solidify the access offer and ensuring the building works for all users.
- The Barbican has engaged in practice-sharing with other arts organisations, particularly on the monitoring of artists.
- The Chairman noted that programming was doing well at promoting diversity by increasingly attracting diverse audiences.
- Members discussed the importance of having a diverse Board and Senior Managers/Officers and understanding what this diversity meant. It was noted that the membership of the Board was outside the control of the Barbican due to the set standards of the Corporation but that the Board's Nominations Committee was used to ensure that diversity and inclusion were a priority when selecting external Members.
- Members were informed that Officer data on equality and inclusion were included within the report and data concerning the Board could be produced using the outcomes of the annual Arts Council survey.
- It was noted that the Corporation was aware that more work was needed and had made a commitment to diversity and inclusion. The Corporation was working to achieve a gold standard for accreditation of the Barbican.
- The Deputy Chair noted that he chaired the Members Diversity Working Party which had developed a number of recommendations for Members which had received support from the Policy & Resources Committee.
- Members were advised that an all-party group would launch on Monday and the Barbican would be in attendance.

RECEIVED.

9. STRATEGIC PLAN UPDATE

The Board received a joint report of the Managing Director and Artistic Director providing Members with an update on Strategic Plan projects, the progress made against the Barbican's Strategic Goals and how the delivery of the City of London's corporate aims and objectives is supported.

Members were advised that the aim of the Plan was to be clear and targeted; however, it continued to be open to change as priorities changed. It was noted that that goals would be revised before the next Board meeting and there would be a refresh of the brand and values.

RECEIVED.

10. UPDATE ON BARBICAN GUILDHALL CREATIVE ALLIANCE

The Board received a report of the Director of Learning & Engagement providing Members with an update on the Barbican Guildhall Creative Alliance, and its associated strategic bridging projects, reviewing progress to date and projected next steps.

Members were advised that the Creative Alliance bridging projects were helping to strengthen collaborative working between the Barbican and Guildhall School, particularly through joint research initiatives, and the greater integration of learning and technology. Another emergent area of development was in enterprise, innovation and engagement and it was noted that there would be an increased focus on this from Autumn 2019.

Members discussed how valuable the joint Barbican Guildhall School away day had been, which took place in September 2018. It was agreed that a second joint away day was needed to continue to help consolidate the Creative Alliance which Officers agreed to arrange for Spring 2020.

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 were no urgent items.

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

Paragraph No.

3

14. NON-PUBLIC MINUTES

a. Non-Public Board Minutes

The non-public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

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

Members were advised that the non-public minutes of the Finance Committee held on 8 July 2019 were still with Chief Officers and would be circulated to Members when they were signed off.

15. **VISUAL ARTS: NON-PUBLIC SECTION AND APPENDICES**

The Board received non-public appendices to be read in conjunction with Item 6 concerning the Visual Arts Annual Report update.

16. **CREATIVE LEARNING: NON-PUBLIC APPENDIX**

The Board received a non-public appendix to be read in conjunction with Item 7 concerning the Creative Learning Report update.

17. **CENTRE FOR MUSIC – COMMUNICATIONS LINES FOR BARBICAN BOARD MEMBERS**

The Board received a briefing concerning the Centre for Music providing communication lines for Board Members.

18. ***BARBICAN BUSINESS REVIEW – MAY ACCOUNTS (PERIOD 2)**

The Board received a report of the Chief Operating & Financial Officer providing Members with an update on the Barbican Business Review May 2019 (Period 2) accounts.

19. ***UPDATE ON CATERING AND BARS 2018/19**

The Board received a report of the Chief Operating & Financial Officer providing Members with an update on Catering and Bars 2018/19.

20. ***RISK UPDATE**

The Board received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.

21. ***BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance 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.

22. **REPORT OF ACTION TAKEN**

The Board considered a report of the Town Clerk providing Members with an update on urgent actions taken since the last Board meeting.

23. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD

There were no questions.

24. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC IS EXCLUDED

There was one urgent item.

The meeting ended at 1.26 pm

Chairman

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Monday, 8 July 2019

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 8 July 2019 at 1.45 pm

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Alderman David Graves
Deputy Tom Sleigh (Deputy Chairman)	Judith Pleasance
Deputy Wendy Hyde	

In Attendance

Officers:

Leanne Murphy	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sarah Wall	- Group Accountant, Barbican Centre
Sheree Miller	- Deputy Head of Audience Experience & Operations, Barbican Centre

1. APOLOGIES

Apologies were received from Russ Carr, Judith Pleasance and Emma Kane.

