

BARBICAN CENTRE BOARD

Wednesday, 21 November 2018

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 21 November 2018 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)	Vivienne Littlechild
Deputy Tom Sleigh (Deputy Chairman)	Lucy Musgrave (External Member)
Russ Carr (External Member)	Graham Packham (Ex-Officio Member)
Simon Duckworth	Trevor Phillips (External Member)
Deputy Tom Hoffman	Judith Pleasance
Deputy Wendy Hyde	Deputy John Tomlinson
Emma Kane (Ex-Officio Member)	Jenny Waldman (External Member)

Officers:

Sir Nicholas Kenyon	-	Managing Director, The Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Louise Jeffreys	-	Artistic Director, Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Jenny Mollica	-	Director of Creative Learning, Barbican Centre
Sarah Wall	-	Interim Head of Finance, Barbican Centre
Steve Eddy	-	Head of HR, Barbican Centre
Laura Whitticase	-	Senior Manager (Organisational Development & Policy)
Huw Humphreys	-	Head of Music, Barbican Centre
Leanne Murphy	-	Town Clerk's Department
Andrew Buckingham	-	Communications Team, Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Alderman David Graves, Gerard Grech and Wendy Mead.

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 19 September 2018 were approved.

b. **Minutes of the Finance Committee**

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

c. **Minutes of the Risk Committee**

The draft public minutes of the Risk Committee meeting held on 5 November 2018 were received.

A Member noted a concern that the new catering contract had started in October 2018 and was working without formal agreement being signed and queried whether this had now been resolved. Members were advised that the delay was related to another City department and that the contract as tendered was working well for the Barbican.

4. **OUTSTANDING ACTIONS AND WORKPLAN**

The Board noted the various outstanding actions and the updates provided thereon.

The Chairman requested that action 3 concerning the Strategic Plan remain on the actions list for the January meeting.

Concerning action 5, Members were advised that Officers had entered into conversations with the Hampstead Heath Events Team and were awaiting an offer for how they could work together on the Hampstead Heath 30 years celebration. All other actions were complete or covered on the agenda.

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:

- It was noted that many Members were involved in the successful Informal Session of the Boards of the Barbican Centre and Guildhall School on 26 September 2018.
- The Managing Director and Deputy Chairman represented the Board at a Digital Culture Event which was attended by the Secretary of State for Digital, Culture, Media and Sport and the Minister for Culture.
- Modern Couples opened in the main gallery on 10 October with critical success. It was noted that visitor numbers were slightly under target but was expected to improve.
- The Chairman hosted the Barbican's first Annual Residents Reception on 30 October with a private viewing of Modern Couples and drinks reception for Barbican residents. The Chairman gave thanks to Wendy Mead for her assistance in organising the event.

- Members were advised that a new format was being used for classical musicals and had been popular with young audiences.
- Squish Space launched in October providing an inclusive, sensory environment full of playful ideas for under 5s and their parents/carers. This space has already received over 3,000 visitors.
- Barbican Box 2018/19 launched in September. The Centre was working with a number of theatre companies with the programme aiming to diversify audiences.
- Members were reminded that the new vision for Operations and Buildings was “to create an environment that enables and inspires others to achieve their best”. This would be achieved by providing services that were 1) compliant, 2) efficient and 3) appropriate.
- The Projects and Engineering team had been combined as part of Phase 3 of the ongoing change programme and delivered an unprecedented level of work with fewer people. A number of projects had recently been delivered including works to the Hall, foyers, kitchens, Green Room, as well as significant security, fire-related and general maintenance work. The team were now delivering four times more work with an around 20% smaller but combined Engineering and Projects team.
- Following the retirement of the Corporate Red Risk for fire, a new risk for the delivery of the fire-related projects has been introduced as a Departmental Red Risk.
- The Barbican co-hosted a CPNI conference course working with the Corporation and City of London Police contacts.
- The Barbican hosted a fundraising event as part of The Art of Change season for the Die Stadt ohne Juden ‘The City Without Jews’ performance raising £20k.
- It was noted that the Barbican’s retail review had now begun.
- The Managing Director advised that the Barbican Guildhall Creative Alliance (Appendix B) was included to update the Board on the co-working between the Barbican and Guildhall School.
- A Member enquired how much of the excellent work the Barbican was doing was getting publicised. The Managing Director stated that there would always be lots going on that would go under the radar but noted that the Centre was forming good community and local links through different projects. An Officer added that the new guide would be a good way to publicise Barbican activity.

