

## **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

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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**

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Chairman

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