



Barbican Centre Board

Date: WEDNESDAY, 3 DECEMBER 2014
Time: 10.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy John Tomlinson (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Lucy Frew
Alderman David Graves
Tom Hoffman
Emma Kane
Roly Keating
Vivienne Littlechild
Jeremy Mayhew
Brian McMaster
Wendy Mead
Cllr Guy Nicholson
Trevor Phillips
Judith Pleasance
Deputy Richard Regan OBE
Keith Salway
Deputy Dr Giles Shilson
Jeremy Simons

Enquiries: Gregory Moore
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gregory.moore@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. a) **Minutes of the Board**

To approve the public minutes and summary of the Barbican Centre Board meeting held on 8 October 2014.

For Decision
(Pages 1 - 6)

b) **Minutes of the Finance Committee**

To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 24 September 2014.

For Information
(Pages 7 - 10)

c) **Minutes of the Finance Committee**

To receive the draft public minutes and summary of the meeting held on 19 November 2014.

For Information
(Pages 11 - 14)

d) **Minutes of the Risk Committee**

To receive the draft public minutes and summary of the Risk Committee of the Barbican Centre Board held on 14 October 2014.

For Information
(Pages 15 - 18)

e) **Minutes of the Nominations Committee**

To receive the draft public minutes and summary of the meeting held on 8 October 2014.

For Information
(Pages 19 - 20)

4. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Report of the Managing Director.

For Decision
(Pages 21 - 34)

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

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

7. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A 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
8. a) **Non-public minutes of the Board**
To agree the non-public minutes of the Barbican Centre Board meeting held on 8 October 2014.
For Decision
(Pages 35 - 40)
- b) **Non-public minutes of the Finance Committee**
To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 24 September 2014.
For Information
(Pages 41 - 48)
- c) **Non-public minutes of the Finance Committee**
To receive the draft non-public minutes of the Finance Committee of the Barbican Centre Board meeting held on 19 November 2014 (TO FOLLOW).
For Information
- d) **Non-public minutes of the Risk Committee**
To receive the draft non-public minutes of the Risk Committee of the Barbican Centre Board held on 14 October 2014.
For Information
(Pages 49 - 52)
9. **OUTSTANDING ACTIONS OF THE BOARD**
Report of the Town Clerk.
For Information
(Pages 53 - 56)
10. **SERVICE BASED REVIEW - IMPLEMENTATION PLAN**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 57 - 70)
11. **VISUAL ARTS: ANNUAL PRESENTATION**
Report of the Head of Visual Arts.
For Information
(Pages 71 - 110)
12. **DEVELOPMENT STRATEGY ANNUAL PAPER**
Report of the Head of Development (TO FOLLOW).

13. **DEVELOPMENT UPDATE**
Report of the Managing Director.

For Information
(Pages 111 - 130)
14. **BUSINESS REVIEW**
Report of the Chief Operating & Financial Officer (TO FOLLOW).
15. **BUDGET REPORT 2015/16**
Report of the Chief Operating & Financial Officer. This report was approved by the Finance Committee of the Barbican Centre Board at its 19 November 2014 meeting.

For Decision
(Pages 131 - 148)
16. **UPDATE ON CAPITAL WORKS**
Report of the Director of Operations & Buildings.

For Information
(Pages 149 - 158)
17. **RISK UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 159 - 166)
18. **CAPITAL CAP EXTENSION 2016/17**
Report of the Managing Director. This report was approved by the Finance Committee of the Barbican Centre Board and the Corporate Asset Sub-Committee at their 19 November 2014 and 21 November 2014 meetings respectively.

For Decision
(Pages 167 - 174)
19. **PROPOSED INVESTMENT IN BAR OPERATIONS**
Report of the Managing Director. This report was approved by the Finance Committee of the Barbican Centre Board at its 19 November 2014 meeting.

For Decision
(Pages 175 - 186)
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

BARBICAN CENTRE BOARD

Wednesday, 8 October 2014

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 8 October 2014 at 1.45 pm

Present

Members:

Deputy John Tomlinson (Chairman)	Trevor Phillips (External Member)
Deputy Catherine McGuinness (Deputy Chairman)	Judith Pleasance
Lucy Frew	Keith Salway (External Member)
Tom Hoffman	Deputy Dr Giles Shilson
Jeremy Mayhew	Jeremy Simons
Brian McMaster (External Member)	Alderman David Graves (Ex-Officio Member)
Cllr Guy Nicholson (External Member)	Emma Kane (Ex-Officio Member)

In Attendance

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Sean Gregory	Director of Creative Learning, Barbican Centre
Lorna Gemmell	Head of Communications, Barbican Centre
Steve Eddy	Head of HR, Barbican Centre
Jo Daly	PA to the Managing Director, Barbican Centre
Niki Cornwell	Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Roly Keating, Vivienne Littlechild, Wendy Mead and Deputy Richard Regan.

The Chairman apologised to Members for the change in time to the meeting and any confusion caused by this; all efforts would be made to avoid varying from the normal start time in future and to ensuring that sufficient notice was given.

The Chairman also took the opportunity to apologise for the two late non-public items which had been circulated concerning the service based review, advising

that due to the timing of the receipt of the final report, it had not been possible to circulate the items with the rest of the papers. Given this, he had asked that the draft minutes of the Finance Committee of the Barbican Centre Board, at items 3a and 8a on the agenda, not be tabled as a result, so as to avoid Members having to consider additional late items.

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

There were none.

3a. **MINUTES**

The public minutes and summary of the meeting held on 23 July 2014 were approved.

3b. **MINUTES OF THE FINANCE COMMITTEE**

This item was deferred.

4. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Members received a report of the Managing Director providing updates from the six Barbican Directors on their respective areas. The Directors spoke to each update with a number of questions asked by the Board:

- **Website:** Assurance was provided that the correct gateway procedures would be followed for the project
- **Cinema bookings:** A Member noted that it had previously been possible to buy e-tickets for the cinema; however, this had recently been stopped. It was confirmed that this had been a temporary change during the Hamlet sales given pressures on the servers, but should be restored imminently.
- **Creative Learning:** The Deputy Chairman was pleased to note the progress with Creative Learning and particularly the East London and City Culture Partnership, with the ideas of young people being listened to more in the future. She added that she hoped further updates on their ideas being taken on board and implemented would be provided in future.
- **Hamlet and Secondary Sales:** The Director of Audiences & Development outlined the arrangements in place around the sale of Hamlet tickets. It was confirmed that the website stated that attendees would be required to bring photographic ID bearing the name of the primary booker; Members cautioned that this could lead to difficulties which might lead to reputational risks, for instance, where tickets had been purchased as presents for others, or where regular visitors were unaware of the requirement and were turned away for forgetting ID. Officers assured Members that clear advance notice would be given to all attendees and that practical arrangements would be put in place on the day to manage genuine mistakes sensibly and reasonably, and indeed to give a good customer experience overall. The Director noted that this was an increasingly common practice within the sector for popular events, citing the recent Kate Bush concerts as an example, and noted that the intent was as a deterrent to prevent forgeries and ticket touting.

- **Ticket touting:** Members subsequently discussed the issue of ticket touting more generally, considering the wider implications and appropriateness of adopting stringent measures to try and prevent this. During debate, a range of views were expressed as to the desirability of trying to prevent ticket touting:
 - Some Members observed that secondary sales provided an opportunity for those who were particularly keen to see a show, but had been unsuccessful in the initial round of sales, to purchase a ticket at a higher price, thereby filling a useful role in the market.
 - It was also noted that on many occasions an individual might no longer be able to attend a show, perhaps due to illness or another commitment, and that they might wish to sell the tickets on to friends or acquaintances at face value to avoid personal financial loss.
 - The wider issue around the appropriateness of the Barbican interfering in the free market was debated at length, with a divergence of views as to whether it was the Centre's place to take a stance on this issue.
 - The fact that tickets were being sold on at highly inflated prices suggested that in some instances tickets could be being under-priced, or that there should perhaps be a super-premium ticket offered with VIP add-ons which could replicate the benefit of secondary ticket sales, while also benefitting the Centre more directly.
 - The point was made that touting could potentially prevent members and regular attendees having access to higher-profile shows, raising the issue of reputational risk around the treatment of Barbican members. A Member commented that it could be considered a question of fairness, and the Barbican's status as a publicly funded organisation should be considered alongside these deliberations.
 - Legally, it was confirmed it was possible to restrict the ability to pass on tickets through terms and conditions entered in to at the point of purchase. Members were asked to note that in the case of Hamlet box office income did not come to the Barbican as it was a commercial rental.
 - Members agreed that there was a need for clarity regarding the objectives of the use of ID and the intent to limit secondary sales or forgeries. It was asked that a report come to the next meeting clarifying the legitimate objectives around sales and the appropriate means to achieve these ends, with a view to proportionality.

RESOLVED: That an update on secondary ticket sales be prepared for the December meeting.

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

There were none.

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

There were no urgent items.

7. **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.

8-18

Paragraph No.

3

8a. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 July 2014 were approved subject to two amendments.

8b. **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE**

This item was deferred.

9. **OUTSTANDING ACTIONS OF THE BOARD**

The Board noted the outstanding actions list.

10. **PERFORMANCE REVIEW**

The Board received a report of the Managing Director setting out the performance review for 2013/14 and outlining future prospects.

RESOLVED: With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.

11. **BUSINESS REVIEW**

The Board received a report of the Committee received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 5 Accounts 2014/15.

12. **UPDATE ON CAPITAL WORKS**

The Board received a report of the Director of Operations & Buildings providing an update on the Barbican Centre's Capital Cap programme and a number of non-Capital Cap projects.

13. **ART GALLERY ROOF**

The Board received a report of the Director of Operations & Buildings concerning remedial works to the Barbican Art Gallery roof.

14. **CATERING CONTRACT VARIATION**

The Board received a report of the Chief Operating & Financial Officer concerning a variation to the Centre's catering contract.

15. **DEVELOPMENT UPDATE**

The Board received a report of the Head of Development which set out the 2014/15 fundraising results, to date, against budget.

16. **RISK UPDATE**

The Board received a verbal update of the Director of Operations & Buildings.

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

There were none.

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

There were two urgent items concerning the Barbican Centre's service based review proposals.

The meeting ended at 15.50

Chairman

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 24 September 2014

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 September 2014 at 10.30 am

Present

Members:

Deputy John Tomlinson (Chairman)	Keith Salway (External Member)
Deputy Catherine McGuinness (Deputy Chairman)	Jeremy Simons
Lucy Frew (Ex-Officio Member)	Deputy Dr Giles Shilson
Judith Pleasance	

In Attendance:

Emma Kane	Chairman, Barbican Centre Trust
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Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	Director of Creative Learning, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Caroline Al-Beyerty	Financial Services Director, Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

There were none.

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

There were none.

3. MINUTES

The public minutes and summary of the meeting held on 8 July 2014 were approved.

Matters Arising

Exhibit B

The Managing Director provided Members with an update on the events that had taken place the previous night leading to the cancellation of the theatre installation Exhibit B.

Security had been planned for the event specifically to accommodate peaceful protest, following considerable dialogue with the protestors in advance of the show opening. Unfortunately however, when protestors had knocked over barriers and rushed the doors of the building, the police advised that the safety of the cast, staff and audience could not be guaranteed if the performance continued, and therefore the Manager of the Vaults felt he had no option other than to cancel the performances. All audience, staff and performers were safely evacuated.

It was noted that Exhibit B had toured successfully around the world, including elsewhere to the Edinburgh Festival, without such incident until now and had received a number of highly favourable reviews praising its impact and thought-provoking message.

