



## Barbican Centre Board

**Date:** WEDNESDAY, 30 MAY 2012  
**Time:** 10.30am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy Catherine McGuinness (Chairman)	Cllr Guy Nicholson
John Tomlinson (Deputy Chairman)	Christopher Purvis (Ex-Officio Member)
Tom Hoffman	Deputy Richard Regan
Roly Keating	Sue Robertson
Vivienne Littlechild	Keith Salway
Jeremy Mayhew	Deputy Dr Giles Shilson
Brian McMaster	Jeremy Simons
Deputy Wendy Mead	

**Enquiries:** Julie Mayer  
tel. no.: 020 7332 1501  
[julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)

Lunch will be served in Guildhall Club at 1PM

**Chris Duffield**  
Town Clerk and Chief Executive

# AGENDA

## 1. APOLOGIES

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

### **Standing Declarations -**

Deputy Catherine McGuinness has declared a general personal interest as a Trustee of the Guildhall School Development Fund, and as Chair of Governors of the City Academy, Hackney, which benefits from work with the Creative Learning Department.

Cllr Guy Nicholson has declared a general personal interest as a Regional Council Member for London Arts Council England, a Board observer to Hackney Empire Ltd and as a Non-Executive Director of CREATE Ltd.

Roly Keating has declared a general personal interest as a BBC employee with regard to the Barbican Centre's connection with BBC's Orchestras and the BBC's Digital Partnership with the Arts Council.

Christopher Purvis has declared a general personal interest as the (unpaid) Chairman of the Trustees of the Associate Ensemble.

## 3. MINUTES

- a) To agree the Public Minutes of the Board Meeting held on 28 March 2012
- b) To note the Public Minutes of the Finance Committee held on 16 May 2012
- c) To note the Public Minutes of the Risk Committee held on 21 May 2012

**For Decision**  
(Pages 1 - 14)

## 4. ORDER OF THE COURT OF COMMON COUNCIL

Order of the Court of Common Council, dated 19 April 2012, appointing the Committee and approving its Terms of Reference

**For Information**  
(Pages 15 - 16)

## 5. ELECTION OF CHAIRMAN

To elect a Chairman, pursuant to Standing Order No 29.

**For Decision**

## 6. ELECTION OF DEPUTY CHAIRMAN

To elect a Deputy Chairman, pursuant to Standing Order No 30

**For Decision**

## 7. 2012/13 COMMITTEE APPOINTMENTS

Report of the Town Clerk

**For Decision**  
(Pages 17 - 22)

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

Report of the Managing Director

**For Information**  
(Pages 23 - 36)

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

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

11. **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

Item No	Exempt Paragraphs
12	
13	
14	
15	
16	
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19	
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24	
25	
26	

12. **NON-PUBLIC MINUTES**

- a) To agree the non-public Minutes held on 28 March 2012
- b) To note the non-public Minutes of the Finance Committee held on 16 May 2012
- c) To note the non-public Minutes of the Risk Committee held on 21 May 2012

**For Decision**  
(Pages 37 - 52)

13. **OUTSTANDING ACTIONS OF THE BOARD**

Report of the Town Clerk

**For Information**  
(Pages 53 - 54)

14. **THEATRE**

Report of the Head of Theatre

**For Information**  
(Pages 55 - 72)

15. **MUSIC**  
Report of the Head of Music  
**For Information**  
(Pages 73 - 100)
16. **CULTURAL QUARTER**  
Report of the Chief Operating and Financial Officer  
**For Information**  
(Pages 101 - 118)
17. **BUSINESS REVIEW (YEAR END ACCOUNTS)**  
Report of the Managing Director  
**For Information**  
(Pages 119 - 140)
18. **3-4 YEAR BUSINESS PLAN**  
Report of the Chief Operating and Financial Officer  
**For Decision**  
(Pages 141 - 184)
19. **DEVELOPMENT**  
Report of the Head of Development  
**For Information**  
(Pages 185 - 194)
20. **UPDATE ON CAPITAL WORKS**  
Report of the Director of Operations and Buildings  
**For Information**  
(Pages 195 - 206)
21. **BUILDING ENERGY MANAGEMENT SYSTEM - PROGRESS REPORT**  
Report of the Director of Operations and Buildings  
**For Information**  
(Pages 207 - 212)
22. **RISK UPDATE**  
Report of the Town Clerk  
**For Information**  
(Pages 213 - 216)

23. **DECISIONS TAKEN UNDER URGENCY**  
Report of the Town Clerk

**For Information**  
(Pages 217 - 224)

24. **HR REPORT - A VERBAL UPDATE FROM THE HR MANAGER**

**For Information**

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

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

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## BARBICAN CENTRE BOARD

Wednesday 28 March 2012

**Minutes of the meeting of the BARBICAN CENTRE BOARD held in the Guildhall, West Wing, EC2 on WEDNESDAY, 28 March at 10.30am.**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Alderman Dr Andrew Parmley
Jeremy Mayhew (Deputy Chairman)	Keith Salway
Deputy John Barker	Sue Robertson
Tom Hoffman	Deputy Giles Shilson
Roly Keating	Matthew Richardson
Brian McMaster	John Tomlinson
Wendy Mead	John Scott ( <i>ex-officio</i> )
Deputy Joyce Nash	Christopher Purvis ( <i>ex-officio</i> )
Councillor Guy Nicholson	

#### **Officers:**

Julie Mayer	- Town Clerk's Department
Matthew Lawrence	- Town Clerk's Department
Howard Hillier-Danes	- City Surveyors
Nick Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Barbican Centre
Leo Thomson	- Barbican Centre
Louise Jeffreys	- Barbican Centre
Sean Gregory	- Barbican Centre
Shaun Kerfoot	- Barbican Centre
Jim Turner	- Barbican Centre
Nikki Cornwell	- Barbican Centre
Lorna Gemmell	- Barbican Centre
Lynette Brooks	- Barbican Centre
Steve Eddy	- Barbican Centre
Nigel Walker	- Barbican Centre
Peter Martin	- Barbican Centre

### **1. APOLOGIES**

Apologies for lateness were received from Mr R Keating.

## 2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

Deputy Catherine McGuinness declared a general personal interest as a Trustee of the Guildhall School Development Fund and as Chairman of Governors of the City Academy, Hackney, which benefited from work with the Creative Learning department. (standing declaration)

John Tomlinson declared a personal interest in respect of Agenda Item 10 (London Symphony Orchestra – Annual Review for 2010/11) as his wife is a member of the LSO Community Choir.

