

## **BARBICAN CENTRE BOARD**

**Wednesday, 22 January 2020**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 January 2020 at 11.00 am

### **Present**

#### **Members:**

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

### **In Attendance**

#### **Officers:**

Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Louise Jeffreys	- Artistic Director, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Jenny Mollica	- Director of Creative Learning, Barbican Centre
Natasha Harris	- Director of Development, Barbican Centre
Niki Cornwell	- Head of Finance and Business Administration, Barbican Centre
Toni Racklin	- Head of Theatre and Dance, Barbican Centre
Sarah Wall	- Principal Accountant, Barbican Centre
Lisa Moore	- Policy & Compliance Officer, Chamberlain's Department
Andrew Buckingham	- Communications Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies for absence were received from Stephen Bediako (Skyped into meeting), Gerard Grech, Judith Pleasance and The Rt Hon. the Lord Mayor, Alderman William Russell.

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

There were no declarations.

#### **3. BOARD MINUTES**

The public minutes and summary of the Board meeting held on 20 November 2019 were approved as a correct record suggest to one typo.

4. **FINANCE COMMITTEE MINUTES**

The draft public minutes of the Finance Committee meeting held on 13 January 2020 were received.

5. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The workplan for Board meetings in 2020 was also noted.

With regards to action 1, Members were advised that a Civil Strategy was being drafted and would be brought to the March 2020 Board meeting. A National Strategy would follow at a later meeting.

Concerning action 2, Members were informed that this information had been covered at the morning's Risk Committee meeting and would be brought to the next Finance Committee meeting.

With regards to action 4, Officers confirmed the tax reliefs had been paid and the delays were caused by issues with the Barbican's bank account.

All other actions were complete or covered on the agenda.

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

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas. The following comments were made:

- The Chairman welcomed the new Director of Development to the Board.
- The Managing Director confirmed that the strategic plan wording had been revised following Member feedback and would be implemented and aligned with the business model.
- It was noted that the Artistic Director would be focussing on bringing the strategic plan and KPIs forward before leaving the organisation at the end of March. The role would be covered on a freelance basis in April whilst the future of the position was decided.
- The 2020 annual theme, Inside Out, has begun and featured on Timeout's Best Things to Do in the World in 2020 article.
- Members were advised that the finances for the *Into the Night* exhibition were covered in the business review and the next exhibition, *Masculinities*, would open in February.
- The Walthamstow Garden Party was voted as a top green festival and also won a bronze certification for access from Attitude is Everything.
- The first National Towards a Creative Curriculum Conference on 10 January 2020 was a success hosting 200 delegates and teachers from across the country looking at how to imbed arts in the national

curriculum. A key message was “art makes children powerful” and the hashtag #teachingsbeautiful was trending. The next conference will take place in 2022.

- It was confirmed that Spektrix would go live on 4 February 2020.
- The Barbican is working in partnership with the LMA on a second bid to the National Lottery Heritage Fund for submission end of February.
- It was noted that the ‘ad-hoc’ fire project list was now complete, subject to auditing.
- The Director of Operations and Buildings advised that the capital bids for the Exhibition Halls were successful including a £5m bid for health and safety works. The risks were being mitigated whilst surveys were being carried out and works would begin in the late summer and take approximately 18-24 months.
- The Chief Operating & Financial Officer stated that despite shortfall issues, business was robust and income streams were generally strong across the board. With corporate budgets tightening and the increasing lack of resilience of the Barbican’s financial model, changes to the Business Model were necessary for future stability.
- The Chairman noted the Lord Mayor’s engaging lecture at Gresham College on the theme Trade, Innovation and Culture. Members were pleased that the Lord Mayor had a clear commitment to culture in the City and involved in a number of events which would be crucial to showing the impact and significance of the Culture Mile.
- The importance of diversity in everything the Barbican does and its benefits on more than a moral basis but as a profitable justification was highlighted with the Member questioning how this could be capitalised using the Roundhouse and the Young Vic as good examples in the industry. Members were advised that the Barbican were involved with both organisations and used networking learning opportunities whilst retaining the Barbican’s unique offer.
- Members were advised that a steering group had been developed looking at diversity and inclusion which engaged with other groups. It was also noted that the annual equality and inclusion update would come to the Board in July and enforcing this in the workforce remained a key priority.
- In response to a query regarding resource to support the exploration of innovative ideas outside of normal business, Members were advised that the Business Review defined the need to build and develop income streams.

RECEIVED.

7. **PROPOSED AMENDMENT TO TERMS OF REFERENCE AND EXTENSION OF CHAIRMAN'S TERM**

The Board considered a report of the Town Clerk concerning a proposed amendment to the Board's Terms of Reference and an extension of Chairman's term.

