

BARBICAN CENTRE BOARD

Wednesday, 17 January 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 17 January 2018 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Deputy John Bennett
Russ Carr
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Deputy Edward Lord
Deputy Catherine McGuinness
Wendy Mead (Chief Commoner)
Lucy Musgrave
Graham Packham
Deputy Tom Sleigh

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
Toni Racklin	- Head of Theatre, Barbican Centre
Beth Larkin	- HR Business Partner, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Michael Bradley	- City Surveyor's Department
Andrew Buckingham	- Communications Team, Town Clerk's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Trevor Phillips and Judith Pleasance.

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 20 November 2017 were approved.

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

The draft public minutes and summary of the meeting held on 20 November 2017 were received.

4. **OUTSTANDING ACTIONS AND WORKPLAN**

The Board noted the various outstanding actions and the updates provided thereon. The forthcoming workplan for Board meetings in 2018 was also noted.

In relation to the action concerning increased Board Member engagement with the Centre, a Member spoke to commend the Director of Operations & Buildings for the recent impromptu tour he had provided of his department's activities.

RECEIVED.

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.

Introducing the report, the Managing Director took the opportunity to update Members on developments in relation to the Centre for Music, as well as to outline relevant ministerial changes in the wake of the recent Cabinet reshuffle. Gratitude was extended to Deputy Tom Sleight for his assistance in facilitating engagement with the new Secretary of State for the Department for Digital, Media, Culture and Skills. Members stressed the importance of continued close links with Government, particularly as plans associated with the Centre for Music progressed.

Members spoke to commend the engaging who had been working at the Basquiat exhibition, with it also noted that several individuals had been keen to impress upon Members their enthusiasm at working at the Barbican.

With reference to the Barbican's recently produced events brochure, a number of Members expressed concern that this new edition lacked a physical calendar within the document. Although noting that there was an increasing tendency for audiences to use the website, on which the events calendar was available, it was nevertheless noted that the absence of a hard-copy calendar might prove inconvenient for a significant section of Barbican patrons.

RECEIVED.

6. **SKILLS AND EFFECTIVENESS REVIEW: ACTION PLAN**

The Board considered a report of the Town Clerk which set out a series of potential actions to be taken to address those items identified through the recent Skills and Effectiveness Review.

Members were encouraged to provide any additional feedback to the Town Clerk outside of the meeting.

RESOLVED: That the proposed action plan and associated timelines, set out at Appendix A to the report, be agreed.

7. SAFEGUARDING POLICY

The Board considered a report of the Head of Human Resources presenting a Safeguarding Policy which had been developed to outline the key processes in place to ensure the Barbican provided a safe and welcoming environment for all children and young people who use the Centre or attend events. The policy set out the key staff responsible for safeguarding and the procedures followed if any concerns were reported.

It was clarified that, whilst relevant policies covering these matters had existed previously, this document had been produced to collate and make clearer the processes in place.

RESOLVED: That the Safeguarding Policy, as set out at Appendix 1 to the report, be approved.

8. DRAFT DEPARTMENTAL BUSINESS PLAN 2018/19

The Board received the draft high-level business plan for the Barbican Centre for 2018/19.

RECEIVED.

9. THEATRE & DANCE: ANNUAL PRESENTATION

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.

Members congratulated the Head of Theatre on a successful year and the positive plans in place for future years, as well as noting the disproportionate contribution that she had made to the decreasing levels of subsidy associated with the artistic programme.

Members were pleased to note the increasing themes emerging around diversity, particularly the focus on skills, access and inclusion. Reference to improving backstage facilities for disabled artists was observed as particularly important for achieving continued improvement in this area. It was also suggested that thought be given to increasing the level of LGBT-related programming in place, with the success of the Armistead Maupin performance and the British Film Institute's LGBT film festival demonstrating significant audience appetite.

Responding to the questions posed within the paper, Members expressed the view that the relatively recent rebranding project had been very successful and that the Barbican's brand was now increasingly strong. However, a question remained in respect of the international reach and recognition of the brand, which it was hoped would be addressed in the forthcoming International Strategy being presented to the March Board meeting.

Noting the reference within the report to the somewhat disappointing performance of the Royal Shakespeare Company's winter season, it was suggested that there had been strong competition elsewhere in London during the period and that the season was perhaps not as strong as that of previous years, which was reflected in the reviews received. This was recognised as inherent to the nature of programming, with some years naturally being more successful than others; officers expressed confidence that next year's programme represented a significantly stronger offering and was expected to perform better.

RECEIVED.

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

There was one question:

Barbican Annual Dinner

The Chairman sought Members views in respect of the forthcoming annual Barbican dinner, suggesting that a more informal approach might be more conducive to facilitating improved outcomes, particularly in respect of the cultivation of relationships with senior representatives from across the arts sector. He sought and obtained the Board's endorsement for this more relaxed approach, which would also see responsibility for delivering the dinner remain primarily with the Barbican, rather than the Remembrancer's department. He added that a short report would be prepared for the March Board meeting, providing a brief outline of how the dinner was organised and assessing how these new arrangements had been received.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one urgent item:

Terms of Reference: Annual Review

The Board considered a report of the Town Clerk, which had been omitted from the agenda in error and which presented the Board's terms of reference for review. Members were also asked to consider whether the current meeting frequency was appropriate.

RESOLVED: That:

- the terms of reference of the Board be approved without amendment for submission to the Court in April 2018; and,
- no change be required to the frequency of the Board's meetings.

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.

Item No.

13a - 23

24 - 25

Paragraph No.

3

1, 2 & 3

13a. **NON-PUBLIC BOARD MINUTES**

The non-public minutes of the meeting held on 20 November 2017 were agreed.

13b. **NON-PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

The draft non-public minutes of the meeting held on 20 November 2017 were received.

14. **THEATRE & DANCE: NON-PUBLIC APPENDICES**

The Board received the non-public appendices to be read in conjunction with item 9.

15. **BOARD APPOINTMENT**

Members considered and approved the appointment of Jenny Waldman to the Board, for a three-year term effective March 2018.

16. **BAD DEBT ANNUAL UPDATE**

The Board considered and approved a report of the Managing Director detailing the various debts under £5,000 in value which he intended to write-off under the terms of his delegated

Authority, and seeking approval for the write-off of one debt above £5,000 in value.

17. **BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the Period 8 Accounts 2017/18.

18. **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.

19. **RISK UPDATE**

The Board received a report of the Director of Operations & Buildings updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.

20. **PROJECTS UPDATE**

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

21. **REPORT OF URGENT ACTION TAKEN**

The Board received a report of the Town Clerk advising of one action taken under urgency procedures since the last meeting, in relation to security enhancements.

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

There were no questions.

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

There were no urgent items.

24. **CONFIDENTIAL MINUTES**

The Board approved the confidential minutes of the meeting held on 20 November 2017.

25. **IT RESTRUCTURE**

The Board considered a report of the Chief Operating & Financial Officer concerning a proposed restructure.

The meeting ended at 12.47 pm

Chairman

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