



Barbican Centre Board

Date: WEDNESDAY, 28 JANUARY 2026
Time: 10.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Alderman Sir William Russell (Chair)	Robert Glick, Interim Barbican Centre
Tobi Ruth Adebekun (Deputy Chair)	Trust representative (Ex-Officio
Tijs Broeke (Deputy Chair)	Member)
Munsur Ali	Deputy Jaspreet Hodgson
Michael Asante (External Member)	Alderman Sir Nicholas Lyons
Stephen Bediako (External Member)	Mark Page (External Member)
Aaron Anthony Jose Hasan D'Souza	Anett Rideg
Zulum Elumogo (External Member)	Jens Riegelsberger (External
	Member)
	Jane Roscoe (External Member)
	Irem Yerdelen

Enquiries: Kate Doidge
kate.doidge@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
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 noted without discussion. These have been included in the separate information pack along with other items marked 'For Information' and appendices to reports. 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.

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **BOARD MINUTES**
 - a) Public minutes and non public summary of the Board meeting held on 22 October 2025 (Pages 5 - 8)
 - b) Public minutes and non public summary of the Board meeting held on 24 November 2025 (Pages 9 - 10)
4. ***SUB-COMMITTEES**

To receive the draft public minutes and non-public summary of the recent meetings of the Board's sub-committees.

 - a) ***Finance and Risk Committee**

To receive the public minutes and non-public summary of the Finance and Risk Committee of the Barbican Centre Board meeting held on Monday 8 December 2025.
 - b) ***People, Culture & Inclusion Committee**

To receive the public notes and non-public summary of the inquorate meeting of the People, Culture & Inclusion Committee of the Barbican Centre Board held on Wednesday 10 December 2025.
5. **CEO REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 11 - 20)

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

Joint report of the Town Clerk and Interim CEO, Barbican Centre.

For Decision
(Pages 21 - 26)

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

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

9. **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 Reports

10. **NON-PUBLIC BOARD MINUTES**

- a) Non Public minutes of the Board meeting held on 22 October 2025 (Pages 27 - 34)
- b) Non Public minutes of the Board meeting held on 24 November 2025 (Pages 35 - 36)

11. ***SUB-COMMITTEES**

- a) *Finance and Risk Committee

To receive the non-public minutes of the Finance and Risk Committee of the Barbican Centre Board meeting held on Monday 8 December 2025.

- b) *People, Culture & Inclusion Committee

To receive the non-public notes of the inquorate meeting of the People, Culture & Inclusion Committee of the Barbican Centre Board held on Wednesday 10 December 2025.

12. **NON PUBLIC CEO REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 37 - 64)

13. **BARBICAN BUDGET 2026/27**

Joint report of the Chamberlain and Interim CEO, Barbican Centre.

For Decision
(Pages 65 - 84)

14. **BARBICAN RENEWAL - PROCUREMENT OPTIONS**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 85 - 114)

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

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

Part 3 - Confidential Reports

17. **CONFIDENTIAL MINUTES OF THE BOARD MEETING HELD ON 25 NOVEMBER 2025**

For Decision

18. **BARBICAN - STAFFING MATTERS**

Report of the Interim CEO, Barbican Centre.

For Decision

19. ***SUB-COMMITTEES**

a) ***People, Culture & Inclusion Committee**

To receive the confidential notes of the inquorate meeting of the People, Culture & Inclusion Committee of the Barbican Centre Board held on Wednesday 10 December 2025.

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)
Tijs Broeke (Deputy Chair)
Munsur Ali
Michael Asante (External Member)
Aaron Anthony Jose Hasan D'Souza

Zulum Elumogo (External Member)
Robert Glick (Ex-Officio Member)
Deputy Jaspreet Hodgson
Jane Roscoe (External Member)
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, 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

Contact Officer: Kate Doidge
kate.doidge@cityoflondon.gov.uk

BARBICAN CENTRE BOARD

Monday, 24 November 2025

Minutes of the meeting of the Barbican Centre Board held at Committee Room 1,
2nd Floor, West Wing, Guildhall on Monday, 24 November 2025 at 11.00 am

Present

Members:

Alderman Sir William Russell (Chair)	Anett Rideg
Tijs Broeke (Deputy Chair)	Jens Riegelsberger (External Member)
Deputy Jaspreet Hodgson	Jane Roscoe (External Member)
Alderman Sir Nicholas Lyons	Irem Yerdelen
Mark Page (External Member)	

Observing Virtually:

Tobi Ruth Adebekun
Munsur Ali
Micheal Asante
Stephen Bediako
Zulum Elumogo

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Nick Adams	- Barbican Centre
Jackie Boughton	- Barbican Centre
Natasha Harris	- Barbican Centre
Nick Kapoutzis	- Barbican Centre
Devyani Saltzman	- Barbican Centre
Philippa Simpson	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Sarah Wall	- Chamberlain's Department
Cindy Vallance	- People & Human Resources
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Robert Glick.