Cllr Guy Nicholson declared a general personal interest as a Regional Council Member for London Arts Council England, a Board observer to Hackney Empire Ltd and as a Non-Executive Director of CREATE Ltd. (standing declaration)

Roly Keating declared a general personal interest as a BBC employee with regard to the Barbican Centre's connection with BBC's Orchestras and the BBC's Digital Partnership with the Arts Council. (standing declaration)

Christopher Purvis declared a general personal interest as the (unpaid) Chairman of the Trustees of the Associate Ensemble. (standing declaration)

### 3a. MINUTES

- i) The public minutes and summary of the Barbican Centre Board meeting held on 25 January 2012 were approved.
- ii) The public minutes and summary of the Finance Committee of the Barbican Board held on 12 March had been circulated in draft and would be approved at the next meeting of the Finance Committee.

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

Members received a report of the Managing Director, authored by Barbican Directors, updating the Board on the following areas: Campus, Programming, Creative Learning, Audiences and Development, Buildings and Business and Commercial. The full Business Review, which underpinned this update report, appeared under '*Management Report Annexe*' – item 11 in '*non-public business*'.



The Managing Director introduced the report by highlighting the success of the 30th birthday celebrations including recent complimentary mentions by BBC2 and the Guardian.

Members were disappointed to note that the bid to the Arts Council in respect of the Flying System had been unsuccessful, as it had not met the criteria.

The Director of Audience Development provided an update in respect of the Digital Content Producer. This post would report to the Director of Audience Development but the reporting line would link to the other Directors.

During the discussion, the following questions were answered and issues and actions raised:

1. The Chairman praised the positive press coverage and the success of the Away Day on 29 February.
2. Members asked if they could receive the press reviews fortnightly rather than monthly, via email. The Director of Audience Development would check copyright laws in relation to circulating published material. A Member suggested that it would be helpful to place a printed copy in the reading room. The MD suggested that digital links could be used to access press coverage, and instructions would be given.
3. Members asked for a copy of the National Music Plan and a link to the Henley Report.
4. Printing tickets at home had been subject to thorough scrutiny by Internal Audit.
5. Could the timed admissions for Bond exclude Members and Patrons?
6. The Director of Creative Learning would ensure that discussions take place on activity with the Barbican Library.
7. The Head of Programming offered Board Members individual briefing sessions on how the Arts Department is structured and how it works.

RECEIVED

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

There were no questions.

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

The Chairman thanked Deputies Nash and Barker, who would be standing down from the Board as their terms had expired. Both Members had been Chairmen of the Barbican Board and their contributions had steered the Centre to its current strong position.

The Chairman thanked officers for the success of both the Committee Dinner on 6 March and the Awayday on 29 February.

**7. EXCLUSION OF THE PUBLIC**

**RESOLVED** – 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.

<u>Item No.</u>	<u>Exempt Paragraphs</u>
8-16	3

**SUMMARY OF MATTERS CONSIDERED  
WHILST THE PUBLIC WERE EXCLUDED**

**8a. MINUTES OF THE BARBICAN CENTRE BOARD**

The non-public minutes of the meeting held on 25 January 2012 were approved.

**8b. BARBICAN CENTRE FINANCE COMMITTEE MINUTES**

The non-public minutes of the meeting held on 10 January 2012 were received and would be approved at the next meeting of the Finance Committee.

RECEIVED

**9. OUTSTANDING ACTIONS OF THE BOARD**

RECEIVED

**10. LONDON SYMPHONY ORCHESTRA (LSO) – Annual Review 2010/11**

The Director of the LSO was invited to present the Annual Report, which had been written for the information of Barbican Centre Board Members. It set out a summary of the LSO's activity in 2010/11, followed by details of the outlook for 2011/12 and beyond.

RECEIVED

**11. BUSINESS REVIEW 2011/12 – PERIOD 10 ACCOUNTS**

This report had been to the Finance Committee on 12 March. The draft minutes recorded that the Committee had been pleased to note the favourable position and the possibility of a small surplus.

RECEIVED

**12. CAPITAL WORKS**

This report had been to the Finance Committee on 12 March.

RECEIVED

**13. BARBICAN CENTRE BUDGET 2012/13 UPDATE**

This report had been to the Finance Committee of 12 March.

RECEIVED

**14. COMMERCIAL STRATEGY**

This report had been to the Finance Committee on 12 March.

RECEIVED

**15. RISK UPDATE**

This report had been to the Finance Committee on 12 March.

RECEIVED

*AT 12.20PM, MEMBERS AGREED TO WAIVE STANDING ORDERS IN ORDER TO CONCLUDE THE BUSINESS ON THE AGENDA*

**16. HR STRATEGY**

RECEIVED

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

There were no questions

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

There were no items

The meeting finished at 1.10 pm

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**CHAIRMAN**  
**Contact Officer: Julie Mayer**  
**tel. no. 020 7332 1410**  
**e-mail: [Julie.mayer@cityoflondon.gov.uk](mailto:Julie.mayer@cityoflondon.gov.uk)**

**FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD**

**16 May 2012**

**Minutes of the meeting of the FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD held at Guildhall, EC2 on WEDNESDAY, 16 MAY at 10:30 am**

**Present**

**Members:**

Deputy Catherine McGuinness (**Chairman**)  
 Jeremy Mayhew (**Deputy Chairman**)  
 John Scott  
 John Tomlinson

**Officers**

Julie Mayer	Town Clerk's Department
Mathew Lawrence	Town Clerk's Department
Andrew Wilde	City Surveyor's Department
Leo Thompson	Barbican Centre
Louise Jeffreys	Barbican Centre
Shaun Kerfoot	Barbican Centre
Sandeep Dwesar	Barbican Centre
Sean Gregory	Barbican Centre
Nick Kenyon	Barbican Centre
Jim Turner	Barbican Centre
Nikki Cornwell	Barbican Centre
Peter Martin	Barbican Centre

**Part 1 – Public Agenda**

**1. APOLOGIES**

Apologies for absence were received from Tom Hoffman and Keith Salway.

**2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**

There were none.

**3. MINUTES:**

The public minutes of the meeting of the Barbican Centre Finance Committee held on 12 March were approved.

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

There were no questions.

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

There was none.

**6. EXCLUSION OF THE PUBLIC**

MOTION - 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.