In response to questions, it was advised that both the British Transport Police (who held jurisdiction over the Waterloo Vaults) and the Metropolitan Police had been fully briefed in advance of the event. It was also confirmed that no arrests were made, and that the Barbican Centre was not insured against the financial loss caused.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) 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 I of the Schedule 12A of the Local Government Act.

Item No.

7-14

Exemption Paragraph(s)

3

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 8 July 2014 were approved.

8. **OUTSTANDING ACTIONS**

The Sub Committee received a report of the Town Clerk, setting out the outstanding actions list, and noted the updates and additions.

9. **CREATIVE LEARNING FINANCIALS**

The Sub-Committee received a report of the Director of Creative Learning.

10. **DEVELOPMENT UPDATE**

The Sub-Committee received a report of the Head of Development.

11. **AEA EFFICIENCY REVIEW UPDATE**
The Sub-Committee received a report of the Chief Operating and Financial Officer.
12. **BUSINESS REVIEW**
The Sub-Committee received a report of the Chief Operating and Financial Officer.
13. **ART GALLERY ROOF**
The Sub-Committee considered a report of the Director of Operations & Buildings.
14. **UPDATE ON CAPITAL WORKS**
The Sub-Committee received a report of the Director of Operations & Buildings.
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There was one question.
16. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 12.10 pm

Chairman

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 19 November 2014

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 19 November 2014 at 10.30 am

Present

Members:

Deputy John Tomlinson (Chairman)	Keith Salway
Deputy Catherine McGuinness (Deputy Chairman)	Jeremy Simons
Lucy Frew	Deputy Dr Giles Shilson
Judith Pleasance	

In Attendance:

Emma Kane

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Jim Turner	Head of Projects, Barbican Centre
Alexandra Bentley	City Surveyor's Department
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Gregory Moore	Town Clerk's Department

- 1. APOLOGIES**
There were none.
- 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were none.
- 3. MINUTES**
The public minutes and summary of the meeting held on 24 September 2014 were approved.
- 4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
- 5. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) 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 I of the Schedule 12A of the Local Government Act.

Item No.

Exemption Paragraph(s)

7 - 15

3

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 24 September 2014 were approved.

8. **OUTSTANDING ACTIONS**

The Committee received a report of the Town Clerk setting out the outstanding actions list and noted the updates and additions.

9. **BUSINESS REVIEW**

The Committee received a report of the Chief Operating & Financial Officer.

10. **BUDGET 2015/16**

The Committee approved a report of the Chief Operating & Financial Officer.

11. **DEVELOPMENT UPDATE**

The Committee received a report of the Head of Development.

12. **PROPOSED INVESTMENT IN BAR OPERATIONS**

The Committee approved a report of the Managing Director.

13. **UPDATE ON CAPITAL WORKS**

The Committee received a report of the Director of Operations & Buildings.

14. **CAPITAL CAP EXTENSION 2016/17**

The Committee approved a report of the Chief Operating & Financial Officer.

15. **OFF STREET CAR PARK MANAGEMENT SERVICES**

The Committee received a report of the Director of Built Environment.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

The meeting ended at 12.25 pm

Chairman

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 14 October 2014

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 14 October 2014 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Brian McMaster (External Member)
Deputy John Tomlinson (Deputy Chairman)	Keith Salway (External Member)
Lucy Frew	Jeremy Simons

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Nigel Walker	Security Manager, Barbican Centre
Dominic Smith	Network Manager, Barbican Centre
Nicholas Triantafyllou	IT Business Systems Manager, Barbican Centre
Paul Nagle	Head of Audit & Risk, Chamberlain's Department
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

There were none.

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

There were none.

3. MINUTES

The public minutes and summary of the meeting held 10 June 2014 were approved.

4. INTERNAL AUDIT UPDATE

The Committee received a report of the Head of Audit & Risk Management providing an update on the internal audit reviews undertaken between June 2014 and September 2014 as well as further information on the progress being made on the completion of the 2013/14 Internal Audit Plan. An update was also provided in respect of the schedule of planned work for 2014/15

The Head of Internal Audit introduced the report and advised the Committee that since the paper had been published the two draft reports referred to in the summary (*Projects - Extensions of Time* and *Interim Valuations*) had now been finalised, with no red rated recommendations arising from either.

Members queried the description of the box office item within the internal audit scheduled work plan, suggesting that this conflicted with the business model for the Centre. It was agreed that the wording should be altered accordingly.

In response to queries around the planned decrease in the level of audits, the Chief Operating & Financial Officer confirmed that he was content sufficient coverage remained within the programme to provide comfort, adding that there would still be similar level of reviews as took place across other departments.

It was also clarified that the 15 day timeframe detailed for Control Self-Assessments did not include the time in which Barbican Centre staff would be required to fill in forms and so on in advance of audits.

With regard to the outstanding debt to the Centre owed by Searcy's, it was clarified that the Centre would recover 50% of the costs from Searcy's should they be unable to recover the full amount from the debtor. A Member asked if the Committee could be provided with a regular statement of bad debts associated with the Centre; it was agreed that this would come as part of the regular financial review papers and also noted that a write-off report would come to Members in early 2015.

RESOLVED: Members are asked to note the outcome from recent internal audit work and progress against the internal audit planned work.

5. **PROCEDURES IN PLACE IN THE EVENT OF ARTIST CANCELLATIONS**

The Committee received a report of the Director of Audiences & Development summarising the processes put in place in the event of an artist cancelling.

The Committee thanked the Director for the paper, noting that it was helpful in assisting Members to understand the protocols in place and establish what the legal situation would be relative to any cancellations.

During debate, Members stressed the importance of making clear that the Centre reserved the right for understudies or suitable replacements to be brought in, given the possibility of illness or cancellations which were outside the Centre's control. It would be important to make this clear at outset, highlighting this condition on tickets and prior to purchase, as well as on the website in the terms of sale. The Managing Director agreed that the Centre must make sure it was able to protect itself from any legal challenge and financial loss, whilst maintaining a level of reasonableness to audiences.

