

BARBICAN CENTRE BOARD

Wednesday, 29 January 2025

Draft Public Minutes of the meeting of the Barbican Centre Board held in the Frobisher Rooms, Barbican Centre on Wednesday, 29 January 2025 at 11.00 am

Present

Members:

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| Alderman Sir William Russell (Chair) | Zulum Elumogo (External Member) |
| Tobi Ruth Adebekun (Deputy Chair) | Jaspreet Hodgson |
| Munsur Ali | Mark Page (External Member) |
| Deputy Randall Anderson | Jens Riegelsberger (External Member) |
| Farmida Bi (External Member) | Jane Roscoe |
| | Despina Tsatsas (External Member) |

Observers

Micheal Asante
Irem Yerdelen

Officers:

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| David Farnsworth | - Interim CEO, Barbican Centre |
| Ali Littlewood | - Executive Director of Human Resources & Chief People Officer |
| Ali Mirza | - Barbican Centre |
| Cornell Farrell | - Barbican Centre |
| Natasha Harris | - Barbican Centre |
| Devyani Saltzman | - Barbican Centre |
| Philippa Simpson | - Barbican Centre |
| Jackie Boughton | - Barbican Centre |
| Sarah Wall | - Barbican Centre |
| James Tringham | - Barbican Centre |
| Harriet Usher | - Barbican Centre |
| Beau Vigushin | - Barbican Centre |
| Mark Lowman | - City Surveyor's Department |
| Cindy Vallance | - HR Department (City Corporation) |
| Matthew Cooper | - Town Clerk's Department |

1. APOLOGIES

In advance of the meeting, formal apologies were received from Stephen Bediako, Tijs Broeke, Alderman Sir Nicholas Lyons, and Irem Yerdelen.

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

There were no declarations.

3. **BOARD MINUTES**

The draft public minutes and non-public summary of the meeting held on Wednesday, 20 November 2024 were approved as an accurate record.

Under matters arising, the Town Clerk confirmed that the proposed amendment to the Terms of Reference debated at the last meeting of the Board, namely, around the Board's involvement in the appointment of the Centre's CEO, would not be required as the Corporation's Chief Officer recruitment procedure, approved by the Court of Common Council, dictates which committees/Boards are involved in which Member-led posts, and so stands without the need for additional reference within individual Terms of Reference documents.

4. **CEO PUBLIC REPORT BY THE BARBICAN'S DIRECTORS**

The Board considered a Report of the interim CEO, Barbican Centre comprising updates from across the Centre.

In response to a query, officers reflected on the slower return to pre-covid footfall levels across the London gallery sector compared to cinemas and theatres (which were now back to pre-2020 levels). The view across the sector was that cinemas and theatres were attracting more intentional visits (i.e. pre-planned) from all age groups, gallery visits still tended to attract discretionary visitors, from narrower demographics, many of whom worked in London three days a week (Tuesday – Thursday). In addition, the sector was looking at implementing dynamic pricing as a way to attract greater footfall on less popular days.

RESOLVED – that Members note the Report and endorse the Management's approach.

5. **BARBICAN RENEWAL GOVERNANCE**

The Board considered a Report of the interim CEO, Barbican Centre concerning governance arrangements for the Barbican Renewal Programme.

Officers confirmed that the Barbican Renewal Project Board and the Chamberlain's Assurance Board would continue as officer only groups which would work in conjunction with, and report into, the new Sub-Committee.

Officers confirmed that one (or more) of the three external Members proposed in the composition of the Sub-Committee could be drawn from outside of the Barbican Centre Board, if somebody with a particular skill set or expertise was identified as bringing a valuable addition to the Sub-Committee's work. This was in line with the composition rules for the Barbican Finance & Risk Committee of the Barbican Centre Board and was common in other Committees across the City Corporation.

A Member asked that given the Board's ultimate remit around the funding envelope for Renewal, consideration should be given as to how this was addressed as a standing item at each Barbican Centre Board meeting.

Members and officers reflected on the vital importance of ensuring the communications around Renewal were effective and capacity was in place to support this over the programme's lifecycle. A pro-active strategy around communications was being developed and Members would be kept updated as to progress.

The Board and officers endorsed a Member's request that all remained attentive to ensuring gender balance on the Sub-Committee.

RESOLVED – that the Board approved, for onward consideration by the Court of Common Council:

1. The creation of a new sub-committee of the Barbican Centre Board (Barbican Renewal Sub-Committee) as per the terms of reference set out in Appendix 1, for the delivery of the Barbican Renewal 2025-2030, noting that this is a departure from existing Major Projects arrangements (currently overseen by the Capital Buildings Board).