- In response to a query regarding the new Spektrix ticketing system, Members were advised that there were limited systems on the market that could offer everything required but that Spektrix was a system used by a number of other Arts Organisations.
- A Member noted that residents of Golden Lane received information about the Guildhall School but not the Barbican Centre and requested if the Barbican could include Golden Lane. Officers agreed to follow up to ensure they were included.

RECEIVED.

6. **BANKSY ARTWORK - BARBICAN EXHIBITION HALLS**

The Board considered a joint report of the Managing Director of the Barbican Centre, Director of Built Environment and the Assistant Town Clerk & Culture Mile Director providing an update on the Banksy artworks, how they have been maintained to date, the public reception, associated reputational risks to the City of London Corporation and a proposed solution for the future. The following comments were made:

- In response to a query regarding the associated costs, Members were advised that they were minor and being completed by the in-house team.
- A Member queried whether there had been any further complaints from nearby residents following an email that was sent to Members. The Chairman confirmed that only one complaint had been received.

RESOLVED – That Members:-

- Approve the continuation of the Barbican Centre’s active management of the artwork and associated costs;
- Note that the Board has the right to review this position, in consultation with the wider City of London Corporation should the need arise.

7. **MODERN SLAVERY STATEMENT 2018/19 - BARBICAN CENTRE**

The Board considered a report of the Artistic Director presenting a draft Modern Slavery statement covering the 2018/19 financial year.

The Chairman noted that the Corporation had now developed its own slavery policy which was aligned with the Barbican’s policy. The Board agreed that it made sense to adopt the current statement for the year and then completely align with the Corporation’s policy in future which would cut down on work.

RECEIVED.

8. **MUSIC: ANNUAL UPDATE (PUBLIC SECTION)**

The Board received a report of the Director of Arts 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.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

11. **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.
12-28

Paragraph No.
3

12. **NON-PUBLIC MINUTES**

a. **Non-Public Board Minutes**

The non-public minutes and summary of the Board meeting held on 19 September 2018 were approved.

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

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

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

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

13. **MUSIC: ANNUAL UPDATE (NON-PUBLIC SECTION)**

The Board received a non-public report of the Director of Arts 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.

14. **LSO ANNUAL REVIEW**

Kathryn McDowell, 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.

15. **CENTRE FOR MUSIC UPDATE**
The Board considered a report of the Director of Operations & Buildings providing Members with an update concerning the Centre for Music (C4M).
16. **THROW OF DICE WAIVER PAPER**
The Board were advised that this report would now come to the January Board.
17. **EQUALITY AND INCLUSION UPDATE**
The Board considered a joint report of the Head of HR and the Artistic Director. providing an update on equality and inclusion processes and the Centre's approach since the annual update was presented at to the Board in July.
18. **EXHIBITION HALLS UPDATE**
The Board received an oral update from the Managing Director in respect of the Exhibition Halls.
19. ***BARBICAN BUSINESS REVIEW - SEPTEMBER ACCOUNTS (PERIOD 6)**
The Board received a report of the Chief Operating & Financial Officer setting out the Business Review for the 2018 Period 6 accounts.
20. ***BARBICAN COMMERCIAL PROGRAMME - PHASE 3**
The Board received a report of the Chief Operating & Financial Officer providing Members with an update on the Barbican Commercial Programme (Phase 3).
21. ***BARBICAN BUDGET 2019/20**
The Board considered a report of the Chief Operating & Financial Officer providing Members with an update on the 2019/20 Barbican budget.
22. ***DEVELOPMENT REVIEW**
The Board received a report of the Chief Operating & Financial Officer providing Members with an update on the review of the Barbican Development function completed by specialist agency Philanthropy Company setting out the key themes of the report and an agenda for change.
23. ***BARBICAN CENTRE CWP AND ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT (INCLUDING NON-CAP AND INVESTMENT PROJECTS)**
The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's building and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional Capital Funds for City Fund Properties Update Report (including Non-Cap and Investment projects).
24. ***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, updating on the significant risks that had been identified and outlining measures for mitigation of these risks.

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

There were no questions.

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

There were no urgent items.

27. **CHANGE PROGRAMME - BARBICAN CENTRE/GUILDHALL SCHOOL OF MUSIC & DRAMA OPERATIONS & SERVICES**

The Board considered and approved a report of the Director of Operations & Buildings concerning the Change Programme.

28. **FACILITIES UPDATE PAPER**

The Board considered and approved a report of the Chief Operating & Financial Officer providing a Facilities Update.

The meeting ended at 12.59 pm

Chairman

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