The Director of Audiences & Development advised that she would consider the best way of ensuring this was put in to practice and report back to Members informally via email.

The Chairman and Deputy Chairman also noted the document listing controversial productions which was being prepared, asking that they be given sight of this list and the opportunity to discuss items.

RESOLVED: That the contents of the report be noted.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

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

There were no urgent items.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) 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 I of the Schedule 12A of the Local Government Act.

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held 10 June 2014 were approved.

10. **OUTSTANDING ACTIONS**

The Board noted the outstanding actions list.

11. **RISK REGISTER UPDATE**

The Committee received a report of the Chief Operating & Financial Officer 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.

12. **EXHIBIT B VERBAL UPDATE**

The Director of Audiences & Development provided the Committee with a verbal update on the latest position around Exhibit B.

13. **BARBICAN IT SECURITY SYSTEMS AND POLICIES**

The Committee received a report of the Chief Operating & Financial Officer detailing the Barbican's current IT Security systems and policies which are in place to protect the Barbican's data.

14. **FINANCIAL APPRAISAL PROCESS**

The Committee received a report of the Chamberlain outlining the financial appraisal processes used by the Chamberlain's Department.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 3.20pm

Chairman

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NOMINATIONS COMMITTEE OF THE BARBICAN CENTRE BOARD **Wednesday, 8 October 2014**

Minutes of the meeting of the Nominations Committee of the Barbican Centre Board held at Committee Rooms, West Wing, Guildhall on Wednesday, 8 October 2014 at 3.30 pm

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Tom Hoffman
Trevor Phillips

Officers:

Sir Nicholas Kenyon
Gregory Moore

Managing Director Barbican Centre
Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Jeremy Mayhew.

It was noted that the Committee was likely to lose its quorum shortly, as a number of Members were obliged to depart for other commitments. Given this, it was agreed that the Committee should receive the items on the agenda whilst quorate and agree the previous minutes, with another meeting arranged for later 2014 or early 2015 at which the items on the agenda could be discussed again in more depth.

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

There were none.

3. MINUTES

The public minutes and summary of the meeting held 6 November 2013 were approved.

4. SKILLS AND EFFECTIVENESS REVIEW 2013: REMINDER OF OUTCOMES

The Committee received a report of the Town Clerk providing a summary of the outcomes of the latest skills and effectiveness review.

RECEIVED.

5. CURRENT BOARD MEMBERSHIP AND TERMS

The Committee received a report of the Town Clerk setting out the current Board membership and term details.

RECEIVED.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

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

There were no urgent items.

8. **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 paragraph 3, Part 1 of Schedule 12A of the Local Government Act.

9. **NON-PUBLIC MINUTES**

The no-public minutes of the meeting held on 6 November 2013 were approved.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILE THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 3.55 pm

Chairman

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Agenda Item 4

Committee(s):	Date(s):
Barbican Centre Board	3 December 2014
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<u>Summary</u>	
<ul style="list-style-type: none">• The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Strategy and Cultural Hub, Arts, Creative Learning, Audiences & Development, Operations & Buildings and Business & Commercial.• Each of the six sections highlights 'progress & issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview & planning'.• Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none">• Note this report.	

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
<p>“The first night of <i>The Five and the Prophecy of Prana</i>, a dance fusion of hip-hop and martial arts at London’s Barbican Centre...was given a standing ovation by an audience that was as ethnically diverse as I have ever seen at a major cultural institution”. Peter Aspden, <i>Financial Times</i>, October 2014</p>	Strategic Objective
1.1 Progress and Issues	
<p>Strategy The 2014-2015 season has continued with an outstanding range of events across all the art forms. 5 star reviews from the critics have included</p> <p>Theatre ***** Schaubuhne Berlin: Ibsen <i>An Enemy of the People</i> Music***** Joyce di Donato <i>Stella di Napoli</i>, *****English Concert <i>Alcina</i> Gallery***** Constructing Worlds exhibition Cinema ***** Mr Turner, *****The Imitation Game LSO***** Bernard Haitink conducting Bruckner Symphony No 8 Contemporary***** King Creosote</p> <p>Underpinning these successes has been a high level of creativity throughout the programme, consistently good box office, and exceptional audience response (see Programming)</p> <p>The cancellation of Exhibit B has continued to resonate, with follow-up pieces (including the <i>New York Times</i>, prompting a correction and a letter from the MD) which are being carefully monitored. Discussions and events are being held, some with our involvement, some not. Our position is that we are currently concentrating on assessing the impact of the cancellation and lessons learned.</p> <p>Cultural Hub The consultation period on the Barbican Area Strategy has now come to an end, and the results are being analysed on behalf of the Department of Built Environment. We hope to have some indication of preliminary results before Christmas, and then a committee cycle in the new year will hear the results leading to the formulation of the proposed strategy for the area. Informal discussions continue meanwhile, and the MD and the Director of the Museum of London will meet the Barbican Association on 1 December to share thoughts and opinions.</p>	
1.2 Preview and Planning	
<p>Strategy The outcome of the Service Based Review and the external consultants’ report by AEA, reported to the Awayday and to be discussed further in this</p>	

meeting, has endorsed our ability to meet the savings and income targets, and raised challenges in terms of our effectiveness as an organisation. Intensive discussion by the Barbican Directors team has resulted in a significant proposal: in order to free up time to drive the management of change in the organisation, Leo Thomson is being seconded from her line management role for six months, with a mid-term review, in order to formulate a renewed strategy and vision, facilitate cross-departmental discussions, improve processes (e.g. data management and meetings), drive digital, and build the Barbican as a destination. The Directors will work more closely together and if possible co-locate in the building, sharing the management of Leo's departments between them on a temporary basis. At the same time Leo will take on a role for the Corporation co-ordinating cross-departmental income generation ideas as the next stage of SBR implementation. This will drive links between the Barbican and the rest of the COL. The immediate next stage for the Barbican is the development of its own income generation plans, to the timetable which will be outlined at this meeting, of which the Development plan is the first.

