



## Barbican Centre Board

**Date:** WEDNESDAY, 21 SEPTEMBER 2022

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Tom Sleigh (Chair)	Gerard Grech (External Member)
Alderman Sir William Russell (Deputy Chairman)	Deputy Ann Holmes
Tobi Adebekun (Deputy Chair)	Wendy Hyde
Munsur Ali	Deputy Edward Lord
Deputy Randall Anderson	Wendy Mead
Asante (External Member)	Deputy Graham Packham
Stephen Bediako (External Member)	Mark Page (External Member)
Farmida Bi, Barbican Centre Trust Chair (Ex-Officio Member)	Jens Riegelsberger (External Member)
Tijs Broeke	Jane Roscoe (External Member)
Zulum Elumogo (External Member)	Despina Tstatsas (External Member)
Alderman David Graves	Irem Yerdelen

**Enquiries:** Ben Dunleavy  
[ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)

### Accessing the virtual public meeting

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<https://youtu.be/MNw1BNsWcXq>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

A number of items on the agenda will have already been considered by the Board's Sub Committees and it is therefore proposed that they be approved or noted without discussion. These have been included in the separate information pack along with other items 'For Information'. Any Member is able to request that an item be subject to discussion; Members are asked to inform the Town Clerk or Chair 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. **BOARD MINUTES - 20 JULY 2022**

To approve the public note of inquorate meeting and the non-public summary of the Barbican Centre Board meeting held on 20 July 2022.

**For Decision**  
(Pages 7 - 10)

a) **Board Minutes - 18 May 2022 (Pages 11 - 16)**

To approve the public minutes and non-public summary of the Barbican Centre Board meeting held on 18 May 2022.

b) **Minutes of the Finance and Risk Committee**

To receive the public minutes and non-public summary of the Finance Committee of the Barbican Centre Board meeting held on 5 September 2022 (to follow).

c) **Minutes of the Nominations, Effectiveness and Inclusion Committee**

To receive the public minutes and summary of the Nominations Committee of the Barbican Centre Board held on 7 September 2022 (to follow)

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

Report of the CEO, Barbican Centre.

**For Decision**  
(Pages 17 - 28)

6. **TERMS OF REFERENCE ANNUAL REVIEW**

Report of the Town Clerk.

**For Discussion**  
(Pages 29 - 30)

7. **BARBICAN CENTRE BOARD AGENDA PLAN**

Joint Report of the CEO, Barbican Centre and the Town Clerk.

**For Information**

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

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

10. **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**

**Part 2 - Non-Public Agenda**

11. **NON-PUBLIC BOARD MINUTES - 20 JULY 2022**

To agree the non-public note of inquorate meeting of the Barbican Centre Board held on 20 July 2022.

**For Decision**  
(Pages 31 - 34)

a) **Non-Public Board Minutes - 18 May 2022 (Pages 35 - 38)**

To agree the non-public minutes of the Barbican Centre Board meeting on 18 May 2022.

b) **Non Public Minutes of the Finance and Risk Committee**

To receive the non-public minutes of the Finance and Risk Committee of the Barbican Centre Board held on 5 September 2022 (to follow).

c) **Non-Public Minutes of the Nominations, Effectiveness and Inclusion Committee**

To receive the non-public minutes of the meeting of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 7 September 2022 (to follow).

12. **BARBICAN RENEWAL - GOVERNANCE FOR RIBA STAGE 0/1**

Report of the CEO, Barbican Centre.

**For Decision**  
(Pages 39 - 44)

13. **BARBICAN RENEWAL - RIBA STAGE 0/1 UPDATE**

Report of the CEO, Barbican Centre.

**For Discussion**  
(Pages 45 - 50)

14. **LSO CONTRACT UPDATE**

Report of the CEO, Barbican Centre.

**For Discussion**  
(Pages 51 - 56)

15. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

Report of the Artistic Director.

**For Information**  
(Pages 57 - 58)

**Items 16 to 19 are included in the separate Information Pack**

20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

**Part 3 - Confidential Agenda**

22. **CONFIDENTIAL BOARD MINUTES - 20 JULY 2022**

To agree the confidential note of the inquorate Barbican Centre Board meeting held on 20 July 2022.

**For Decision**

23. **CONFIDENTIAL BOARD MINUTES - 18 MAY 2022**

To agree the confidential minutes of the Barbican Centre Board meeting held on 18 May 2022.

**For Decision**

24. **CONFIDENTIAL MINUTES OF THE NOMINATIONS, EFFECTIVENESS AND INCLUSION COMMITTEE**

To note the confidential minutes of the Nominations, Effectiveness and Inclusion Committee on 7 September 2022 (to follow).

**For Information**

25. **MASS ABSENCE AND WORK TO RULE SCENARIOS - RISK MANAGEMENT**

Report of the Director of Operations and Buildings.

**For Decision**

26. **90 DAY WRAP UP AND RELATED ACTIONS**

Report of the CEO, Barbican Centre.