Tobi Ruth Adebekun, Munsur Ali, Micheal Asante, Stephen Bediako, and Zulum Elumogo observed the meeting virtually.

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

There were no declarations.

3. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no public questions.

4. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no public items of urgent business.
5. **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.
6. **BARBICAN CENTRE RENEWAL - CONTRACT EXTENSION**
The Board received a report of the Interim CEO, Barbican Centre, concerning a contract extension for Barbican Renewal.
7. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no non-public questions.
8. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
One item of non-public urgent business was raised.
9. **BARBICAN CENTRE RENEWAL**
The Board received a report of the Interim CEO, Barbican Centre, concerning Barbican Centre Renewal.

The meeting ended at 12.17 pm

Chairman

Contact Officer: Kate Doidge
kate.doidge@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Barbican Centre Board - For Information	Dated: 28 January 2026
Subject: Public CEO Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	David Farnsworth, Interim CEO
Report author:	David Farnsworth, Interim CEO

Summary

Below is a summary of activity across our Strategic Framework and Shared Goals for Q3 2025/6.

Recommendation(s)

Members are asked to note the report.

Main Report

EXCITE AND ENGAGE OUR AUDIENCES AND COMMUNITIES

Audience Experience

Customer Conversations - Best Practice Guide

We've introduced a new Best Practice guide to help our teams manage challenging customer interactions with confidence and care. This ensures a more consistent, understanding-led approach across our organisation.

At its heart is our new, tiered "Calm First, Call In, Call Out" model, which clarifies how our Zero Tolerance framework applies in practice and provides transparency on the process of dealing with incidents on the ground. This work responds to feedback from front facing teams and from our audiences and is now active.

Retail: Seasonal gifting - Q3 to date

Seasonal trade in the Foyer Shop during the third quarter is hugely important, delivering approximately 30% of total sales for the year. We are currently ahead of budget both for the quarter and year to date.

This is the busiest period for our shop as sales increase with seasonal gift purchases. A successful discount campaign over the Black Friday period helped to drive sales and increased this period's income year on year. Digital footfall to the online shop trebled month on month in November.

The Barbican Book (working title)

Our retail book buyer has been working on an in-house publishing project to revamp and update a bestselling but very out of date Barbican book; Barbican: Life, History Architecture.

The brand-new book will focus not only on the Architecture but also on the spaces within the Centre, all the creative experiences we host, and the perspective of both the people who make it happen, and those who visit. There will also be a section that focuses on Renewal, and this section will be updated in future print runs of the book. We hope it will become the definitive guide for all visitors to the Centre.

The commissioned Writers are currently working on first drafts, and the designer and editor are researching archival images from each Barbican department, art form and venue. The current timeline for publication is October 2026.

Audience Engagement

Winter/Festive Campaign

Our Winter/Festive campaign drove over 600 new members and over £40K in membership fees.

Winter programme highlights included our big 'always-on' events (*Dirty Looks, Encounters: Giacometti*) ongoing thematic programming (*Fragile Earth* concert series) and seasonal programme for a broad audience (*Twelfth Night, Wicked for Good*).

FUEL CREATIVE AMBITION

Music

The Barbican Music programme presented a raft of premieres in this period, that signalled the new direction of the Classical music programme away from traditional programming and towards wider representation, staged presentations and contemporary relevance.

These included including Bushra El-Turk's new opera *Oum* Les Arts Florissants/Compagnie Amala Dianor's *Gesualdo Passion*. and the new *Liminal* series, featuring commissioned new work by Catherine Lamb, Blasio Kavuma and Jasmine Morris.

The most extensive and well-attended Darbar Festival yet celebrated 20 years, and featured tributes to Zakhar Hussein and a new collaboration with Jikoni restaurant.

EFG London Jazz Festival 2025 at the Barbican had a focus on talent development, with a 20th anniversary celebration of the Take Five scheme, featuring Shabaka and Camila George, and legendary artists from the Japanese jazz scene, including singer Akiko Yano and extraordinary 80-year-old drummer Takeo Moriyama. The young US performance poet Aja Monet was artist in residence, and Serious's Jazz Social beside Milton Court made the Barbican a natural hub for the whole festival. Both weekends featured hugely popular free stage events in the foyer.

