



Barbican Centre Board

Date: WEDNESDAY, 18 FEBRUARY 2015
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
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 or 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 3 December 2014.

For Decision
(Pages 1 - 6)
 - b) **Minutes of the Finance Committee**
To receive the draft public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 4 February 2015.

For Information
(Pages 7 - 10)
 - c) **Minutes of the Risk Committee**
To receive the draft public minutes and summary of the Risk Committee of the Barbican Centre Board held on 20 January 2014.

For Information
(Pages 11 - 14)
4. **TERMS OF REFERENCE**
To consider the Terms of Reference of the Barbican Centre Board.

For Decision
(Pages 15 - 16)
5. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**
Report of the Managing Director.

For Information
(Pages 17 - 30)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **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
9.
 - a) **Non-Public Minutes of the Board**
To agree the non-public Minutes of the Barbican Centre Board meeting held on 3 December 2014.

For Decision
(Pages 31 - 38)

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 4 February 2015.

For Information
(Pages 39 - 46)

c) Non-Public Minutes of the Risk Committee

To receive the non-public minutes of the Risk Committee of the Barbican Centre Board held on 20 January 2015.

For Information
(Pages 47 - 50)

10. OUTSTANDING ACTIONS OF THE BOARD

Report of the Town Clerk.

For Information
(Pages 51 - 54)

11. BUSINESS REVIEW

Report of the Chief Operating & Financial Officer.

For Information
(Pages 55 - 76)

12. BAD DEBTS AND WRITE-OFFS

Report of the Chief Operating & Financial Officer. This report was approved by the Finance Committee of the Barbican Centre Board at its 4 February 2015 meeting.

For Information
(Pages 77 - 82)

13. DEVELOPMENT UPDATE

Report of the Chief Operating & Financial Officer.

For Information
(Pages 83 - 102)

14. CINEMA PRESENTATION

Report of the Director of Arts.

For Information
(Pages 103 - 116)

15. CATERING TENDER - RECOMMENDATION TO APPOINT CONTRACTORS

Report of the Chief Operating & Financial Officer.

For Decision
(Pages 117 - 132)

16. COFFEE POINTS AND MOBILE BARS

Report of the Chief Operating & Financial Officer.

For Decision
(Pages 133 - 140)

17. **CAPITAL CAP UPDATE**
Report of the Director of Operations & Buildings. This report was received by the Finance Committee of the Barbican Centre Board on 4 February 2015.
For Information
(Pages 141 - 150)
18. **INTELLIGENT LIGHTING & SYSTEM REPLACEMENT - GATEWAY 3/4 OPTIONS APPRAISAL**
Report of the Director of Operations & Buildings. This report was approved by the Projects Sub Committee at its 21 January 2015 meeting and the Finance Committee of the Barbican Centre Board at its 4 February 2015 meeting.
For Information
(Pages 151 - 166)
19. **ISSUE REPORT: BARBICAN CENTRE WEBSITE AND CONTENT MANAGEMENT SYSTEM**
Report of the Director of Audiences & Development.
For Decision
(Pages 167 - 190)
20. **CONCERT HALL BACKSTAGE - GATEWAY 7 OUTCOME REPORT**
Report of the Director of Operations & Buildings. This report was approved by the Projects Sub Committee at its 21 January 2015 meeting and the Finance Committee of the Barbican Centre Board at its 4 February 2015 meeting.
For Information
(Pages 191 - 194)
21. **RISK REGISTER**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 195 - 266)
22. **REPORT OF URGENT ACTION TAKEN**
Report of the Town Clerk.
For Information
(Pages 267 - 270)
23. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
24. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

BARBICAN CENTRE BOARD

Wednesday, 3 December 2014

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 3 December 2014 at 10.30 am

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Lucy Frew
Emma Kane
Roly Keating
Vivienne Littlechild
Jeremy Mayhew
Brian McMaster
Wendy Mead
Guy Nicholson
Trevor Phillips
Judith Pleasance
Deputy Richard Regan
Keith Salway
Jeremy Simons

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
Lynette Brooks	Head of Development, Barbican Centre
Jane Alison	Head of Visual Arts, 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	Head of Barbican Finance, Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Alderman David Graves, Tom Hoffman and Deputy Dr Giles Shilson.

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

There were none.

3a. **MINUTES OF THE BOARD**

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

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

The public minutes and summary of the meeting held on 24 September 2014 were received.

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

The draft public minutes and summary of the meeting held on 19 November 2014 were received.

3d. **MINUTES OF THE RISK COMMITTEE**

The draft public minutes and summary of the meeting held on 14 October 2014 were received.

3e. **MINUTES OF THE NOMINATIONS COMMITTEE**

The draft public minutes and summary of the meeting held on 8 October 2014 were received.

