

## **BARBICAN CENTRE BOARD**

**Wednesday, 20 November 2019**

Minutes of the meeting of the Barbican Centre Board held at Fountain Room, Level G, Barbican Centre, Silk Street on Wednesday, 20 November 2019 at 9.00 am

### **Present**

#### **Members:**

Deputy Dr Giles Shilson (Chairman)	Vivienne Littlechild
Deputy Tom Sleight (Deputy Chairman)	Wendy Mead
Russ Carr (External Member)	Lucy Musgrave (External Member)
Alderman David Graves	Graham Packham (Ex-Officio Member)
Deputy Tom Hoffman (Chief Commoner)	Jenny Waldman (External Member)
Emma Kane (Ex-Officio Member)	

#### **In Attendance**

Kathryn McDowell - Managing Director, London Symphony Orchestra

#### **Officers:**

Sir Nicholas Kenyon - Managing Director, The Barbican Centre  
Sandeep Dwesar - Chief Operating & Financial Officer, Barbican Centre  
Jonathon Poyner - Director of Operations & Buildings, Barbican Centre  
Louise Jeffreys - Artistic Director, Barbican Centre  
Jenny Mollica - Director of Creative Learning, Barbican Centre  
Sean Gregory - Director of Innovation & Engagement, Barbican Centre  
Niki Cornwell - Head of Finance and Business Administration, Barbican Centre  
Cornell Farrell - Head of Engineering and Projects, Barbican Centre  
Huw Humphreys - Head of Music, Barbican Centre  
Leanne Murphy - Town Clerk's Department  
Andrew Buckingham - Communications Team, Town Clerk's Department  
Joanne Hunneybell - Senior Project Manager, City Surveyor's Department  
Michael Bradley - Principal Surveyor, City Surveyor's Department

### **1. APOLOGIES**

Apologies for absence were received from Stephen Bediako, Simon Duckworth, Gerard Grech, Deputy Wendy Hyde, Judith Pleasance and The Rt Hon. the Lord Mayor, Alderman William Russell.

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

There were no declarations.

### **3. MINUTES**

#### **a. Barbican Centre Board**

The public minutes and summary of the Board meeting held on 18 September 2019 were approved as a correct record.

b. **Finance Committee**

The draft public minutes of the Finance Committee meeting held on 4 November 2019 were received.

c. **Risk Committee**

The draft public minutes of the Risk Committee meeting held on 4 November 2019 were received.

d. **Nominations Committee**

The draft public minutes of the Nominations Committee meeting held on 4 November 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 2019/20 was also noted.

With regards to action 2, Members were advised that a Civil Strategy was being drafted and would be brought to the January 2020 Board meeting. A National Strategy would follow in March 2020.

Concerning action 6, Members were informed that there was an international section on the Barbican website and the map would join the other international work.

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 following comments were made:

- The Managing Director was pleased to announce that the new Director of Development would be in post in January 2020.
- It was noted that there was a hiatus at the Culture Mile Working Party concerning the proposal to renew funding as Members had misinterpreted that this was a request for new money. The report was subsequently updated prior to submission to the Policy & Resources Committee meeting in December.
- Members were advised that the Cinema had reached its second highest income ever due to a well-received programme and arthouse films.
- Beyond Barbican launched the first edition of Leytonstone Loves Film in September offering a free weekend of over 60 films and was well attended. It was hoped this would become an annual event.
- It was noted that Culture Mile Nights would launch at the weekend and the Barbican was leading on the programme and communications.
- Members were advised that despite aiming to develop an ambitious international programme, there had been some recent disappointments

including Theatre which was not selling as well as expected, the new Boy Blue production REDD did not reach the anticipated targets or review levels and audience figures for Into the Night were disappointing. This was unusual for the Barbican.

- An event was held at the Barbican Centre on 4 November celebrating the Creative Learning 10<sup>th</sup> Anniversary. Two creative commissions were premiered along with a 10 Years in Review publication and screening of a film about the work of the department. The new Strategic Plan for 2019-24 was also unveiled.
- The M-SET: To the Moon and Back co-commissioned Christmas show for under-fives has nearly sold out and will run in the Pit Theatre from 13-21 December 2019.
- Spektrix is due to launch in February 2020.
- The Barbican expression of interest to the Heritage Fund for funding concerning the relocation of the Barbican Architectural Plans collection was successful and a full application is set to go ahead in March 2020.
- A viewing of the Barbican Archive Mixtape will be shown for Barbican Residents on Sunday 24 November as part of the Barbican Estate's 50th Anniversary celebrations. It was agreed that a digital version of the Mixtape be circulated to Members.
- The Director of Operations and Buildings thanked the Board and colleagues for their support, patience and assistance with securing more funding to deal with legacy issues at the Centre. The City Surveyor's Department were also thanked for their assistance with resourcing issues. Members were advised that management of expectations was difficult, but stability was key to the projects programme.
- The Chairman highlighted that some sometimes things did not work, and the programme always worked on a risk/reward basis. It was important that the Barbican did not play it safe.
- In response to a query regarding the new Everyman Cinema in Broadgate, Members were advised that there had been no impact to the Barbican's competitive cinema offer.
- Concerning paper use of programmes, etc, it was noted that a review on programming would take place next week which would include a discussion on the use of paper.

RECEIVED.

