

BARBICAN CENTRE BOARD

Wednesday, 24 July 2019

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 July 2019 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Deputy Wendy Hyde
Deputy Tom Sleigh (Deputy Chairman)	Emma Kane (Ex-Officio Member)
Stephen Bediako (External Member)	Vivienne Littlechild
Russ Carr (External Member)	Wendy Mead
Simon Duckworth	Judith Pleasance
Alderman David Graves	Alderman William Russell
Gerard Grech (External Member)	Jenny Waldman (External Member)
Deputy Tom Hoffman (Chief Commoner)	

In Attendance

Officers:

Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Jenny Mollica	- Director of Creative Learning, Barbican Centre
Laura Whitticase	- Organisational Development & Policy Manager, Barbican Centre
Jane Alison	- Head of Visual Arts, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Sarah Wall	- Group Accountant, Barbican Centre
Cornell Farrell	- Head of Engineering and Projects, Barbican Centre
Sheree Miller	- Deputy Head of Audience Experience & Operations, Barbican Centre
Leanne Murphy	- Town Clerk's Department
Andrew Buckingham	- Communications Team, Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Lucy Musgrave and Graham Packham.

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

There were no declarations.

3. MINUTES

The public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

a. **Board Minutes**

The public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

b. **Minutes of the Finance Committee**

Members were advised that the public minutes of the Finance Committee held on 8 July 2019 were still with Chief Officers and would be circulated to Members when they were signed off.

4. **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.

With regards to action 2, Members were advised that this concerned avoiding the use of retrospective waivers. It was noted that the Chief Operating & Financial

Officer would be discussing this with Chris Bell on 31 August and would update Members on the outcome at the next Board meeting.

5. **MANAGEMENT REPORT BY THE BARBICAN'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 highlighted that the Barbican was having an unusually busy summer period with Lee Krasner: Living Colour, AI: More than Human and Jesus Christ Superstar all selling well. This wide summer offer represented a coherent programme that was responsive to audiences and dedicated to building the Barbican's brand and partnerships.
- It was noted that key partnerships with AI Business, Informa, KNect265 and WIRED, were leading to impressive springboard events. For example, a joint venture with WIRED led to a public event WIRED Pulse: AI at the Barbican was a huge achievement and success.
- The Estate 50 event on Saturday 8 June celebrating the 50th anniversary Barbican Estate sold out and received a great response. This included a number of presentations and was followed by a Corporation reception at the Centre.
- It was noted that whilst good progress was being made with the Spektrix project, due to Spektrix's own major cloud transformation project it had been necessary to push back the go live date. Members would be provided with more detail in September's report.
- The flagship schools programme, Barbican Box, has continued to support thousands of primary and secondary school pupils to turn their

creative ideas into reality. This has included an international pilot of Barbican Box in South Korea.

- The Young Entrepreneurs Lab programme, a collaboration with the Guildhall School's Creative Entrepreneurs programme, which supported four young entrepreneurs to pitch for a £2k prize at the Guildhall School's Creative Entrepreneurs Awards Ceremony on 25 June. This was won by an enterprise led by a past Young Visual Arts Group member.
- BIE have just signed a three-year £1m deal with current partners in China to stage four exhibitions. The development of a new exhibition, Virtual Realms (working title), will launch at Singapore Art Science Centre in June 2020.
- It was noted that there were a significant number of ongoing activities as part of the Beyond Barbican programme including Play the Mile and the Walthamstow Garden party that were hugely successful.
- Members commended the Creative Learning team on the remarkable amount of work they were achieving to support young people and people with disabilities.
- The Chairman was encouraged by the constantly changing programme of things happening at the Barbican.
- The Chairman noted the strengthening relationship with the Barbican Residents and thanked Wendy Mead for chairing the termly meetings with the Barbican Association so efficiently and effectively.
- A Member thanked the Barbican for their role in hosting and meeting a number of Ministers as part of the Tech Nation Week in June.

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6. VISUAL ARTS ANNUAL REPORT

The Board received a report of the Artistic Director providing Members with an overview of the Visual Arts department's current areas of activity and strategic focus and outlining the impact of the Barbican's activity over the past year and key future strategic projects.

RECEIVED.

7. CREATIVE LEARNING REPORT

The Board received a report of the Director of Creative Learning providing Members with an overview of the Creative Learning department's current areas of activity and strategic focus, outlining the impact of activity over the past year and key future strategic projects.

- Members were advised that Creative Learning was thriving with over 22k direct participants on its programmes in 2018/19.
- A strong focus of Creative Learning's approach continues to be around co-creation and co-learning.
- It was noted that the diminishing resources and prioritisation of the arts in schools remains hugely challenging for the Centre and wider sector as a whole, as it becomes more stretched to fill the void of the arts being left behind by the curriculum. Members were advised that the Barbican would be co-producing a national conference for teachers in partnership with the RSC's Education team. Towards a Creative Curriculum would be launched in January 2020, focusing on how arts and cultural learning support the new Ofsted framework.
- Creative Learning has undertaken a review of its activity in work-based learning, careers advice and employability, developing new initiatives in close partnership with HR and the Guildhall School's Enterprise team. Initiatives have included a pilot young entrepreneurs incubator programme, a newly refreshed season of Creative Careers sessions, new work experience pilot schemes, a strategic review of workforce diversity, and a new pilot fusion skills project for schools, funded by the Edge Foundation.
- Members were advised that the Associate Schools programme was nearing the end of its three-year partnerships and that Creative Learning would be taking on four new schools.
- It was noted that autumn would mark the 10th anniversary of the joint Creative Learning division of the Barbican and Guildhall School.
- The Chairman highlighted the fantastic Creative Learning presentation at the Lord Mayor's breakfast and hoped that the momentum would continue following 10 impressive years.
- Members praised the achievements of the Team and felt that an update on Creative Learning needed to be provided to Members of the Court to highlight the breadth of work going on by the Barbican and Guildhall School in Creative Learning.
- With regards to the Barbican spreading the word concerning its Creative Learning work, a Member noted that Unlimited were using thought leadership, including producing policy papers and speaking with government, to push forward their agenda and suggested taking this approach as an opportunity to pull together and share perspective.
- In response to a query regarding how the Barbican/Corporation could use their position to highlight the concerning statistics concerning education of the arts, Members were advised that the Barbican was