2. Joint SROs are appointed (City Surveyor and CEO of the Barbican Centre) with delegations as set out in the table at paragraph 12. It is requested that the CEO of the Barbican Centre is appointed joint SRO with the City Surveyor. It is recommended to Grant authority to the joint SROs to make decisions up to £5m, and to act in areas as defined by the Board, referring decisions above this value to the City Surveyor solely. The City Surveyor retains delegated authority up to £15m, noting that decisions above those thresholds remain subject to formal consideration by Barbican Renewal Sub-committee.

It is recommended to establish SROs delegation with immediate effect, with urgent decisions within the scope of the new sub-committee to continue to be presented to BCB and P&R, if needed before the establishment of the new sub-committee.

3. A Delivery Director is appointed. It is requested that the Director for Buildings and Renewal is named Delivery Director and granted Delegated Authority for the approval of Purchase Orders, procurement strategy and awarding of contracts up to £2m.

4. Note that any requests for funds beyond the agreed budget envelope of £231m, within the Optimism Bias contingency of £57m (noted in papers to the Court of Common Council on 5th December) are brought to the Policy and Resource Committee for consideration.

5. Note that, subject to approval this day, an Options Analysis on use of the Exhibition Halls is reviewed by Barbican Renewal Sub-Committee and Barbican Board before presentation to Policy and Resource Committee in Spring 2025.

6. Following approval at Policy and Resources Committee in November, Members have endorsed the development of a 10-year business plan to support the Barbican Renewal Programme and ensure its benefits are fully realised. It is proposed that the review and approval of the business plan be

excluded from the remit of the Barbican Renewal Sub-Committee, with these responsibilities instead resting with the Barbican Centre Board, subject to final approval by the Policy and Resources Committee.

6. **BARBICAN CENTRE HEALTH AND SAFETY (PUBLIC) REPORT**

The Board received a Report of the interim CEO, Barbican Centre concerning Health and Safety at the Centre.

RESOLVED – that Members note the Report.

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 was one item of urgent public business.

Given the impending City elections, the Chair thanked the elected Members of the Board for the contributions over the 2024/25 civic year. He reminded all Members that the next formal meeting of the Board was scheduled for Thursday, 8 May.

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 MINUTES**

The draft non-public minutes of the meeting held on Wednesday, 20 November 2024 were approved as an accurate record.

11. **NON-PUBLIC CEO REPORT BY THE BARBICAN'S DIRECTORS**

The Board considered a Report of the interim CEO, Barbican Centre comprising non-public updates from across the Centre.

12. **BARBICAN CENTRE BUDGET 2025/26**

The Board considered a joint Report of the interim CEO, Barbican Centre and the Chamberlain concerning the Barbican Centre Budget for 2025/26.

13. **BARBICAN RENEWAL: FUNDING DRAWDOWN**

The Board considered a Report of the interim CEO, Barbican Centre concerning a funding drawdown for the Barbican Renewal Programme.

14. **BARBICAN RENEWAL - PHASE 1 INFRASTRUCTURE - TASK ORDER 2**

The Board considered a joint Report of the interim CEO, Barbican Centre and the City Surveyor concerning Phase 1 infrastructure works.

15. **PROJECT MANAGEMENT TENDER - DELEGATED AUTHORITY REQUEST**
The Board considered a Report of the Interim CEO, Barbican Centre concerning a tender for project management support for the Barbican Renewal Programme.
16. ***BARBICAN BUSINESS REVIEW: OCTOBER 2024 (PERIOD 7)**
The Board received a joint Report of the Interim CEO, Barbican Centre and the Chamberlain concerning the Period 7 accounts for the Centre.
17. ***BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS - UPDATE**
The Board received a Report of the Interim CEO, Barbican Centre concerning an update on the Centre's Cyclical Works Programme (CWP) and Capital Projects.
18. ***BARBICAN CENTRE HEALTH AND SAFETY REPORT (NON-PUBLIC)**
The Board received a Report of the Interim CEO, Barbican Centre concerning Health and Safety at the Centre.
19. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no non-public questions.
20. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There was no other urgent non-public business.
21. **CEO RECRUITMENT UPDATE**
The Board considered a Report of the Executive Director of Human Resources & Chief People Officer concerning the member-led recruitment arrangements for the appointment of the next permanent Chief Executive Officer of the Barbican Centre.

The meeting ended at 12.40 pm

Chair

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