**For Discussion**

27. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**

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## BARBICAN CENTRE BOARD

Wednesday, 20 July 2022

Note of the inquorate meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 20 July 2022 at 11.00 am

### Present

#### Members:

Alderman Sir William Russell (Deputy Chairman)	Deputy Edward Lord
Tobi Adebekun (Deputy Chairman)	Mark Page (External Member)
Deputy Randall Anderson	Jens Riegelsberger (External Member)
Zulum Elumogo (External Member)	Jane Roscoe (External Member)
Gerard Grech (External Member)	Irem Yerdelen
Wendy Hyde	

### In Attendance

#### Officers:

Ben Dunleavy	- Town Clerk's Department
Claire Spencer	- CEO, Barbican Centre
Sandeep Dwesar	- Barbican Centre
Will Gompertz	- Barbican Centre
Jonathon Poyner	- Barbican Centre
Nick Adams	- Barbican Centre
Udhay Bhakoo	- Chamberlain's Department
Emma Claridge	- Town Clerk's Department
Matthew Cooper	- Town Clerk's Department
Jo Daly	- Barbican Centre
Penny Davis	- Barbican Centre
Julie Fittock	- City Surveyor's Department
Natasha Harris	- Barbican Centre
Kehinde Haastrup-Olagunju jnr	- Town Clerk's Department
Joanne Hunneybell	- City Surveyor's Department
Sharon Kent	- Barbican Centre
Sarah Wall	- Chamberlain's Department

#### 1. APOLOGIES

Apologies for absence were received from the Chair, Munsur Ali, Farmida Bi, Tijs Broeke, Russ Carr, Alderman David Graves, Ann Holmes, Wendy Mead and Deputy Graham Packham.

The Chair having sent his apologies, Deputy Chair Alderman Sir William Russell took the Chair.

Common Councilmen not being in the majority, the meeting was inquorate and Members continued to discuss items on the agenda informally.

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

There were none.

3. **MINUTES**

The public minutes and the non-public summary of the Barbican Centre Board meeting held on 18 May 2022 were noted as a correct record.

The Town Clerk undertook to contact Members in advance of the next Board meeting to seek interest in the membership of the sub-committees.

a. **Minutes of the Finance and Risk Committee**

The public minutes and the non-public summary of the Finance and Risk Committee of the Barbican Centre Board meeting held on 4 July 2022 were noted.

b. **Minutes of the Nominations, Effectiveness and Inclusion Committee**

The public minutes and the non-public summary of the Nominations Committee of the Barbican Centre Board held on 6 July 2022 were noted.

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

Members received a report of the CEO and Directors of the Barbican Centre providing an update on the future activities of the Barbican Centre.

5. **BARBICAN CWP AND CAPITAL PROJECTS UPDATE REPORT**

Members received a report of the Director of Operations and Buildings providing an update on the progress and financial position of the current live Barbican refurbishment projects.

6. **REPORT OF ACTION TAKEN**

Members received a report of the Town Clerk relative to decisions taken between meetings.

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

There were none.

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

There was no urgent business.



9. **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.
10. **NON-PUBLIC BOARD MINUTES**  
The non-public minutes of the Barbican Centre Board meeting held on 18 May 2022 were noted as a correct record.
  - a. **Non Public Minutes of the Finance and Risk Committee**  
  
The non-public minutes of the Finance and Risk Committee of the Barbican Centre Board held on 6 July 2022 were noted.
  - b. **Non-Public Minutes of the Nominations, Effectiveness and Inclusion Committee**  
  
The non-public minutes of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 6 July 2022 were noted.
11. **BARBICAN BUSINESS PLAN UPDATE 2023/24**  
The non-public minutes of the Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board held on 6 July 2022 were noted.
12. **VISUAL ARTS ANNUAL STRATEGY UPDATE**  
Members received a report of the Artistic Director providing an update on the Visual Arts Annual Strategy.
13. **BARBICAN RENEWAL - GOVERNANCE FOR RIBA STAGE 0/1**  
Members received a report of the CEO, Barbican Centre, providing an overview of governance arrangements for RIBA Stages 0/1 of the Barbican Renewal Project.
14. **BARBICAN FIRE SAFETY AND BARBICAN/GSMD CONFINED SPACES**  
Members received a report of the City Surveyor.
15. **BARBICAN CENTRE ENVIRONMENTAL SUSTAINABILITY STRATEGY UPDATE**  
Members received a report of the Director of Operations and Buildings providing an update on the Barbican Centre Environmental Sustainability Strategy.
16. **BARBICAN BUSINESS REVIEW - MAY 2022 (PERIOD 2 - 22/22)**  
Members received a report of the Chief Operating and Financial Officer relative to the Barbican Business Review.
17. **SECURITY REPORT**  
Members received a report of the Director of Operations and Buildings relative to Barbican security spend.

18. **CONTROVERSIAL PROGRAMMING RISK REPORT**  
Members received a report of the Artistic Director relative to the Controversial Programming Risk Register.
19. **RISK UPDATE**  
Members received a report of the Director of Operations and Buildings relative to the Barbican Centre's risk management system.
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**  
There were several questions.
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**  
There was one other item of business in the non-public session.
22. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 18 May 2022 were agreed as a correct record.
23. **CONFIDENTIAL MINUTES OF THE NOMINATIONS, EFFECTIVENESS AND INCLUSION COMMITTEE**  
The confidential minutes of the Nominations, Effectiveness and Inclusion Committee meeting held on 6 July 2022 were noted.
24. **BOARD APPOINTMENTS**  
Members received a report of the Town Clerk relative to the appointment of two new Board Members.
25. **CEO'S INITIAL OBSERVATIONS**  
Members heard from the CEO, Barbican Centre.
26. **ROLE UPDATE**  
Members received a joint report of the CEO of the Barbican Centre, the Chief Operating Officer & Acting Deputy Chief Executive, and the Executive Director of Innovation and Growth in respect of changes to the organisational structure of the City of London Corporation's cultural strategy.