The Fragile Earth concert series included two iterations of the live installation (due to popular demand) by Louis VI *Nature ain't a luxury* in the Conservatory.

A highlight of the season was Sir Simon Rattle's Bavarian RSO, who offered a highly revealing rehearsal to our Music patrons in the afternoon.

In December, we partnered with non-classical for a night honouring the pioneering female electronics artist Daphne Oram with a line-up of outstanding contemporary experimental artists and brought in Ute Lemper for a brilliant memoir show.

Renewal works in the Hall and Back Stage are now a priority, and we are liaising closely with the LSO on all aspects of instrument storage, fire safety and improvements to the backstage area, planned for the closure period.

There have been three visits to different audio providers this season (Meier, D&B and L-Acoustics) from technical and programme staff for research and pilot projects as we move towards a new PA for the Hall.

Theatre

We welcomed two new leading, European directors to our main stage this autumn; Caroline Guiela Nguyen and Lukas Twarkowski, with their productions, *Lacrima* and *Rothko*. Another highlight was *Univers* from Spain, for tiny babies and their adults. The RSC began their winter residency with *Wendy and Peter Pan* and their second show this year is a festive *Twelfth Night*, plays until mid-January.

Our spring season of immersive shows *Scene Change* lands, in and around the Barbican, from January to April 2026.

Creative Collaboration

Schools

Our Conservatory Workshop program engaged six state schools - Turnham Academy, Invicta Primary School, Kings Cross Academy, Underhill Primary, City of London Highbury Grove, and SEND school Christ the King and the Courtyard. With an offer of 'Conservation Creatures' and 'Eco-Poetry' workshops.

During the October half term, we offered drama and film holiday camps for young people aged 11–16. We closed the year with backstage tours in collaboration with our technical colleagues in the music team.

Young Creatives

In addition to our Young Poets and Young Film programmers we have offered events and activities for the wider Young Barbican membership as pilots for a future wider offer. This has included *Wicked: For Good* Cabaret and spoken word masterclass session with poet, lyricist and activist Aja Monet as part of the EFG London Jazz Festival curated by Serious.

Public Program

During autumn we have delivered three programs programmed for key underserved audiences.

Voiced: Festival for Endangered Languages, co-curated with artist Sam Winston and poet Chris McCabe, featured a beautiful exhibition in Level G Hub; community workshops with leading poets and artists; a three-day spoken word and music performance programme in the Pit and listening trail by sound artist Jamie Perera which was heard 6,630 times over the month.

Black British Book Festival returned for a second year. The festival platforms a wide spectrum of voices, from leading Black intellectuals to popular cultural figures and emerging artists. 3000 visitors attended. Headline sessions tackled urgent themes such as reparations, identity, and resistance, featuring thought leaders like Kehinde Andrews, Dr Shola Mos-Shogbamimu, and Dawn Butler MP. These were complemented by conversations with household names including Sir Lenny Henry, June Sarpong OBE, Tabitha Brown, Jordan Stephens, and Oti Mabuse, bridging academic discourse with mainstream appeal.

Dirty Weekend takeover explored ideas of sex, sweat, protest, and pleasure through performances, talks, screenings, live art, and late-night club energy inspired by Dirty Looks. Events presented in collaboration with fashion designers Sinead O'Dwyer and Di Petsa, Club Stamina and Howl. The weekend attracted 5000 visitors.

Cinema

Highlights have included our sold-out *Experiments in Film* screening of *The Cinema of Peter Hutton*, introduced by filmmaker Daniel Owusu, and sell outs of all fifteen screenings during our annual *Family Film Week* (filling the Centre with Parents, Caregivers and Young People over half term).

Highlights of this engaging seven days of films, games, and activities included a screening of the big screen adaptation of Julia Donaldson's beloved book *Zog*, accompanied by a nursery rhyme and storybook session led by Barbican Children's Librarian, Adenike Johnson; a screening of the nostalgia classic *E.T. The Extra Terrestrial*, with a lively introduction by our own Families curator Susie Evans to an attentive audience that demonstrated the interest from our audiences for more programming for those 5+; and a screening of *Son of Godzilla* - a crossover event with our *All Kaiju Attack - Earth SOS!* series - followed by an origami making session in the foyer.

