

BARBICAN CENTRE BOARD

Wednesday, 18 November 2020

Minutes of the virtual meeting of the Barbican Centre Board on Wednesday, 18 November 2020 at 11.00 am

Present

Members:

Deputy Tom Sleight (Chair)	Alderman David Graves
Deputy Dr Giles Shilson (Deputy Chairman)	Gerard Grech (External Member)
Munsur Ali	Deputy Wendy Hyde (Ex-Officio Member)
Randall Anderson	Emma Kane (Ex-Officio Member)
Stephen Bediako (External Member)	Vivienne Littlechild
Tijs Broeke	Jeremy Mayhew
Russ Carr (External Member)	Lucy Musgrave (External Member)
Zulum Elumogo (External Member)	

In Attendance

Tim Jones	- Culture Mile Manager, Town Clerk's Department
Rachel Smith	- Senior Producer, Barbican Centre

Officers:

Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	- Director of Development, Barbican Centre
Leonora Thomson	- Interim Artistic Director, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	- Head of Finance and Business Administration, Barbican Centre
Huw Humphries	- Head of Music, Barbican Centre
Nick Adams	- Acting Head of Communications, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Laura Whitticase	- Strategic Lead, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Sarah Wall	- Principal Accountant, 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, Jenny Waldman and the Rt Hon. the Lord Mayor Alderman William Russell.

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

There were no declarations.

3. **BOARD MINUTES**

The public minutes and summary of the Board meeting held on 16 September 2020 were approved as a correct record.

4. **FINANCE & RISK COMMITTEE MINUTES**

The draft public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were received.

5. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The work plan for Barbican meetings in 2020/21 was also noted.

6. **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 confirmed the Centre was again closed to the public for the second national lockdown. Streamed content would continue online. There had been significant activity up until the point of closure achieving a public confidence score of 97/8% and work would continue operationally behind the scenes.
- The Centre, whilst continuing to review the complex, everchanging options and scenario plan as much as possible, is working to reopen on 3 December.
- It was hoped that the exhibitions would be able to reopen on 3 December, notably the successful Michael Clark: Cosmic Dancer exhibition which would end in January.
- Innovation and Engagement were looking to archive working online and improve its digital products.
- With regarding the Creative Learning, the Centre's civic purpose was developing through the strengthening collaboration between Beyond Barbican, Level G and the hyper local work with Culture Mile.
- The Director of Operations and Buildings gave thanks to the City Corporation and staff for their hard work and keeping the Centre safe. It was noted that times of closure had been used wisely to progress planned works on assets.
- Members were informed that whilst fundraising across the arts was uncertain, Officers were working hard to develop to the changing landscape and scope potential funding opportunities of which there were several pending. It was acknowledged
- Whilst future partnerships and corporate memberships continue to be explored, the Corporate team have managed to retain the loyalty of

many current members. Opportunities for audiences and patrons to donate online have also been made available.

RESOLVED – That Members endorse Management’s approach to the future activities of the Centre.

7. **EQUALITY AND INCLUSION UPDATE**

The Board received an oral update from the Director of Innovation and Engagement providing an update on the equality and inclusion work underway at the Centre.

Members were advised that setting up the Anti Racism Task & Finish Group, which will work as the engine room for the Centre’s work to address structural racism, remained a priority and was due to be announced imminently. The panel included internal and external expertise and was working on how it would be launched.

The Board were extremely supportive of the work of the new Task & Finish Group and the Chair agreed to send the Group a formal note of support.

A Member felt that the name should be changed as Task & Finish Group suggested the subject matter would finish. Members were advised that the final name was still being considered and it had already changed from “Taskforce” which was conserved too militaristic. An Officer noted that the Task & Finish Group would have a fixed period, and this was the first phase of this work. At its conclusion, this work would move into the wider long-term account of the organisation.

Members discussed best practice in the industry agreeing that wider resource was required to carry out a deep dive in line with work carried out by the Wellcome Collection to ensure diversity and inclusion was accessible at every level and create a truly open presence. The Chair saw this work as a priority and requested an update on best practice at the next Board meeting.

In response to a request by a Member, Officers agreed to share the details and job specification for the new Barbican senior role with Members for input.

8. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**

Members considered a report of the Chamberlain concerning the resetting of departmental Budgets 2020/21.

RESOLVED – That Members of the Barbican Centre Board note the recommended budget adjustments of £12,452K increase.

9. **CULTURE MILE PRESENTATION**

Members received a presentation concerning the future of Culture Mile 2021-23 and the following points were made:

- The Culture Mile Manager updated Members on plans to support communities and recovery post-Covid through a cultural revitalisation. It

was hoped that hyper local work that was already taking place could be capitalised on. A number of opportunities between Culture Mile and the Barbican were explored including transformation of the area through public realm branding across the district, support for local creatives and businesses, collaboration on learning, funding and research opportunities, and sharing learning, expertise and contacts.