**The meeting ended at 13.16**

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Chairman

**Contact Officer: Ben Dunleavy**  
**[ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)**

## BARBICAN CENTRE BOARD

Wednesday, 18 May 2022

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 18 May 2022 at 11.00 am

### Present

#### Members:

Tom Sleigh (Chair)	Russ Carr (External Member)
Alderman Sir William Russell (Deputy Chairman)	Gerard Grech (External Member)
Munsur Ali	Deputy Ann Holmes
Deputy Randall Anderson	Wendy Mead
Farmida Bi (External Member)	Mark Page (External Member)
Tijs Broeke	Jane Roscoe (External Member)

### In Attendance

#### Officers:

Ben Dunleavy	- Town Clerk's Department
Claire Spencer	- CEO of the Barbican Centre
Sandeep Dwesar	- Barbican Centre
Will Gompertz	- Barbican Centre
Udhay Bhakoo	- Chamberlain's Department
Emma Claridge	- Town Clerk's Department
Matthew Cooper	- Town Clerk's Department
Steve Eddy	- Guildhall School of Music and Drama and Barbican Centre
Jonathon Poyner	- Guildhall School of Music and Drama and Barbican Centre
Gemma Stokley	- Town Clerk's Department
Sarah Wall	- Chamberlain's Department

#### 1. APOLOGIES

Apologies for absence were received from Tobi Ruth Adebekun, Deputy Edward Lord, Wendy Hyde, Deputy Graham Packham, Jens Riegelsberger and Irem Yerdelen.

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

None.

#### 3. ORDER OF THE COURT

The Board received the Order of the Court of Common Council dated 20 April 2022 for the Barbican Centre Board.

4. **ELECTION OF A CHAIR**

The Board proceeded to elect a Chair in accordance with Standing Order No. 29. Tom Sleigh, as the only Member expressing their willingness to serve, was therefore duly elected as Chair for the ensuing year and took the Chair.

RESOLVED, that – Tom Sleigh be elected Chair of the Barbican Centre Board for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRS**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. Alderman Sir William Russell, as the only Member expressing their willingness to serve, was duly elected as Deputy Chairman for the ensuing year.

The Board proceeded to elect a Deputy Chair (External Member) in accordance with a convention adopted by the Board at its meeting on 24 March 2021. The Town Clerk advised that one expression of interest for the role of Deputy Chair (External Member) had been received. Tobi-Ruth Adebekun, as the only Member expressing their willingness to serve, was duly elected as Deputy Chair (External Member) for the ensuing year.

RESOLVED, that – Alderman Sir William Russell and Tobi-Ruth Adebekun be elected as Deputy Chairman and Deputy Chair (External Member) for the ensuing year.

6. **MINUTES**

The public note and non-public summary of the inquorate meeting held on 17 February 2022 were agreed as a correct record.

7. **APPOINTMENT OF SUB-COMMITTEES 2022/23**

The Board considered a report of the Town Clerk concerning the appointment of its various Sub Committees for the ensuing year.

RESOLVED, that – Members:

- Approve the Terms of Reference of the Board's Sub-Committees;
- the Composition of the Board's Sub-Committees;
- Appoint the Membership to the Sub-Committees for the year ensuing as follows:

**Finance and Risk Committee of the Barbican Centre Board**

Tijs Broeke (Chair)

Tom Sleigh

Alderman Sir William Russell

Randall Anderson

Ann Holmes

**Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board:**

Tom Sleigh  
Tobi-Ruth Adebuken  
Mark Page  
Edward Lord  
Jane Roscoe  
Randall Anderson

**8. BOARD EFFECTIVENESS AND GOVERNANCE REPORT - UPDATE**

Members received a report of the Town Clerk relative to an update on the Board Effectiveness and Governance Report.

The Chair requested that officers return to the Board with suggestions on how to improve the operations of the Working Groups.

The Deputy Chairman (Elected Members) raised the subject of term limits for Board Chairs. He said that the Lisvane Review had recommended greater autonomy for Boards, and that he felt the current three-year term limit was too short for the Barbican Centre Board. He proposed that the term limit be extended to a four-year one. Members agreed that a four-year term limit would be suitable, as it would align the Board more closely with other arts institutions. It was also proposed that the current Chair be granted a one-year extension to his term limit, so that he could serve a four-year term. A Member said that there were several other recommendations in the Lisvane Review that it would be helpful to consider.

A Member said the rules for quorum should be considered. The Chair requested that officers return with options on this.

RESOLVED, that – Members agree that:

- the term limit for Chairs of the Barbican Centre Board be changed from three years to four years
- the current Chair of the Board be granted an extra year so that they will serve a four-year term
- a wider paper considering changes to the Board's terms of reference be brought back to the Board

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

Members received a report of the Chief Operating & Financial Officer providing updates from the Barbican Directors on their respective areas.