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:

- **Olympic Park Development:** The opportunities arising from the development of a new East London cultural hub located in the site of the Olympic Park were discussed, with Members keen to understand the potential for co-operation and any risks associated with the development. The Managing Director confirmed that the Centre had been aware of the development for some time and felt that adopting a flexible approach to working with others across East London would be more beneficial than establishing a permanent presence at the new site. The Director for Creative Learning and Director of Arts had also been involved in discussions with Chobham Academy, a specialist arts school at the site, who the Barbican were looking to work closely with, thereby providing a focus on the creative learning aspect at the cultural hub. Members agreed that a flexible approach to working with others would be the sensible approach to take, particularly as it facilitated early engagement and delivery of outcomes rather than requiring a delay until a material building was erected.
- **Touring:** Members noted the success of a number of shows which had now been scheduled to go on tour to a number of foreign cities. It was suggested that thought should also be given to touring around the UK, thereby spreading the Centre's cultural offerings across the regions.

- **Creative Learning:** Validation had now been received for the Guildhall School of Music & Drama (GSMD) and Barbican Centre's jointly taught Bachelor of Arts degree in Performance & Creative Enterprise. Separately, the Centre and GSMD had also launched a joint manifesto outlining the creative learning offering to young people; this was symptomatic of increasing joining-up between educational departments across the City Corporation and a presentation was being made to the next meeting of the Education Board outlining the work being undertaken.
- **Commercial:** The commercial side of the business was in good shape, with challenging income targets being met across the board. Members would be considering a proposal to bring the bar service in-house later on the agenda, which it was anticipated would generate further increases in commercial revenue. A new Head of Commercial Development was also being recruited following the departure of the previous incumbent.
- **Cultural Hub:** The Managing Director and the Director of the Museum of London had recently held a positive meeting with the Barbican Residents' Association where good progress had been made in working towards a common position and consensus for the future shape of the cultural hub.
- **Cinema:** Members were pleased to note that the cinema had, after a disappointing start to the year, vastly improved its performance and was back on track to meet financial targets for the year.
- **Exhibit B:** The Director for Arts advised that she had recently attended one of the Paris performances, noting that there had been an increasing number of demonstrations and that one of the early showings had had to be closed for a brief period. Wider talks about the show and associated matters were also ongoing.
- **Website:** A new incremental approach was being adopted for the project, with officers undertaking improvements in-house. The initial focus would be around the booking journey and mobile optimisation. It was also confirmed that the gateway process would be implemented as appropriate.
- **Exhibition Halls:** It was advised that feasibility studies around Exhibition Hall 2 were still ongoing and that a report would now be presented to the Resource Allocation Sub Committee at its January meeting.

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**
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 - 20

Paragraph No.
3

8a. **NON-PUBLIC MINUTES OF THE BOARD**

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

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

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

8c. **NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**

The draft non-public minutes of the meeting held on 19 November 2014 were received. Under this item, consideration was given to the existing composition of the Finance Committee, with it consequently agreed that the Chairman of the Barbican Centre Trust should be made a formal Member of the Committee henceforth.

8d. **NON-PUBLIC MINUTES OF THE RISK COMMITTEE**

The draft non-public minutes of the meeting held on 14 October 2014 were received.

9. **OUTSTANDING ACTIONS OF THE BOARD**

The Board noted the outstanding actions list.

10. **SERVICE BASED REVIEW - IMPLEMENTATION PLAN**

The Board received a report of the Chief Operating & Financial Officer setting out a likely timetable to implement the various proposals and recommendations which formed part of the Service Based Review.

11. **VISUAL ARTS: ANNUAL PRESENTATION**

The Board received a report and accompanying presentation from the Head of Visual Arts.

12. **DEVELOPMENT STRATEGY ANNUAL PAPER**

The Board received a report of the Head of Development and the Chairman of the Barbican Centre Trust outlining the development strategy for the forthcoming period.

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

13. **DEVELOPMENT UPDATE**
The Board received a report of the Head of Development which set out the 2014/15 fundraising results, to date, against budget.
14. **BUSINESS REVIEW**
The Board received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 7 Accounts 2014/15.
15. **BUDGET REPORT 2015/16**
The Board considered a report of the Chief Operating & Financial Officer putting forward the budget for 2015/16 for Members' consideration.
16. **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.
17. **RISK UPDATE**
The Board received a report of the Chief Operating & Financial Officer setting out the key risks facing the Centre.
18. **CAPITAL CAP EXTENSION 2016/17**
The Board considered a report of the Chief Operating & Financial Officer proposing the extension of the existing capital cap for the Barbican Centre until 2016/17.
19. **PROPOSED INVESTMENT IN BAR OPERATIONS**
The Board approved a report of the Managing Director concerning the refurbishment of and improvement works to the bars at the Barbican Centre.
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 12.50 pm

Chairman

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FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 4 February 2015

Minutes of the meeting of the Finance Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 4 February 2015 at 10.30 am

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Emma Kane
Jeremy Simons
Deputy Dr Giles Shilson

In Attendance

Officers:

Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Sir Nicholas Kenyon	Managing Director, 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
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies were received from Lucy Frew, Judith Pleasance and Keith Salway.