- The five thematic areas of focus were a mixed economy model, creative livelihoods, creative spaces, creative communities and a skills-building agenda. It was hoped that civic, cultural and commercial sectors could be brought together through a mixed economy model to make the City an attractive destination for culture and commerce.
- It was noted that Culture Mile was working to access those without access to digital.
- Members were impressed with the high level of activity and supported Culture Mile's plans to recover culture in the City during and post Covid.
- In response to a query regarding exploring ideas to bring activity to the Beech Street tunnel and the Barbican's Exhibition Halls, Members were advised that Covid had made the role of local residents and businesses more influential in developing local projects and it was hoped that local input would help develop the vision for Beech Street. Funding for these ideas would be requested next year.
- It was noted that the Barbican Area Advisory Group worked to understand the different components of the area in terms of its story, transportation and projects.
- A Member commended the work of the Culture Mile noting that it was acknowledged at the Lord Mayor's Taskforce meeting that creative thinking would not only enhance culture and society but assist with the recovery of commerce. The Member saw this as a great opportunity to lead these big debates.
- The Taskforce was considered well placed for overarching coordination across the City Corporation and the Barbican, GSMD and Museum of London were leading the debates regarding culture in partnership. The Barbican and Smithfield were recognised as key areas in the City for community engagement and hoped they could lead on plans to implement a business improvement model.
- It was noted that businesses were unlikely to prioritise grass roots projects in the current climate so alternative opportunities for resources were being considered.
- A Member stated that the BBC and Channel 4 were heavily involved in the diversity sector and wondered if there was an opportunity to work with them.

- With regards to developing new and existing contacts, a Member felt that Members should act as ambassadors for culture and bring people into the City.
- In response to a query concerning attracting diverse audiences, the Culture Mile Manager confirmed that Culture Mile had done well in achieving diverse audiences to date and hoped to build on this to develop a diverse district.

10. ***INTERNAL AUDIT UPDATE**

The Board considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre, the last written submission having been made to the January 2020 meeting of the Barbican Risk Committee.

RESOLVED - That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation.

11. ***PROJECTS UPDATE REPORT**

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) and additional projects funded from other sources.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

14. **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.

15. **NON-PUBLIC BOARD MINUTES**

The non-public minutes of the Board meeting held on 16 September 2020 were approved as a correct record.

16. **NON-PUBLIC FINANCE & RISK COMMITTEE MINUTES**

The draft non-public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were received.

17. **MUSIC: ANNUAL UPDATE**
The Board received a non-public report of the Interim Artistic Director providing an update on Barbican Music department's activities and performance over the past year, setting out the opportunities, challenges and plans for the coming period within the context of the Barbican's overall vision and mission and Strategic Business Plan.
18. **LSO ANNUAL REVIEW**
The Managing Director of the London Symphony Orchestra (LSO) provided the Board with an update on the LSO's activities and financial position and gave an overview of the Orchestra's future plans.
19. **BOARD APPOINTMENT**
The Board considered a report of the Town Clerk proposing an appointment suggestion for the Barbican Centre Board.
20. **BARBICAN BUSINESS PLAN 2021/22 - 2024/25**
The Board considered a report of the Managing Director presenting the Barbican Business Plan 2021/22 to 2024/25.
21. **ART TRANSPORTATION FRAMEWORK PROCUREMENT STAGE 2 AWARD REPORT**
The Board considered a report of the Chamberlain seeking approval to grant the award of the proposed Art Transportation Framework Agreement.
22. **DEVELOPMENT REVIEW**
The Board considered a report of the Chief Operating & Financial Officer providing an overview of the Development Department's financial position and outlining the challenges, opportunities and future areas of work.
23. **COVID-19 SITUATION UPDATE**
The Board considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.
24. ***BUSINESS REVIEW - SEPTEMBER 2020 (PERIOD 6 - 20/21)**
The Board noted a report of the Chief Operating & Financial Officer setting out the Business Review for the September 2020 (Period 6 – 20/21) accounts.
25. ***CONTROVERSIAL PROGRAMMING RISK REGISTER**
The Board noted a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.
26. ***PROJECTS UPDATE: NON-PUBLIC APPENDIX**
The Board noted the non-public Projects Update appendix to be read in conjunction with item 11.

27. ***RISK UPDATE**

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

28. **REPORT OF ACTION TAKEN**

The Board noted a report of the Town Clerk updating Members on action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

29. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was one item.

The meeting ended at 1.29 pm

Chairman

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