Prestige season began in earnest in Autumn, and continues steadily, with awards-contenders bringing increased audiences. We exceeded our October revenue goal by 38% and November goal by 12% - boosted in part by our 35mm run of Yorgos Lanthimos' *Bugonia*, the Barbican being one of three locations in London presenting the film on celluloid.

Guests for our ScreenTalks series have included George Clooney, Adam Sandler and Noah Baumbach (*Jay Kelly*); Laura Dern and Will Arnett (*Is This Thing On?*); Kathryn Bigelow and Rebecca Ferguson (*A House of Dynamite*); Lucile Hadlihalilović (*The Ice Tower*); Ira Sachs and Ben Wishaw (*Peter Hujar's Day*), to name a few.

We also celebrated alongside valued partners who call the Barbican home, welcoming the *London Palestine Film Festival* for their 36th year, *Doc'n Roll* hosted five marquee events during their 12th annual festival, the EFG Jazz Festival hosted three films in the cinema alongside presentations of music and talks across the Centre, and the *London International Animation Festival* returned to the Barbican to celebrate their 22nd year.

Barbican Immersive

Barbican Immersive announced *In Other Worlds*, the first UK solo exhibition by artist, director and BAFTA-nominated producer Liam Young, opening May 2026.

Following the 3-month run at the Barbican, the exhibition will tour internationally and discussions with partner venues are underway.

The inaugural Shift Salon conference, created by the BI Barbican team, took place in the Centre in October. The event convened 50 international cultural leaders from major institutions including the V&A, Serpentine Galleries, Southbank Centre, Royal Shakespeare Company, Qatar Museums, the New Museum, ACMI and Google Arts & Culture. The Shift Salon provided a focused space for private discussion between cultural leaders responsible for commissioning and programming art and legacy venues. A report capturing the key themes will be published in early 2026.

Across touring, *Asian Comics: Evolution of an Artform* is finishing its run at the Museum of Pop Culture (MoPOP) in Seattle in January 2026, having welcomed over 120,500 visitors as of November 2025. The Exhibition was featured in Forbes, describing it as “a deep dive into a rich visual culture” and highlighting how the show “reveals the depth and diversity of Asian graphic storytelling traditions often overlooked in the West.” We are finalising the next North American venue for September 2026.

Visual Arts

On 28 November, Mona Hatoum delivered an artist talk to a sold-out audience in Frobisher Auditorium 2. The talk was an overview of her practice, and she also spoke especially about works in the *Encounters: Giacometti x Mona Hatoum* exhibition and new pieces that were made in response to Giacometti.

As part of the public programme for *Lucy Raven: Rounds*, two film screenings were organised in collaboration with Cinema: *Figures in a Landscape* (8 December) and Lucy Raven's *China Town* + Jean Luc Godard's *Opération Béton* (5 December).

On the 10th December we held a panel discussion expanding on the themes of Dirty Looks, with fashion historian Caroline Evans, artist and archivist Alice Gomme, writer Eilidh Duffy, researcher and photographer Ellen Sampson and stylist and writer Max Pearmain.

On 11th December, Tim Ronalds joined as a speaker as part of our Architecture on Stage series. Ronalds founded Tim Ronalds Architecture, the studio that completed the restoration of the Hackney Empire in 2004 and recently completed Bradford Live.

Exhibition openings 2026

The Visual Arts team are pleased to be opening three exhibitions across January and February 2026.

Starting with our Curve commission, Julia Phillips: *Inside, Before They Speak*, opening on 30 January. Following this will be our final iteration of the *Encounters* series with artist Lynda Benglis, running 12 February - 31 May 2026. Our retrospective of Beatriz González opens on 25 February 2026.

Touring

Noah Davis will run at Philadelphia Museum of Art, its fourth and final venue, between January and April 2026.

BUILD AN ENTERPRISING BUSINESS

Business Events - Strike rate, Events, Pipeline

During Q3, 16 events were delivered in the Barbican Hall - graduation ceremonies (6), the ITV Palooza 2025, the broadcasters annual media event during their 70th year showcasing upcoming shows and new ad tech, attended by many ITV celebrities. In conversation talks with Fane (7), which included Annie Leibovitz and David Olosoga. A further 76 events were delivered - including eleven Christmas parties and repeat client events. New clients included Jimmy Choo (spring and summer photoshoot) and the launch event for the Download Festival.

