

## **BARBICAN CENTRE BOARD**

**Wednesday, 27 January 2021**

Minutes of the virtual meeting of the Barbican Centre Board held on Wednesday, 27 January 2021 at 11.00 am

### **Present**

#### **Members:**

Deputy Tom Sleight (Chair)	Alderman David Graves
Deputy Dr Giles Shilson (Deputy Chairman)	Gerard Grech (External Member)
Munsur Ali	Deputy Wendy Hyde (Ex-Officio Member)
Randall Anderson	Emma Kane (Ex-Officio Member)
Stephen Bediako (External Member)	Jeremy Mayhew
Tijs Broeke	Wendy Mead
Russ Carr (External Member)	Lucy Musgrave (External Member)
Zulum Elumogo (External Member)	

#### **Officers:**

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	- Director of Development, Barbican Centre
Leonora Thomson	- Interim Artistic Director, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	- Head of Finance and Business Administration, Barbican Centre
Cornell Farrell	- Head of Engineering and Projects, Barbican Centre
Nick Adams	- Acting Head of Communications, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Laura Whitticase	- Strategic Lead, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Sarah Wall	- Principal Accountant, Barbican Centre
Phil Newby	- Head of Marketing, Barbican Centre
Toni Racklin	- Head of Theatre & Dance, Barbican Centre
Andrew Buckingham	- Communications Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Vivienne Littlechild, the Rt Hon. the Lord Mayor, Alderman William Russell and Jenny Waldman

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

There were no declarations.

### **3. MINUTES**

a. **Barbican Centre Board**

The public minutes and summary of the Board meeting held on 18 November 2020 were approved as a correct record.

b. **Finance & Risk Committee**

The draft public minutes of the Finance & Risk Committee meeting held on 11 January 2021 were received.

c. **Nominations Committee**

The draft public minutes of the Nominations Committee meeting held on 18 November 2020 were received.

4. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The work plan for Barbican meetings in 2021 was also noted.

5. **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 Managing Director confirmed the Centre was again closed to the public for the third national lockdown and streamed content would continue online. There had been significant activity up until the point of closure achieving a public confidence score of 97/8% and work would continue operationally behind the scenes. It was acknowledged that this had been the most difficult period for the Centre as staff continued to do more for less, and momentum and morale was low under the current restrictions.
- There has been considerable activity online for Creative Learning through schools, teacher training, young creatives, podcasts, etc.
- Members were encouraged to attend the Digital Products meetings that are taking place fortnightly.
- A new Creative Alliance Working Group has been established to provide a forum for planning and progressing Barbican Guildhall bridging projects.
- With regards to operations and buildings, the Team were making the most of unrestricted access to the Barbican and Guildhall School to maintain and enhance assets.
- It was noted that staff were being furloughed where possible across all Departments.
- Regarding Development, it was highlighted that recommendations and introductions were invaluable in terms of potential charitable donations

or partnerships and Members were encouraged to liaise with the Director of Development regarding possible connections.

- Members voiced their support for all staff who continued to work extremely hard in difficult times, pulling through and working to build back better. It was noted that the Centre was appreciative of the support from the City Corporation.
- A Member felt that there was an opportunity to promote the Barbican's event spaces to businesses now looking to downsize and recommended approaching these companies.
- Members were impressed by the support the Barbican was giving to the young and teachers during lockdown through its Creative Learning work, its civic work supporting community mental and physical health, and the ticketing staff who were refunding the public for events that were no longer able to go ahead. The Chair echoed support noting the huge amount of work going on behind the scenes.

RESOLVED – That Members endorse Management's approach to the future activities of the Centre.

**6. BARBICAN LISTED BUILDING MANAGEMENT GUIDELINES (VOLUME 3A) - ARTS CENTRE SUPPLEMENTARY PLANNING DOCUMENT**

Members considered a report of the Director of the Built Environment concerning the draft Barbican Arts Centre Listed Building Management Guidelines Volume III.

It was requested that a full briefing from the Director of the Built Environment be provided to ensure Members fully understood this important work.

RESOLVED – That Members approved the draft text of the Barbican Listed Building Management Guidelines Draft SPD, Volume III and agree that the document be published for formal public consultation in March 2021

**7. EQUALITY AND INCLUSION UPDATE**

The Board received an oral update from the Director of Innovation and Engagement providing an update on the equality and inclusion work underway at the Centre.