A Member congratulated the Barbican Centre on winning the Ethical, Responsible and Sustainable Tourism Award at the London Tourism Awards 2022 in March.

RESOLVED, that – the report be received and its contents noted.

**10. \*CWP PROJECTS AND CAPITAL UPDATE**

Members received a report of the Director of Operations and Buildings providing an update on the live projects.

RESOLVED, that – the report be received and its contents noted.

**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 no other business.

**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.

**14. NON-PUBLIC BOARD MINUTES**

The non-public note of the inquorate meeting held on 17 February 2022 was agreed as a correct record.

**15. ARTISTIC PROGRAMMING STRATEGY UPDATE**

Members received a report of the Artistic Director providing an update on the Artistic Programming Strategy.

**16. DEVELOPMENT UPDATE**

Members received a report of the Director of Development providing an update on development.

**17. BARBICAN CENTRE - ARTS COUNCIL ENGLAND, BARBICAN NATIONAL PORTFOLIO EXTENSION YEAR 2022/23 AND 2023-26 APPLICATION.**

Members received a report of the Artistic Director relative to the Arts Council England National Portfolio extension and applications.

**18. EDI AND HR AUDIT UPDATE**

Members received a report of the Chief Operating & Financial Officer providing an update on the EDI and HR Audit action plan.

**19. BARBICAN BUSINESS PLAN UPDATE**

Members received a report of the Chief Operating & Financial Officer providing an update on the Barbican Business Plan.

**20. BARBICAN BUSINESS REVIEW**

Members received a report of the Chief Operating & Financial Officer providing an update on the Barbican Business Review.

**21. BARBICAN RENEWAL - UPDATE**

Members received a report of the Chief Operating & Financial Officer providing an update on Barbican Renewal.

22. **CUSTOMER SATISFACTION MEASUREMENT - MYSTERY SHOPPER SUMMARY**

Members received a report of the Director of Operations and Buildings relative to the measurement of customer satisfaction and the Mystery Shopper Summary.

23. **\*RISK UPDATE**

Members received a report of the Director of Operations and Buildings providing an update on the risk management system at the Barbican Centre.

24. **\*CONTROVERSIAL RISK UPDATE**

Members received a report of the Director of Operations and Buildings providing an update on controversial programming risks.

25. **\*REPORT OF ACTION TAKEN**

Members received a report of the Town Clerk providing an update on decisions taken between meetings.

RESOLVED, that – the report be received and its contents noted.

26. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no non-public questions.

27. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

There was no non-public business.

**The meeting ended at 1.00 pm**

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Chairman

**Contact Officer: Ben Dunleavy**  
**ben.dunleavy@cityoflondon.gov.uk**

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# Agenda Item 5

<b>Committee(s)</b>	<b>Dated:</b>
Barbican Centre Board	21 September 2022
<b>Subject:</b> Management Report by the Barbican's Directors	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5,7,8,9,10,12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>n/a</b>
<b>What is the source of Funding?</b>	<b>n/a</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>n/a</b>
<b>Report of: Chief Executive Officer</b>	<b>For Decision</b>
<b>Report authors: Chief Executive Officer and Directors, Barbican Centre</b>	

## Summary

- The Management Report comprises current updates under six sections authored by Barbican Directors.
- Updates are under the headlines of:
  - Chief Executive Officer Update
  - Arts Programming
  - Creative Learning
  - Operations and Buildings
  - Business and Commercial
  - Development.

## Recommendation

Members are asked to:

- Endorse Management's approach to the future activities of the Centre.

**Main Report**

**1. REPORT: CHIEF EXECUTIVE OFFICER UPDATE**

At the time of writing, the Nation has been informed of the Queen’s state of health. Our thoughts are with Her Majesty and her family.

Organisationally, we are prepared with our operational and protocol plans and stand in a state of readiness as we await further news.

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As I enter my fourth month in post, I am pleased to share with you our reports from the Director Group. My CEO update will focus on areas that the Director Group team are working on collectively. The underpinning plans and objectives are based on my review of the Barbican over my first 90 Days – these are included at Appendix 1 to Agenda item 23 in the confidential section.

***Strategy and Planning***

We have commenced an exercise to define our organizational purpose, values and priorities. We are keen to engage the Board, the broader Barbican Team and our key stakeholders in this exercise and plan to use our Board and Trust away day in early November to do this. We are aiming to have the strategic framework in place ahead of finalizing the business plan and budget – so the whole model hangs together in a coordinated, non-siloed manner.

***Sustainable Creative, Business and Operating Model***

Work on creating a new model for the Barbican is advancing well across all areas – the framework for the Creative Vision is coming together and we are reviewing the existing programme for opportunities to further leverage and integrate. The business model and budget are being based on our foundational business drivers of utilization, capacity and spend per head. This is already highlighting some areas for improvement and leverage.

***Governance and Risk Management***

This month we have held two subcommittee meetings at the Barbican as part of a trial to increase connection – Finance and Risk Committee and Nominations, Effectiveness, and Inclusion Committee. Feedback from members and officers has been extremely positive and we will adopt this as our default approach (recognizing that on occasion we may need to revert back to Guildhall).