<b>Item No.</b>	<b>Paragraph(s) in Schedule 12A</b>
7-14	3

**SUMMARY OF MATTERS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED**

**7. NON-PUBLIC MINUTES – BARBICAN FINANCE COMMITTEE**

AGREED, subject to a minor drafting error.

**8. OUTSTANDING ACTIONS**

RECEIVED

**9. BUSINESS REVIEW (DRAFT YEAR-END ACCOUNTS)**

RECEIVED

**10. 3-4 YEAR BUSINESS PLAN**

RECEIVED

**11. UPDATE ON CAPITAL WORKS**

RECEIVED

**12. CAPITAL CAP 3 APPLICATION**

DEFERRED

**13. CREATIVE LEARNING RESTRUCTURE**

RECEIVED

**14. DEVELOPMENT REPORT**

RECEIVED

**15. EXHIBITION HALLS COMPENSATION**

RECEIVED

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

RECEIVED

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

There were no items.

**The meeting closed at 12.30 PM**

**CHAIRMAN**

**Contact Officer: Julie Mayer**

**Tel: 020 7332 1430**

**Email: [Julie.mayer@cityoflondon.gov.uk](mailto:Julie.mayer@cityoflondon.gov.uk)**

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**RISK COMMITTEE OF THE BARBICAN CENTRE BOARD**  
**21 May 2012**

**Minutes of the meeting of the RISK COMMITTEE OF THE BARBICAN CENTRE BOARD held in The Managing Director's Office at the Barbican Centre on MONDAY, 21 MAY 2012 at 9.30 am.**

**Present**

**Members:**

Jeremy Mayhew (**Chairman**)  
Deputy Catherine McGuinness (**Deputy Chairman**)  
Keith Salway  
John Tomlinson

**Officers**

Julie Mayer	- Town Clerk's Department
Paul Nagle	- Chamberlain's
Aden Lisman	- Chamberlain's
Caroline Al-Beyerty	- Chamberlain's
Peter Martin	- Barbican Centre
Sandeep Dwesar	- Barbican Centre
Nick Kenyon	- Barbican Centre

**1. APOLOGIES**

Mr Brian McMaster submitted apologies

**2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were no declarations.

**3. MINUTES**

The public minutes and summary of the meeting held on 6 February 2012 were approved as a correct record.

**4. INTERNAL AUDIT UPDATE**

This report provided the Committee with an update on the progress of Internal Audit reviews undertaken within the Barbican Centre since the last report in February 2012. Members noted that all items listed on the '*Outstanding Actions*' list, at item 9 on the Non-Public Agenda, in respect of Internal Audit, had been discharged in this report.

In the course of questions from Members, the following issues were raised:

1. Delayed redundancies – the Chamberlain's representative would confirm, as soon as possible, with both the Chairman of the Board and the Risk Committee, that this had been completed.

2. Virtual Private Networks connections – Members noted that the audit of the new Firewall systems had highlighted some new, relatively minor issues, in respect of one or two connections to rarely used organisations. The Internal Auditor explained that there had been no problems at the point of the review. Implementation of the green recommendation was due for completion by June 2012. Officers assured Members of stronger lines of communication between the Centre and Corporate IT.
3. Annual IS Strategy – Members noted that the IS Strategy had been informed by the findings from IT audits and updates from the industry press. The City IS Security Strategy would be presented to the Information Systems Sub Committee on an annual basis. The Chief Operating and Financial Officer assured Members that the Barbican Centre IT team meets regularly with the Corporate IT team.
4. Green Assurance Audit Reports - Members would like to receive copies of previous audit report summaries, circulated prior to the current practice of circulating the summaries to all Members and not just the Chairman and Deputy Chairman. The Head of Audit agreed to circulate the Trade Waste Audit Summary to Members.
5. Appendix 1 (Securities and Facilities Management) – the Head of Internal Audit confirmed that the audit follow-up is going ahead as planned. The Chairman asked to be informed if the follow-up indicated that the two recommendations had or had not been implemented.
6. Appendix 2 (Old Contracts) – the Chamberlains’ representative advised that proportionality was being taken into account in the review of when to ‘draw a line’ in particular cases and this exercise would be concluded shortly.

The Managing Director commended the joint working between Chamberlains and the Barbican Centre, which had produced a very positive review.

## RECEIVED

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

There were no questions

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

There were no items.

### 8. EXCLUSION OF THE PUBLIC

RESOLVED – 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.

**SUMMARY OF THE MATTERS CONSIDERED WHILST  
THE PUBLIC WERE EXCLUDED**

**9. MINUTES**

The non-public minutes and summary of the meeting held on 19 October 2011 were approved as a correct record.

**10. OUTSTANDING ACTIONS**

Received

**11. CAPITAL CAP 3**

Withdrawn

**12. RISK REGISTER UPDATE**

Received

**13. FIRE SAFETY BRIEFING**

Received

*At 11.25 am Members agreed to suspend standing orders, to conclude the business on the Agenda*

**14. INSURANCE ARRANGEMENTS**

Received

**15. QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions

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

There were no urgent items.

**The meeting finished at 11.50 am**

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**CHAIRMAN**

**Contact Officer: Julie Mayer  
tel. no. 020 7332 1410  
e-mail: Julie.mayer@cityoflondon.gov.uk**

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WOOTTON, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.
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## BARBICAN CENTRE BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council for three year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- five non-Common Council representatives appointed by the Committee, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- a representative of the Finance Committee
- the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
- the Chairman of the Barbican Centre Trust (ex-officio)
- the Chairman of the Culture, Heritage & Libraries Committee (ex-officio)

The Chairman of the Board shall be elected from the City Corporation Members.

From April 2009, a maximum continuous service limit of three terms of three years will be applied.

2. **Quorum**

The quorum consists of any five Members elected by the Court of Common Council.

3. **Membership 2012/13**

- 7 (3) Jeremy Paul Mayhew, M.A., M.B.A.
- 2 (2) John Tomlinson, B.A., M.Sc., *for two years*
- 2 (2) Tom Hoffman
- 2 (2) Dr Giles Robert Evelyn Shilson, Deputy
- 1 (1) Vivienne Littlechild J.P., *for two years*
- 5 (1) Catherine McGuinness, M.A., Deputy
- 1 (1) Richard David Regan, Deputy
- 1 (1) Jeremy Lewis Simons M.Sc.

together with:-

Roly Keating	)	Up to five non-Common Council Members appointed by the Committee
Sir Brian McMaster	)	
Guy Nicholson	)	
Sue Robertson	)	
Keith Salway	)	

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- (a) the operation and maintenance of the Barbican Centre and Art Gallery, having determined the general principles and financial targets within which the Centre will operate;
- (b) the appointment of the Managing Director of the Barbican Centre;
- (c) fulfilment of the purpose given to the Committee by the City of London Corporation, viz. the provision of an excellent Centre for the education, enlightenment and entertainment of all who visit it, and to stimulate enterprise in all its activities.

