

BARBICAN CENTRE BOARD

Wednesday, 19 September 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 19 September 2018 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Deputy Tom Hoffman
Deputy Tom Sleigh (Deputy Chairman)	Deputy Wendy Hyde
Stephen Bediako	Vivienne Littlechild
Russ Carr	Lucy Musgrave
Alderman David Graves	Graham Packham
Gerard Grech	Deputy John Tomlinson

In Attendance

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Artistic Director, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Niki Cornwell	- Head of Finance & IT, Barbican Centre
Jenny Mollica	- Interim Director of Creative Learning, Barbican Centre
Sarah Wall	- Interim Head of Finance, Barbican Centre
Andrew Buckingham	- Communications Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Wendy Mead, Trevor Phillips, Judith Pleasance and Jenny Waldman.

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

There were no declarations.

3. PUBLIC MINUTES

a. Board Minutes

The public minutes and summary of the Board meeting held on 18 July 2018 were approved, subject to the amendment of two typographical errors on page 2.

APPOINTMENT OF AN EXTERNAL MEMBER

At this point in proceedings, the Chairman asked that item 11 be taken to facilitate the consideration of a proposed new Board Member.

In accordance with Section 100(A) of the Local Government Act 1972, the Board therefore RESOLVED to exclude the public at this point in order for the item to be considered.

RESOLVED: That Stephen Bediako be appointed to the Barbican Centre Board for an initial term of three years.

FURTHER RESOLVED: That the public be readmitted.

Mr Bediako was invited to join the Board and welcomed to the meeting.

b. Minutes of the Finance Committee

The draft public minutes of the Finance Committee meeting held on 5 September 2018 were received.

c. Minutes of the Nominations Committee

The draft public minutes of the Nominations Committee meeting held on 18 July 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 5 regarding market sensitive information, the Chairman noted that there were a lot of non-public reports at this meeting which was disappointing in principle; however, it was clear why when reviewing the content. The Chairman stated the need to be as public as possible when reporting to the Board but appreciated that this was not always possible. It was noted that Members could question the decision if they did not feel that a report was market sensitive.

Regarding action 12, the Chairman thanked the team for organising the Business Model Workshop and encouraged Members to attend the workshops as they provided good insight and learning.

With regards to the Work Programme, Members were advised that the Long-Term Financial Plan would now be reported to the Board with the High-Level Business Plan in March 2019.

RECEIVED.

5. **DIGITAL STRATEGY UPDATE**

The Board considered a report of the Director of Learning & Engagement providing an update on the Barbican's digital strategy. The following comments were made:

- Members were advised that the appendix item had been made non-public before the meeting due to concerns regarding digital security.
- Members were advised that detailed updates on the progress and impact of individual digital projects and initiatives were now embedded in departmental updates in line with the distributed approach set out in the strategy. The last page of the report provided the next stage for the digital strategy which seeks to align with the City's Corporate Plan 2018–23.
- A Member highlighted the importance of staff getting the relevant training to learn how to use and best exploit new technology. It was also noted that it took time for an organisation to adapt to new technologies post-implementation.
- Members noted concern regarding the management of CRM and agreed this needed to be covered in the risk register to ensure the correct resources and plans were in place.
- In response to a query regarding the rate of change with regards to the digital revolution, Members were advised that the Centre would continue to keep working on its digital strategy and distributing where they were whilst continuing to track what others were doing. It was noted that gaps in expertise would be filled as the Centre became more digitally minded.
- A Member queried whether the Centre, which was leading on programming and PR for the Culture Mile, was momentum building on this with C4M and tying in digitally. Members were advised that Culture Mile and C4M were vital and needed to be digitally imbedded in every area; however, it was noted that this was difficult to achieve as the Culture Mile may have a different approach to digital culture than the Barbican. In terms of the C4M, the Centre would be able to build digital at every level.
- A Member noted that new technology and practices, e.g. agile practices, were becoming more mainstream in business. It was suggested that the Board adopt new technologies for Board meetings such as dashboards and remote conferencing to ensure digital culture is embraced from the top.
- In response to a query regarding creative learning, Members were advised that this had been explored in broader terms to see what the digital platform could be. There were a number of projects in development which were subject to confirmation including a reality app for families for the Culture Mile and a young creator project which would

see 10 young digital artists develop digital art each month for 2019. It was also noted that the Centre was through to the second funding round for a project submitted to the Edge Foundation.

- A Member was concerned whether the Corporation could remain at the forefront digitally due to the fast pace of change without wasting money. The Chairman advised that the Centre was constricted by local government which made it more difficult to move quickly. It was agreed the Centre needed to remain at the forefront to encourage the Corporation to modernise digitally. Members were advised that the next stage of the digital strategy was for the Centre to bridge with Guildhall digitally.
- It was suggested that a Sub Committee test an all-digital approach as a prototype.
- A Member advised caution over the use of a package regarding C4M and recommended careful monitoring of the potential risks.
- A Member voiced concern that the Guildhall School was not as advanced digitally as the Barbican and stressed the importance of both being on the same creative common platform.

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6. **ISLINGTON MUSIC EDUCATION HUB ANNOUNCEMENT**

The Board considered a report of the Director of Learning & Engagement concerning the Islington Music Education Hub announcement and the following comments were made:

- Members were advised that Islington Council were partnering with the Guildhall School and the Barbican to launch a new Islington Music Education Hub from October 2018. It is the first time a Music Education Hub will be led by a local authority, working with an internally renowned conservatoire and in alliance with a leading arts centre.
- Members saw this project as a great opportunity to show the role of an arts centre in implementing education for young people.
- In response to a query regarding detailed plans and resources, Members were advised that time was needed to work out how the partnership would work, and the Board would be updated as the initiative developed.
- It was noted that the appendix item was missing, and the Town Clerk agreed to circulate this to Members via email.

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7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

9. **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.
10-18

Paragraph No.
3

10. **NON-PUBLIC MINUTES**

a. **Non-Public Board Minutes**

The non-public minutes and summary of the Board meeting held on 18 July 2018 were approved.

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

The draft non-public minutes of the Finance Committee meeting held on 5 September 2018 were received.

11. **APPOINTMENT OF AN EXTERNAL MEMBER**

The Board considered and approved a report of the Town Clerk, proposing the appointment of Lucy Musgrave to the Board for an initial three-year term.

12. **PERFORMANCE REVIEW**

The Board considered a report of the Managing Director providing a Performance Review assessment of the 2017/2018 year by the Directors.

13. ***CAPITAL CAP PROGRAMME UPDATE PLUS PROJECTS UPDATE**

The Board noted a report of the Director of Operations & Buildings providing Members with an update on the Centre's building and refurbishment projects that fall under the Capital Cap programme which was due to cease at the end of 2016/17, but funding had been carried forward to allow projects to be completed in 2018/19.

14. ***BARBICAN BUSINESS REVIEW - JULY ACCOUNTS (PERIOD 4)**

The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the 2018 Period 4 accounts.

15. **RISK UPDATE**

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

16. **C4M UPDATE**

The Board received an oral update from the Chief Operating & Financial Officer regarding C4M.

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

There was one question.

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

There were no urgent items.

The meeting ended at 12.46 pm

Chairman

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