Members and Officers have started holding informal meetings to discuss Board governance, and we are shaping our future state ideal ready to feed into the City Governance Review. We thank our Town Clerk Ben Dunleavy for his work and expertise in this area.

This month we welcome our two new Board Members, Despina Tsatsas and Michael Asante.

We have prepared a 12 month view of meeting agendas across the Board and Subcommittees – these will continue on a rolling basis, with input from all Board Members most welcome.

### ***Equity, Diversity, and Inclusion***

We have published our Quarter 2 progress report and objectives for Quarter 3. These are available (as always) on the Barbican website. With Emma Green's commencement we are now looking towards an organization maturity assessment which will inform our future strategy.

### ***People and Culture***

Since our last meeting we have said farewell to Sandeep Dwesar, following 23 years of service to the Centre as Chief Operating Officer. We also thanked and farewelled Penny Davis who had supported the Barbican in her work around Change.

We have welcomed new team members in strategically critical roles, including our Head of Equity, Diversity and Inclusion Emma Green, Head of Creative Collaborations and Learning Karena Johnson and we will soon be announcing our new Head of Visual Arts who is set to be another exciting hire.

We have completed two surveys with our people – one with the permanent team as part of the City of London's Staff Survey – which had a number of challenges - and our own Pulse Survey for the casual team. These were discussed at the September Nominations, Effectiveness and Inclusion Committee, the minutes of which are at Item 11b of the non-public agenda.

### ***Barbican Renewal and Sustainability***

Work with the Creative Team is progressing well and the underpinning work for the Business Case is proceeding to plan. A full report is provided at Agenda Item 13 (non-public).

### ***Leadership***

The Director Group has developed shared expectations and KPIs as a team which cover the topics in this paper. These are outlined in more detail at Item 25 in the confidential agenda, and we are seeking Board approval of these at this meeting. Feedback was received from the NEI Committee (confidential Agenda item 23). We will incorporate this feedback, and any additional points raised at this meeting, into the final versions which will then be share with the broader Barbican Team.

### ***City of London and Sector***

We are looking forward to collaborating with the new lead on Destination City this month and we are collaborating with the City to make Barbican spaces and events part of the festival in October, where practicable.

As always, we thank Members and External Board Members for your commitment and support.

## 2. REPORT: ARTS PROGRAMMING

Audiences have been thoroughly enjoying the return run of *Anything Goes* throughout July and August. Bookings were a little lower than last year's sell-out run, but this appears to reflect the current pattern throughout the theatre sector. The RSC's *My Neighbour Totoro* has been booking at a steady rate through the summer and there is much anticipation for the show which will start previews on 8 October. The Pit autumn season is on sale and all shows are selling well. We have added an additional matinee to the *Centre for the Less Good Idea* as this is proving very popular, as is the Christmas show for babies and their adults, *To the Moon and Back*.

*Our Time on Earth* in the Curve gallery continued to be positively received by visitors although like many exhibitions across London audience numbers were below target. The associated weekend of events (9-11 July) was highly attended with most events selling out. The exhibition closed on 29 August with a day of events created with the University of the Arts Climate Action Network. The *AI: More Than Human* exhibition is currently being installed at Sede Afundación A Coruña in Spain to open 5 September.

In July, the Public Programme team presented a sold-out event hosted by Eddie George, founder of the Black Audio Film Collective, and his radio show *The Strangeness of Dub* in Auditorium 1 and produced an exhibition in the Library of Somali photography. New Public Programme event strands are due to be announced in the Autumn.

August saw the return of the Barbican Outdoor Cinema to the Sculpture Court with a cross-arts programme across 6 nights, tied to the theme of *Our Time on Earth*. Along with a higher capacity of seats, this year's season came with the addition of food stalls from London-based market vendors, adding to the festival feel of the screenings. *Post-Horror Summer Nights*, a season exploring the Post-Horror genre trend which aimed to explore the origins of the term, as well as it how it has evolved over the years, also ran across August. Speakers included director Robert Eggers (*The Witch*) and David Church (author of *Post-Horror; Art, Genre and Cultural Elevation*), as well as Cinema Curator Sonia Zadurian. Our opening event featured an extended introduction from Steve Rose, who originally coined the term in a 2017 Guardian article.

On 8 September the Barbican Art Gallery opened its autumn exhibition, Carolee Schneemann: *Body Politics* this is the first full-scale monographic exhibition of a groundbreaking American artist's work. Soheila Sokhanvari: *Rebel Rebel* will open in the Curve on 7 October. For Soheila's exhibition we will be self-publishing the catalogue as Ridinghouse are no longer able to do so and we will be reviewing our Curve publication strategy moving forward.

