



Barbican Centre Board

Date: WEDNESDAY, 19 SEPTEMBER 2018
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Dr Giles Shilson (Chairman)
Deputy Tom Sleigh (Deputy Chairman)
Russ Carr
Simon Duckworth
Alderman David Graves
Gerard Grech
Deputy Tom Hoffman
Deputy Wendy Hyde
Emma Kane
Vivienne Littlechild
Wendy Mead
Lucy Musgrave
Graham Packham
Trevor Phillips
Judith Pleasance
Deputy John Tomlinson
Jenny Waldman

Enquiries: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

A number of items on the agenda will have already been considered by the Board's Finance and/or Risk Committees and it is therefore proposed that they be approved or noted without discussion. These items have been marked with a star (*). Any Member is able to request that an item be unstarred and subject to discussion; Members are asked to inform the Town Clerk or Chairman of this request prior to the meeting.

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3.
 - a) **Board Minutes**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 18 July 2018.
For Decision
(Pages 1 - 8)
 - b) **Minutes of the Finance Committee**
To receive the public minutes of the Finance Committee of the Barbican Centre Board meeting held on 5 September 2018 (TO FOLLOW).
 - c) **Minutes of the Nominations Committee**
To receive the public minutes of the Nominations Committee of the Barbican Centre Board held on 18 July 2018.
For Information
(Pages 9 - 10)
4. **OUTSTANDING ACTIONS AND WORKPLAN**
Report of the Town Clerk.
For Information
(Pages 11 - 14)
5. **DIGITAL STRATEGY UPDATE**
Report of the Director of Learning & Engagement.
For Information
(Pages 15 - 20)
6. **ISLINGTON MUSIC EDUCATION HUB ANNOUNCEMENT**
Report of the Director of Learning & Engagement.
For Information
(Pages 21 - 24)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A 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.
For Decision
10. a) **Non-Public Board Minutes**
To agree the non-public Minutes of the Barbican Centre Board meeting held on 18 July 2018.
For Decision
(Pages 25 - 30)
- b) **Non-Public Minutes of the Finance Committee**
To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 5 September 2018 (TO FOLLOW).
11. **APPOINTMENT OF AN EXTERNAL MEMBER**
Report of the Town Clerk.
For Decision
(Pages 31 - 34)
12. **PERFORMANCE REVIEW**
Report of the Managing Director.
For Discussion
(Pages 35 - 72)
13. ***CAPITAL CAP PROGRAMME UPDATE PLUS PROJECTS UPDATE**
Report of the Director of Operations & Buildings.
For Information
(Pages 73 - 76)
14. ***BARBICAN BUSINESS REVIEW - JULY ACCOUNTS (PERIOD 4)**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 77 - 100)
15. **RISK UPDATE**
Report of the Director of Operations & Buildings.
For Information
(Pages 101 - 158)
16. **C4M UPDATE**
Oral update – the Managing Director to be heard.
For Information
17. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
18. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

This page is intentionally left blank

BARBICAN CENTRE BOARD

Wednesday, 18 July 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 18 July 2018 at 11.00 am

Present

Members:

Deputy Tom Sleight (Deputy Chairman)	Emma Kane (Ex-Officio Member)
Russ Carr (External Member)	Vivienne Littlechild
Alderman David Graves	Graham Packham (Ex-Officio Member)
Gerard Grech (External Member)	Trevor Phillips (External Member)
Deputy Tom Hoffman	Deputy John Tomlinson
Deputy Wendy Hyde	Jenny Waldman (External Member)

In Attendance

Officers:

Sir Nicholas Kenyon	- Managing Director, 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
Adrian Morgan	-
Jackie Boughton	-
Andrew Buckingham	- Communications Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy Dr Giles Shilson, Simon Duckworth, Wendy Mead, Lucy Musgrave and Judith Pleasance.

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

There were no declarations.

3. MINUTES

a. Board Minutes

The public minutes and summary of the Board meeting held on 16 May 2018 were approved.

b. Minutes of the Finance Committee

The draft public minutes and summary of the meeting held on 4 July 2018 were received.

c. **Minutes of the Risk Committee**

The draft public minutes and summary of the meeting held on 4 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 2 regarding gender pay gap reporting, the Board were advised that this information was provided within the equality and inclusion report but that there was no new data.

