



Barbican Centre Board

Date: WEDNESDAY, 20 NOVEMBER 2019
Time: 9.00 am
Venue: FOUNTAIN ROOM, LEVEL G, BARBICAN CENTRE, SILK STREET

Members: Deputy Dr Giles Shilson (Chairman)
Deputy Tom Sleigh (Deputy Chair)
Stephen Bediako
Russ Carr
Simon Duckworth
Alderman David Graves
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Wendy Mead
Lucy Musgrave
Graham Packham
Judith Pleasance
The Rt Hon. the Lord Mayor, Alderman William Russell
Jenny Waldman

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**Members are invited to attend a rehearsal performance of the Tuning into Change at 11am to be followed by a reception in the Fountain Room
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) **Barbican Centre Board**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 18 September 2019.
For Decision
(Pages 1 - 4)
 - b) **Finance Committee**
To receive the draft public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 4 November 2019.
For Information
(Pages 5 - 8)
 - c) **Risk Committee**
To receive the draft public minutes and summary of the Risk Committee of the Barbican Centre Board held on 4 November 2019.
For Information
(Pages 9 - 12)
 - d) **Nominations Committee**
To receive the draft public minutes and summary of the Nominations Committee of the Barbican Centre Board held on 4 November 2019.
For Information
(Pages 13 - 14)
4. **OUTSTANDING ACTIONS AND WORK PLAN**
Report of the Town Clerk.
For Information
(Pages 15 - 18)
5. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**
Report of the Managing Director.
For Information
(Pages 19 - 36)
6. **BARBICAN CAPITAL PLAN 2020/21**
Report of the Managing Director.
For Decision
(Pages 37 - 52)

7. **BARBICAN STRATEGIC PLAN - APPENDIX TO FOLLOW**
Report of the Managing Director.
For Decision
(Pages 53 - 58)
8. **MUSIC: ANNUAL UPDATE (PUBLIC SECTION)**
Report of the Artistic Director.
(N.B. – To be read in conjunction with the non-public report at Item 14)
For Information
(Pages 59 - 76)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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
12. **NON-PUBLIC MINUTES**
- a) **Barbican Centre Board**
To agree the draft non-public Minutes of the Barbican Centre Board meeting held on 18 September 2019.
For Decision
(Pages 77 - 84)
- b) **Finance Committee**
To receive the draft non-public minutes of the Finance Committee of the Barbican Centre Board held on 4 November 2019.
For Information
(Pages 85 - 90)
- c) **Risk Committee**
To receive the draft non-public minutes of the Risk Committee of the Barbican Centre Board held on 4 November 2019.
For Information
(Pages 91 - 94)
- d) **Nominations Committee**
To receive the draft non-public minutes of the meeting of the Nominations Committee of the Barbican Centre Board held on 4 November 2019.
For Information
(Pages 95 - 96)
13. **BOARD APPOINTMENTS**
Report of the Town Clerk.
(N.B. - Members may refer to Item 12d, the non-public minutes of the Nominations Sub Committee meeting held on 4 November 2019)
For Decision
(Pages 97 - 102)

14. **MUSIC: ANNUAL UPDATE (NON-PUBLIC SECTION)**
To be read in conjunction with Item 8.
- For Information**
(Pages 103 - 110)
15. **LSO ANNUAL REVIEW**
Report of the Managing Director, London Symphony Orchestra.
- For Information**
(Pages 111 - 118)
16. **DEPARTMENTAL DRAFT HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21**
Report of the Managing Director.
- For Decision**
(Pages 119 - 126)
17. **BARBICAN EXHIBITION HALLS - ENABLING WORKS**
Report of the City Surveyor.
- For Decision**
(Pages 127 - 138)
18. **BARBICAN BUDGET ESTIMATES 2020/21**
Report of the Managing Director.
- For Discussion**
(Pages 139 - 146)
19. **BUSINESS REVIEW - SEPTEMBER 2019 (PERIOD 6)**
Report of the Chief Operating & Financial Officer.
- For Information**
(Pages 147 - 170)
20. **NON-COMPLIANT WAIVER REPORT: MEDIA WORKS**
Report of the Managing Director.
- For Decision**
(Pages 171 - 176)
21. **BARBICAN THEATRE FLYING SYSTEM**
Report of the City Surveyor.
- For Information**
(Pages 177 - 180)
22. **BARBICAN CINEMAS 2&3**
Report of the City Surveyor.
- For Information**
(Pages 181 - 184)
23. ***RISK UPDATE**
Report of the Director of Operations & Buildings.
- For Information**
(Pages 185 - 250)

24. ***RETAIL REVIEW UPDATE**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 251 - 266)
25. ***BARBICAN INTERNATIONAL ENTERPRISES (BIE) UPDATE**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 267 - 294)
26. ***BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT**
Report of the Director of Operations & Buildings.
For Information
(Pages 295 - 306)
27. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.
For Information
(Pages 307 - 308)
28. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD**
29. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**