Cultural Hub

The Barbican's internal working groups have made good progress on formulating the benefits to the Centre's operation of the cultural hub developments, and it is intended to draw together and present this work around the time when the Area Strategy is ready for consultation. Discussions are taking place with stakeholders around the proposals for Exhibition Hall 2, and the resulting potential benefits to Beech Street which will form an important part of the integrated set of proposals going forward. It increasingly looks as if the benefits to the north-western area of the City from its residential and cultural emphasis will be key to developments in the future.

2. REPORT: PROGRAMMING	
	Strategic Objective
<p>2.1 Progress & Issues</p> <p>Gallery: Walead Beshty's A Partial Disassembling of an Invention Without a Future... opened on the 9th October and will run until 8th February 2015. Reviews so far have been good and audience numbers have been strong. Our autumn exhibition, Constructing Worlds: Photography and Architecture in the Modern Age opened on 25th September; reception thus far has been excellent with a string of critical, international reviews and over 40,000 tickets sold so far. The exhibition will have reached its target by the time of the Board meeting, with over four weeks of the run still to go. The first of a changing series of foyer displays devoted to the history and life of the Barbican is now in place, currently featuring rare photographs and watercolours by the Centre's architects</p>	Objectives 1,2,4

Chamberlin, Powell and Bon. The Barbican book **Barbican: Life, History, Architecture** celebrating the Barbican Estate, with a collection of photographs and essays is on sale now.

Barbicania, Ila Bêka & Louise Lemoine's video diary of a month-long immersion in the life of the Barbican, was so popular that we ran two additional screenings in November, and are presenting a third in December.

Music:

Our classical season has been underway since 25th September receiving particularly good reviews for **Joyce Di Donato's** performance **Stella Di Napoli** and the English Concert's **Alcina**. **Gergiev's Mariinsky Operas** received wide-spread critical acclaim and exceeded attendance targets. **The Academy of Ancient Music's Grand Tour: Handel in London** was a good start to the autumn season, exceeding sales targets. **LSO's Gergiev** season is now underway with a continued focus on **Matsuev** until December. The **BBCSO** continues its season, including **The Sound of Chaplin** on 30th November, as does **Britten Sinfonia** with **John Woolrich at 60** on 20th November. **Les Arts Florissants** is a critic's choice in the Financial Times. Our production of Britten's **Curlew River** opened at Lincoln Centre NYC to excellent reviews.

Contemporary music has seen a flurry of sold out, highly acclaimed shows including **Nils Frahm** and **King Creosote**. **London Jazz Festival** will be underway as of 14th November, opening with a sold out performance for **Jazz Voice: Celebrating a Century of Song**, produced in collaboration with Serious. **Just Jam** focussing on the cream of the underground music scene and featuring Omar Souleyman, JME, Big Narstie and others has been rescheduled for 13th December.

Theatre:

The **Ibsen** season featuring **Enemy of the People, Peer Gynt and The Wild Duck** received extensive 4* and 5* reviews and **Enemy of the People** exceeded audience targets. December sees the beginning of the RSC season, with **Henry IV, Parts I & II** and January will get underway with three exciting productions as part of the **London International Mime Festival** from Belgium, USA and the UK. Toni Racklin and I received the 2014 **Empty Space Peter Brook Awards Special Achievement Award** and the Barbican has been nominated for five **National Dance Awards**.

Cinema:

It was an exceptionally strong month for Cinema, **City Visions** included numerous talks and panel discussions, and attracted large audiences; as did the **London International Animation Festival**, the **Met Opera** series and a screening of **The Meaning of Life**, alongside a Screen Talk with Monty Python member **Terry Jones** to celebrate the 30th anniversary of the Directors Guild of Great Britain. **Ida** received numerous 5* reviews, **Gone Girl, Mr. Turner** and **Interstellar** have all performed exceedingly well, and enabled Cinema to achieve 143% of target in Period 7.

Objectives
1,2,3,6

Objectives
1,2,6

Objectives
1,2,6

<p>2.2 Preview and Planning</p> <p>ACE provided positive feedback on our NPO programme plans for 2015-18 and we are now underway with the planning phase of our large offsite projects for 2015 in Barking & Dagenham and Waltham Forest, including very positive discussions with both local councils.</p> <p>Planning for Station to Station, Doug Aitken's multimedia cross-arts month-long exhibition (summer 2015) is also underway, led by the Visual Arts department. Additionally, we are developing imaginative ideas to utilise and maximise impact of the foyers to drive new and existing audiences to the Barbican.</p> <p>Theatre has met with Nitro and ACE to discuss a series of talks in response to and to open a dialogue around issues arising following Exhibit B. Nitro will apply to Grants for the Arts to support this activity.</p> <p>I was recently invited to Japan to contribute to a conference to discuss and support their plans for the Cultural Olympiad in 2020.</p> <p>The Evaluation Working Group, led by the newly appointed Arts Planning Executive is implementing new systems for measuring impact and capturing learning across the arts and learning programmes.</p>	<p>Objectives 1,2,3,5</p> <p>Objectives 1,2,3,4,5,6</p> <p>Objectives 1,2,4</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,3,4,5,6</p>
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<p>3. REPORT: CREATIVE LEARNING</p>	
	<p>Strategic Objective</p>
<p>3.1 Progress and Issues</p> <p>Our Manifesto: Helping Young People Find Their Creative Voice The Barbican and Guildhall School celebrated 5 years of its joint Creative Learning Division with the Launch of <i>'Our Manifesto: Helping young people find their creative voice'</i> and an event at Milton Court. Our Manifesto' sets out our ambitious joint vision for the future of arts education in east London, making a series of pledges to young people, including delivery of "inspirational hands on arts experiences for every 8-16 year old in east London by 2020" and the provision of "arts and training opportunities for over 10,000 young people by 2020". Both the event and manifesto were very well received with coverage in national press and with the attendance of over 130 partners, funders, schools and participants at Milton Court. Performances were given by members of Drum Works, Future Band & Barbican Young Poets, and an inspirational and compelling argument for the value of creative education was given by Complicite Artistic Director Simon McBurney. There was also the opportunity to explore an exhibition in Milton Court foyers of work produced through our Creative Learning programmes.</p>	<p>Objective 3</p>