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# Agenda Item 7

<b>Committee:</b> Barbican Centre Board	<b>Date:</b> 30 May 2012	<b>Item No.</b> 7
<b>Subject:</b> Barbican Centre Board - Appointment of the Finance, Reference, Nominations and Risk Sub Committees for 2012/2013		
<b>Report of:</b> Town Clerk	<b>Public</b>	
	<b>For Decision</b>	
<b><u>Summary</u></b>		
<p>The purpose of this report is to consider the appointments of your Finance and Reference Sub Committees, Nominations, Development and Risk Committee, for 2012/2013. The Town Clerk has sought expressions of interest from Board Members as the Board, in line with City of London Corporation practice, has, in the past, chosen not to re-appoint Members automatically.</p> <p>Board Members are also asked to decide whether to reinstate the Development Committee.</p> <p><b><u>Recommendations:</u></b> That the Committee decide the membership for 2012/13 of the following:-</p> <ol style="list-style-type: none"><li>(1) Finance Sub Committee</li><li>(2) Reference Sub Committee</li><li>(3) Nominations Sub Committee</li><li>(4) Risk Sub Committee Development Sub Committee; and whether you wish to reinstate it</li></ol>		

## **Barbican Finance Committee**

1. The Finance Committee was established in 2008 with the following remit:-
  - To review all financial matters with delegated power to act
  - To consider the business plan and budget prior to submission to the Board
  - To review all capital cap and premises matters with delegated power to act
  - To review risk management and an assessment of the adequacy of internal controls
  - To review any matters that may affect the finances of the Barbican Centre, reporting to the Board.

2. The membership of the Finance Committee in 2011/12 was:

Chairman of the Board  
Deputy Chairman of the Board  
City of London Finance Committee nominee to the Board - John Tomlinson  
Deputy John Barker  
Tom Hoffman  
Alderman Dr Andrew Parmley  
Matthew Richardson  
John Robins\*  
Keith Salway  
John Scott  
John Tomlinson

*(\*a past external Member no longer on the Board. The Nominations Committee recommended to the Board that Mr Robins be re-appointed to the Barbican Finance Committee for a further term of one year, expiring on 31 March 2012, which was agreed by the Board in March 2011)*

3. The membership should comprise a total of seven Board members including the Chairman, Deputy Chairman and a City of London Finance Committee nominee, with City of London Members being in the majority. There should be at least four City of London Members (including the Chairman, Deputy Chairman and City of London Finance Committee representative).
4. Quorum of any three Committee Members, with all Members entitled to vote.
5. Board Members are invited to express their interest in serving on the Barbican Finance Committee, which has four vacancies.
6. **Recommendation:** That you decide the membership of the Board's Finance Committee for the ensuing year.

### **Reference Sub Committee**

7. The remit of the Reference Sub Committee is as follows:
  - To consider matters referred to it by the Board, with power to act as prescribed by the Board
  - To be consulted, if necessary, if urgent business occurs between less frequent Board meetings
8. The membership of the Committee in 2011/12 was:

Chairman of the Board  
Deputy Chairman of the Board  
Deputy John Barker  
Deputy Joyce Nash  
Tom Hoffman  
*Vacancy – external member*



9. The membership is up to six main Board members and should include the Chairman, Deputy Chairman and at least one external Member, with City of London Corporation Members being in the majority.
10. Quorum of three Sub Committee Members, with all members entitled to vote
11. Board Members are invited to express their interest in serving on the Reference Sub Committee, which has four vacancies (one of these being an external member)
12. **Recommendation:** That you decide the membership of the Board's Reference Sub Committee for the ensuing year.

### **Nominations Committee**

13. The remit of the Nominations Committee is as follows:
  - To make recommendations to the Board on the appointment of all external Members to the Board.
  - Undertake a skills audit of the Board, during the Summer of 2012, to inform the appointment of external Members to the Board
  - To consider the most appropriate way to recruit external Members to the Board, including the placing of advertisements or the use of personal contacts.
14. The Committee has advisory powers only and will make recommendations to the Board.
15. The membership of the Committee in 2011/12 was:  
  
Chairman of the Board  
Deputy Chairman of the Board  
Tom Hoffman  
Cllr Guy Nicholson (*an external Member*)  
Managing Director of the Barbican Centre (*in attendance*)
16. Membership is up to five main Board members, including the Chairman, Deputy Chairman and at least one external Member, with the City of London Corporation members being in the majority. The Managing Director would also be a Member.
17. Board Members are invited to express their interest in serving on the Nominations Working Party, which has two vacancies (one of these being an external member).
18. **Recommendation:** That you decide the membership of the Board's Nominations Committee for the ensuing year.

## **Risk Committee**

19. The Barbican Centre Board of 25 May 2011 established a Risk Committee and agreed to review this after a year. Given the profile of risk within the City of London Corporation, Members might want to consider continuing this Committee.
20. Membership for 2011/12 was as follows:  
  
Chairman  
Deputy Chairman  
Brian McMaster  
Keith Salway  
John Tomlinson
22. Membership is up to five members, including the Chairman and Deputy Chairman of the Barbican Board and three Members of the Barbican Board (at least one to be a Court of Common Council Member)

### Quorum

The quorum consists of any three Members

### Frequency of Meeting

The Chairman has suggested quarterly meetings, should the Committee continue.

### Terms of Reference

- To make recommendations to the Barbican Board in respect of improving risk management at the Barbican Centre
- To review the Barbican Centre's Risk Register every six months, and make recommendations to the Barbican Board

23. If the Board are minded to continue the Risk Committee, it is proposed that Board Members be invited to express their interest in serving on the Risk Committee. There are three vacancies.
24. **Recommendation:** That consideration be given to appointing three Members, one of whom must be a City of London Corporation Member, to the Risk Committee.

## **Development Committee**

25. Members may recall that since development was considered also by the Barbican Centre Trust and the Barbican Centre Finance Committee, meetings of the Development Committee have been suspended and the need for continuing the Development Committee is due to be considered at this meeting.
25. **Recommendation:** the Board are asked to consider whether they would want to reinstate this Committee.