The business events sales team have handled enquiries worth over £16.5m worth of enquiries, including £7.5m of room hire. Enquiries extend to 30/31. Of the £16.5m, we had to refuse £2.7m due to lack of availability or due to the size of the event.

The sales team have converted over £1.7m since September for events taking place in November 2025 through to December 2026. As we get closer to the end of the

financial year, our pipeline is focussed on Q1 of 2026 and with good availability in January, February and March, we are on track to reach the stretched target of £5M.

The sales team attended the Buyers Networking Club (national trade fair focussing on UK agencies and corporate event bookers) and with London & Partners attended IMEX in Las Vegas and IBTM in Barcelona. These shows combined generated £2.6m worth of enquiries, with most of these for 2027 onwards.

Commercial Development (Restaurants/Bars/Car Parks)

Catering

A key highlight was the October collaboration between Benugo, Darbar, and award-winning Indian fusion restaurant Jikoni, led by chef Ravinder Bhogal. This partnership introduced a bespoke menu designed to complement the week-long festival. The initiative generated very positive feedback from visitors and partners, and reinforcing our ability to innovate and align food offerings with cultural programming, providing a potential model for future collaborations.

Development

We are delighted to share that Slaughter and May will be renewing their Corporate Membership, marking an extraordinary 25 years of continuous support. This represents a remarkable long-term commitment to the Barbican and a dedication to championing the arts within the Square Mile. We look forward to celebrating this anniversary with the Slaughter and May team throughout the coming year.

We are also pleased to confirm the renewal of Corporate Memberships from Bolt Burdon Kemp and AIG. Their continued partnership is greatly valued, and we look forward to engaging their colleagues with our ambitious and inspiring 2026 artistic programme.

These renewals reflect strong confidence in our work and the enduring value of our corporate partnerships.

This year has also seen a record level of support from individual philanthropists, with the visual arts programme, and particularly the commissioning of new work, proving especially appealing to donors. The team has delivered some memorable events for Patrons over the autumn/winter months, helping to strengthen relationships and deepen engagement.

Events have included a special Family Day (with a backstage tour, food & goodie bags) for *Wendy & Peter Pan*, several private curator tours of *Encounters: Giacometti x*

Mona Hatoum and *Dirty Looks*, and an Open Rehearsal with Sir Simon Rattle and the Bavarian Radio Symphony Orchestra which inspired an additional gift from one Patron.

REVITALISE OUR PLACE

Barbican Renewal moves ahead at pace, with RIBA stage 4 design progressing well, an initial Wayfinding strategy submitted, and a procurement strategy drafted for delivering the major capital works.

Critically, in December the City of London Corporation approved a delivery programme for phase 1 (2025-30) which will see the majority of major, disruptive infrastructure and fabric works consolidated into a twelve month period (June 2028-June 2029), during which activity will be paused across much of the Centre, excluding Cinemas 2 and 3.

Work to prepare all the necessary documentation for the Building Safety Regulator continues, following our classification as a Higher Risk Building.

A Health and Safety Report was submitted to the Finance and Risk Committee in November outlining our current status and progress in this area. This report highlighted several positive steps that have been taken to improve our operations and management of the building. However, there is still much work to be done to ensure we achieve best practice, and investment will be required to provide the resource needed to implement these changes.

Our Q3 Sustainability report showed an enormous increase in activity in driving towards our net zero targets and supporting the ambitions of the Corporation to reach net zero by 2040. A number of initiatives have been proposed or implemented, including better management of waste to ensure recycling targets are improved, and investment in LED lighting in areas that have yet to make the switch. Funds were secured to undertake a study of our risk around climate change, and we continue to attend and present at key events, sharing knowledge and learning from peers facing similar challenges.

INVEST IN OUR PEOPLE AND CULTURE

Equity, Diversity & Inclusion (EDI)

The People, Culture & Inclusion (PCI) Committee received the full EDI Strategy Progress report in December 2025. The report highlights the considerable progress made in under three years and the fact that EDI risk levels have now decreased.

26 competencies of 35 have been achieved with all 35 likely to be met by the end of 2027, providing relevant process and projects have been implemented. We continue to work closely with the Corporation to collaborate on these key interdependencies.

The full report, which provides the annual update on the Barbican's EDI Strategy and its associated action plans, is available on the Corporation of London website.

