



## Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board

**Date:** WEDNESDAY, 7 JULY 2021  
**Time:** 8.30 am  
**Venue:** HYBRID MEETING: VIRTUAL/COMMITTEE ROOMS, WEST WING,  
GUILDHALL

**Members:** Deputy Tom Sleigh (Chair)  
Stephen Bediako (Deputy Chair)  
Randall Anderson  
Tijs Broeke  
Zulum Elumogo  
Lucy Musgrave  
Mark Page  
Jens Riegelsberger

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### **Accessing the virtual public meeting**

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/uLI8qDpjPIQ>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Managing Director after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15 April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

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

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**  
To approve the draft minutes and non-public summary of the previous meeting held on 18 June 2021 (TO FOLLOW).  

**For Decision**
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
5. **ANY OTHER BUSINESS**
6. **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

7. **NON-PUBLIC MINUTES**  
To approve the draft non-public minutes of the previous meeting held on 18 June 2021 (TO FOLLOW).  

**For Decision**
8. **UPDATE ON THE INDEPENDENT REVIEW**  
The Chair to be heard.  

**For Information**
9. **MANAGEMENT UPDATE**  
The Director of Arts and Learning to be heard.  

**For Information**
10. **EDI UPDATE - ACTION PLAN AND HIRING**  
Report of the Chief Operating & Financial Officer and Director of Arts (TO FOLLOW).  

**For Decision**
11. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

**Part 3 - Confidential Item**

13. **MANAGING DIRECTOR**  
Report of the Chair (TO FOLLOW).

**For Decision**

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**NOMINATIONS, EFFECTIVENESS & INCLUSION COMMITTEE OF THE  
BARBICAN CENTRE BOARD  
Friday, 18 June 2021**

Minutes of the informal hybrid meeting of the Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board held at Guildhall and virtually on Friday, 18 June 2021 at 10.00 am

**Present**

**Members:**

Deputy Tom Sleigh (Chair)  
Stephen Bediako (Deputy Chair)  
Randall Anderson  
Tijs Broeke  
Zulum Elumogo  
Lucy Musgrave  
Mark Page  
Jens Riegelsberger

**Officers:**

John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Will Gompertz	- Director of Arts & Learning, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Martin Bailey	- Co-Chair, BAME Network
Amanda Lee-Ajala	- Diversity and Engagement Lead Officer, Town Clerk's
Leanne Murphy	- Town Clerk's Department

**1. APOLOGIES**

There were no apologies.

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

There were none.

**3. COMMENCING THE WORK OF THE NOMINATIONS, EFFECTIVENESS & INCLUSION COMMITTEE**

The Committee received a report of the Town Clerk providing the agreed Nominations, Effectiveness and Inclusion Committee Terms of Reference which were approved by Members at the May Board meeting.

**4. DRAFT WORK PLAN AND MEETING SCHEDULE FOR THE COMMITTEE**

The Committee considered a report of the Town Clerk providing a draft Work Plan for 2021/22 and meeting schedule for the Committee.

Members were advised that this work was a continuation of the Board reviewing itself and implementing a more structured process to improve overall Board effectiveness. This would be reviewed in nine months.

The Committee would now review elected Members (as well as external Members) and the remit had added a role to provide oversight, input and support for senior leadership. This would complement the Corporation's existing processes and include succession planning.

Members noted the Committee's responsibilities for people and agreed that Barbican Stories could not be taken in isolation and the whole picture and work environment must be looked at.

Given the importance of the work needed, Members agreed an increase to the number of meetings from three to five meetings per year was sensible. Members requested that meetings took place two weeks prior to Board meetings and that they were not on the same day as Finance & Risk Committee meetings. It was noted that informal conduit meetings for sound boards on specific topics would continue.

The Chair noted that the Town Clerk had requested that the Committee set in year objectives for Senior Management as soon as possible.

RESOLVED – That the Committee increase the number of its meetings to five times per year and the Town Clerk schedule these meetings.

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

The Director of Arts & Learning provided Members with a management update whereby it was acknowledged that the Directorate were simply too slow to communicate the failings of the EDI Strategy to staff. Management were working to rectify this by communicating with staff as quickly and accurately as possible and implement a suitable structure and a broader EDI Strategy. Members were advised that it would take a full team effort to deliver requirements to resolve the crises and elevate the HR function to create a better Centre for the future. Members were not surprised by situation noting that recommendations were made during the last year by the Reflect & Initiate Group and staff.

A Member wished to understand what had happened over the last seven days including what care, communications and safe channels had been put in place. Members were informed that there had been emails from the Managing Director to all staff, management meetings followed up by department meetings to provide feedback, clearly sign posted support to staff, numerous schemes communicated from the City Corporation and Barbican HR, training for staff and management, plus 24 hour confidential support and counselling all in one place was being implemented. Further communications would also be sent to staff early next week. The Committee were keen to review the communications and provide advice where appropriate, especially if there was any feedback that staff still did not feel they had safe space.

The Deputy Chair was glad to hear there had been progress and saw this as an important moment for the Centre which must be seen to be taking action. It was felt that the City Corporation and management needed immediate support for diversity and hoped processes and structures would not stop swift action from occurring in the long and short term.

6. **ANY OTHER BUSINESS RELATING TO THE WORK OF THE COMMITTEE**

There was no urgent business.

7. **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.

8. **INFORMAL EDI WORKING GROUP AND OUTCOME REPORT**

The Committee received an oral update from the Director of Innovation & Engagement concerning outcomes from the Informal EDI Working Group.

9. **TERMS OF REFERENCE FOR AN INDEPENDENT REVIEW INTO ALLEGATIONS OF RACISM**

The Committee received an oral update from the Chair concerning the need to develop Terms of Reference for an independent review into allegations of racism at the Centre, agree a person and/or people to approach to conduct the review, a timeframe and how the recommendations would be signed off. The Chair welcomed the Town Clerk and Comptroller & City Solicitor to the meeting and welcomed their views.

10. **EQUALITY AND DIVERSITY: ACTION PLAN AND TIMELINE**

The Committee considered a report of the Managing Director concerning the Barbican Equality and Diversity Action Plan and timeline.

11. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There was no business.

**The meeting ended at 12.56 pm**

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Chairman

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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