26. The remit of the Barbican Centre Development Committee is as follows:

The Committee will scrutinise and monitor the Centre's Development activity and the results thereof. In so doing, it will consider:

- the process of fund-raising for the Centre across the Barbican Centre Trust, Barbican Centre and its Development Department
- the business plan and budget for the Development department
- the total consolidated development income and expenditure (fully costed including cost of events)
- measurement against agreed budgets
- supervision of fund-raising management processes including staffing
- The Committee will report back as necessary to the Barbican Centre Board.

27. The membership of the Development Committee in 2010/11 was:

Chairman – Chairman of the Barbican Centre Trust – Christopher Purvis  
Chairman of Barbican Centre Board  
Deputy Chairman of the Barbican Centre Board  
Keith Salway

28. Quorum is any three members

29. The membership comprises four members: the Chairman and Deputy Chairman of the Board, the Chairman of the Barbican Centre Trust (who will act as the Chairman of the Development Committee) and one other Member of the Board; all of whom are entitled to vote.

30. Board Members are invited to express their interest in the one vacancy on the Barbican Centre Development Committee.

31. **Recommendation:** Subject to the re-instatement of the Development Committee, Members decide the membership of the Barbican Centre Development Committee for the ensuing year

Background Papers used in preparing this report:

Governance Review Working Party 16 December 2010 – '*Sub Committees and Working Parties*'

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# Agenda Item 8

<b>Committee(s):</b> Barbican Board	<b>Date(s):</b> 30 May 2012	<b>Item no.</b>
<b>Subject:</b> Management Report by the Barbican's Directors		Public
<b>Report of:</b> The Managing Director		For Information
<b><u>SUMMARY</u></b>		
<ul style="list-style-type: none"><li>• The Management Report comprises current updates in six sections, authored by Barbican directors in Campus, Programming, Creative Learning, Audiences &amp; Development, Buildings and Business &amp; Commercial.</li><li>• Each of the six sections highlights 'progress &amp; issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview &amp; planning'.</li><li>• Reported activity is marked, where relevant, against the Barbican Centre's strategic objectives. For reference, the full list of objectives is attached at Appendix A.</li><li>• The full Business Review which underpins this update report is under 'Management Report Annex' - item 17 in 'non-public business'</li></ul>		
<b><u>Recommendation</u></b> It is recommended that Members receive this report for information.		

## Main Report

<b>1. Report: Cultural Quarter</b>	
	Strategic Objective
<p><b>1.1 Progress &amp; Issues</b></p> <p><i>“Performed in the sumptuous cultural haven of the Barbican Centre... it is Blanchett's exceptional performance ... that leaves Gross und Klein lingering in your mind and wishing you could watch it all over again.”</i>  <span style="float: right;">Huffington Post</span></p> <p>Over the last few weeks the Centre and the Quarter have been firing on all cylinders.</p> <ul style="list-style-type: none"> <li>• The topping out of Milton Court was a landmark moment in this vital development, endorsing the plans for the Cultural Quarter, full of dramatic views and surprises. The building is on target and plans are advancing for the opening in September 2013. First collaborative projects include a major Benjamin Britten centenary event in autumn 2013, and initial appearances by the Associate Ensembles.</li> <li>• The public art programme for Milton Court with its associated commissions for the foyer spaces is being run with help from the Barbican Art Gallery.</li> <li>• The performances by the Guildhall School of Britten’s A Midsummer Night’s Dream took place in the Barbican Theatre, highlighting the exchange of spaces which will become increasingly possible with Milton Court; the opera was streamed on the web thanks to a three-way collaboration between GSMD, Barbican, and LSO St Luke’s.</li> <li>• A successful Mansion House launch for the collaborative project Celebrate the City 21-24 June took place in April, and an extensive programme of joint marketing and publicity is now taking place around this one-off initiative. Everyone is invited to the opening event in Guildhall Yard on Thursday 21 June from 6-7pm.</li> <li>• The Managing Director was invited to talk about the Barbican, the City, and arts centres of the future at the City-sponsored Editorial Intelligence conference at Bloomberg, and at a TEDx conference in Calgary, Canada, which will eventually be webcast. In addition the City Companion Guide published this month has been the focus of attention at literary festivals in Oxford, York and Chichester.</li> </ul>	<p>Objectives 2, 4, 6</p> <p>Objectives 2, 6</p> <p>Objectives 2, 3, 4, 6, S/E</p> <p>Objective 6</p> <p>Objective 6</p>

## 1.2 Preview and Planning

- |  |                |
|--|----------------|
| <ul style="list-style-type: none"><li>• As we move towards the summer of 2012, the momentum of the Jubilee and the Olympics will increase attention and activity. There has rarely been a more crowded period in the diary, with commercial and arts events from Bauhaus to Bond to Beijing filling the Centre and its associated areas. This will pose exceptional challenges to staff but the results will be rewarding.</li></ul> | All objectives |
| <ul style="list-style-type: none"><li>• A workshop to scope out the potential of the Quarter is to be held next week with Arup Associates, and further discussions will be taking place with the City planners.</li></ul>  | Objective 6    |
| <ul style="list-style-type: none"><li>• A joint staff meeting of the Guildhall School and Barbican Centre is planned at which examples of joint projects will be shown and the vision for the future illuminated.</li></ul>  | Objective 6    |
| <ul style="list-style-type: none"><li>• The Centre's next contribution to the Cultural Quarter is the opening of the cinemas in the autumn of this year: some delays on the project are evident (see 5 below) which may result in the opening taking place in October rather than September: the Board will be kept informed.</li></ul>  | All objectives |

