



Barbican Centre Board INFORMATION AND APPENDIX PACK

Date: WEDNESDAY, 15 NOVEMBER 2023
Time: 9.00 am
Venue: FROBISHER ROOMS, BARBICAN CENTRE

Part 1 - Public Agenda

5. ***FORWARD PLANNER**

Report of the CEO, Barbican Centre.

For Information
(Pages 3 - 6)

7. **ANNUAL STRATEGIC UPDATE FOR THE CREATIVE COLLABORATION DEPARTMENT**

Report of the CEO, Barbican Centre.

For Decision
(Pages 7 - 8)

Part 2 - Non-Public Agenda

14. **BARBICAN RENEWAL PROGRAMME - CRITICAL WORKS AND PHASE 1 OF INFRASTRUCTURE RENEWAL PROGRAMME**

Joint Report of the CEO, Barbican Centre, the City Surveyor and the Chamberlain.

For Decision
(Pages 9 - 32)

17. **BARBICAN BUDGET 2024/25**

Joint Report of the CEO, Barbican Centre and the Chamberlain.

For Decision
(Pages 33 - 42)

18. **BARBICAN RENEWAL FEASIBILITY STUDY UPDATE**

Report of the CEO, Barbican Centre.

For Decision
(Pages 43 - 68)

20. **BARBICAN FIRE SAFETY PROJECT**

Report of the CEO, Barbican Centre.

For Decision
(Pages 69 - 76)

21. **ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**

Report of the CEO, Barbican Centre.

For Information
(Pages 77 - 92)

22. ***RADIO SYSTEM INFRASTRUCTURE REPLACEMENT (BARBICAN AND GSMD)**

Joint report of CEO, Barbican Centre, and Principal, Guildhall School of Music and Drama.

For Information
(Pages 93 - 114)

Annual Planner - Barbican Board - Version 7 (updated November '23)												
Goal Area	Board Coverage											
PEOPLE	Finance and Risk	PCI	Renewal Working Group	Main Board	November	January '24	March '24	May '24	July '24	September '24	November '24	
Overview of activity	n/a	n/a	n/a	Headlines every meeting	X	X	X	X	X	X	X	
EDI	n/a	every meeting for discussion	n/a	For noting		X		X	X	X	X	
Directors' Performance KPI	n/a	Annual for discussion and noting	n/a	For noting						X		
Safeguarding	n/a	Annual for discussion and endorsement	n/a	n/a		X						
Team Survey	n/a	Annual for discussion	n/a	n/a								X
Networks in Attendance	n/a	July and January	n/a	September and March		X	X		X	X		
Change Business Cases as Required (CONFIDENTIAL)				An option for every board where necessary	x							
PLACE	Finance and Risk	NEI	Renewal Working Group	Main Board	November	January '24	March '24	May '24	July '24	September '24	November '24	
Overview of activity	n/a	n/a	n/a	Headlines every meeting	X	X	X	X	X	X	X	
Barbican Renewal	n/a	n/a	Every meeting	Major Updates and Decisions (as required)	X	?	?	?	?	?	?	
Annual Plan for CWP and Maintenance	Annual Plan for Decision	n/a	n/a	Major Updates and Decisions (as required)	X	X	?	?	?	?	?	
Building Projects updates	Every meeting					X	X	X	X	X	X	
Health and Safety	For Noting - annual January	n/a	n/a	Major Updates and Decisions (as required)		X	X	X	X	X	X	
Gateway Papers	For discussion and endorsement	n/a	n/a	For noting	X	X	X	X	X	X	X	
Sustainability	6 monthly for Discussion	n/a	n/a	For noting in CEO report			X			X		

ART	Finance and Risk	NEI	Renewal Working Group	Main Board	November	January '24	March '24	May '24	July '24	September '24	November '24
Overview of activity	n/a	n/a	n/a	Each meeting - Report of the Artistic Director	X	x	x	x	x	x	x
Theatre	Financial/deep dive into numbers (March)	n/a	n/a	Annual			x				
Music (inc LSO)	No BCpaper in Nov 23 - LSO will present	n/a	n/a	No paper in Nov 23 (LSO only)	LSO only						x
Visual Arts	Financial/deep dive into numbers (July)	n/a	n/a	Annual					x		
Creative Collaboration (inc Barbican Futures)	Finacial/deep dive into numbers (Sept)	n/a	n/a	Annual	x					x	
Cinema	Financial/deep dive into numbers (Sept)	n/a	n/a	Annual						x	
Programing Risk	For discussion and noting each meeting	n/a	n/a	every meeting for noting	X	x	x	x	x	x	x
Production	n/a	n/a	n/a	CEO report		x	x	x	x	x	x
Barbican Immersive	Financials/deep dive into numbers (Sept)	n/a	n/a	Annual for discussion and noting						x	
ACE (2023 only)	n/a	Ends October 23	n/a	n/a							
Barbican Young Changemakers	Financials/deep dive into numbers (July)	n/a	n/a	Annual					x		
AUDIENCE	Finance and Risk	NEI	Renewal Working Group	Main Board	November	January '24	March '24	May '24	July '24	September '24	November '24
Comms Strategy	Financial/deep dive into numbers (May)	n/a	n/a	Annual for discussion and noting				x			
Marketing Strategy	Financial/deep dive into numbers (Jan)	n/a	n/a	Annual for discussion and noting		x					
Audience Strategy	n/a	n/a	n/a	Annual for discussion and noting							x
Annual Audience Analysis	n/a	n/a	n/a	Annual for discussion and noting							x

BUSINESS and GOVERNANCE	Finance and Risk	NEI	Renewal Working Group	Main Board	November	January '24	March '24	May '24	July '24	September '24	November '24
Babrian Enterprises (Events, Food and Beverage, Retail)	Finacial/deep dive into numbers (Sept)	n/a	n/a	Annual for discussion and noting						x	
Development	Finacial/deep dive into numbers	n/a	n/a	Annual for discussion and noting				x			
Food and Beverage Tender	Possible	n/a	n/a	Approval of tender strategy apporach and bid						x	
Board Performance	n/a	Proposed format July Annual - for Board Sept	n/a	Annual for discussion and noting					x	x	
Board Terms of Reference	n/a	n/a	n/a	Approval Annual / as required						x	
Board Appointments	n/a	Annual / as required	n/a	Approval Annual / as required				x			
Directors Performance	n/a	Annual - May for appraisal, July for Objectives	n/a	Annual for discussion and noting				x	x		
Strategic Plan	n/a	n/a	n/a	Approval Annual					x		
Annual Budget	Annual - endorse for Board	n/a	n/a	Approval Annual	x						x
Financial Results and Outlook	For discussion and noting each meeting	n/a	n/a	Noting	x	x	x	x	x	x	x
Risk Register and Risk Appetite Statement	For discussion and noting each meeting	n/a	n/a	Annual Board Review and Noting	x	x	x	x	x	x	x
Event Risk	For discussion and noting each meeting	n/a	n/a	n/a (unless escalated)	x	x	x	x	x	x	x
System Strategy	n/a	n/a	n/a	TBC							
Cyber Security	Annual	n/a	n/a	n/a (unless escalated)	x						x
Internal Audits	Each Meeting	n/a	n/a	n/a (unless escalated)		x	x	x	x	x	x
Ethics	Discussion and Endorsement	n/a	n/a	Approval Annual / as required	x	x					x
Bloomberg update				For decision	x						

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Appendix 1 - Creative Collaboration work strands.

Creative Collaboration Work Strands

	EDUCATION	Collaborators
1.	Creative Curriculum (student focused offer)	Schools
2.	Teachers CPD	Schools
3.	Schools Creative Careers- Back stage tours, work experience, Schools Cinema	Schools, Artform depts
4.	Archive	FE and HE
5.	Creative Academy - Apprenticeships	All depts - FE
	CREATIVE LEARNING /PARTICIPATION	
6.	Young Poets	Theatre
7.	Young Chronic Youth Film Programmers	Cinema
8.	Young Changemakers	Directors & Board
9.	NOYO	Guildhall & Music
10.	Young Barbican creative careers surgery	All art forms
	PUBLIC PROGRAMS	
11.	Encounters / talks	All artforms
12.	Young Barbican Events / festivals	Marketing YB
13.	Chronic Youth Film Festival	Cinema
14.	Intentional Performance Program	Music/Theatre / Gallery/ Cinema
15.	Edge of centre /Free Foyer Animation, installation, and exhibitions	Events
	TALENT DEVELOPMENT	
16.	Artist Development Program	Theatre / Music/ VA /Cinema/ CC
	COMMUNITIES	
17.	Imagine fund	City
18.	Families – Cinema, Squish	Cinema – local communities
19.	Community council	Renewal
20.	Outreach /Audience Development	Marketing – all artforms
	ARTFORM PROGRAM RESPONSE	
21.	Art form complimentary program	all artforms all CC teams

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