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:

- Members were advised that there had been good progress with the Culture Mile and that Tim Jones had been appointed as Culture Mile Manager.
- Members were advised that Helena Gaunt had been appointed as Principle at the Royal Welsh College of Music & Drama and the Managing Director saw this as an opportunity to strengthen collaboration between the Guildhall School and the Barbican. It was noted that time was needed to scope the range of work undertaken by Helena Gaunt and a temporary solution for the next school year had been decided to cover her responsibilities. Sean Gregory (Director of Learning & Engagement) and Jonathan Vaughan (Vice Principle & Director of Music) would split the responsibilities whilst working closely with Louise Jeffreys (Artistic Director of the Barbican) and support would be provided by Jenny Mollica who had taken on the role of interim Director of Creative Learning.
- The Artistic Director advised Members that the theme for 2018 was The Art of Change and that many projects on the programme had been developed as part of this initiative which has generated support from the press and the public.
- Members were advised that the fifth Walthamstow Garden Party took place on 14-15 July 2018 in collaboration with Waltham Forest Council. The Barbican will support Waltham Forest as the first London borough of culture in 2019.
- It was noted that the partnership between the City of London and London Borough of Islington was growing and the two authorities were focusing specifically on four keys areas: young people's skills and

careers development, music education, cultural enrichment and teacher development.

- Members were advised that the Barbican was looking at how it liaises with its residents. It was noted that mechanisms were now in place including a group chaired by Wendy Mead and a number of task groups regarding operational issues for events and that a good relationship was forming.
- Members were advised that Digital Strategy was currently being reviewed and a report would go to the next Board meeting.
- Members were advised that the Barbican had been successful in its bids for funding from the Esmée Fairbairn Foundation and Heritage Lottery Fund which would fund an archiving project. A Member recommended seeking archiving advice from LMA.
- A Member noted the importance of liaising with residents and noted that he was involved with a Legible London working group and saw this as an impactful group for the Barbican Centre to liaise with.
- A Member saw the Barbican's Young Entrepreneurs programme as unique and felt this should be highlighted to government who have set up a strategy to work in this area. Members agreed there was much evidence that could be used in the national picture regarding the arts and saw opportunities to work with arts councils.
- The Managing Director noted that the City of London Corporation had published its Cultural Strategy and that the Barbican Centre featured heavily within this. The Town Clerk agreed to circulate the Cultural Strategy document to Members.

RECEIVED.

6. VISUAL ARTS BOARD REPORT 2018

The Board considered a report of the Artistic Director providing Members with an overview of the Visual Art department's strategy and planning, in the context of the Barbican's vision and mission and Strategic Business Plans.

RECEIVED.

7. CREATIVE LEARNING REPORT

The Board considered a report of the Director of Learning and Engagement providing Members with an overview of the Creative Learning department's strategy and planning, within the period July 2017 – June 2018.

RECEIVED.

8. **EQUALITY AND INCLUSION UPDATE**

The Board considered a report of the Head of HR and Artistic Director providing Members with an update on equality and inclusion initiatives over the last year, detailing progress to date against the long-term strategy, signed off by the Barbican Board last July. The following comments were made:

- Members were advised that the three areas of focus within the Equality and Inclusion Strategy were artists, audiences and work force.
- It was noted that the Barbican Centre recently underwent an internal audit on equality and inclusion by the City of London Audit Team which highlighted recommendations for improvements to processes for greater effectiveness and efficiency. These recommendations were being addressed and a Staff Equality & Inclusion group has been set up with representation from all department to monitor and develop the initiative.
- In response to queries regarding the timelines for proposed KPIs, Members were informed that they would be brought to the Board in approximately six months. It was noted that many areas already have KPIs but that they were needed in other areas. The Chairman agreed to talk to Officers regarding KPIs and encourage an update to come to the Board in September/October.
- A Member disagreed with the wording “we know Britain is becoming much more ethnically diverse” which he regarded as a false statement, particularly in the area of the Barbican Centre, and felt that the report gave the impression that there was no diversity problem. He noted that there was a £90 million pot available to provide funding to five London Boroughs and Walthamstow Forest was expected to be one of the boroughs selected. It was agreed that the Barbican Centre should receive some of this funding which could be used to address the issue of diversity.
- The Managing Director noted that progress was being made through the creative learning project which was attracting diverse audiences. However, attracting a diverse workforce was more difficult and was an issue across the arts as a whole. It was felt that showing that the Barbican Centre was an attractive place to work for all people was a long process but that strides had been made through the apprentice scheme. It was noted that the Barbican Centre was well ahead of other institutions and its image had transformed over the last few years.
- It was agreed that Officers would look again at the language used within the report and the potential funding options available to fund work tackling diversity issues.