2. Report: Programming	
	Strategic Objective
<p><b>2.1. Progress &amp; Issues</b></p> <p>Harper's Bazaar: <i>"The Barbican probably has the strongest programme of any big London arts space this year, with a major exhibition on Bauhaus, the UK premiere of Robert Wilson and Philip Glass' epic opera Einstein on the Beach and a Pina Bausch season"</i></p> <ul style="list-style-type: none"> <li>• <b>Bauhaus: Art as Life</b> has opened to enormous critical acclaim and huge queues necessitating the (planned) introduction of timed tickets. This exhibition is a triumph for the gallery team and, at this time of blockbuster exhibitions across London, ensures that the gallery programme sits proudly alongside the very best. 38% of the financial target had already been achieved at the end of week 2 of a 15 week exhibition period.</li> <li>• <b>Song Dong: Waste Not</b> continues in the Curve until June 12. Whilst some of the critical response has been qualified, it is without doubt an unqualified success with the public. We anticipated 23,200 visitors – we have had over 44,000 to date.</li> <li>• In the theatre Complicite's <b>Master and Margarita</b>, Sydney Theatre Company's production of <b>Big and Small</b> with Cate Blanchett and <b>Einstein on the Beach</b> were presented over two highly impactful months of sold out performances, box office success and critical acclaim (with a few detractors!).</li> </ul> <p><i>"I had to drop you a note to say that I spent one of the best evenings of my theatre-going life in your theatre last night. <b>Master and Margarita</b> is a triumph, a colossal celebration of everything that makes one thrilled to be a Londoner."</i> Nick Starr, Executive Director, National Theatre</p> <ul style="list-style-type: none"> <li>• The press night of <b>Einstein on the Beach</b> was technically problematic, there was also an altercation between a journalist and a celebrity over taking pictures during the show which attracted much media attention.</li> <li>• The music programme has also enjoyed a very high profile and successful period across a range of different events. The <b>Nico Muhly, Owen Pallett, Britten Sinfonia concert</b> was a huge success <i>"It was hard to leave the Barbican without thinking that</i></li> </ul>	<p>Objective 1,2</p> <p>Objective 1,2</p> <p>Objective 1, 2,4</p> <p>Objective 1,2</p> <p>Objective 1,2</p>



<p><i>the show set a new benchmark against which all contemporary-crossover-folk-classical concerts should be judged.</i>” There were glowing reviews for legendary jazz duo Chick Corea and Gary Burton, including 5* in The Evening Standard, The Daily Telegraph, and The Times. Camille’s concert was also a triumph.</p> <ul style="list-style-type: none"> <li>• Gavin Bryars’ <b>The Sinking of the Titanic</b> and Gerald Barry’s <b>The Importance of Being Earnest</b> were highly praised. We are in the midst of the first residency of the Amsterdam Royal Concertgebouw Orchestra – the Harnoncourt Beethoven <b>Missa Solemnis</b> concert and the Maris Jansons Richard Strauss evening (despite illness) have both been highly successful.</li> <li>• The cinema hosted the <b>London Palestine Film Festival</b> and a season of films to complement <b>Einstein of the Beach</b>. A comprehensive programme in response to the Bauhaus exhibition starts at the end of May. There was a piece on the Guardian’s online film blog about Barbican cinema mentioning "<i>the glorious array of films on offer at the Barbican is a feast for all cineastes to enjoy</i>".</li> <li>• There is much highly anticipated programming to come in the next few months including the Pina Bausch season, <b>Back2Black</b> at Old Billingsgate market, the <b>Jazz at Lincoln Center</b> residency and <b>Designing 007: Fifty Years of James Bond Style</b>. Opera North’s production <b>Carousel</b> opened at in Leeds last week to many 4* reviews and will be with us in August.</li> </ul>	<p>Objective 1,2,3</p> <p>Objective 1,2</p> <p>Objective 1,2</p> <p>Objective 5</p>
<p><b>2.2. Preview and Planning</b></p> <ul style="list-style-type: none"> <li>• The arts teams have been stretched to the limit to deliver the demanding, but successful, programme over the last few months. The music and cinema teams are still recruiting vacant posts. But we hope that new staff will be in place by the end of August.</li> <li>• The arts team has been pulling together plans for 2013. It is apparent that our more collaborative approach is bearing fruit as some very exciting cross arts projects are emerging.</li> <li>• The Director of Programming visited Rio to explore possibilities for collaboration as part of the British Council led TRANSFORM programme between the UK and Rio 2012-2016.</li> </ul>	<p>S/E</p> <p>Objective 2</p> <p>Objective 2</p>

<b>3. Report: Creative Learning</b>	
	Strategic Objective
<p><b>3.1. Progress &amp; Issues</b></p> <ul style="list-style-type: none"> <li> <p><b>Barbican Box Showcase</b></p> <p>The first phase of this year’s Barbican Box project culminated with a number of the participating Hackney secondary schools performing their final work in a showcase in the Pit Theatre. The impact on both the teachers, who received professional development training to deliver the project in their schools, and on the young people who performed was considerable, with a teacher commenting: <i>“I think the whole process of coming, working in different spaces, working with the stage management and technical crew, having access to normally unavailable back stage spaces is invaluable in helping students to feel this performance venue is accessible to them both as future practitioners and present and future punters.”</i> The project continues with the final sharing taking place in July, and planning is in progress for reaching more boroughs in the next academic year.</p> </li> <li> <p><b>Unleashed Lab week/ Blah Blah Blah</b></p> <p>The Easter Holidays again saw a busy week of activity, with Creative Learning groups and ensembles continuing the development of material for the Unleashed project. This brought together a community of over 100 young dancers, musicians, drummers, poets and filmmakers – ages ranging from 8 to early 20s - for a week of creative workshops and exploratory collaborations. The material generated will contribute to content for the final performances in November.</p> <p>Also taking place over Easter – the Blah Blah Blah sessions gave young people from Tower Hamlets the opportunity to create and perform new music over a four day period. A participant commented - <i>“I had a great time, I look forward to Blah Blah Blah every year, if there wasn't a Blah Blah Blah, I would not have an opportunity to play music.”</i> A leader from Tower Hamlet’s Leaving Care service commented <i>“Some of the Young People this year have had very unsettled times and emotional upheavals. Those who participated last year were able to return and have a bit of respite from their problems. Others have learning or behaviour difficulties - due to coming back each year, a steady and clear improvement in their behaviour is apparent. Very good for their self esteem!”</i></p> </li> </ul>	<p>Objective 3</p> <p>Objectives 3, 6</p> <p>Objective 3</p>

