

BARBICAN CENTRE BOARD

Wednesday, 22 May 2019

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 May 2019 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Emma Kane (Ex-Officio Member)
Deputy Tom Sleight (Deputy Chairman)	Vivienne Littlechild MBE
Stephen Bediako (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 (Chief Commoner)	Jenny Waldman (External Member)
Deputy Wendy Hyde	

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, The Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Louise Jeffreys	-	Artistic Director, Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Jenny Mollica	-	Director of Creative Learning, Barbican Centre
Sean Gregory	-	Director of Learning & Engagement, Barbican Centre
Jo Daly	-	Barbican Centre
Leanne Murphy	-	Town Clerk's Department
Andrew Buckingham	-	Communications Team, Town Clerk's Department
Dr Marcus Roberts	-	Head of Strategy and Performance, Community and Children's Services
Michael Bradley	-	Asset Manager, Barbican Centre
Phil Newby	-	Head of Marketing, Barbican Centre
Lorna Gemmell	-	Head of Communications, Barbican Centre

1. APOLOGIES

Apologies for absence were received from Russ Carr and Alderman William Russell.

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 William Russell to his first meeting. The Chairman also thanked outgoing Members Deputy John Tomlinson and Trevor Philips 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 20 March 2019 were approved subject to a typo.

A Member noted that with regards to the minute concerning the Barbican's growing presence in China, the Culture Ambassador referenced was the Culture Ambassador of the Xinjiang Province.

7. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The workplan for Board meetings in 2019 was also noted and would be updated.

With regards to action 3 concerning including a strapline on tickets, a Member queried whether the Box Office could inform people of a discount to use in the shops, etc. It was noted that a discount was currently only available to members as a perk of having a membership. A business modelling exercise was due to take place which would look at the pros and cons of discounts.

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

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
Deputy Tom Hoffman
Jenny Waldman

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

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:

- The Managing Director advised Members that the launch of several events, including Sound Unbound and AI: More than Human exhibition, had brought a busy and successful period for the Centre. However, the Fundamental Review presented potential issues and the Centre was building a response to deal with the concerns.
- The Artistic Director highlighted a number of successes including a seven page article in the Observer and a limited edition cover on Harper's Bazaar regarding the Lee Krasner exhibition, great coverage of the AI exhibition, the box office success of Grief is a thing with Feathers, positive reviews for Avalanche, and the success of the third Sound Unbound free event which received over 1,200 attendees and 5* reviews.
- A music event developed through the City Islington Partnership launched on 3 April 2019 involving one out-of-school programme with two more to follow.

- The Estate 50 event, a fruitful collaboration between the Learning and Engagement Team and Barbican residents celebrating the 50th anniversary Barbican Estate on Saturday 8 June, would be followed by a Corporation reception at the Centre.
- It was noted that Squish Space had received 10,000 visitors in the 100 days since it opened, and evaluations indicated visitors were coming from a wide number of boroughs.
- A showcase sharing the work of the Primary School Barbican Box took place on 30 April 2019 at which children's author Michael Rosen produced poetry. Michael Rosen plans to reproduce the poems for wider distribution.
- Members were advised that there had been good progress on the security, fire and CWP projects and that 90% of the ad hoc list were complete and audited.
- The Director of Operations & Buildings noted that the Centre was awarded 4 stars out of five by Julie's Bicycle 'Creative Green Standard' in its first year of certification and highlighted the team effort of the Barbican and Guildhall School Alliance that had been required to deliver this achievement.
- It was noted that the Fundamental Review had caused delays to some strategic projects which were now on hold until September, e.g. the Exhibition Halls.
- The Chairman thanked those that attended and assisted with the Lord Mayor's breakfast and was particularly impressed with Garden School work that was presented.
- A Member was disappointed that the new IT system had not yet been implemented. Members were advised that the systems were still being worked on to manage the huge risk implications. It was agreed this would be made a priority to deal with Member's concerns.
- In response to a query regarding the MoU British Council, Members were advised that there was an objective within the International Strategy regarding this relationship to ensure cohesive communications between the two organisations and ensure understanding of each other's initiatives.
- It was noted that a report of the Chairmen of the Barbican Centre Board and Guildhall School of Music & Drama went to the Court of Common Council updating them on the success of the Barbican and Guildhall Creative Learning team winning the SEND Achievement at the National Creative Learning Awards for its work with The Garden School.

