

BARBICAN CENTRE BOARD

Wednesday, 16 May 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 16 May 2018 at 11.00 am.

Present

Members:

Russ Carr (External Member)	Wendy Mead
Simon Duckworth	Lucy Musgrave (External Member)
Alderman David Graves	Graham Packham (Ex-Officio Member)
Gerard Grech (External Member)	Judith Pleasance
Deputy Tom Hoffman	Deputy John Tomlinson
Deputy Wendy Hyde	Deputy Dr Giles Shilson
Emma Kane (Ex-Officio Member)	Deputy Tom Sleigh
Vivienne Littlechild	Jenny Waldman (External Member)

In Attendance

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
Phil Newby	- Head of Marketing, Barbican Centre
Darrell Lunt	- Projects Manager, Barbican Centre
Richard O'Callaghan	- Projects Manager, 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
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy John Bennett and Trevor Phillips.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court, appointing the Board and setting its terms of reference, was received.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order No.29, the Board proceeded to elect a Chairman for the ensuing year. The Town Clerk read a list of Members eligible to stand and Deputy Giles Shilson, being the only Member expressing his willingness to serve, was duly elected as Chairman.

The Chairman thanked Members for their support and took the opportunity to welcome Alderman David Graves, Simon Duckworth and Jenny Waldman to their first meeting. The Chairman also thanked outgoing Members Deputy Catherine McGuinness and Deputy Edward Lord for their contributions over the past year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk read a list of Members eligible to stand and Deputy Tom Sleigh, being the only Member expressing his willingness to serve, was duly elected as Deputy Chairman.

6. **BOARD MINUTES**

The public minutes and summary of the Board meeting held on 21 March 2018 were approved.

7. **OUTSTANDING ACTIONS AND WORKPLAN**

The Board received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions. The forthcoming workplan for Board meetings in 2018/19 was also noted.

In relation to action 1) Discretionary Expenditure, it was agreed that the wording should be changed to Beyond Barbican Expenditure.

In response to a Member's comment, it was agreed that the report regarding Beyond Barbican Expenditure should come to the Finance Committee on 4 July 2018 prior to the Board on 18 July 2018.

RECEIVED.

8. **APPOINTMENT OF SUB-COMMITTEES**

The Board considered a report of the Town Clerk concerning the appointment of its various sub-committees for the coming year.

RESOLVED - That:-

- The Reference Sub-Committee be held in abeyance for the year;
- The Chairman would continue representing the Board on the Culture Mile Working Party;

- The Terms of Reference for the Finance Committee, Risk Committee and Nominations Committee of the Barbican Centre Board be agreed; and

- The following Memberships be agreed: -

Finance Committee of the Barbican Centre Board

Deputy Dr Giles Shilson (Chairman of the Board)
 Deputy Tom Sleigh (Deputy Chairman of the Board)
 Deputy Wendy Hyde (Finance Committee representative)
 Emma Kane (Chairman of the Barbican Centre Trust)
 Russ Carr
 Alderman David Graves
 Judith Pleasance
 Deputy John Tomlinson

Nominations Committee of the Barbican Centre Board

Deputy Dr Giles Shilson (Chairman of the Board)
 Deputy Tom Sleigh (Deputy Chairman of the Board)
 Simon Duckworth
 Lucy Musgrave
 Trevor Phillips
 Deputy John Tomlinson

Risk Committee of the Barbican Centre Board

Deputy Tom Sleigh (Deputy Chairman of the Board)
 Deputy Dr Giles Shilson (Chairman of the Board)
 Deputy Wendy Hyde (Finance Committee representative)
 Alisdair Nisbett (Barbican Centre Trust)
 Russ Carr
 Alderman David Graves
 Judith Pleasance
 Deputy John Tomlinson

9. **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:

- Members were advised that Gali Gold had been appointed as the new Head of Cinema at the Barbican.
- Members were advised that 'Basquiat – Rage To Riches' had won a Bafta award for Best Specialist Factual.
- With regards to the new guide format, it was noted that a number of amendments were being implemented in response to feedback received. One of these would be the reintroduction of the calendar feature.