Corporate & Strategic Implications

Strategic implications – within report

Financial implications - none

Resource implications – none

Legal implications – none

Risk implications - none

Equalities implications – none

Climate implications – within report

Security implications – within report

Appendices

None

David Farnsworth

Interim CEO, Barbican Centre

City of London Corporation Committee Report

Committee(s): Barbican Centre Board	Dated: 28 th January 2026
Subject: Annual Review of Terms of Reference	Public report: For Decision
This proposal: <ul style="list-style-type: none">• provides statutory duties• provides business enabling functions	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Town Clerk and Interim CEO, Barbican Centre
Report author:	Kate Doidge, Governance Officer

Summary

This report calls for the annual review of the Board's own Terms of Reference.

At its meeting on 22 October 2025, the Board received a report concerning the annual review of its 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. No matters were put forward for consideration and thus this report is seeking agreement that the Board's terms of reference be submitted for approval to the Policy & Resources Committee and Court of Common Council in April 2026.

Recommendation(s)

Members are asked to:

- Agree that the terms of reference of the Barbican Centre Board be approved for submission to the Court of Common Council in April 2026 via Policy & Resources Committee.

Main Report

1. The Court of Common Council considers and re-appoints committees/Boards to discharge its various responsibilities on an annual basis each April.

2. In anticipation of this, each Grand Committee (i.e. a committee/Board directly appointed by the Court of Common Council) is, invited to consider whether its own terms of reference sufficiently capture and reflect the work of their relevant work areas.
3. Typically, this annual review provides an opportunity for officers and Members to suggest any administrative amendments (such as the updates of names of any Departments, or Committees/Boards) alongside any more substantial revisions that are considered necessary to facilitate strategic change.

Current Position

4. The Board's Terms of Reference document (also known as the 'Court Order') is set out at Appendix A. At its meeting on 22 October 2025, the Board received a report concerning the annual review of its own Terms of Reference. The report advised that if Members feel that updates were necessary, caution be exercised if attempting to draft wording in the meeting as it can have unintended consequences/implications. Therefore, it was recommended that Officers would be instructed to draft proposed amendments and report back to the Board at its next meeting or, alternatively, via the Delegated Authority arrangements.
5. It was agreed that any matters for consideration be submitted to the Town Clerk for discussion at its January 2026 meeting. No matters were put forward for consideration. It is therefore recommended to agree to submit the Terms of Reference to the Policy & Resources Committee and Court of Common Council in April 2026.

Options

6. Members have two options:
 - a) To determine that no changes are required and agree to submit the terms of reference to the Policy & Resources Committee and Court of Common Council (recommended); or
 - b) Make further proposals which can be discussed and approved via Delegated Authority (not recommended for reasons set out in paragraph 4).

Corporate & Strategic Implications

- **Strategic implications** – Any changes should facilitate efficiencies in the delivery of the City of London Corporation Strategy.
- **Financial and Resource implications** – None, providing no additional changes are required. Financial and Resource Implications will need to be considered should the Board seek to make amendments of this nature.
- **Legal implications** – any changes proposed will change internal organisational administrative procedures at the City of London Corporation.
- **Risk implications** – None, providing no changes are required. Risk Implications will need to be considered should the Board seek to make amendments.

- **Equalities implications** – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.
- **Climate implications** - The proposals included in this paper do not carry any significant implications for the Climate Action programme.
- **Security implications** – None

Conclusion

7. It is recommended that this Board consider its terms of reference and decide whether the document accurately reflects the nature of its work and suitably supports the City Corporation in the exercising of its various duties.

Appendices

- Appendix A – 2025/26 Barbican Centre Board Court Order (Terms of Reference)

Kate Doidge

Governance Officer

Town Clerk's Department

E: kate.doidge@cityoflondon.gov.uk

BARBICAN CENTRE BOARD

Constitution

A Non-Ward Committee consisting of,

- Seven Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- Up to eight non-Common Council representatives appointed by the Board, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- the Chair of the Barbican Centre Trust (ex-officio)

The Chair of the Board shall be elected from the City Corporation Members.

The Board shall elect a Deputy Chair from the Members and the Board shall also elect a second Deputy Chair, appointed from the External Membership of the Board.

There is a maximum service limit of nine years, which shall apply to all Members (including ex-officio) not counting service as Chair or Deputy Chair.¹

Quorum

The quorum consists of any five Members, provided that Common Councillors are in the majority for the approval of the Budget, the appointment of External Members and the appointment of the Chief Executive Officer.

Terms of Reference

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;
- (b) the appointment of the Chief Executive Officer of the Barbican Centre;
- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:-
 - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and
 - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

¹ Other than in specific cases approved by the Court of Common Council.

KING, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 th April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:-
 - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and
 - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

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