- In response to a question concerning agile working, Members were advised that more agile processes were being incorporated within the organisation. A Member felt that agile was formidable for the future and should be made a priority. A Member voiced caution over the use of agile processes in marketing stressing the importance of understanding the risks involved. The Chairman stated that further thought in this area was needed for ideas to be brought to the Board.
- A Member advised that government had announced an AI Council appointing experts to boost the UK's artificial intelligence sector and saw this as an opportunity for the Barbican. It was recommended that Council members be invited to the Barbican's AI exhibit to advance culture and AI. The Managing Director noted that the Barbican were not experts in this field, but the exhibition was an opportunity for thought leadership. A Member stated that companies considered AI to be the basis for the next economy (after data) and felt that leadership should be formed following the exhibition.

RECEIVED.

10. GENDER IDENTITY POLICY

The Board received a report of the Town Clerk and Chief Executive concerning the City Corporation's policy on gender identity, and the findings from independent analysis of an online survey conducted in 2018.

RESOLVED – That Members:-

- Consider the survey findings;
- Note the Gender Identity Policy and its implications for them.

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.

14. **NON-PUBLIC BOARD MINUTES**

The non-public minutes and summary of the Board meeting held on 20 March 2019 were approved.

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

The Board received a report of the Artistic Director regarding the Barbican Marketing and Communications Annual Report providing an overview of the marketing and communications department's current areas of activity and strategic focus.

16. **DEVELOPMENT REVIEW – FINDINGS AND NEXT STEPS**

The Board received a report of the Chief Operating & Financial Officer regarding the Barbican Development Review providing findings and the next steps.

17. **NON- COMPLIANT WAIVERS**

a. **Audience Segmentation Research**

The Board received a Non-Compliant Waiver report of the Managing Director regarding Audience Segmentation Research.

b. **Avalanche Set Design**

The Board received a late Non-Compliant Waiver report of the Managing Director regarding the Avalanche Set Design and Build.

c. **Specialist Theatre and Sound Equipment**

The Board received a Non-Compliant Waiver report of the Managing Director regarding Specialist Equipment.

18. **CENTRE FOR MUSIC UPDATE**

The Board received a report of the Managing Director providing Members with an update concerning Centre for Music.

19. **EXHIBITION HALLS UPDATE**

The Board received a verbal update from the Managing Director concerning the exhibition halls.

20. **BARBICAN CENTRE FIRE RECTIFICATION PROJECTS**

The Board received a report of the Director of Operations and Buildings providing Members with a status report on the Centre's Fire Rectification Projects which were born out of the Centre's Fire Risk Assessments carried out in October 2017.

21. **BUSINESS REVIEW – 2018/19 DRAFT ACCOUNTS**

The Board received a report of the Chief Operating & Financial Officer providing Members with an update on the Barbican Business Review – 2018/19 Draft Accounts.

22. RISK UPDATE

The Board received a report of the Director of Operations and Buildings providing Members with an update on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.

23. CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT (INCLUDING NON-CAP AND INVESTMENT PROJECTS)

The Board received a report of the Director of Operations and Buildings providing Members with an update on Barbican refurbishment and maintenance projects funded by the Cyclical Works Programme (CWP) budget and other additional projects funded from other sources.

24. QUESTIONS RELATING TO THE WORK OF THE BOARD

There were no questions.

25. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There was one urgent item.

The meeting ended at 12.36 pm

Chairman

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