

BARBICAN CENTRE BOARD

Monday, 20 November 2017

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 20 November 2017 at 11.05 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Deputy Edward Lord
Russ Carr (External Member)	Wendy Mead (Chief Commoner)
Gerard Grech (External Member)	Lucy Musgrave (External Member)
Deputy Tom Hoffman	Graham Packham (Ex-Officio Member)
Deputy Wendy Hyde	Trevor Phillips (External Member)
Vivienne Littlechild	Deputy Tom Sleigh

In attendance:

Kathryn McDowell	- Managing Director, London Symphony Orchestra
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Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Niki Cornwell	- Head of Finance & IT, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Huw Humphreys	- Head of Music, Barbican Centre
Nick Adams	- Senior Communications Manager, Barbican Centre
Cornell Farrell	- Property Facilities Manager, Barbican Centre
Louise Mankowska	- HR Business Partner, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Chris Bell	- Head of Procurement, Chamberlain's Department
Beth Forge	- Chamberlain's Department
Lisa Moore	- Chamberlain's Department
Michael Bradley	- City Surveyor's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy John Bennett, Emma Kane, and Deputy John Tomlinson.

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

There were none.

3a. **BOARD MINUTES**

The public minutes and summary of the meeting held on 27 September 2017 were approved.

3b. **MINUTES OF THE FINANCE COMMITTEE**

The draft public minutes of the meeting held on 8 November 2017 were received.

3c. **MINUTES OF THE RISK COMMITTEE**

The draft public minutes of the meeting held on 8 November 2017 were received.

4. **OUTSTANDING ACTIONS AND WORKPLAN**

The Committee noted the various outstanding actions and the updates provided thereon.

RECEIVED.

5. **RISK COMMITTEE OF THE BARBICAN CENTRE BOARD - MEMBERSHIP**

The Board considered a report of the Town Clerk proposing an amendment to the composition of the Board's Risk Committee, such that a representative of the Barbican Centre Trust was invited to serve as a co-opted Member.

Members noted that the Barbican Centre Trust had recently established a Risk Committee, to give it greater oversight of matters that might affect its fundraising activities. The appointment of the Chairman of the Trust to the Board's Finance Committee had proven beneficial in enabling greater Board awareness of and involvement in development activities, and it was suggested that this current proposal would have similar benefits in terms of facilitating greater connectivity and collegiate working across the two bodies.

It was suggested that, should the arrangement be approved, it be reviewed after a twelve-month period to determine whether it was effective and if it should be continued.

RESOLVED: That:-

- Members approve an amendment to the composition of the Board's Risk Committee, such that "a representative of the Barbican Centre Trust" is added;
- the Barbican Centre Trust be invited to nominate said representative, with authority delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to approve the specific individual's appointment to the Risk Committee on behalf of the Board; and
- the arrangement be reviewed after a twelve-month period.

6. **SKILLS AND EFFECTIVENESS REVIEW 2017**

The Board considered a report of the Town Clerk which presented the outcomes of a Review of Skills and Effectiveness that had been undertaken.

The Board agreed that the findings demonstrated a clear need for increased experience in respect of arts administration. This was perhaps unsurprising given the recent departures of Sir Brian McMaster and Roly Keating from the Board; however, with the potential for further budget cuts in the years to come, it was even more important that enhanced expertise was in place to help the Board understand where budget pressures might present risks to the integrity of the artistic programme, as well as to help the Board articulate this position to others.

In respect of other areas where it was observed that further expertise might be required, Members suggested that a number of these skills might be attainable through appointments from the Court of Common Council, not just through external recruitment. The Chairman reminded Members that the Board had put in place a provision to allow it to advertise in this manner for specific skill sets on the Court, and had indeed done so previously. He suggested that the Board should agree some proposed text to be used ahead of the vacancies being advertised, but cautioned that this did not guarantee that the desired skills would be obtained.

Although noting that Facilities Management, Health & Safety and Quality Systems had all been highlighted as areas lacking in expertise or interest, Members agreed that these items were of a more operational nature and it would not represent the best use of the Board's time to focus heavily on such area. Rather, the Board should be focused on matters of a more strategic nature.

A consistent theme that had emerged from the survey had been a strong desire from Members to engage more with the Centre on-site – whether it be through regular visits, away-days, or spending time with particular teams. This would allow Members to get a greater feel for the activities underway at the Centre and, indeed, the day-to-day operation of the Barbican more generally – which would in turn allow for a greater appreciation of the role and facilitate improved input. The Chairman made reference to the recent induction session for two new Board Members, which had involved tours of certain parts of the Barbican's activities and had proven highly informative, suggesting that this be used as a template for a programme of engagement moving forwards.