Members were informed that the Barbican Anti-Racism Reflect and Initiate Group was live and meeting weekly. This Group was engaging across Centre, looking externally for example of good practice in the Sector and beyond and collaborating with the Barbican's strategic groups on its workstreams and Business Plan.

Training has progressed regarding inclusive leadership and the Group is working with HR and the Equality Group to roll out a full training programme for the Management Team and staff.

The Group is also aligning with the City Corporation's Tackling Racism Taskforce and the work coming out from its recommendations that recently went to Policy & Resources Committee. The Town Clerk agreed to share this report.

**8. \*INTERNAL AUDIT UPDATE**

The Board considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre since its last meeting.

RESOLVED - That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation;
- Provide input to high level audit planning proposals for 2021-22 by suggesting potential areas of coverage.

**9. \*HEALTH AND SAFETY ANNUAL REPORT**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2021.

RECEIVED.

**10. \*PROJECTS 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.

RECEIVED.

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

There were no questions.

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

External Member advertising

The Chair updated Members on the progress of the new advertising process for External Members on the Board which way underway. The Chair stated that the advertisement would run until Friday, but a great calibre of people had already applied (approximately 100 expressions of interest), and the Nominations Committee would be reviewing candidates at its next meeting. It was hoped that recommendations would be ready for the Board to consider at its March meeting.

Members were supportive of this new process which opened the net much further in attracting talent for the Board. Members were encouraged to share the advert on social media and the Chair and Managing Director noted that they were happy to have informal chats with anyone who might be considering applying.

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 MINUTES**

a. **Barbican Centre Board**

The non-public minutes of the Board meeting held on 18 November 2020 were approved as a correct record.

b. **Finance & Risk Committee**

The draft non-public minutes of the Finance & Risk Committee meeting held on 11 January 2021 were received.

c. **Nominations Committee**

The draft non-public minutes of the Nominations Committee meeting held on 18 November 2020 were received.

15. **THEATRE: ANNUAL PRESENTATION**

The Board received a report of the Interim Artistic Director providing an overview of the Barbican Theatre and Dance department's recent activity, current positioning and forward strategy within the context of the Barbican's overall vision, mission and Strategic Business Plan.

16. **COVID-19 SITUATION UPDATE**

The Board considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

17. **BREXIT PLANNING UPDATE**

The Committee received a report of the Managing Director setting out the out the key areas of the business likely to be affected by the end of the Brexit transition period and how this could impact the Barbican's work.

18. **BARBICAN CENTRE & GUILDHALL SCHOOL CONFINED AND DANGEROUS SPACES**

The Board considered a joint Gateway 2 project proposal report of the Director of Operations & Buildings and City Surveyor concerning works in confined and dangerous areas of the Barbican Centre and Guildhall School.

19. **BUSINESS PLAN UPDATE**

The Board considered a report of the Chief Operating & Financial Officer updating Members on the Barbican business plan, setting out a reporting framework for future Board meetings.

20. **AUDIENCE ANALYSIS IN THE REOPENING PERIOD JULY - NOVEMBER 2020**

The Board received a presentation from the Head of Marketing providing an audience analysis in the reopening period July to November 2020.

21. **DEVELOPMENT UPDATE ON BCT RECRUITMENT**

The Board received an oral update from the Director of Development providing a development update on Barbican Centre Trust (BCT) recruitment.

22. **\*CYBER SECURITY ANNUAL REPORT**

The Board received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's Information Security posture, covering the most prominent external cyber threats, the cyber-related achievements for the year, professional training and development, current system proposals, staff cyber training programme and current risks.

23. **\*BAD DEBTS ANNUAL UPDATE**

The Board received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's bad debts for the period up to December 2019.

24. **\*BARBICAN BUSINESS REVIEW - NOVEMBER 2020 (PERIOD 8 - 20/21)**

The Board considered a report of the Chief Operating & Financial Officer setting out the Business Review for the November 2020 (Period 8 – 20/21) accounts.

25. **\*PROJECTS UPDATE: NON-PUBLIC APPENDIX**

The Board received the non-public Projects Update appendix to be read in conjunction with item 10.

26. **\*CONTROVERSIAL PROGRAMMING RISK REGISTER**

The Board received a report of the Interim 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.

27. **\*RISK UPDATE**

The Board considered a report of the Director of Operations and Buildings updating Members on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.

28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were none.

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

There were two urgent items.

**The meeting ended at 1.18 pm**

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Chairman

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