- The Director of Arts noted that, since the publication of the report, visitor numbers for the Another Kind of Life exhibition, which had been performing well and ahead of target, had slowed. This dip in figures correlated with the recent improved weather. It was expected that this exhibition would still would finish to target, however.
- The Director of Learning & Engagement highlighted the impact of two recent Creative Learning collaborations, one linked to the Jazz at Lincoln Center and the other the LA Phil, which represented high quality 'connected arts and learning' in action. The sum of the two projects involved young musicians from London, Bristol, Sage Gateshead, Raploch in Scotland, New York and Los Angeles. This represented a broad social demographic of young people from across London, the UK and US. It was noted that there is still learning to be gained (particularly from the US) as to how we ensure genuine diversity across the range of classical and jazz ensembles we develop through our programmes.
- Members were provided with copies of "Tuning into Change: A Youth Manifesto for the Arts Written for Young People by Young People" providing a timely, passionate statement about the essential role of the arts in transforming society.
- The Young Artist Away Day, involving staff from Creative Learning, Centre for Young Musicians, Junior and Senior Guildhall was successful in establishing a new sense of common purpose amongst the London and regional satellites towards a new Guildhall Young Artist strategy.
- The Director of Operations & Buildings gave thanks to Jim Turner for his hard work working on the change programme, and welcomed Darrell Lunt and Richard O'Callaghan, who continued to lead on projects. He also thanked those Members who had attended the recent Operations and Buildings tour. A Member highlighted the importance and knowledge gained from attending this tour and the Chairman encouraged all Members to attend, as it helped the Board develop a greater awareness of operational matters and thus provide more rational and strategic feedback.
- Members were advised that performance against target in all Barbican commercial areas to date was being exceeded, except for Barbican International Enterprises (BIE), which so far had not been achieved due to the perhaps overly challenging targets set. It was hoped these would be realigned and a paper updating Members on the Commercial Strategy would be coming to the September Board meeting.
- A Member commented on the significant number of new Young Barbican Members.
- The Chairman gave thanks and congratulations to all teams on a strong year building on the outreach of the Barbican and capitalising on assets.

10. ***ACTIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**

The Board considered a report of the Town Clerk providing an update on action taken by the Town Clerk under delegated authority procedures in consultation with the Chairman and Deputy Chairman since the last meeting of the Board, in accordance with Standing Order No. 41(b).

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**

There were no urgent items.

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.

Item No.

Paragraph No.

14 - 25

3

14. **NON-PUBLIC BOARD MINUTES**

The non-public minutes of the Board meeting held on 21 March 2018 were approved as a correct record.

15. **MARKETING & COMMUNICATIONS: ANNUAL PRESENTATION**

The Board received a report of the Director of Arts providing an overview of the marketing and communications department's areas of strategic focus and outlining the impact of their activity.

16. **PROJECTS UPDATE**

The Board received a report of the Director of Arts providing an overview of the marketing and communications department's areas of strategic focus and outlining the impact of their activity.

17. **CENTRE FOR MUSIC UPDATE**

The Board considered and approved a report of the Director of Operations & Buildings updating Members on the Centre's building and refurbishment projects and approved the revised budgetary estimates along with the revised phasing of expenditure.

18. **GATEWAY 2: FIRE SAFETY PROJECT - EMERGENCY LIGHTING SYSTEMS**

The Board considered and approved a report of the Managing Director concerning the fire safety project and emergency lighting systems.

19. **GATEWAY 2: ART GALLERY 2019 - CYCLICAL & FIRE PRECAUTION WORKS**

The Board considered and approved a report of the Managing Director updating Members on the art gallery 2019 cyclical and fire precaution works.

20. **GATEWAY 3/4 OPTIONS APPRAISAL: CURVE GALLERY PROJECT PHASE 2**

The Board considered and approved a report of the Managing Director providing Members with an overview of options for potential refurbishment at the Curve Gallery.

21. **GATEWAY 7: FROBISHER LEVEL 4 REFURBISHMENT**

The Board considered and approved a report of the Managing Director concerning the refurbishment of the Conference Floor on Level 4.

22. **UPDATE ON THE BARBICAN BUDGET 2018/19**

The Board received a report of the Chief Operating & Financial Officer providing an update on the budget for 2018/19.

23. ***BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer presenting the draft year end accounts for 2017/18.

24. ***SBR / STRATEGIC PLAN UPDATE**

The Board received a report of the Head of Finance & Business Administration providing an update in respect of the Barbican's Strategic Plan and Service Based Review (SBR) targets.

25. ***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.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.24 pm

Chairman

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