

BARBICAN CENTRE BOARD

Wednesday, 17 November 2021

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 17 November 2021 at 11.00 am

Present

Members:

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| Deputy Tom Sleight (Chair) | Deputy Wendy Hyde |
| Tijs Broeke (Deputy Chair) | Vivienne Littlechild |
| Randall Anderson | Graham Packham |
| Munsur Ali | Mark Page (External Member) |
| Russ Carr (External Member) | Jens Riegelsberger (External Member) |
| Zulum Elumogo (External Member) | Jane Roscoe (External Member) |
| Farmida Bi (External Member) | Jenny Waldman (External Member) |
| Gerard Grech (External Member) | |

Officers:

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| John Barradell | - Town Clerk & Chief Executive |
| Sandeep Dwesar | - Interim Managing Director, Barbican Centre |
| William Gompertz | - Interim Managing Director, Barbican Centre |
| Jonathon Poyner | - Director of Operations & Buildings, Barbican Centre |
| Natasha Harris | - Director of Development, Barbican Centre |
| Nina Bhagwat | - Interim Director of Equity, Diversity, and Inclusion, Barbican Centre |
| Sarah Wall | - Head of Finance, Barbican Centre |
| Liam Jarnecki | - Project Manager, Town Clerk's Department |
| Nick Adams | - Strategic Lead (Policy and Engagement), Barbican Centre |
| Steve Eddy | - Head of HR, Barbican Centre |
| John Park | - Head of Media, Town Clerk's Department |
| Sam Wright | - CLEAR Network Chair |
| Martin Bailey | - Previous CLEAR Network Co-Chair |
| Leanne Murphy | - Town Clerk's Department |

1. APOLOGIES

Apologies for absence were received from Stephen Bediako, Wendy Mead, Graham Packham, Anne Fairweather, Alderman William Russell and Alderman David Graves.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the Barbican Centre Board meeting held on 22 September 2021 be approved as an accurate record.

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

The Board considered a report of the Interim Managing Directors regarding the Management Report by the Centre's Directors.

RESOLVED, that Members endorse Management's approach to the future activities of the Centre.

5. **LEWIS SILKIN EXTERNAL REVIEW INTO RACISM AT THE BARBICAN CENTRE**

The Board received a report of the Deputy Town Clerk and Chief Executive concerning the Lewis Silkin External Review into Racism at the Barbican Centre.

The Chair and Town Clerk summarised the context for the commissioning of Lewis Silkin Review and HR Audit. Members were informed that additional resources would go to the Barbican and the Interim Managing Directors were working to take forward the actions as it was important for them to be owned by the Centre with City Corporation oversight.

The Deputy Chair (statutory) read a statement on behalf of the Deputy Chair (External) who was happy that everything had been publicly published with full transparency and hoped to move forward more positively. The key issue remained HR, which was felt to have been underinvested to the detriment of the Barbican, and the Town Clerk was asked what plans there were to invest in the City Corporation and Barbican's HR Department.

The Town Clerk responded that the decision regarding additional funding needed to follow after the action plan was implemented. This consideration would need to be taken to the Establishment Committee and brought back to the Board. The Town Clerk encouraged the Board to support the Barbican's HR Team in delivering the enormous task upon them.

The Deputy Chair read feedback by a Member unable to attend the meeting concerning the role of the Board to ensure good governance, the need for more significant reference to the Board in the action plans and the need for the Board to take a central role in the governance of how they are taken forward including regular reports to the Board.

Members recognised there needed to be Board accountability and agreed they had not been as proactive, open and responsive as they should have been in the past. It was acknowledged that Members were aware the action plan was moving too slowly, and the Board should have pushed harder. Members committed to remain vigilant for the future and willing to intervene when necessary.

In response to a query concerning why inclusivity targets were set as medium-term rather than sooner, Officers confirmed this was because the amount of employee data was not satisfactory as a baseline to set targets and this data needed to be collected first. It was noted that the HR Audit articulated the need to analyse data to show how the Centre was not only doing at the time, but also

year on year. The collection of good data required trust and resources which would take time. Members highlighted that people were the Centre's most important asset and encouraged the HR and Comms Teams to think about people and culture in all language and messaging.

Members highlighted the long list of actions to track and the need for a systematic way of reporting on issues, e.g. RAG reports with issues and progress clearly identified. A Member noted that the Tackling Racism Taskforce did this well and requested that reporting come in the same format at every meeting to assist Members to track and monitor.

A Member identified the key issue of culture at the Centre which went even further than racism as overall general respect for all staff. It was felt that there needed to be an aggressive push to resolve all culture issues and seriously look at all broader issues as this could set the Centre up for failure. There was concern that other staff could be feeling underappreciated or side-lined and if the Centre wished to strive for excellence, there needed to be opportunities, development and apprenticeships available.

Members were informed that the Centre was striving for a fundamental shift in culture with equity sitting in everything it did. It was hoped Barbican Futures and Masters would add real value. Officers acknowledged that the way the Centre worked with the Board also needed to change with the Board involved with full understanding of what is being done to ensure they understood the issues and provide necessary support.

With regards to the recommendation to appoint a Member as a Board Champion to sponsor the implementation of the plan, to champion it and to ensure accountability, Members regarded this as a good way forward and Professor Jane Roscoe was appointed. It was also agreed that the Board Champion be a Member of the Nominations, Inclusion & Effectiveness Committee.

RESOLVED, that Members: -

- Note the content of the reports resulting from the External Review and the HR Audit;
- Appoint Professor Jane Roscoe as the Board Champion and a Member of the Nominations, Inclusion & Effectiveness Committee for the remainder of the municipal year;
- Authorise the Town Clerk to:
 - implement the Action Plan (as defined below) including delegating responsibility for specific actions to the appropriate people;
 - take such further steps as are deemed appropriate by him with regard to the Specific Allegations (as defined below); and

- implement the actions recommended by the HR Audit.

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

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

8. **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.

9. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the Barbican Centre Board meeting held on 22 September 2021 be approved as an accurate record.

10. **BARBICAN BUDGET 2022/23**

The Board considered a report of the Interim Managing Director regarding the Barbican Budget 2022/23.

11. **BARBICAN BUSINESS PLAN PERFORMANCE INDICATOR**

The Board noted a report of the Interim Managing Director regarding the Barbican Business Plan Performance Indicator.

12. **BARBICAN CENTRE - 40TH ANNIVERSARY**

The Board received a report of the Interim Managing Director concerning the Barbican Centre – 40th Anniversary.

13. **MUSIC: ANNUAL UPDATE**

The Board received a report of the Director of Arts & Learning regarding the Music: Annual Update.

14. **LSO ANNUAL REVIEW 2020/21**

The Board received a report of the Managing Director, London Symphony Orchestra concerning the LSO Annual Review 2020/21.

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

There were no questions.

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

There was no other non-public business.

17. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the Barbican Centre Board meeting held on 22 September 2021 be approved as an accurate record.

18. **BARBICAN RENEWAL - UPDATE AND SELECTION PANEL LONG LIST**

The Board received a report of the Joint Interim Managing Director providing an update on the Barbican Renewal and selection panel longlist.

The meeting ended at 1.25 pm

Chairman

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