RECEIVED.

9. **BEECH STREET TRANSFORMATION**

The Board received a report of the Town Clerk and the Director of the Built Environment providing an overview of the vision for the transformation of Beech Street.

Members were advised that the report had already been through the Policy & Resources Committee and that two strands were being developed: one in relation to the transportation and public realm changes led by Built Environment and one in relation to the property refurbishment led by the Barbican and the City Surveyors; both would be subject to Member approvals through the project gateway process. The strands would align regarding the potential for street frontages.

Members noted the importance of working with the Barbican's neighbours and TFL with whom there is support for getting traffic to go in one direction in Beech Street.

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

There were no questions.

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

The Chairman advised Members that the Nominations Committee meeting that was due to take place prior to the Board meeting had been dissolved by the Town Clerk as the Committee was not quorate. It was noted that there was a suggestion for the Barbican Centre Board for the Nominations Committee to discuss and recommend to the Board, but this had not taken place. It was agreed that the CV for the suggested external Member would be circulated to the Board for consideration in advance of the next Board meeting.

12. **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.

13 - 23

3

13. **MINUTES**

a. **Non-Public Board Minutes**

The non-public minutes and summary of the Board meeting held on 16 May 2018 were approved.

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

The draft non-public minutes and summary of the meeting held on 4 July 2018 were received.

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

The draft non-public minutes and summary of the meeting held on 4 July 2018 were received.

14. **VISUAL ARTS: NON-PUBLIC SECTION AND APPENDICES**

The Board considered a non-public appendix item to be read in conjunction with a report of the Artistic Director providing Members with an overview of the Visual Art department's strategy and planning, in the context of the Barbican's vision and mission and Strategic Business Plans.

15. **CREATIVE LEARNING: NON-PUBLIC APPENDICES**

The Board considered a non-public appendix item to be read in conjunction with a report of the Director of Learning and Engagement providing Members with an overview of the Creative Learning department's strategy and planning, within the period July 2017 – June 2018.

16. **BARBICAN CENTRE CAPITAL CAP PROGRAMME ANNUAL REPORT (2018) PLUS PROJECTS UPDATE**

The Board considered a report of the Managing Director updating Members on the Centre's building and refurbishment projects.

17. ***FIRE SAFETY PROJECT (2) - FIRE DOOR RECTIFICATION PROJECT**

The Board considered and approved a report of the Managing Director concerning the fire safety project on fire door rectification.

18. ***FIRE SAFETY PROJECT (3) FIRE STOPPING & COMPARTMENTATION**

The Board considered and approved a report of the Managing Director concerning the fire safety project on fire stopping and compartmentation.

19. ***RISK UPDATE**

The Board received a report of the Director of Operations & Buildings updating Members on the risk management system at the Barbican, the key risks facing the Centre and detailing the steps being taken to mitigate these risks.

20. ***BARBICAN BUSINESS REVIEW - MAY ACCOUNTS (PERIOD 2)**

The Board received a report of the Chief Operating & Financial Officer providing an update in respect of the Period 2 accounts.

21. ***STRATEGIC PLAN UPDATE**

The Board received a report of the Artistic Director providing an update on the Barbican's five-year Strategic Plan including background information, the mechanisms in place to deliver and evaluate the effectiveness of the projects contained within it, and the progress made against the Barbican's objectives through specific projects and next steps.

22. ***LOCAL STRATEGY AND BEYOND BARBICAN - BARBICAN CENTRE**

The Board noted a report of the Artistic Director providing an update on the Barbican Centre's Local Strategy and plans beyond the Barbican.

23. ***CATERING UPDATE**

The Board received a report of the Chief Operating & Financial Officer providing an update on catering, bars and banqueting during the period 2014/15 to 2017/18.