<p>Recent Projects The start of the new academic year has seen the launch of this year's Theatre Barbican Box and Gallery Barbican Book projects in schools across East London – as well as the pilot of the first Barbican Music Box in Five Hackney Secondary schools. During the half term break, we delivered a number of projects: Future Band – whose work took the Constructing Worlds exhibition as a starting point, and incorporated dance and movement alongside their creative music ensemble approach. The Messengers – working with St Mungo's, who began to explore themes which will be further developed for the Dialogue Festival in February, and the launch of our second BFI film academy which began with an intensive project at the Barbican and continues with weekend sessions until March 2015.</p> <p>Battle of Ideas Battle of Ideas returned to the Barbican over the weekend of 18th and 19th October. With a full programme of over 80 sessions, 350 speakers and 3,000 attendees, the festival further developed this year with several free stage events and other foyer activity including pop up debates, music and readings. We also hosted a Battle of Ideas Satellite event the following weekend and are exploring a wider relationship with The Institute of Ideas as well as planning for next year's festival and beyond.</p>	<p>Objectives 3, 6</p> <p>Objectives 1, 2</p>
<p>3.2 Preview and Planning</p> <p>Framed Film Festival Framed Film Festival will take place from 22 to 23 November. This annual showcase of the best new international films for young audiences also offers a range of free learning activities, including a drop-in animation area, and a pop-up media studio giving children the chance to take on the roles of camera and sound operators. Participants will have the opportunity to act out film scenes and create their own trailer - using green screen technology to place them in a pre-filmed movie environment on screen.</p> <p>The Barbican Young Programmers will introduce the festival films and assist on workshops and events.</p> <p>The Framed Film Festival is now designed for primary aged children. A new young people's Focus Festival for age 12+ will take place in March 2015. Barbican Young Programmers will consult on and help to programme this festival for their peers.</p> <p>Young Arts Academy and Labs Planning is underway for activity delivered through the Barbican's Arts Council NPO funding from April 2015. A key strategic initiative is the young Arts Academy which will be developed to give the young people we work with in ensembles and other contexts the opportunity to also</p>	<p>Objective 3</p> <p>Objectives 2,3</p>

<p>develop other areas of their work with a focus on entrepreneurialism, collaboration and cross arts work. The Laboratory programme will also develop further to include work hosted at partner venues in East London including Rich Mix, and Barking Broadway Theatre.</p> <p>Forthcoming Highlights Spring and Summer includes a number of showcase moments for Creative Learning – key dates for the diary include 12th February, when the Young Orchestra for London have their first open rehearsal with Sir Simon Rattle, prior to the Berlin Philharmonic’s concert that evening. This orchestra will feature young people from across East London, and will also perform at the South Bank during the Berlin Philharmonic residency.</p> <p>On 26th February Barbican Box Music reaches a climax with a showcase performance in the Barbican Hall, followed by the Dialogue festival showcase around the foyers featuring sharing of work created with groups including St Mungos, Future Band and others. Both projects have taken the work of Alan Lomax, and ‘people’s songs’ as their starting point for creating new songs and music.</p>	<p>Objectives 2,3</p>
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<p>4. REPORT: AUDIENCES</p>	
	<p>Strategic Objective</p>
<p>4.1 Progress & Issues Membership: on 29 October the refreshed membership tiers were launched with a new visual identity and communications campaign. Membership and Membership Plus replace Yellow, Orange and Red. Orange members have been migrated onto Membership and Red Members onto Membership Plus. Yellow Members have been offered the choice to be upgraded to Membership free of charge for the duration of their membership, and, at the end of that year, choose between renewing at this level and leaving the scheme as the old yellow memberships are no longer sold. The main change in the new scheme is that the Red Room is now available to all members with those in Membership allowed one guest and those in Membership Plus allowed three. This is to ensure that the Red Room becomes a vibrant, attractive space which at least breaks even, and eventually make a profit for us. Since the scheme launched we have had 38 (exc yellow upgrades) new people to Membership, Membership Plus has remained static; 255 yellow members have opted proactively to upgrade to Membership. As we expected some (9) Red Members have requested a downgrade to Membership and we continue to monitor this carefully. This will be reported on further in the Marketing and Communications Board report. Membership forms an important strand of the Service-Based Review work.</p>	<p>Objectives 1, 5</p>
<p>Development: The team is working with Marketing and Communications to introduce Emma Kane as the new Chairman of the Barbican Centre</p>	<p>Objectives 1, 5</p>