*The Chairman left the room and the Deputy Chair took the chair whilst the Board made its decision.*

A Member highlighted the importance of good governance and questioned if the current terms of reference confined membership to a detriment to the Board, i.e. the loss of a Member with significant knowledge and experience in a period of considerable change. The Town Clerk confirmed that the nine-year term limit was not mandated by any particular statute or law, but rather was a self-imposed restriction adopted in the interests of good governance. The Board could therefore decide to alter its constitution if it was deemed necessary.

RESOLVED – That Members consider a proposed amendment to the Barbican Centre Board's Constitution and Terms of Reference, waiving the nine-year maximum service rule on a temporary basis in respect of Deputy Shilson, to allow for the possibility of the incumbent Chairman to extend his term on the Board for one additional year. This would facilitate his service as Deputy Chairman for 2020/21.

8. **SAFEGUARDING POLICY**

The Board considered a joint report of the Director of Creative Learning and Head of HR Barbican/Guildhall School regarding the annual review of the Safeguarding Policy.

RESOLVED – That Members note the report and approve the updated safeguarding policy

9. **HEALTH AND SAFETY ANNUAL UPDATE**

The Board considered a joint report of the Director of Creative Learning and Head of HR Barbican/Guildhall School presenting the updated Safeguarding Policy which is reviewed annually.

Members were advised that work with the Barbican/Guildhall School alliance was progressing well and that the alliance would be auditing all departments for the 2020 Certificate of Assurance to build one team.

RESOLVED – That Members note the report and approve the updated safeguarding policy.

10. **INTERNAL AUDIT UPDATE**

The Board received a report of the Head of Internal Audit providing an update on Internal Audit activity undertaken at the Barbican Centre between November 2019 and January 2020.

The Chairman noted that this report was discussed heavily at the Risk Committee and it was agreed that a better narrative was needed to ensure proper scrutiny by Members.

RESOLVED – That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation.

**11. THEATRE & DANCE: ANNUAL PRESENTATION**

The Board received a report of the Artistic Director providing an update on performance over the past year and setting out the Theatre department's strategy and planning for the coming period, in the context of the Barbican's Strategic Plan and the City of London Corporate plan.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

**14. EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.  
15-30

Paragraph No.  
3

**15. NON-PUBLIC BOARD MINUTES**

The non-public minutes of the Board meeting held on 20 November 2019 were approved as a correct record.

**16. NON-PUBLIC FINANCE COMMITTEE MINUTES**

The draft non-public minutes of the Finance Committee meeting held on 13 January 2020 were received.

**17. BOARD APPOINTMENT**

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

**18. THEATRE & DANCE: ANNUAL PRESENTATION (NON-PUBLIC SECTION)**

The Board received the non-public appendices to be read in conjunction with item 11.

19. **BACKSTAGE ISSUES AT THE BARBICAN CENTRE**  
The Board considered a report of the Managing Director providing an update on backstage issues being experienced at the Centre.
20. **UPDATE TO THE MUSIC PRESENTATION (20 NOVEMBER 2019)**  
The Board noted a report of the Artistic Director providing further information concerning the Performing Right Society gender balance initiative further to the update to the Music Presentation update on 20 November 2019.
21. **SAND & SEAL WOODBLOCK FLOORING - GW6 OUTCOME REPORT**  
The Board considered a Gateway 6 outcome report of the Head of Engineering and Projects, Barbican Centre providing an update on the Sand & Seal Woodblock Flooring project to the Barbican Centre level -1.
22. **FIRE DOOR RECTIFICATION - GW2 ISSUE REPORT**  
The Board considered a Gateway 2 Project Proposal report of the City Surveyor providing an update on the Centre's Fire Door Rectification project.
23. **FIRE SAFETY PROJECTS (MULTIPLE) - GW2 ISSUE REPORT**  
The Board considered a Gateway 2 issue report of the City Surveyor providing an update on the Centre's multiple Fire Safety Projects.
24. **FIRE STOPPING AND COMPARTMENTATION - GW2 ISSUE REPORT**  
The Board considered a Gateway 2 issue report of the City Surveyor providing an update on the Centre's Fire Stopping and Compartmentation project.
25. **BAD DEBTS ANNUAL UPDATE**  
The Board considered a report of the Managing Director providing Members with an annual update on bad debts for the Barbican for the period up to December 2018, with some small bank charges to write off from 2019.
26. **\*RISK UPDATE**  
The Board received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.
27. **\*PROGRAMMING RISK REGISTER**  
The Board received a report of the Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.
28. **BARBICAN BUSINESS REVIEW - SEPTEMBER 2019 (PERIOD 8)**  
The Board considered a report of the Chief Operating & Financial Officer setting out the Business Review for the September 2019 (Period 8) accounts.

29. **\*CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

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

There were no questions.

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

There was one urgent item.

**The meeting ended at 12.20 pm**

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Chairman

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