Revoke held their 1-year anniversary with our Communities & Neighbourhoods team in August, hosting a day of talks, music and art in the Fountain Room, celebrating their work with young refugees and asylum seekers. Ten new community projects are now live thanks to the most recent round of Imagine Fund Grants, distributing £12,500 to support local people to test and develop their own projects. A new partnership with Open Collective also means that the team are testing a new platform & toolkit to support grassroots grantees to collaborate and work together in new ways  
<https://opencollective.com/the-imagine-collective/projects>

The Barbican's classical music season ended in June and the Hall closed for maintenance in August before re-opening earlier than usual for the autumn season with five sell-out nights with *Venus, Cupid, Folly & Time: 30 Years of The Divine Comedy*. Contemporary own-promotions in July included performances by Jane Birkin, Ibrahim Maalouf, Gustavo Santaolalla and a tribute to John Cumming, formerly a Director of Serious and great friend of the Barbican; artists honouring John in a programme called "*Time for One More?*" including Tomorrow's Warriors, Ayanna Witter-Johnson, Guy Barker, Joanna MacGregor and Jerry Dammers.

### **Update on Digital**

A new Head of Digital role will be advertised imminently with the expectation to make a hire early in the autumn.

The Archives team confirmed a second round of funding with Google Arts & Culture, guaranteeing the digitisation of the Art Centre's ephemera and document collections by Winter 2022 - this comes after their successful scanning of over 1,500 of the Barbican's original architectural plans this spring. The digital project will go live on the Barbican and Google sites after the opening of the Archive installation in the Foyers at the end of Jan 2023.

Artist Soofiya has been commissioned by the Communities & Neighbourhoods team to create a new digital animation to bring our Play Packs Storytelling Report to life, testing new ways of sharing the stories of impact and change from our work, in playful and accessible ways.

The Music team is in discussions with Sky Arts about channel broadcasting the concert "*Up for Grabs*", that was recorded in the Hall in November 2021. Although our Live from the Barbican content has been previously broadcast on BBC 2 and via the BBC i-player (largely because of the BBC Symphony's involvement), this would be the first time that one of our livestreams would have been broadcast via a commercial broadcaster.

As part of the *Our Time on Earth's* partnership with Meta, Artists Karoline Hjorth and Riitta Ikonen, creators of *Eyes as Big as Plates*, were interviewed about their work on the ongoing photography project on Instagram live.

### **Future Planning**

Our February to July 2023 music programme will be launched in September and includes the return of Evgeny Kissin to the Barbican, a co-promotion with the LSO around a performance of Arthur Bliss' score to the Alexander Korda film *Things to Come* and a new production of a work entitled *The World's Wife*, which combines Carol Ann Duffy's poetry, the music of Tom Green, the Ragazze String Quartet and Lucia Lucas, an American transgender baritone. We are also embarking on a new relationship with the National Youth Orchestra of Great Britain, the first concert of which will be in January 2023.

The spring 2023 Theatre season will be launched on 5 October with an exciting and diverse programme of work to look forward to.

Barbican International Enterprises' programme will be rebranded as Barbican Immersive; the team will merge with the Visual Arts team to create a single exhibition-

making department. The team is currently in discussion to present touring shows at venues across the world. Florence, Salem (*Our Time on Earth*), Tokyo, Doncaster, Edinburgh (*Game On*), Vienna (*Virtual Realms*), Irvine, Albuquerque (*Mangasia*), Tokyo (*Fundamentals of Music*). Planning continues on future projects, including a major exhibition exploring music from first principles called *Fundamentals of Music* (working title) in collaboration with the Institute for Cultural Innovation in Tokyo opening in the summer of 2025. Discussions are also ongoing with The Mill to build a consortium to fund and develop immersive digital experiences with a plan to launch our first commission in 2024.

In September Barbican Cinema will welcome two films from the BBC documentary flagship *Storyville*, including a ScreenTalk with renowned filmmaker Werner Herzog. The latest edition of *Hidden Figures* arrives with a partnership with the Culture Art Society and focusses on the award-winning Burkinabe filmmaker Idrissa Ouédraogo - the leading filmmaker to emerge from Burkina Faso in the late 1970s. Another screening with the world's leading learning-disabled film festival, Oská Bright, will take place in October.

### 3. REPORT: CREATIVE LEARNING

#### ***Young People – Creative Careers Researchers***

Earlier this year we recruited five young researchers through the Young Barbican network to carry out research into what young people want and need from a careers offer at the Barbican. Alongside this, we aimed to test and develop a framework for co-curating our careers work with young people. The research was published in May alongside an Executive Summary, written by consultant Joe Gray, which outlines key recommendations for ways in which the Barbican can support the careers of young people. Three young researchers presented their findings to Barbican staff, and at a public event on 21 July where members of the Young Barbican community were invited to reflect on and contribute to the research findings, providing us with insights which will inform the next tranche of Creative Careers sessions this autumn. Young people attending said: *‘Nice to have other people our age who are making the decisions.’* *‘It feels good to have peer researchers as it gives the researcher more validity.’* *‘I feel more confident that our advice will be taken on board.’*

#### ***Young People – Young Barbican Poets Anthology launch***

Published by the Barbican and the not-for-profit publishing house, flipped eye publishing, this year’s Barbican Young Poets anthology, *Articulations for Keeping the Light In*, was launched on 14 July at an event at the Barbican with poetry readings and invited guests. The publication is available to buy in the Barbican shop and online.