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 12.44 pm

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

This page is intentionally left blank

**INQUORATE MEETING OF THE NOMINATIONS COMMITTEE OF THE
BARBICAN CENTRE BOARD
Wednesday, 18 July 2018**

Minutes of the meeting of the Nominations Committee of the Barbican Centre Board
held at Committee Rooms, West Wing, Guildhall on Monday, 18 July 2018 at
10.45am

Present

Members:

Deputy Tom Sleight
Deputy John Tomlinson

Officers:

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Leanne Murphy	-	Town Clerk's Department

MEETING DISSOLVED

Pursuant to Standing Order No. 36(2), with no quorum having been established by five minutes past the appointed start time, the meeting was dissolved and consideration of all business deferred.

The meeting ended at 10.50 am

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

This page is intentionally left blank

Outstanding Actions List

Barbican Centre Board and Finance Committee

	Action	Notes	Officer/body responsible	Date added & meeting	To be completed/ progressed to next stage
1	Corporate Asset Sub Committee report	To simplify the CWP report process, it was noted that the Board could use the CASC version. Circulate the proposed new style report to Members.	Head of Projects / Town Clerk	May 2018 - <u>BCB</u>	Done
2	CoL Cultural Strategy	Circulate new CoL Cultural Strategy document to the Board for their information.	Town Clerk	July 2018 - <u>BCB</u>	Done
3	Equality & Inclusion Strategy	Deputy Chairman to liaise with Officers regarding KPIs for an update to the Board.	Deputy Chairman / Head of HR	July 2018 - <u>BCB</u>	On agenda for November Board
4	Barbican Centre Equality & Inclusion Strategy	Officers to look at the language within the Barbican Centre Equality & Inclusion Strategy with Trevor Phillips following concerns that the report suggests there are no diversity issues.	Head of HR	July 2018 - <u>BCB</u>	Done
5	Market sensitive information	Discussion regarding what information should be provided in the public agenda.	Chairman/ Deputy Chairman / Managing Director	July 2018 - <u>BCB</u>	Done
6	Creative Learning table	Circulate the table of percentages (appendix d) with explanation as to why they were wrong to the Board.	Director of Learning & Engagement	July 2018 - <u>BCB</u>	Done
7	Board appointment	Circulate CV and prepare report for consideration at September Board meeting.	Chairman / Town Clerk	July 2018 - <u>BCB</u>	On agenda for September Board – Done
8	Actions list	Indicate on the actions list if the action belongs to the Barbican Centre Board or Finance Committee.	Town Clerk	Sept 2018 - <u>FC</u>	Done

Outstanding Actions List

Barbican Centre Board and Finance Committee

9	Review of retail	Review of the underlying issues concerning retail trade for inclusion in the Commercial Strategy report and discussion at November Board meeting.	Chief Operating & Financial Officer	Sept 2018 - <u>FC</u>	On agenda for November Board
10	Barbican foyer & gallery	Possible improvements to the layout of the Foyer and Gallery to be raised at the next Board meeting for discussion.	Chairman	Sept 2018 - <u>FC</u>	Discuss at September Board
11	Strategic plan	Update report to include detail about how the projects are being delivered and when (including dates) and better terminology regarding risks.	Managing Director	Sept 2018 - <u>FC</u>	On agenda for November Board
12	Barbican Business Model Workshop	Circulate documentation provided to Members at this workshop to the Board via email.	Town Clerk	Sept 2018 - <u>FC</u>	Done

Barbican Centre Board
Work Programme 2018/19
(changes since the last meeting in italics)

Standing Items

- Outstanding Actions
- Directors' Management Report
- Service Based Review & Strategic Plan Update
- Business Review (Period Accounts)
- Risk Update
- Projects Update

18 July	<ul style="list-style-type: none"> • Visual Arts Presentation • Creative Learning Presentation • Equality, Diversity & Inclusion Update • Restaurant Proposals • <i>Discretionary Expenditure</i> • <i>Beech Street Transformation</i>
19 September	<ul style="list-style-type: none"> • Performance Review • Digital Presentation
21 November	<ul style="list-style-type: none"> • Commercial Strategy • Music and LSO Presentations • Budget • Long Term Financial Plan • Catering report • Development review update
23 January 2019	<ul style="list-style-type: none"> • Theatre Presentation • Health & Safety report • Safeguarding • Bad Debts/Write-offs Annual Update
20 March 2019	<ul style="list-style-type: none"> • Cinema Presentation • Strategic Plan full update • Development Presentation • High Level Business Plan