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

There were no declarations.

3. MINUTES

The public minutes of the meeting held on the 5 March 2019 were approved as a correct record.

4. OUTSTANDING ACTIONS AND WORK PLAN

The Committee noted the various outstanding actions and the updates provided thereon.

5. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

6. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) 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 I of the Schedule 12A of the Local Government Act.

Item No.
8-13

Exemption Paragraph(s)
3

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 5 March 2019 were approved as a correct record.

9. **BARBICAN BUSINESS REVIEW - MAY ACCOUNTS (PERIOD 2)**

The Committee considered a report of the Chief Operating & Financial Officer setting out the Business Review for the May 2019 (Period 2) accounts.

10. **UPDATE ON CATERING AND BARS 2018/19**

The Committee considered a report of the Chief Operating & Financial Officer providing Members with an update on Catering and Bars 2018/19.

11. **BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE**

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance 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.

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 2.10 pm

Chairman

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 24 July 2019

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 July 2019 at 10.00 am

Present

Members:

Deputy Tom Sleigh (Chairman)	Deputy Wendy Hyde
Deputy Dr Giles Shilson (Deputy Chairman)	Alderman David Graves
Russ Carr (External Member)	Judith Pleasance

In Attendance

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Matthew Lock	- Head of Internal Audit and Risk Management
Sarah Wall	- Group Accountant, Barbican Centre
Laura Whitticase	- Organisational Development & Policy Manager, Barbican Centre
Cornell Farrell	- Property Facilities Manager, Barbican Centre
Sheree Miller	- Deputy Head of Audience Experience & Operations, Barbican Centre
Nick Adams	- Senior Policy & Communications Manager, Barbican Centre
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alasdair Nisbet.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 23 January 2019 were approved as a correct record.

4. EDITORIAL GUIDANCE ON USE OF POTENTIALLY OFFENSIVE LANGUAGE

The Committee received a report of the Artistic Director providing an update on guidance for staff around the organisation's approach to use of potentially offensive language in the editorial and copy that the Barbican publishes. The following comments were made:

- Members were advised that there had previously been no set process for managing the use of offensive language which had now been

developed through research of the codes of practice of other organisations.

- Guiding questions had been developed to identify if the context of the use of offensive language was justifiable. The process would also now ensure that use of stronger language, e.g. swear words and derogatory language, would be signed off by Senior Management or the Managing Director if necessary.
- A Member requested an example of a situation where offensive language was an issue. Members were advised that the Rolling Stones biopic Cocksucker Blues was shown at the Barbican and an alternative title was used in some instances due to the offensive title.
- Members agreed that a consistent and objective framework was needed to ensure the risks from offensive language were identified and well-managed.
- A Member voiced concern regarding the overall context of the use of offensive language, e.g. from a political view, stating that the Barbican needed to be careful not to be seen as promoting certain views in a time of increasing strong views even from an artistic point of view. It was noted that the list of questions all concerned the context of the use of language and how the words were being used.
- In response to a query regarding the involvement of performers in the decisions regarding offensive language and potential push back as the artist may not understand the potential issue, Members were advised that everything would be agreed between all parties and signed off before anything was published.
- A Member noted that fundraising, which had been discussed by the Committee in the past, received lots more publicity and queried whether the procedure was still adequate to manage this risk. Members were advised that Barbican provisions were adequate, but it was agreed that this could become an increasing issue in the future particularly with regards to what gifts were acceptable. It was noted that the Gift Advisory Committee provided advice on what the Barbican should be doing and asking concerning major extreme gifts.

RESOLVED – That Members agree the suggested guidance and provide feedback suggesting any necessary amendments.

5. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Audit and Risk Management providing an update on Internal Audit activity undertaken at the Barbican Centre since the last report made in January 2019.

- Members were advised that there were currently no outstanding live red priority recommendations.

- Officers agreed to update Appendix 4 to provide Members with the live green priority recommendations.
- In response to a query regarding the draft report concerning the audit of Financial Monitoring, Members were advised that the report had been finalised and ready to be circulated.
- It was noted that the main recommendation was for the 5-year plan, which had always been circulated internally, would now be shared with Members of the Committee and the Board.
- It was highlighted that the views of the Committee were important, and Members were encouraged to provide risk input throughout the planning process.

RESOLVED – That Members note:

- the delivery position for the 2018-19 Internal Audit Plan, including audit review outcomes for recently finalised audits;
- the outcome of Barbican-related fraud investigations;
- live high priority recommendation details;
- planned audits for 2019-20.