<ul style="list-style-type: none"> <li>• <b>Jazz at Lincoln Center</b></li> </ul> <p>Musicians from <b>Jazz at Lincoln Center</b> visited in April in advance of their major residency in July. Along with UK leaders, they delivered a Bandleader’s training day, and visited each of the UK based youth big bands who will be taking part in the Essentially Ellington project in July. This approach to the residency enables our work to have a truly national reach, and impacts on approaches to Jazz Education across the country. Participating bandleaders commented <i>“The tutors had a great sense of fun, enthusiasm, musical knowledge &amp; positivity that connected very powerfully with the band &amp; inspired &amp; fired their enthusiasm to enable them to learn many new skills &amp; musical concepts. The interest of the tutors kept the band 'cooking' for every min. of the session.”</i></p>	<p>Objectives 2, 3, 6</p>
<p><b>3.2.Preview &amp; Planning</b></p> <p>Over the past 3 months, participatory filmmaking company (and a partner in the shift project) Hi8us South, have been capturing the full range of Creative Learning activity, as well as interviews with participants, audiences and leaders. Separately the process towards Unleashed, and the Barbican Box project have been fully documented by filmmakers. This will enable us over the next few months to create a suite of materials which fully demonstrate the impact and reach of Creative Learning’s work.</p> <p><b>“Curious”</b> in early July is a two day celebration of the work of current Leadership students, graduates and tutors from the Guildhall School of Music &amp; Drama, as well as emerging artists from Shift and the Pit Lab programme. Our community of artists, tutors, students, young participants and members of the public will come together in lively discussions, music jam sessions, presentations, installations and pop up happenings. Spreading into the surrounding cafes and bars, this two day event culminates in a party on the Friday night and takes place at the People Show studios in Bethnal Green.</p> <p>Alongside the arts programme for the London 2012 Festival period, Creative Learning participants will be showcased at Back to Black, on the Americas stage at the BT River of Music, at the Shoreditch Festival and during the <b>Jazz at Lincoln Center</b> Barbican International Associate residency.</p>	<p>Objective 3</p> <p>Objectives 3, 6</p> <p>Objectives 2, 3</p>

<b>4. Report: Audiences</b>	
	<b>Strategic Objective</b>
<b>4.1. Progress &amp; Issues</b>	
<ul style="list-style-type: none"> <li>• Gross box office turnover for 11/12 was at an all time record, up £4.2M (30.83%) to £17.9M. It is worth noting that regardless of the promoter and owner of the events, this level of income leads to increased workload as the different clients involved require the Box Office team to adjust their approach to servicing the promoter relationship. Customer Experience also analyses audience behaviour and responds by adjusting the experience to maximise income.</li> </ul>	Objectives 1, 5
<ul style="list-style-type: none"> <li>• In first five weeks of 12/13 despite the increase in turnover for 11/12 we are already up almost £0.5M (51.53%) on the same time last year, with tickets sold up by 23%. This is mainly due to theatre's success.</li> </ul>	Objectives 5, S/E
<ul style="list-style-type: none"> <li>• In addition to increased work through box office-related activity, the Customer Experience team has taken on significant additional work recently; the foyer shop is staffed by them, and fire safety duties have been added to many of their roles (a change which also required intensive training).</li> </ul>	S/E
<ul style="list-style-type: none"> <li>• Media Relations have continued to gain significant amounts of coverage for the Centre's activities. Highlights include huge coverage for Einstein on the Beach and Bauhaus as noted in a recent email to the Board. Reputation management also came into play for an incident on the first night of Einstein on the Beach. A theatre critic told an audience member off somewhat aggressively for taking flash photos in the auditorium, only realizing afterwards that the said person was a celebrity. The heady mix of conflict and celebrity on a high profile opening night proved too much for other journalists to resist. The Media Relations team, working closely with colleagues, drafted replies to the journalist and linked to this to our website. The journalist was also very vocal about how the Front of House teams behaved and suggested that they did not act proactively enough in the situation. We are reviewing this to ensure that we learn any lessons from the incident.</li> </ul>	Objectives 1
<ul style="list-style-type: none"> <li>• In general, the last few months have been possibly the busiest time that the teams have ever known and it does not appear that this will let up until the Olympics actually start.</li> </ul>	

## 4.2. Preview & Planning

- |   |                 |
|---|-----------------|
| <ul style="list-style-type: none"><li>• The Marketing team is engaging with the Guardian to discuss possibilities around digital distribution of high profile events. Other digital activity being planned by the team includes a major Instagram photography competition linked to the Barbican’s 30th birthday, a productive relationship being forged with iTunes around classical music and work progressing with Google to develop Google maps for the internal floors of the centre to aid navigation and wayfinding. Planning is in progress for some audience development activity around classical music. The Heads of Marketing and Communications are extensively involved in planning for the Designing 007 exhibition. They have just confirmed following weeks of negotiations both The Telegraph and GQ magazine as media partners for the exhibition.</li></ul> | Objectives 1, 4 |
| <ul style="list-style-type: none"><li>• The Development team is organising a breakfast and evening private view of Bauhaus: Art as Life, tentatively on 12 and 13 June, respectively. These are designed to introduce the Barbican to City business leaders, and to form stronger ties to current and prospective supporters. The Board will be invited to the event on 13 June, and members are welcome to bring guests, particularly those who may be interested in becoming involved with the Barbican. Another opportunity to introduce the Barbican to people will be Unleashed on Friday, 23 November.</li></ul>  | Objectives 1    |
| <ul style="list-style-type: none"><li>• Membership: current membership stands as follows, a total of 13,710 members (966 Red, 10,337 Orange, and 2407 Yellow), with 74% migrating from the previous scheme. We are working on a small research project to better understand the value of membership both to audiences and the organisation. Recognising the contribution members make through their loyalty we will look at ways to further enhance links to individual giving and options to integrate gift aid into the scheme. The strength of the programme in 2012 has helped drive membership sales and sees the scheme enter a sustained period of growth in members’ retention and acquisition. It will be important to manage any transition carefully.</li></ul>  | Objectives 1, 5 |
| <ul style="list-style-type: none"><li>• Customer Experience and IT are working closely with internal stakeholders on initial procurement stages of the new ticketing/CRM system. In the summer we will also begin the procurement schedule for the website. We will shortly undertake workshops to define an “ontology” for the organisation, which will provide a clear structure for our data, enable intuitive searching and make links to outside data easier. It will also help us ensure that we “future-proof” the new systems.</li></ul>  | Objectives 1, 4 |