This page is intentionally left blank

Committee: Barbican Centre Board – For Information	Date: 19/09/2018
Subject: Digital Strategy Update	Public
Report of: Sean Gregory, Director of Learning & Engagement	For Information
Report authors: Phil Newby, Head of Marketing Sidd Khajuria, Senior Producer – Incubator Andrew Hayes, Head of Business Systems and Data Katia Hountondji, Senior Marketing Manager – Digital Rachel Williams, Content Marketing Manager	

Summary

This report provides an update on the Barbican's approach to digital strategy. Detailed updates on the progress and impact of individual digital projects and initiatives is now embedded in departmental updates in line with the distributed approach set out in the strategy.

Recommendations

Members are asked to note this report.

Main Report

Background

In September 2016, a new digital strategy was presented to the Barbican Centre Board. Two years on, this report reflects on the current position of that strategy and identifies key areas of focus and development in 2018/2019.

Our digital strategy, co-written by a team of key staff with responsibilities for digital across the organisation, is built upon the following two principles:

1. An awareness that 'digital' increasingly permeates every aspect of what the Barbican does.
2. A set of shared principles must therefore inform decision-making with regards to how the Barbican engages with the challenges and opportunities presented by the digital age.

In order to acknowledge a whole-organisation approach to digital, we identified five domains of digital activity within the Barbican. These are:

Infrastructure - The ecosystem of platforms and systems we use to deliver our artistic, educational and commercial ambitions.

Communications - How we shape our voice, the audiences we aspire to reach, and the spaces we choose to deliver our message.

Content - The stories we choose to tell our audiences online and the voices we engage to tell them.

Partnerships - The relationships we build with organisations who help deliver a digital dimension to our work.

Arts, Learning, and Commercial – How we utilise digital culture and technology to empower the people we work with.

This approach – built upon the belief that digital culture and technology must inform every aspect of our work – necessitated a principle-led strategy rather than one built on a commitment to specific projects or outcomes.

Therefore, our strategy outlines a set of key principles which inform decision-making across these five domains, with digital projects initiated and delivered across all departments. These principles can be found in the full digital strategy, attached in Appendix 1.

Given the extent to which our digital work permeates multiple teams in the Centre, we refrained from the formation of a centralised digital team or a Head of Digital. Over the last two years, we have pursued a collaborative approach which relies on the formation of cross-cutting teams comprised of departmental specialists to deliver key digital ambitions.

However, the need to ensure momentum and substantive progress was clear, and we therefore adopted the following management framework:

- The Director Learning and Engagement holds ultimate responsibility for ensuring progress against the strategy.
- This Director also chairs the Digital Strategy Group, which consists of senior stakeholders from different teams and meets bi-monthly to monitor progress of major workstreams, and make key decisions as required.

Current Position

What ‘digital’ means at the Barbican today has considerably more breadth and is expressed across all of our activity, for example:

- An artist’s deployment of emergent technology in the realisation of a Curve commission.
- The procurement of a new CRM system to transform our ticketing, marketing and audience journey capabilities.
- The continuous and iterative development of our website using Agile methodologies.
- The roll-out of new flexible working tools for all staff.

- The forging of significant new partnerships with creative and funding organisations to realise our programme.
- Digital is the primary tool by which international audiences can engage with our programme
- The development of deeper and more engaged relationships with our audiences through a strategic approach to social media and digital content.
- A rigorous and extensively-planned response to the impacts of GDPR on our approach to data collection and email.

This is by no means an exhaustive list; there is much else besides. But it is nonetheless indicative of the success of our approach to date in driving digital innovation across the organisation. The extent to which digital technology and culture have permeated our activity means that it is increasingly difficult to bring any updates from across the organisation to the Board which do not feature a significant element of digital activity. For example, the July 2018 board meeting alone included updates on:

- British artist and filmmaker, John Akomfrah creating his most ambitious piece to date in the Curve, which is now currently touring with huge success - an immersive six-channel video installation addressing climate change, human communities and the wilderness.
- News of a more-than 200% increase in audiences booking online for *Basquiat: Boom for Real* compared with other recent exhibitions, allowing us to continue conversations with those audiences, reinforced by a significant digital content legacy which continues to attract daily digital engagement months after the exhibition closed.
- The UK's premiere documentary festival, Sheffield Doc/Fest, launching its first touring exhibition at the Barbican from August 20-27 with four highlights from its Alternate Realities programme of interactive, augmented reality and virtual reality projects.
- The extended reach of the Creative Learning *Basquiat's Brain* project, when our young glitch artists were invited by the new Shoreditch Digital Canvas to submit their work to be shown in the public domain overlooking the Old Street Roundabout.
- The commitment by Creative Learning to the use of digital as a tool to enable us to achieve things with our work that could not otherwise be realised, looking to test and develop its potential in the following 3 areas of our work:
 - Digital as a means to create greater accessibility and inclusion for audiences and participants
 - Extend the breadth of our reach and engagement
 - Develop the skills required for the industries of the future

Further, the Marketing and Communications update to the Board in May 2018 touched upon:

- The launch of a new website for the Barbican by an internal, cross-functional, Agile team and a shift to rolling testing and improvement, delivering a 10% rise in overall visitor numbers and an increase in transactions enabled by a mobile-first approach, a 9% increase in sales conversions and a 20% increase in engagement with content.
- The Barbican website being recognised at the 22nd Annual Webby Awards, receiving the distinction of Honoree in the 'Best Visual Design' category.
- The Barbican's social media footprint reaching 1.5m followers – an increase of more than 20% than on the previous year,
- A shift in marketing strategy to a content-led approach and a strong focus on video, with at least one piece of video content published per week on average, leading to a steady increase in our share of voice on Facebook and YouTube. Barbican digital content now reaches 12 million social media users every month and generates 70,000 user interactions.

Meanwhile, a cross-organisational team led by the Audience Experience, IT and Marketing departments has overseen the procurement of a new ticketing and customer relationship management (CRM) system. This will now form a significant focus of our digital work in the coming year, presenting some major challenges and opportunities both technically and operationally. The project offers a chance to revolutionise our approach to CRM and marketing automation, to commit more fully to agile methodologies and to unlock new opportunities to maximise the value inherent in our data.

We also recognised the need to allow staff more flexibility in how and where they work. Phasing out desktop PCs, gradually introducing laptops with always-on remote connectivity to our systems for all staff and migrating to Office 365 is an important step in encouraging cross-departmental, collaborative engagement. This has been well received and we are now working with the City to develop a richer training package that will likely be delivered corporation-wide.

In light of this more embedded approach to reporting on digital throughout the Board cycle, the Director of Learning and Engagement's digital updates to the Board will now focus on strategy, governance and forthcoming strategic initiatives, complementing the digital aspects reported by departmental teams.

As we reported in July 2018, the Digital Strategy Group has been undertaking a review of our Strategy. A key observation unearthed through that work - which incorporated consultation with a range of teams, particularly within the Commercial division - was the uneven distribution of digital expertise and resource across the organisation.

Conclusion & Next Steps

Two years since the launch of our digital strategy, it is encouraging to note that the principles we set out remain as relevant as they were when initially proposed, particularly during a period when digital technologies and digital culture have evolved at pace. We have also noted that the format of the strategy and the basis of the principles contained within it have been adopted by other major arts organisations seeking to establish leadership in digital as they strive to publish strategies that are not only future-proof within reasonable expectations, but also relevant to all.

We recognise however that the strategy should be kept in constant review through the digital strategy group under the leadership of the Director Learning and Engagement. And more importantly we are mindful that – after engaging with stakeholders across the organisation – awareness, relevance and impact of the strategy needs to be improved significantly in order to realise its potential.

The Digital Strategy Group has identified three key areas for further development through 2018/2019:

1. How can we apply the culture and practices of the digital age evenly across the Barbican to further improve the way we work as an organisation?
2. How can we catalyse a major shift in our use of data to drive more informed decision-making?
3. How can we develop a creative learning offer which harnesses the opportunities afforded by contemporary digital technologies and digital culture?

These three key areas for future development, identified through internal consultation with teams across the centre and amongst the Strategy Group itself, have been supported by, and will continue to be explored through, informal discussions with Board Members.

Corporate & Strategic Implications

Our approach aligns directly with outcome nine of the City's Corporate Plan 2018–23: “We are digitally and physically well connected” and the ongoing process of digital strategy review is specifically identified as a priority area in the Barbican's Strategic Plan.

