

BARBICAN CENTRE BOARD

WEDNESDAY, 18 JULY 2018

NOT FOR PUBLICATION

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

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.

A Member queried whether the new information to the Board for needed works regarding fire doors and fire stopping had been included in the report as the risk level had reduced. Members were advised that the Barbican Centre received constant professional advice regarding fire safety and they were compliant with timescales.

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 read in conjunction with the visual arts report at item 6. The following comments were made:

- The Board were advised that it had been a successful year for the Centre and that the Visual Arts Team had accomplished all of its targets from one show (Basquiat exhibition).
- It was noted that the shows were being well received by the public and press consistently receiving 4 and 5-star reviews.
- Members were advised that diversity of audiences at recent events had been noticeable, particularly the Basquiat exhibition of which 20% of its audience was made up of students and 72% had been new attendees setting a new record.

- The Board were advised that the future programme was being developed which included the first European retrospective of the work of Lee Krasner, a major exhibition following the Modern Couples exhibition exploring the role of the café as a catalyst for creative exchange in both historic and contemporary art (Café Society), a monographic exhibition of Jean Dubuffet and the largest exhibition of the late choreographer Pina Bausch in collaboration with the Pina Bausch Foundation.
- It was noted that the current show had been under-performing which was put down to the recent good weather.
- A Member congratulated the team noting that the Barbican Centre had not always been a leader in the visual arts and the high level of competition currently in London in this area.
- A Member queried how the team balanced the extremes of success as success could not be predicted. The Board were advised that the Barbican only supported projects it believed in but continued to have a mixed ecology to provide balance. It was noted that there were no “early wins”.
- In response to a query regarding the relationship with BIE and the reputational impact on the Barbican, the Board were advised that BIE had a different remit to the gallery with a more technologic and family focus which had a place within the Barbican economy and offering.
- A Member noted that it could be confusing for consumers if the offer varies in the different spaces within the Barbican.
- In response to a query regarding the apprentice scheme, the Board were advised that a second equality trainee had been appointed and the Barbican were making more apprenticeships available.
- A Member was concerned that some income figures provided in the public report gave value to competitors.
- A Member praised the excellent management of the Basquiat exhibition noting that the experience could have been ruined if it had not had the support there which was significant.

RECEIVED.

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

The Board considered a non-public appendix item read in conjunction with the creative learning report at item 7. The following comments were made:

- Members were advised that a robust infrastructure was now in place to respond to trends in the future.

- It was noted that Basquiat had been an opportunity to develop pioneering models including community views schemes and young groups which were important to the evolution of how the Barbican works.
- The Board were advised that that the new programme was new terrain for the Barbican tuning into change in the arts.
- The Barbican Centre would become the venue of the Youth Orchestra in autumn.
- The Board were advised that the Esmée Fairburn bid had been successful and the £300k funding over three years would support youth projects and schools.
- Members discussed the worrying reduction of arts hours in schools and hoped the importance of creative learning projects at the Barbican reflected the importance of the arts for young people.
- A Member noted that there were other funding opportunities that should be considered by the Barbican. The Board agreed expenditure in this area had never been more important, particularly in light of the decreasing funding available from City Bridge.
- A Member was concerned by the modest reduction of spending reflected in income summary in Appendix D and queried whether the Esmée Fairburn funding was included in the forecast. The Board were advised that this funding was not included.
- A Member was confused by the percentages which did not add up to 100 percent. It was agreed that an updated table of percentages would be circulated to the Board with an explanation of why they were not correct.
- It was noted that the significant funding from CBT would come to an end at the end of the financial year. However, it was noted that the team had been working with Trusts and Foundations to manage this loss and had never been as enterprising.
- A Member noted that the team were managing a lot programmes and queried whether seven priorities were too many. The Board were advised that balancing the numerous priorities was an ongoing challenge, but the team were working to streamline the focus of the depth of impact. It was noted that schools would be a key area and focus would be on innovative programmes.
- It was noted that the Barbican had an opportunity to become a leader in digital learning and that the Barbican could be turned into a learning centre for online and offline learning. The Board were excited at the idea of developing the Barbican as a learning centre but noted that they

needed to address what the Barbican could do as a catalyst, what delivery technologies were available, how could they develop a model of learning and what skills would need to be brought in to develop this.

- The Managing Director highlighted political difficulties noting the real threat that schools were less able to afford and take up the arts. However, he saw a huge opportunity for arts and cultural organisations to encourage what is supplied and felt work was needed to explore what was needed versus what the Barbican could offer.

RECEIVED.

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.

The Managing Director advised the Board that a strong case had been made that the Cyclical Works Programme should be spent on the Barbican Centre which was much needed expenditure. It was noted that this would see ongoing changes to the scope with the adjustments reflected in Appendix 2.

RESOLVED: That Members note the contents of this report and approve the revised budgetary estimates along with the revised phasing of expenditure.

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.

RESOLVED: That the project progress to Gateway 3/4 on the Regular route at a cost of £54,960.

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.

RESOLVED: That the project progress to Gateway 3/4 on the Regular route at a cost of £48,110.

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.

A Member noted the archaeological set up and the many layers included from the past. It was suggested that future reports start from the current point in time.

RECEIVED.

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.

RECEIVED.

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. The following comments were made:

- The Board were advised that this was a review of the last year of the Strategic Plan. It was noted that the Strategic Plan would be updated by the directorate in the next few weeks to include the new projects and would aim to attach to the City of London Corporation Corporate Plan which would come to the next Board meeting.
- A Member requested an appendix on the next report showing which projects had come off the Strategic Plan.
- A Member noted that some patrons were reporting difficulty attending events due to the large number of attendees at the Barbican. Members discussed the space noting that different people used it for different reasons. It was agreed that the Centre needed to remain an accessible public space for all but that more thought could go into the Centre's layout, for example implementation of new furniture. The Managing Director highlighted the need for a flexible design for events which was particularly important to the exhibition halls.
- It was noted that there was a big movement surround "Future of Work" and how spaces affect people's work and lifestyle. A Member suggested looking at research at the emerging trends on how people work which could be used to shape the Centre's agenda.

RECEIVED.

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.

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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.

Members were advised that two restaurants at the Barbican did poorly during this period and that alternative proposals were being sought to bring to the October Board meeting.

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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:

New Secretary of State for Digital, Culture, Media and Sport

The Board were advised that two Members had met with Jeremy Wright, the new Secretary of State for Digital, Culture, Media and Sport, regarding the importance of the arts and had a successful meeting.

The meeting ended at 12.44 pm

Chairman

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