already active in advocacy work with a number of bodies/groups. It was hoped that the Towards a Creative Curriculum conference with the RSC would also support this advocacy work regarding the vital role of the arts in education.

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8. **EQUALITY AND INCLUSION UPDATE**

The Board received a joint report of the Head of HR and Artistic Director providing Members with an update on the equality and inclusion initiatives over the last year, detailing the most recent progress against the long-term strategy, which was signed off by the Barbican Board last July.

- It was highlighted that equality and inclusion was not isolated covering all areas across the organisation, but the Barbican was dedicated to progress this work.
- The Centre has entered the third year of its Equality and Inclusion Strategy and evaluation of the strategy identified that lots had been learnt but there was still more work to be done including the need to solidify the access offer and ensuring the building works for all users.
- The Barbican has engaged in practice-sharing with other arts organisations, particularly on the monitoring of artists.
- The Chairman noted that programming was doing well at promoting diversity by increasingly attracting diverse audiences.
- Members discussed the importance of having a diverse Board and Senior Managers/Officers and understanding what this diversity meant. It was noted that the membership of the Board was outside the control of the Barbican due to the set standards of the Corporation but that the Board's Nominations Committee was used to ensure that diversity and inclusion were a priority when selecting external Members.
- Members were informed that Officer data on equality and inclusion were included within the report and data concerning the Board could be produced using the outcomes of the annual Arts Council survey.
- It was noted that the Corporation was aware that more work was needed and had made a commitment to diversity and inclusion. The Corporation was working to achieve a gold standard for accreditation of the Barbican.
- The Deputy Chair noted that he chaired the Members Diversity Working Party which had developed a number of recommendations for Members which had received support from the Policy & Resources Committee.
- Members were advised that an all party group would launch on Monday and the Barbican would be in attendance.

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9. STRATEGIC PLAN UPDATE

The Board received a joint report of the Managing Director and Artistic Director providing Members with an update on Strategic Plan projects, the progress made against the Barbican's Strategic Goals and how the delivery of the City of London's corporate aims and objectives is supported.

Members were advised that the aim of the Plan was to be clear and targeted; however, it continued to be open to change as priorities changed. It was noted that that goals would be revised before the next Board meeting and there would be a refresh of the brand and values.

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10. UPDATE ON BARBICAN GUILDHALL CREATIVE ALLIANCE

The Board received a report of the Director of Learning & Engagement providing Members with an update on the Barbican Guildhall Creative Alliance, and its associated strategic bridging projects, reviewing progress to date and projected next steps.

Members were advised that the Creative Alliance bridging projects were helping to strengthen collaborative working between the Barbican and Guildhall School, particularly through joint research initiatives, and the greater integration of learning and technology. Another emergent area of development was in enterprise, innovation and engagement and it was noted that there would be an increased focus on this from Autumn 2019.

Members discussed how valuable the joint Barbican Guildhall School away day had been, which took place in September 2018. It was agreed that a second joint away day was needed to continue to help consolidate the Creative Alliance which Officers agreed to arrange for Spring 2020.

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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 MINUTES**

a. **Non-Public Board Minutes**

The non-public minutes and summary of the Board meeting held on 22 May 2019 were approved as a correct record.

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

Members were advised that the non-public minutes of the Finance Committee held on 8 July 2019 were still with Chief Officers and would be circulated to Members when they were signed off.

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

The Board received non-public appendices to be read in conjunction with Item 6 concerning the Visual Arts Annual Report update.

16. **CREATIVE LEARNING: NON-PUBLIC APPENDIX**

The Board received a non-public appendix to be read in conjunction with Item 7 concerning the Creative Learning Report update.

17. **CENTRE FOR MUSIC – COMMUNICATIONS LINES FOR BARBICAN BOARD MEMBERS**

The Board received a briefing concerning the Centre for Music providing communication lines for Board Members.

18. ***BARBICAN BUSINESS REVIEW – MAY ACCOUNTS (PERIOD 2)**

The Board received a report of the Chief Operating & Financial Officer providing Members with an update on the Barbican Business Review May 2019 (Period 2) accounts.

19. ***UPDATE ON CATERING AND BARS 2018/19**

The Board received a report of the Chief Operating & Financial Officer providing Members with an update on Catering and Bars 2018/19.

20. ***RISK UPDATE**

The Board received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.

21. ***BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) or any of the following schemes: 'Additional Capital Funds for City Fund Properties' (i.e. Fire Safety projects), Non-CAP and Security and Investment projects.

22. REPORT OF ACTION TAKEN

The Board considered a report of the Town Clerk providing Members with an update on urgent actions taken since the last Board meeting.

23. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD

There were no questions.

24. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC IS EXCLUDED

There was one urgent item.

The meeting ended at 1.26 pm

Chairman

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