<b>5. Report: Buildings</b>	
	Strategic Objective
<p><b>5.1. Progress &amp; Issues</b></p> <ul style="list-style-type: none"> <li>• Ex Hall 1 tenant: Negotiations are progressing with the potential commercial tenant. Due diligence has progressed and draft Heads of Terms of the lease have been agreed. We still await finalisation of the prospective tenant’s project management and funding proposals.</li> <li>• Cinemas project: the main contractor ISG is indicating that works are running five weeks behind programme, but have not substantiated this with a formal application. At this stage we aim to stick with original opening date, but by the end of May we will have a firmer idea of the delay and any knock on effect. The Board will be kept fully informed on progress.</li> <li>• Cap 3, our next five year capital expenditure plan (Cap 3) which will be the subject of a forthcoming paper to the July Barbican Finance Committee and Board.</li> <li>• The Theatre’s Powered Flying System project is at design stage. It is anticipated that tenders will be invited in late summer with a view to works commencing in May 2013.</li> </ul>	<p>Objectives 4, 5</p> <p>Objective 4</p> <p>All objectives</p> <p>Objective 2, 4</p>
<p><b>5.2. Preview &amp; Planning</b></p> <ul style="list-style-type: none"> <li>• Capital Cap 2 projects are progressing well: <ul style="list-style-type: none"> <li>○ The Building Energy Management System (BEMS) project is due for completion in November this year (a Progress Report is on the agenda at today’s meeting).</li> <li>○ the car park signage and redecoration project has commenced on site and is due for completion in September. Each of the Centre’s four car parks will be completely closed in turn, commencing with car park 5, then 4, 3 &amp; 2.</li> </ul> </li> </ul>	<p>Objective 5, &amp; S/E</p> <p>Objectives 4, 5</p>

<ul style="list-style-type: none"> <li>○ A project to refurbish the public toilets has just been put out to tender. The main area of work will be the supaloos at level -1.</li> </ul>	Objective 4
<ul style="list-style-type: none"> <li>○ A proposal to refurbish the Garden Room, along with the public toilets at level 3 is at design stage and is being scheduled to take place early in 2103.</li> </ul>	Objective 4
<ul style="list-style-type: none"> <li>○ A project to reduce any consumption in some high energy usage areas of the Centre is in progress.</li> </ul>	S/E
<ul style="list-style-type: none"> <li>○ It is intended that the Cinema 1 seating will be refurbished in August 2012.</li> </ul>	Objective 4
<ul style="list-style-type: none"> <li>○ Tenders for the replacement of the Centre’s radio microphones (ahead of the digital switchover), have been received.</li> </ul>	
<ul style="list-style-type: none"> <li>● We continue to work closely with the City Surveyor’s department regarding a number of workstreams as part of the overall PP2P procurement programme.</li> </ul>	S/E
<ul style="list-style-type: none"> <li>● New Cinemas restaurant and cafe</li> </ul>	
<ul style="list-style-type: none"> <li>○ We are currently marketing the restaurant area to secure a suitable tenant. Draft heads of terms have been received from a prospective tenant and these are currently being considered.</li> </ul>	Objective 1, 4, 5, 6
<ul style="list-style-type: none"> <li>○ Tenders for the operation of the café-bar have been received and are currently being evaluated.</li> </ul>	
<ul style="list-style-type: none"> <li>○ The furnishing and fitting out requirements of the café-bar are being finalized and will be installed prior to the successful operator taking possession.</li> </ul>	

## 6. Report: Commercial

Strategic  
Objective

### 6.1. Progress & Issues

#### Business Events

The Business Events 2011/12 budget was a challenging target. Although we did not make target, in terms of performance it was our second best year to date. Final outturn for 2011/12 financial year:

	<i>Budget £K</i>	<i>Actual £K</i>
<b>Corporate hires</b>	1,688	1,423
<b>Secondary income</b>	703	676

Key events delivered since we last reported are as follows:

- CFA Institute; a 5 day event in March utilised the conference spaces including a live web stream of the event to several countries
- Publicis Chemistry; a software development conference with a full week of events attended by over 700 people. The event was the first real test for our upgraded Wi-Fi connection with the Cloud, which coped very well.
- Guildhall School of Music & Drama hosted their 5 day research lab event 'The Reflective Conservatoire' across our spaces.
- We hosted 4 Graduation Ceremonies for the Open University & City University in April.
- Aviva's AGM took place at the beginning of May

#### Ex Halls Business

The current Hall Rental forecast stands at approx. £300,000 against the budget of £260,000.

#### Retail

We are in the process of recruiting two permanent staff to develop our Retail offer, meanwhile phasing out the casual contracts which supported our in-house offer during the Christmas-Spring period. The permanent structure will help us to drive income in this area.

#### BIE:

The following exhibitions are currently touring:

- **Watch Me Move** is currently in Taiwan, moving from Taipei to open in Kaohsiung on 23 May
- **Game On** is at the Museum of Popular Art, Lisbon, Portugal until 30 June, and at KINOKINO Art Centre, Sandnes, Norway to 9 June

Objective 5

Objectives 4,5

Objective 5

S/E

Objectives 1, 5



## 6.2.Preview & Planning

### Business Events

Budget 2012/13: Of our income budget target of £1,812k (room hires) we are currently at £1,060k contracted.

Key events:

- In May we have RNLI, HSBC and Royal Dutch Shell AGMs
- Deutsche Bank return for their 4th Women in European Business Conference in June.
- Intelligence Squared will host a debate in the Hall on the influence of rap music – this will also be streamed out to an audience of ½ million people with Google.
- An event to raise the profile of the Elders Foundation and to celebrate its fifth anniversary will take place in late July. The Elders is an independent group of global leaders who work together for peace and human rights, chaired by Archbishop Desmond Tutu. The evening will comprise a panel discussion (topic still to be confirmed) followed by a drinks reception. Widespread press coverage is expected.

### Ex Halls Business

The list of forthcoming events include the following:

- Hall 2 is being used until 15 June by University of London for their end of year and final examinations.
- Comms Expo is returning to the Barbican at the end of June 2012 and will be accompanied by IT Decisions event, which has relocated to the Barbican from the QE II Conference Centre.
- During the Olympic period both halls will be used by the Beijing delegation for an exhibition of sports and Olympics related Chinese art. Barbican Business Events will also host a number of events for the delegation during Beijing Culture Week.
- Autumn will see the return of the Landlord and Letting Show, University of London Welcome Fair and The British Inventions Show.

### BIE

- **Designing 007** opens at the Barbican on 5 July. It will then commence a global tour, the next venue being the TIFF Bell Lightbox, Toronto, Canada (autumn 2012). We are also exploring other options in Asia
- Watch Me Move will commence a 2-venue Brazilian tour (Rio de Janeiro and Brasilia) in winter 2013
- Game On 2.0 will be exhibited in Ontario, Canada in 2013

Objective 5

Objective 5

Objective 5

Objectives 1,  
2, 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 quarter**

### **Staff & Efficiency (S/E)**

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

# Agenda Item 12

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