

BARBICAN CENTRE BOARD

Wednesday, 22 October 2025

Minutes of the meeting of the Barbican Centre Board held at Frobisher Rooms, Level 4, Barbican Centre, Silk Street, London, EC2Y 8DS on Wednesday, 22 October 2025 at 11.00 am

Present

Members:

Alderman Sir William Russell (Chair)	Zulum Elumogo (External Member)
Tijs Broeke (Deputy Chair)	Robert Glick (Ex-Officio Member)
Munsur Ali	Deputy Jaspreet Hodgson
Michael Asante (External Member)	Jane Roscoe (External Member)
Aaron Anthony Jose Hasan D'Souza	Irem Yerdelen

In Attendance

Brenden Barns

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Jackie Boughton	- Barbican Centre
Emma Green	- Barbican Centre
Natasha Harris	- Barbican Centre
Nick Kapoutzis	- Barbican Centre
Luke Kemp	- Barbican Centre
Patrick Moran	- Barbican Centre
Philippa Simpson	- Barbican Centre
Devyani Saltzman	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Sarah Wall	- Chamberlain's Department
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Tobi Ruth Adebekun, Alderman Sir Nicholas Lyons, Anett Rideg, and Jens Riegelsberger.

Mark Page, Tobi Ruth Adebekun, and Stephen Bediako observed the meeting virtually.

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

There were no declarations.

3. **BOARD MINUTES**

RESOLVED: - that the public minutes and non-public summary of the previous meeting held on 17th July 2025 be approved as an accurate record.

4. **SUB-COMMITTEES**

a. **Finance and Risk Committee**

The Board heard a verbal summary of the public section of the meeting of the Finance & Risk Committee of the Barbican Centre Board, held on 30th September 2025.

b. **People, Culture & Inclusion Committee**

The Board heard a verbal summary of the public section of the meeting of the People, Culture, & Inclusion Committee of the Barbican Centre Board, held on 23rd September 2025.

5. **PUBLIC CEO REPORT**

The Board received a report of the Interim CEO, Barbican Centre, comprising of public updates from across the Centre.

The Interim CEO thanked Board Members for their ongoing support of the autumn season. He highlighted the audience feedback, the progress on EDI, and staff culture engagement and wellbeing as items to particularly note within the report.

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

6. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Board received a report of the Town Clerk and Interim CEO, Barbican Centre, concerning the annual review of the Board's own Terms of Reference.

It was agreed that any matters for consideration be submitted to the Town Clerk for discussion at its January 2026 meeting.

RESOLVED: - that Members:

- Consider the Board Terms of Reference set out at Appendix A and agree whether they sufficiently encapsulate the responsibilities of the Board;
- Consider the Board Composition, also set out at Appendix A, and agree whether the Membership is appropriate for the exercising of these duties; and
- Any matters for consideration be submitted to the Town Clerk for discussion at the January 2026 Board meeting, to submit for onward consideration by the Policy & Resources Committee and Court of Common Council.

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

There were no public questions.

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

There were no public items of 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**

RESOLVED: - that the non-public minutes of the previous meeting held on 17th July 2025 be approved as an accurate record.

11. **SUB-COMMITTEES**

a. **Finance and Risk Committee**

The Board heard a verbal summary of the non-public section of the meeting of the Finance & Risk Committee of the Barbican Centre Board, held on 30th September 2025.

b. **People, Culture & Inclusion Committee**

The Board heard a verbal summary of the non-public section of the meeting of the People, Culture, & Inclusion Committee of the Barbican Centre Board, held on 23rd September 2025.

12. **NON PUBLIC CEO REPORT**

The Board received a report of the Interim CEO, Barbican Centre, comprising of non-public updates from across the Centre.

13. **MUSIC DEPARTMENT UPDATE**

The Board received a report of the Interim CEO, Barbican Centre, concerning an update on the Music Department.

14. **LONDON SYMPHONY ORCHESTRA - ANNUAL REVIEW FOR 2024/25**

The Board received the London Symphony Orchestra's Annual Report to the Barbican Centre Board on its 2024/25 season.

NOTE – Following the conclusion of this Item, it was agreed to amend the agenda order to receive Item 15, Barbican Immersive Update and Future Plans, following Agenda Item 17, Barbican Renewal Programme – Change Control (Scope Inclusion).

15. **BARBICAN RENEWAL QUARTERLY REPORT**

The Board received a report of the Interim CEO, Barbican Centre, concerning an update on the Barbican Renewal programme.

16. **BARBICAN RENEWAL PROGRAMME - CHANGE CONTROL (SCOPE INCLUSION)**

The Board received a report of the Interim CEO, Barbican Centre, concerning the approval of a change control (scope inclusion) for the Barbican Renewal programme.

NOTE: At this juncture, the Board agreed to extend the meeting to 1:30pm, as per Standing Order 39.

17. **BARBICAN IMMERSIVE UPDATE AND FUTURE PLANS**

The Board received a report of the Interim CEO, Barbican Centre, concerning a comprehensive overview of the current state, market context, potential and history of Barbican Immersive.

18. **COMMERCIAL DEEP DIVE**

The Board received a report of the Interim CEO, Barbican Centre, concerning a deep dive on the status and opportunities in the two areas of the Barbican's Commercial Directorate: Business Events, and Commercial Development (which incorporated restaurants, cafes and bars, and car parks).

19. ***PROGRAMMING & EVENTS RISK REGISTER**

The Board received a report of the Interim CEO, Barbican Centre, concerning the Arts Programming & Business Events Risk Register.

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

There were no non-public questions.

21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no non-public items of urgent business.

22. **CONFIDENTIAL MINUTES**

RESOLVED: - that the confidential minutes of the previous meeting, held on 17th July 2025, be approved as an accurate record.

The meeting ended at 1.30 pm

Chairman

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