6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. 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.

10-14

Paragraph No.

3

9. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 23 January 2019 were approved.

10. INTERNAL AUDIT UPDATE (NON-PUBLIC APPENDIX)

The Board received a non-public appendix to be read in conjunction with Item 5 concerning the Internal Audit update.

11. **PROGRAMMING RISK REGISTER**

The Committee received a report of the Artistic Director concerning potential risks associated with forthcoming programmed activities at the Barbican Centre along with a Programming Controversial Risk Register.

12. **RISK UPDATE**

The Committee received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 10.45 am

Chairman

Contact Officer: Leanne Murphy
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leanne.murphy@cityoflondon.gov.uk

Outstanding Actions List

Barbican Centre Board and Finance Committee

	Action	Notes	Officer/body responsible	Date added & meeting	To be completed/ progressed to next stage
1	Non-Compliant Waivers	Dialogue take place at a senior level to resolve issues between the Centre and City Procurement.	Chief Operating & Financial Officer	May 2019 – <u>BCB for BCB</u>	To update at the Sept Board meeting
2	Creative Learning	A summary of impact points to be prepared to help CoCo Members understand the breadth of work going on by the Barbican and Guildhall School concerning Creative Learning.	Director of Creative Learning	July 2019 – <u>BCB for BCB</u>	To update at the Sept Board meeting
3	Equality & Inclusion	Members to receive available data concerning equality and inclusion.	Head of HR	July 2019 – <u>BCB for BCB</u>	To update at the Sept Board meeting
4	Barbican & Guildhall Creative Alliance	A second joint Away Day between the Barbican and Guildhall School to be organised.	Director of Learning & Engagement	July 2019 – <u>BCB for BCB</u>	To update at the Sept Board meeting
5	Business Review – July Accounts (period 4)	Members to receive an update when a response is received concerning tax relief.	Group Accountant / Town Clerk	Sept 2019 – <u>FC for FC</u>	To update at the Nov Finance meeting
6		Members to be invited to a meeting to discuss how to refresh the way the Business Review is presented.			Done

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Barbican Centre Board

Work Programme 2019/20

(changes since the last meeting in italics)

Standing Items

- | | | |
|---|--|--|
| Board <ul style="list-style-type: none"> • Outstanding Actions • Directors' Management Report • Brexit update | <ul style="list-style-type: none"> • Risk Update Finance • Business Review (Period Accounts) | <ul style="list-style-type: none"> • Cyclical Works Projects (CWP) Update |
|---|--|--|

9 Sept 2019	Barbican Finance Committee	<ul style="list-style-type: none"> • CWP Update • Business Review • Business Events Update
18 Sept 2019	Barbican Centre Board	<ul style="list-style-type: none"> • Performance Review • Digital Presentation • Car Park Review • Business Events Update
4 Nov 2019	Barbican Finance Committee	<ul style="list-style-type: none"> • CWP Update • Annual Development Review • Business Review • Barbican Budget 2020/21 • Business Plan • Retail Review Update • BIE Update • Updated Strategic Plan
20 Nov 2019	Barbican Risk Committee	<ul style="list-style-type: none"> • Internal Audit Report • Risk Update • Programming Risk Update
	Barbican Centre Board	<ul style="list-style-type: none"> • Music and LSO Presentations • Barbican Budget 2020/21
13 Jan 2020	Barbican Finance Committee	<ul style="list-style-type: none"> • <i>CWP Update</i> • <i>Bad Debts/Write-offs Annual Update</i> • <i>Business Review</i>
22 Jan 2020	Barbican Risk	<div>Page 17</div> <ul style="list-style-type: none"> • <i>Internal Audit Report</i>

	Committee	<ul style="list-style-type: none"> • <i>Risk Update</i> • <i>Programming Risk Update</i>
	Barbican Centre Board	<ul style="list-style-type: none"> • <i>Theatre Presentation</i> • <i>Health & Safety Report</i> • <i>Safeguarding</i> • <i>Bad Debts/Write-offs Annual Update</i> • <i>Strategic Plan Full Update</i>
9 March 2020	Barbican Finance Committee	<ul style="list-style-type: none"> • <i>Business Review</i> • <i>Budget 2020/21 Update</i> • <i>CWP Projects Report</i>
25 March 2020	Barbican Centre Board	<ul style="list-style-type: none"> • <i>Business Model - Long Term Financial Plan</i> • <i>Cinema Presentation</i> • <i>International Strategy Annual Update</i> • <i>High Level Business Plan</i>

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