The shift in focus may necessitate the engagement of appropriate partners and expertise to help move to our next phase of development.

Appendices

- Appendix 1 – Barbican Digital Strategy

This page is intentionally left blank

Committee(s): Barbican Centre Board	Date(s): 19/09/2018
Subject: Islington Music Education Hub announcement	Public
Report of: Director of Learning & Engagement, (Barbican / Guildhall School)	For Information
Report author: Sean Gregory	

Summary

Islington Council, in partnership with the Guildhall School and the Barbican, is launching 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.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

1. In February 2011 the Department for Digital, Culture, Media & Sport (DCMS) and Department for Education (DfE) jointly commissioned and published an independent report reviewing music education in the English school system, authored by Darren Henley. The report outlined a national plan, with a key recommendation calling for the creation of Music Education Hubs in each Local Authority area. The Government implemented this recommendation in 2012 and further extended funding in 2016 for a further 4 years.
2. The lead organisation for Islington's Music Education Hub since 2012 has been Arts First, a Community Interest Company working alongside other partners to deliver music education opportunities for children and young people in the borough.
3. An application to lead a new Islington Music Education Hub was submitted to Arts Council England (ACE) on 26th June by London Borough of Islington (LBI) with the Guildhall School of Music & Drama as the lead strategic partner, working in close partnership with the Barbican Centre.
4. On 27th July 2018 Islington Council received confirmation from Arts Council England that its application had been approved and a grant agreed in principle for delivery of Music Education Hub activity.

Current Position

5. Following the successful bid to ACE, Islington Council in partnership with the Guildhall School of Music & Drama, will launch a new Islington Music Education Hub from October 2018. In reaction to the news, teams across both partner organisations are now moving swiftly to agree the timeline for implementation.
6. The new Hub will be led by the council working in partnership with the Guildhall School alongside leading local music education providers and Islington school leaders. Through the Creative Alliance between the Barbican and Guildhall School the offer will be significantly enriched by the opportunity for children and young people to engage with the widest range of music and multi-arts performances.
7. The new Hub's vision is that all children and young people aged 5–18, regardless of their background, can experience the joy of making music through high quality and sustained music education activities. This will be achieved by providing regular opportunities to sing, learn a musical instrument and play in ensembles and by ensuring clear progression routes for all in a wide range of styles and genres. In particular, opportunities for children and young people in challenging circumstances will be widened and deepened, and affordable progression opportunities will be provided for primary school children.
8. Priorities will include:
 - Ensuring that every child aged 5–18 has the opportunity to learn a musical instrument through whole-class ensemble teaching programmes for a year (minimum of a term).
 - Providing opportunities to play in ensembles and to perform from an early stage.
 - Developing a singing strategy to ensure that every pupil sings regularly, and that choirs and other vocal ensembles are available in the area.
 - Offering Continuing Professional Development (CPD) to school staff, particularly in supporting schools to deliver music in the curriculum.
 - Providing an instrument loan service, with discounts or free provision for families on low incomes.
 - Providing access to large scale and / or high-quality music experiences for pupils, working with professional musicians and performing artists through the Barbican, Guildhall School and other Partners.

Corporate & Strategic Implications

9. The Music Education Hub is part of a wider initiative between Islington Council and the City of London Corporation, developed over the past year, to establish closer working ties and advance shared priorities across the City / Islington border. Immediate shared priorities include music and cultural enrichment, skills development, strategic planning and economic development. Culture Mile adds significant value to this partnership, particularly through Culture Mile Learning.

10. In driving forward the priority of cultural enrichment for children and young people, the Hub is in alignment with the Strategic Objectives in the City of London Cultural Strategy 2018–2022.

Conclusion

11. The Islington Music Education Hub presents an unprecedented opportunity for the Barbican and Guildhall School to support and strategically lead the delivery of music and cultural education in schools, offering Islington young people access to world-class artists, resources and experiences, with Barbican Guildhall Creative Learning also providing opportunities to engage with an international arts and learning programme.

Appendices

- Appendix 1 – Islington Music Hub announcement press release

Sean Gregory

Director of Learning & Engagement
Barbican Centre / Guildhall School

T: 0207 382 6178

E: sean.gregory@barbican.org.uk

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank