

BARBICAN CENTRE BOARD

Wednesday, 21 March 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 21 March 2018 at 10.30 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
Wendy Mead (Chief Commoner)
Lucy Musgrave
Graham Packham
Trevor Phillips
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
Lynette Brooks	- Head of Development, Barbican Centre
Niki Cornwell	- Head of Finance & IT, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Robert Rider	- Head of Cinema, Barbican Centre
Nick Adams	- Senior Communications Manager, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Michael Bradley	- City Surveyor's Department
Ola Obadara	- 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 Catherine McGuinness, Judith Pleasance and Jenny Waldman.

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

There were none.

3.

a. **Board Minutes**

The public minutes and summary of the meeting held on 17 January 2018 were approved, subject to the amendment of a typographical error on page 8 where the word "staff" had been omitted in error.

b. ***Minutes of the Risk Committee**

The draft public minutes and summary of the meeting held on 17 January 2018 were received.

c. ***Minutes of the Finance Committee**

The draft public minutes and summary of the meeting held on 7 March 2018 were received.

4. **OUTSTANDING ACTIONS AND WORKPLAN**

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

In relation to the action regarding Board visits to the Barbican, the Chairman noted that these were a great way of encouraging engagement between the Board and Centre and advised Members that the next visit would take place on 23 April 2018.

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. The following comments were made.

- The Managing Director thanked Members for attending the Beech Street Tunnel event at the weekend and presented a slideshow of pictures to give a brief impression of the highlights. Members agreed the event had been a successful, transformative experience and was the first external impression of what the Culture Mile could achieve. It was highlighted that this had been a cross-city, cross-learning, cross-collaborative art form experience and special thanks went to Fiona Kidd, Hugh Humphreys and Rachel Smith for their hard work, as well as to the ushers and volunteers in pink jumpers who had provided fantastic support throughout the event.
- Members discussed the numerous issues that had been overcome during the course of the weekend, notably the high winds and adverse weather conditions. They commended the calm manner in which these difficulties had been managed to allow the event to go ahead, noting that the weekend had provided a wealth of learning opportunities for the future events in the tunnel.

- An Officer noted the important role of residents who formed part of a working group for this event and had provided some helpful suggestions. Members were pleased that the Centre was building a collaborative, supportive relationship with Barbican residents and hoped to build on this in the future.
- Noting that the event had partly been funded through officers' discretionary expenditure, a Member suggested that capturing the costs and outcomes involved in this and other similar events, such as the Walthamstow Garden Party, would be highly valuable. It was requested that these be presented to the Board at a future meeting in order to help Members better understand the use of discretionary expenditure and the benefits, both tangible and intangible, which accrued from such events. As budget pressures increased, this would be beneficial in making the case for the protection of such funding to the corporate centre, or in making bids for funding to others in future.
- With regards to the new ticketing system, Members were advised that a decision would be made by the end of the month.
- It was noted that the Head of Cinema, Robert Rider, would be leaving the Centre shortly. Members expressed their sincere gratitude to Robert for his dedicated work at the Barbican over the years.
- Regarding a comment concerning the Barbican's direction of thinking on digital learning, Members were advised that a creative learning speaker would be talking at the Barbican Centre Away Day and that e-learning would be a key topic for discussion. Gerald Grech proposed that a member of his team assist with this talk which the Chairman agreed would be very useful.
- A Member queried whether the Barbican worked with Keats House, observing opportunities for collaboration on events such as their Poet in Residence series. The Director of Learning & Engagement advised that the venues had previously engaged and that he would follow-up in respect of future collaboration.

RECEIVED.

6. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19**

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

Members discussed the budget table and the difference between earned income and other income. It was agreed that anything regarded as unearned, e.g. donations, should be shown separately as unearned income.

RESOLVED: That the high-level business plan for 2018/19 be approved.

7. **INTERNATIONAL STRATEGY**

The Board considered and approved a proposed International Strategy for the Barbican Centre.

RESOLVED: that Members approved the International Strategy, as set out at Appendix 1.

8. ***BARBICAN CENTRE BOARD ANNUAL DINNER**

The Board received a report of the Town Clerk with respect to the Barbican Centre Board annual dinner, endorsing the continuation of the more informal approach to the dinner moving forwards which had been trialled in 2018.

RECEIVED.

9. ***RETROSPECTIVE WAIVER REPORT**

The Board received a joint report of the Chamberlain and the Managing Director concerning the appointment of a specialist agency focusing on gallery invigilation to supplement the casual gallery staffing team during the final weeks of the Basquiat exhibition.

RESOLVED: The Board noted the award of a contract in relation to agency staffing which had been the subject of a retrospective waiver.

10. **CINEMA: ANNUAL PRESENTATION**

The Board considered a report of the Director of Arts providing an update and overview of the Cinema department's current programming and strategy, in the context of the Centre's vision, mission and strategic objectives.

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**

The Chairman noted three urgent items:

Barbican Centre Board: Committee Vacancy Advertising

The Board considered a tabled paper of the Town Clerk which presented proposed wording to be used in relation to the advert for Common Council vacancies on the Board. Subject to "arts administration" being amended to "arts management", Members RESOLVED to approve the advert.

Away Day

The Chairman apologised for cancelling the Barbican Centre Away Day at late notice, owing to the severe weather conditions on the day. Members were advised that the Away Day had been rearranged for 27 April 2018.

Membership

Members were advised that this was Deputy Catherine McGuinness's last meeting after nine years on the Board. The Chairman thanked Catherine for her outstanding work during her tenure on the Board, which included three years as Chairman.

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.
14a - 25

Paragraph No.
3

14.

a. **Non-Public Board Minutes**

The non-public minutes of the meeting held on 17 January 2018 were approved.

b. ***Non-Public Minutes of the Risk Committee**

The draft non-public minutes and summary of the meeting held on 17 January 2018 were received.

c. ***Non-Public Minutes of the Finance Committee**

The draft non-public minutes and summary of the meeting held on 7 March 2018 were received.

15. **CINEMA: NON-PUBLIC APPENDICES**

The Board considered two appendices which were received in conjunction with a report of the Director of Arts providing an update and overview of the Cinema department's current programming and strategy, in the context of the Centre's vision, mission and Strategic Objectives under item 10.

16. **INTERNATIONAL STRATEGY: NON-PUBLIC APPENDIX**

The Board received and approved the Barbican Centre's International Strategy.

17. **DEVELOPMENT: ANNUAL PRESENTATION**

The Board received a report of the Chief Operating and Financial Officer proving a development update and a tabled paper on fundraising innovations in 2017/18.

18. **SECURITY ENHANCEMENTS**

The Board considered and approved a report of the City Surveyor updating Members on Security Enhancements at Guildhall, the Barbican Centre, Central Criminal Court and Mansion House.

19. **RISK UPDATE**

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

20. ***BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer providing a ten-month review on the Centre's accounts.

21. ***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 (SBR) targets.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.18pm

Chairman

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