It was agreed that officers should be asked to prepare a draft action plan for Members' consideration, outlining the ways in which the various issues identified might be addressed.

RESOLVED: That officers be instructed to develop an action plan with proposed measures to address the various issues highlighted by Members through the Skills Audit.

7. 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.

Introducing the report, the Managing Director took the opportunity to show the Board a number of still images from CCTV footage which had captured the recent Banksy installation at the Centre. He also displayed a number of photographs from the latest edition of Vogue, which was Edward Enninful's first as Editor-in-Chief and which featured the Barbican prominently.

Members discussed the ongoing development of the Culture Mile, with reference made to a recent suggestion in another forum that the title of the initiative should be reconsidered as the word "culture" might be viewed as elitist. Several Members spoke to express their robust opposition to such a proposal, referencing the Barbican's diverse programming and audiences and emphasising the importance of opposing the perception of culture as an elitist concept, noting that culture encompassed an incredibly broad spectrum of activities and experiences.

Board Members and officers took the opportunity to place on record their gratitude to Deputy Tom Sleight for arranging the recent YouTube Studio Tour and accompanying talk from the Head of the Google Cultural Institute, which had proven extremely informative.

The Director of Arts also took the opportunity to thank the Chairman for his engagement with staff at a recent meeting, where he had provided the opportunity for staff to ask him a variety of questions. This event had proven to be a good opportunity to increase staff members' awareness of the Board's role and the positive feedback received demonstrated that this had been valued highly.

RECEIVED.

8. MODERN SLAVERY STATEMENT

The Board considered a report of the Director of Arts presenting a draft Modern Slavery statement covering the 2017/18 financial year.

RESOLVED: That the Statement set as set out in the appendix to the report be approved and published on the Barbican website.

9. MUSIC: ANNUAL PRESENTATION (PUBLIC SECTION)

The Board received a report of the Director of Arts providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

RECEIVED.

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

Printing of agenda packs

Although noting it was not a matter for this Board, a Member raised the issue of the printing of agenda packs for officers, which had been discontinued as part of the Service Based Review. Noting that several officers present had printed their own copies of the agenda on local printers, it was suggested that this potentially led to higher costs for the organisation as a whole given the

increased costs of local printing. The Town Clerk was asked to explore whether the practice of limiting the provision of printed agenda packs to Members and Chief Officers could be re-examined.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

12. 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.

<u>Item No.</u>	<u>Paragraph No.</u>
13a - 25	3
26	1, 3 & 4

Part 2 – Non-Public Agenda

13a. NON-PUBLIC BOARD MINUTES

The non-public minutes of the meeting held on 27 September 2017 were approved.

13b. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE

The draft non-public minutes of the meeting held on 8 November 2017 were received.

13c. NON-PUBLIC MINUTES OF THE RISK COMMITTEE

The draft non-public minutes of the meeting held on 8 November 2017 were received.

An additional item, which had been considered by the Risk Committee and provided an update on Fire Safety at the Barbican, was also tabled for the Board's information.

14. MUSIC: ANNUAL UPDATE (FULL VERSION)

The Board received a report of the Director of Arts providing an update on performance over the past year and setting out the opportunities, challenges and plans for the coming period.

15. LSO ANNUAL REVIEW

Kathryn McDowell, Managing Director of the London Symphony Orchestra (LSO), provided the Board with an update on the LSO's activities and financial position and gave an overview of the Orchestra's future plans.

16. ANNUAL WAIVERS REPORT 2016/17

The Board received a report of the Chamberlain which provided a summary of statistics for waivers processed during 2016/17 across the City Corporation, including the Barbican Centre.

17. BUDGET 2017/18

The Board considered and approved a report of the Chief Operating & Financial Officer presenting the draft budget for 2018/19.

18. **BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 6 Accounts 2017/18.

19. **DEVELOPMENT UPDATE**

The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.

20. **SBR / STRATEGIC PLAN UPDATE**

The Board received a report of the Managing Director providing an update in respect of the Barbican's Strategic Plan and Service Based Review Targets.

21. **RISK UPDATE**

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

22. **PROJECTS UPDATE**

The Board received a report of the Director of Operations & Buildings providing an update on the Centre's building and refurbishment projects.

23. **CURVE GALLERY REFURBISHMENT PHASE 2**

The Board considered a report of the Director of Operations & Buildings concerning a project to refurbish the Curve Gallery.

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

There was one question concerning a prospective event.

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

There were two urgent items. The first provided an update on Fire Safety and was tabled alongside item 13b; the second concerned the latest position in relation to the Exhibition Halls.

Part 3 - Confidential Agenda

26. **CHANGE PROGRAMME**

The Board considered and approved a report of the Director of Operations & Buildings concerning restructuring proposals.

The meeting ended at 1.00 pm

Chairman

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