#### ***Schools – Barbican Box***

For the final iteration of our flagship schools programme Barbican Box, we worked with nine schools, enabling 130 students to create their own music, gain confidence and learn vital life and career skills, whilst supporting 11 music teachers to develop their teaching practice. At the end of the summer term, students performed their music pieces to families and friends in two evening showcases, bringing together 219 members of our schools community. Teachers said: *‘The whole experience will be a memory that will last forever. Moments like these form the student – open their eyes, see a bigger world out there, form relationships with new people (alongside the creative and technical development they had musically).’* *‘I think that putting together a show like Barbican Box, preparing the music has reminded me of how important the actual creative side of my job is as a teacher.’* We focused our school recruitment on East London boroughs with high deprivation rates and schools who identified themselves as culturally underserved. Two schools were specialist schools for learners with Special Educational Needs or Disabilities (SEND): *‘Barbican Box is an inclusive project where my students feel as valued as any other schools. I can’t thank enough the Barbican Team. The Barbican Box is the highlight of my students’ academic year’.*

#### ***Schools – S.M.I.L.E-ing Boys Project***

The S.M.I.L.E-ing Boys photographic exhibition launched on 15 July at the Barbican’s Silk Street entrance and on the Lakeside Terrace. Conceptualised and led by artist Kay Rufai, over the course of 8 weeks the project explored a range of topics connected to culture, identity, mental health, and society with students from Leytonstone School. SMILE-ing Boys seeks to challenge damaging narratives and stereotypes associated with young black boys. The exhibition runs until 4 September and has been very well received by the public.

#### 4. REPORT: OPERATIONS & BUILDINGS

**Purpose:** Create an environment that enables and inspires others to achieve their best. To be achieved through:

**Plan:** Providing services that are 1. compliant 2. efficient and 3. appropriate.

**Priorities:** Life-critical, business-critical, other.

**General Update:** Our buildings remain safe and compliant. Audits over the past couple of years and in the past couple of months have confirmed this position and have given us a prioritised plan for the future. However, any pause in capital and CWP will mean that we will lose momentum in the delivery of some important projects including fire safety, confined spaces and others. We are working with City colleagues and Members to ensure that risks are highlighted and momentum is maintained as we move towards Barbican Renewal. We have recently lost some shows and had business interruption as a result of the longstanding issues with the building, highlighting the need for maintaining momentum with capital and CWP, and ultimately the need for Barbican Renewal.

**Operations:** We continue to deliver our training to ensure a more consistent standard and offer. Customer surveys have shown a continued improvement. Work with our new chief executive will seek to continue the direction of 'one-team', delivering further improvements and consistency front of house over the coming years.

**Buildings:** The pause to capital and CWP works means a loss of momentum as we head towards Barbican Renewal. As always, we will continue with mitigation, but the delay to certain key projects will divert attention from other areas of improvement. PSDS is complete, and has made a marked difference to our areas, not least the Dorothy Annan mural. Members and City colleagues are thanked for this investment.

**Barbican Renewal:** We continue to work with the project team to shape and prioritise Barbican Renewal. The recent business interruption in Gallery and Theatre emphasises the need for Barbican Renewal and a focus on adapting within the existing listed building to ensure we are fit for purpose for the next 40 years.

**Risk, Audits and KPIs:** We continue to use the risk register to highlight the new business environment risks and more local specific risks. We have continued with BCP Gold to ensure that we plan for eventualities. We are conscious that with winter approaching, other ongoing UK conversations, and Covid being endemic, we are likely to encounter staffing issues over the winter months. We have continued to invest in training in risk areas including fire safety and security. Our KPIs are now reported in the risk register section, and all measures continue to be encouraging.

**Staff and Workers (Casuals):** We have continued to deliver against the findings of our casual worker and staff surveys, aligned with the Barbican's plans. A new casual survey, a pulse check, has recently gone out. Initial feedback seems to be aligned with the work we are currently undertaking. PARiM is generally well received and our ongoing drive for 'one-team' is also continuing to be well received. The appointment of the new Principal and Dean of Students at GSMD plus the recruitment process for the



new COO at GSMD will offer other opportunities for closer working and the creation of opportunities for young people within the sector.

**Next Steps and Horizon:** We continue to work on our priorities as agreed for the quarter. We are revisiting the risk register pending a decision on the capital and CWP projects and if we need to refocus on mitigation rather than delivery. We are planning for the winter months, considering likely impact on staffing. We continue to focus on prioritisation in the new working environment as we adjust our business model. Our prioritisation of compliant, efficient and appropriate continues.

## 5. REPORT: BUSINESS AND COMMERCIAL

**Business Events:** 2022/23 continues in an upward trajectory with a healthy outlook for the remainder of the financial year with the sales team remaining focused on enquiry generation. Recent activities including attendance at The Meetings Show which yielded over £1.5m worth of leads.

There is no doubt that 2023/24 will present challenges due to external and internal influences therefore we are working on recession proofing our business model in order to ensure that we enter the next financial year with a layer of business on the books which will be anti-recessionary, along with targeting markets where there will always be demand.

The past 3 months have seen a flurry of events being delivered, most notably the annual Institute of Fundraising National Convention, graduation ceremonies for Kings College, City University, St Georges Medical School and London Metropolitan University.

The busiest summer party season on record also saw Searcys deliver record sales in events catering in June and July, despite some challenging operating circumstances with some major lengthy equipment failures due to the difficulties in procuring components in the manufacturing sector.