<p>Trust. We have placed articles about the Trust and her appointment in Barbican publications and the media, and she attended the staff meeting in November and discussed her new role. She is passionate about raising the profile of the Barbican among City audiences. She is galvanizing the Trustees to work very actively with the Development team and Centre more widely.</p> <p>Young Barbican: Young Barbican: this scheme launched on 24 September as part of our Manifesto for Young People. Replacing our freeB scheme, this is a scheme for 16-25 year olds offering accessibly-priced tickets (£5, £10 or £15) for events right across the art forms. All 12,000 active freeB members were migrated onto the new scheme and so far 3,200 new young people have joined. We are encouraging partners to take part in the scheme and so far most are doing so. All our associates in music have joined in, and many of our rental partners as well including the RSC and To Kill a Mockingbird. This is core pillar of our approach to providing young people with appropriate pathways through our offer and it will be promoted through creative learning activities in addition to the communications campaign.</p> <p>Communications: in September the team delivered the second season launch of the year, which focussed on the 2015 artistic highlights and a new Creative Learning manifesto. A news story was placed with the Independent including an interview with Sean Gregory. The launch also generated news coverage in other national media and within specialist arts and education titles.</p> <p>Customer Experience: The team had an unexpected challenge with the last minute cancelled concert on 25 October (owing to a power outage). All went smoothly and is a validation of our contingency plans. All ticketholders have now been transferred to the new date.</p>	<p>Objectives 1,3</p> <p>Objectives 1, 3</p> <p>Objectives 1</p>
<p>4.2 Preview & Planning</p> <p>Website: Following the loss of our preferred bidder, much work has been undertaken to ascertain the way forward on the website and explore the resources needed. We have agreed with colleagues in City Procurement that the OJEU route is no longer an option as following it would be lengthy and offers no guarantee of success.</p> <p>We are working up the plan of action to develop the site incrementally. The major issues we have prioritised are the booking journey and mobile optimisation, removing the immediate risks of being dependent on unsupported software (Flash) and of loss of income generation through lack of mobile. It will also allow us to make some much needed changes and apply our visual identity.</p> <p>This approach capitalises on the experience of the excellent micro-sites built by our Design Team over the past four years, who know how to optimise for mobile and apply our visual identity, and on in-house</p>	<p>Objectives 1</p>

<p>knowledge and experience of how to optimise the booking journey. We will then build on this and replace our CMS, greatly enhancing our web capabilities, putting us in a position to tell the whole Barbican story to site visitors and to provide really intelligent search. We will be writing a report for the Project Sub-Committee to close down the OJEU process formally and are currently awaiting advice on when and how this needs to happen.</p> <p>Development: the team are working on their three-year strategic plan which sets out the team's approach to their challenge over the coming years. This underpins the figures put forward in the Service-Based Review</p> <p>Customer Experience: Box office remains busy as the Christmas season, classical music and the RSC residency ramps up. Final preparations are being made to the organisation wide customer focus training that will be rolled out from January. The team are working collaboratively with IT and Marketing colleagues to progress the data collection project.</p> <p>Just Jam: Communications, Marketing, Customer Experience and Music are all liaising very closely with the City of London Police and the PRO and Town Clerk's office to ensure the smooth restaging of the Just Jam event (13 December) that was cancelled at the beginning of the year.</p>	<p>Objectives 2,3 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,2</p>
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5. REPORT: OPERATIONS & BUILDINGS	
<p>5.1 Progress & Issues</p> <p>Security: The Security team successfully managed ongoing issues related to Exhibit B and the petition, against the event. Additional security arrangements were made for a number of concerts involving Gergiev and the Mariinsky Opera and LSO, but fortunately no issues occurred at any of the events. Security was also provided for a Royal visit with HRH Prince Michael of Kent attending the IOL Educational Trust Event in the Garden Room on the 6th November. There was also a visit by the President of Croatia to the Exhibition Halls and to the Centre on 23rd October.</p> <p>Milton Court: The glass panel to the south face of Milton Court is still to be completed by the tower management. All plaster panel works now signed off.</p> <p>Further works to satisfy Part M of building regulations (access for disabled) have been identified following a visit from the City of London</p>	<p>Strategic Objective</p> <p>Objectives 1,S/E</p> <p>Objective 4</p>

<p>Action Group (COLAG) and are being discussed with the architects on how best to resolve. Some works already undertaken. COLAG to revisit on the 9th December.</p> <p>The public address and voice alarm systems issues still exist after 3 abortive visits by the contractor. New date proposed 7th December however this may not be possible due to booked activity. Next available dates are in late January 2015.</p> <p>Preparation works are underway for the closure of John Trundle Court and the various office moves that are required before Christmas.</p> <p><u>Ex Hall 1:</u> The agreement to lease with the LFS is now finalized in draft subject to committee agreement. A well-attended residents meeting with the LFS team and Chair of Governors, Mike Leigh, took place on November 5th. The LFS presented their latest design proposals with issues such as noise, constructional working hours and building programme the main issues raised by residents.</p> <p><u>Building Repairs, Maintenance and Sustainability:</u> The in-house building services maintenance team continues to deliver an increasing number of maintenance tasks, (currently approximately 15,000 per annum). The rolling energy/carbon mitigation works continue, with the retrofitting of high efficiency, long life LED lamps.</p> <p>The internal engineering team continues to sustainably optimise the newly installed Building Energy Management System, (a long term project); the benefits of these works are now being seen with a year on year reduction in the overall utility unit energy consumption.</p> <p><u>Crossrail Works at the Barbican:</u> The tunneling programme, reported by Crossrail as at first week of November 2014, remains unchanged, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to be entering the vicinity of the Barbican Estate near the end of January 2015 and TBM Victoria (west bound tunnel) due around the end of February.</p> <p>The 'Crossrail' pre tunneling, building condition surveyors are currently on site. The survey process includes the taking of photographic information on all visible fabric elements and the logging of any existing cracks, leaks or evidence of structural defect. It is a two month programme of survey works which will also include the residential estate.</p>	<p>Objectives 1,4 S/E</p> <p>Objectives 4, S/E</p>
<p>5.2 Preview & Planning</p> <p>Headline projects currently on site are as follows:</p> <p><u>Concert Hall Flying System:</u> Works programme has been completed successfully within the planned dark period.</p>	<p>Objective 4</p>