## 6. **BARBICAN CAPITAL PLAN 2020/21**

The Board considered a report of the Managing Director presenting the Capital and Supplementary Plan for the Barbican for 2020/21.

Members were happy to approve the first three projects being put forward but requested more information on the fourth project regarding the redevelopment of the Barbican kitchens, restaurants and event space.

The Director of Operations & Buildings confirmed that the current systems used for the operation of the spaces were out of date and not fit for purpose including health and safety implications (noisy and smelly). The works would provide an opportunity to enhance the business model, user experience and future offer of the spaces. Members recommended expanding the description to ensure the issues and needs were clear.

A Member suggested that the report go to the Corporate Priorities Board for input prior to the Resource Allocation Sub Committee.

RESOLVED - That Members:-

- review and approve the proposed capital and supplementary revenue projects budgets for 2020/21 for submission to Finance Committee;
- authorise the Chamberlain, in consultation with the Chief Officer to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain.

## 7. **BARBICAN STRATEGIC PLAN**

The Board considered a report of the Managing Director presenting the revised draft Strategic Plan.

Members were advised that the Strategic Plan required creative revision and a rigorous process including two Away Days were undertaken to bring a new conviction to the Plan. The revised Plan has four new values and revised priorities which were compatible with the City Corporation's Corporate Plan.

The Chairman suggested highlighting that the space provided an environment that benefitted people's health and wellbeing. Members added that there was no mention of the Centre as a destination or its accessibility. Members were advised that these factors would be built into the KPIs.

A Member recommended editing the description under the value "open" to provide clarity.

In response to a query regarding the KPIs, Members were advised that a list was in development with finance to be a one-page document.

RESOLVED – That Members:

- note the factors taken into consideration in compiling the Barbican's revised draft Strategic Plan;

- approve, subject to the incorporation of any changes sought by this Committee, the draft Strategic Plan and associated processes.

8. **MUSIC: ANNUAL UPDATE (PUBLIC SECTION)**

The Board received a report of the Artistic Director providing an update on Barbican Music department's activities and performance over the past year setting out the opportunities, challenges and plans for the coming period within the context of the Barbican's overall vision and mission and Strategic Business Plan.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

11. **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.  
12-29

Paragraph No.  
3

12. **NON-PUBLIC MINUTES**

a. **Barbican Centre Board**

The non-public minutes and summary of the Board meeting held on 18 September 2019 were approved as a correct record.

b. **Finance Committee**

The draft non-public minutes of the Finance Committee meeting held on 4 November 2019 were received.

c. **Risk Committee**

The draft non-public minutes of the Risk Committee meeting held on 4 November 2019 were received.

d. **Nominations Committee**

The draft non-public minutes of the Nominations Committee meeting held on 4 November 2019 were received.

13. **BOARD APPOINTMENTS**

The Board considered a report of the Town Clerk concerning appointments to the Board.

14. **MUSIC: ANNUAL UPDATE (NON-PUBLIC SECTION)**  
The Board received a non-public report of the Director of Arts providing an update on Barbican Music department's activities and performance over the past year setting out the opportunities, challenges and plans for the coming period within the context of the Barbican's overall vision and mission and Strategic Business Plan.
15. **LSO ANNUAL REVIEW**  
The Managing Director of the London Symphony Orchestra (LSO) provided the Board with an update on the LSO's activities and financial position and gave an overview of the Orchestra's future plans.
16. **DEPARTMENTAL DRAFT HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21**  
The Board considered a report of the Managing Director providing Members with the budget estimates and final high-level summary Business Plan for the Barbican for 2020/21.
17. **BARBICAN EXHIBITION HALLS - ENABLING WORKS**  
The Board considered a Gateway 2 Project Proposal report of the City Surveyor providing an update on the enabling works package concerning the Barbican Exhibition Halls.
18. **BARBICAN BUDGET ESTIMATES 2020/21**  
The Board considered a report of the Managing Director presenting the budget estimates for the Barbican for 2020/21.
19. **BUSINESS REVIEW - SEPTEMBER 2019 (PERIOD 6)**  
The Board considered a report of the Chief Operating & Financial Officer setting out the Business Review for the September 2019 (Period 6) accounts.
20. **NON-COMPLIANT WAIVER REPORT: MEDIA WORKS**  
The Board considered a non-compliant waiver report of the Managing Director concerning Media Works.
21. **BARBICAN THEATRE FLYING SYSTEM**  
The Board considered a Gateway 6 outcome report of the City Surveyor providing an update on the Barbican Theatre Flying System.
22. **BARBICAN CINEMAS 2&3**  
The Board considered a Gateway 6 outcome report of the City Surveyor providing an update on the relocation of the Barbican Cinemas 2 and 3.
23. **\*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.

24. **\*RETAIL REVIEW UPDATE**

The Board received a report of the Chief Operating and Financial Officer providing an update following presentation of 20.20's Barbican Retail Review recommendations in February 2019.

25. **\*BARBICAN INTERNATIONAL ENTERPRISES (BIE) UPDATE**

The Board received a report of the Chief Operating & Financial Officer providing an update on Barbican International Enterprises (BIE).

26. **\*BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT**

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) and additional projects funded from other sources.

27. **REPORT OF ACTION TAKEN**

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

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

There were no questions.

29. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There was one urgent item.

**The meeting ended at 10.45 am**

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Chairman

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