**Catering & Bars:** Year to date, our Performance bars and the Barbican Kitchen remain ahead of budget. Barbican Kitchen has introduced a street food range as part of our review of the food offer to engage and encourage a younger and more diverse audience to dine with us. Plans are in play to refresh the restaurant on Level 2, including redecoration, new furniture and menu. Barbican Bars will be taking over the Members' Lounge for the run of My Neighbour Totoro with a Japanese-inspired menu with Totoro-inspired decorations shared with the main shop. The Picnic Garden has had a particularly successful run this year, with its enhanced footprint, garden games and good weather providing incremental revenue over target.

**Retail:** The Foyer Shop has had a positive trading period across July and August, boosted by the Anything Goes audience and Our Time on Earth exhibition. The number of transactions year to date are slightly lower compared to 19/20 (-8%), but average transaction values are higher (+6.8%) and we are almost matching pre pandemic (19/20) sales YtD.

My Neighbour Totoro will be a prominent feature in the shop this winter season, and has influenced some of our Christmas gift buying and window theming. We are also consciously continuing with our sustainable offer, and have been making concerted efforts to source and stock sustainable brands, as well as move towards reducing our carbon footprint by switching to UK suppliers wherever possible, helping to minimise import fees and the increased administration of dealing with overseas suppliers.

We are already planning and looking ahead to the next Gallery exhibition in 2023, and also are excited to be featuring limited edition silkscreens and giclee prints in the shop for the upcoming Soheila Sokhanvari commission in the Curve Gallery in October.

## 6. REPORT: DEVELOPMENT

The Trust and Grants team have recently secured grants towards Royal Concertgebouw Orchestra's visit in Autumn 2022, Barbican Young Creatives, and a major grant towards a project in Barbican Theatre in 2023. The team have been working on reports for several Creative Learning funders for the 21/22 academic year, and the recently closed Postwar Modern exhibition.

The corporate team continue to have positive conversations with current partners about future support of the Creative Vision. An evening around *Anything Goes* hosted by Board Member William Russell resulted in several expressions of interest and the team will be revisiting these conversations in September. They have also had a positive first conversation with new Board Member Irem Yerdelen with next steps planned to approach several organisations. They also continue research and approaches for supporters of our 2023/24 programme.

An autumn season of special events has been scheduled for our growing Patrons group, including special exhibition previews and pre-performance and backstage receptions. Additional events are being planned throughout autumn aimed at expanding our networks and growing our family of supporters.

Development have been working with the Digital team to test a new donation pathway for online gift with ticket, which has significantly increased income. Further testing will continue to optimize audience giving.

Recruitment to expand the Barbican Centre Trust has been successful, and we look forward to welcoming new Trustees Stephanie Camu, Cas Donald, Ann Kenrick and Sian Westerman to the Barbican Centre Trust meeting in September. They join the Barbican at a pivotal moment as we are set to grow Development income to support our programme of art, learning and community projects, and biggest upgrade of our building in the Barbican's history.

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<b>Committee:</b> <b>Barbican Centre Board</b>	<b>Dated:</b> 21 September 2022
<b>Subject: Annual Review of the Committee's Terms of Reference</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of: Town Clerk &amp; Chief Executive</b>	<b>For Discussion</b>
<b>Report author: Ben Dunleavy, Governance Officer</b>	

## Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide additional time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. At its May meeting, the Board considered its governance and requested a paper on its terms of reference be brought to a future meeting. Therefore, this report is initially being brought before the Board at its September meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

This process will enable any proposed changes to be considered at the Policy and Resources Committee in good time ahead of the annual appointment of Committees by the Court of Common Council in April.

## Recommendations

Members are asked to:

1. consider any changes to the Committee's Terms of Reference, as required; and,
2. consider the frequency of their meetings going forward, which is currently 6 times per year.

## Main Report

1. The Board already has a well-established pattern of considering its governance arrangements, and the last report on this subject was discussed at the Board's May meeting.

2. These discussions resulted in the Board agreeing to recommend to the Policy and Resources Committee that the term limits for Chairs of the Barbican Centre Board be changed from three years to four years. It was also agreed to recommend that the current Chair of the Board was eligible to stand for a further year at the end of his three years.
3. The Board also agreed that a wider paper considering changes to the Board's terms of reference be brought back to the Board. Since May, informal meetings of Members and Officers have been arranged with the intention of exploring the terms of reference and governance of the Board to generate ideas for this paper.
4. The last scheduled meeting was arranged for 9 September. However, due to the announcement from Buckingham Palace on 8 September of the passing of Her Majesty Queen Elizabeth II and the need for some attendees to attend urgently to matters relating to this, the meeting was rescheduled for a date after the Board meeting.

## **Conclusion**

5. Members are invited to discuss potential changes to the Board's terms of reference, but may wish to bear in mind that an informal meeting of Members and Officers to discuss options for these is scheduled to take place. Ideas generated from this meeting will be taken to the Board for discussion in a future paper.

## **Appendices**

- Appendix 1 – Terms of Reference of the Barbican Centre Board (Order of the Court – April 2022)

### **Ben Dunleavy**

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