<p><u>Theatre Powered Flying System (non-Cap):</u> Some 'physical' defects and software issues are still to be signed off. There have been no operational impacts arising from these remaining pieces of work.</p>	Objective 4
<p><u>Fire Alarm Replacement Programme</u> The works programme to replace all Barbican Centre fire alarm panels and about 2,600 associated detectors, call points and controls is now underway and will continue on site for another 6 months. To minimize the impact of the works on the BC arts programme, the majority of works are taking place overnight.</p>	Objective 4
<p><u>Ex Hall 2 Feasibility:</u> A final feasibility report for the Community and Performing Arts space is now being developed for presentation at the forthcoming December RA Sub Committee. Alongside this process we are also developing, with the City Surveyors Department, alternative tenancy proposals as part of the feasibility exercise. In the interim, the Exhibition Hall 2 commercial business is booked with exhibition business events up to summer 2016.</p>	Objectives 2,3,4,6

<p>6. REPORT: BUSINESS & COMMERCIAL</p>	
	Strategic Objective
<p>6.1 Progress & Issues</p> <p><u>Business Events</u></p> <ul style="list-style-type: none"> • Lead times for events continue to be short • Currently stand on 95% of target revenues • Some 40 events were scheduled during this busy period including a number of new clients – Energy Live News, SSC & Radley & Co. • Photo -shoots in the Conservatory continue to be popular with shoots for Agent Provocateur & Paul Smith, Christies & White Stuff. <p><u>BIE</u></p> <ul style="list-style-type: none"> • <i>Game On 2.0</i> has ended its extended 9 month run at Tekniska Museet, Stockholm. Total attendance figure: 310,253. • After hosting <i>Game On 2.0</i> Tekniska Museet has now launched <i>Digital Revolution</i>. In less than two weeks 17,369 visitors have seen the show. • <i>Designing 007</i> opened at the Kunsthal, Rotterdam on October 1. 31,000+ people have visited the exhibition in its first 3 weeks. • We have signed an agreement with the Fernan Gomez Centre in Madrid, who will take <i>Designing 007</i> from April 2015 - August 2015, and are in talks with EON to extend the exhibition run. 	<p>Objective 5</p> <p>Objectives 1, 5</p>

<p><u>Exhibition Halls</u> September and October have been the busiest months in the Exhibition Halls calendar, delivering a number of regular and brand new events: the Landlord and Letting Show, King’s College Welcome Fair, City University Freshers’ Fair, Mortgage Business Expo, KIOSK Expo and the British Invention Show. The remaining part of Exhibition Hall 1 was also used over 8 continuous weeks by University of London for their exams.</p> <p><u>Commercial Development:</u> Our Head of Commercial Development is leaving the Barbican at the end of the year. We have appointed an interim role for 6 months, a Head of Catering Operations who will oversee key catering projects linked to the mobilisation of in-house bars operation, commercial projects linked to the service based review and the new catering contracts.</p> <p><u>Retail</u> Constructing Worlds in the Gallery has achieved 91% of its target with 7 weeks of the exhibition to run. The catalogue is performing extremely well with 1,535 sold to date. In this months’ round of interviews we have been unsuccessful in recruiting a Head of Retail, and will be reviewing this role with a view to starting the process again at the end of November.</p> <p><u>Catering</u> The Catering procurement which started in June has been halted since we have become aware of changes in the status of some of the bidders for our catering contracts contract after the pre-qualification questionnaires were submitted and the shortlist agreed. In order to mitigate the risk of the procurement being compromised and in the interests of fairness and transparency we cancelled the current procurement process. We have restarted the process which is on track to deliver a recommendation to appoint to the Barbican Board in February.</p> <p><u>Car parks</u> The tenders submitted under the joint procurement exercise to tender the Barbican's car parks with the Department of the Built Environment are being reviewed and we hope to have concluded our evaluation by the beginning of December.</p>	<p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 4, 5</p>
<p>6.2 Preview & Planning</p> <p><u>Business Events</u></p> <ul style="list-style-type: none"> • Four Hall events are scheduled for November & December including new client, Pixl Club. • The Business Events Sales team is attending the EIBTM in November in order to drive business after a successful IMEX America trip with over £200K of enquiries. 	<p>Objectives 4, 5</p>

<p>BIE</p> <ul style="list-style-type: none"> • We are signing with Onassis Cultural Centre, Athens as the next touring venue for <i>Digital Revolution</i>. We are also close to agreement with partners in Shanghai and Taipei for Summer 2016 and a leading Media company in Korea to stage the exhibition in April 2017. • <i>Watch Me Move</i> will open on 20 November 2014 at MARCO in Monterrey, Mexico as part of the Mexico/UK Year of Culture 2015. • We have interest from partners in Jakarta, Indonesia who would like to take on <i>Watch Me Move</i>. • We will be touring <i>Game On</i> to Montreal Science Centre in April 2015. 	Objectives 1, 5
<p>Exhibition Halls</p> <p>A number of additional exam dates by University of London have been scheduled for November and December. Edinburgh Business School, part of Heriot-Watt University in Edinburgh, will be holding a full week of examinations in Hall 2 in the first week of December.</p>	Objectives 1,5
<p>Retail: we are developing our range of Barbican linked products and publications. With the Gallery, <i>Barbican: life, history, architecture</i> edited by Jane Alison and Anna Ferrari, a book which compliments the Barbican exhibition display in the Foyer, and also a DVD of the film <i>Barbicania</i>; a video diary of a month-long immersion in the life of the Barbican. We have also developed two ranges around Shakespeare Tower and the Barbican Yellow line.</p>	Objectives 4, 5

Appendix A:

Our Vision:

World-class Arts and Learning

Our Objectives

Collaborate with colleagues to:

- 1. Serve all our audiences**
- 2. Produce an outstanding arts programme**
- 3. Place creative learning at the heart of our work**
- 4. Develop our iconic buildings**
- 5. Diversify funding**
- 6. Create a cultural hub**

Staff & Efficiency (S/E)

Underpinning these we also have a commitment to operate efficiently, and to employ and develop skilled staff within the appropriate management structure

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