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 19 November 2014 were agreed.

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

Meeting dates and times

A number of Members noted that this Committee's next meeting was close to Easter and, given the proximity to the Easter break, a number would be unable to make the meeting. In view of this and a wish to ensure a quorum, it was agreed that an alternative date should be sought and the meeting rescheduled.

Separately, a Member noted that a number of timing changes previously made to meetings were not translating correctly to Members' diaries. The Town Clerk's representative thanked Members for bringing this to his attention and undertook to look in to this glitch in the system.

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.
7-17

Exemption Paragraph(s)
3

7. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 19 November 2014 were agreed.

8. **OUTSTANDING ACTIONS**

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

9. **BUSINESS REVIEW**

The Committee received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 9 Accounts 2014/15.

10. **BAD DEBTS AND WRITE-OFFS**

The Committee received a report of the Chief Operating & Financial Officer detailing the Barbican debts incurred over a three year period from 2010 to 2013 and advising of those which it was proposed be written off.

RESOLVED: That the Committee:-

- note that the Managing Director intends to approve, under delegated authority, the write off of sixty items, each below £5,000, and
- approves the writing-off of eight items in excess of £5,000, as detailed in the report.

11. **VISUAL ARTS FINANCIALS**

The Committee received a report of the Director of Arts providing an update on the current and forecast budget position for the art gallery.

12. **DEVELOPMENT UPDATE**

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

13. **CAPITAL CAP UPDATE**

The Committee 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.

14. **INTELLIGENT LIGHTING & SYSTEM REPLACEMENT - GATEWAY 3/4 OPTIONS APPRAISAL**

The Committee considered and agreed a Gateway 3/4 report of the Director of Operations & Buildings relative to the replacement of intelligent lighting and systems within the Barbican Concert Hall.

15. **CONCERT HALL BACKSTAGE - GATEWAY 7 OUTCOME REPORT**

The Committee considered and agreed a report of the Director of Operations & Buildings detailing the outcome of refurbishment works to the backstage area and proposing that the completed project now be closed.

16. **RISK 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 those significant risks which had been identified and outlining measures for mitigation of these risks.

17. **ACTION TAKEN IN ACCORDANCE WITH URGENCY PROCEDURES**

The Committee received a report of the Town Clerk advising of two decisions taken in accordance with urgency procedures since the last meeting of the Committee.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.00 pm

Chairman

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 20 January 2015

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 20 January 2015 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Brian McMaster
Keith Salway

In Attendance

Officers:

Paul Nagle	Head of Internal Audit, Chamberlain's Department
Sir Nicholas Kenyon	Managing Director, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Lucy Frew and Jeremy Simons.

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 14 October 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 November 2014 and January 2015 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, and the draft internal audit plan 2015/20 was also presented for Members' comments.

The Head of Internal Audit prefaced the report by advising that he had now taken up a secondment within the Chamberlain's department, leading on

projects associated with realising Service Based Review savings. As such, he has vacated the post of Head of Internal Audit for the next twelve months. He has been replaced for this period by Chris Harris of Baker Tilly, who due to other prior commitments could not attend this meeting. Members thanked the out-going Head of Internal Audit for his contributions to date and wished him well in his new role.

The Head of Internal Audit subsequently introduced his report, advising that four pieces of work had been completed since the last meeting. He also took the opportunity to highlight the review in to PBX fraud, which had been added to the plan in recognition of a potential threat.

A Member noted the reference in the report to planned work being rescheduled as a result of emerging priorities, seeking confirmation that this reprioritisation was solely as a result of emerging high priority issues and not a result of insufficient resource. The Head of Internal Audit advised that an element of prioritisation and flexibility in responding to unanticipated issues always existed, but conceded that the recent resignation of one auditor would add some additional pressures until their replacement was in post. He advised that the general resource level this year was broadly the same as the previous year, which he was comfortable with; however, 2016/17 would be more challenging as savings within the team would need to be made. As a result, the team would be looking to improve the efficiency of how it worked so that it could deliver the same service with a lower level of resource.

A Member also noted a reference in the report to the internal audit team's focus on the delivery of savings, cautioning that the key focus of internal audit should be on the quality of internal controls. The Head of Internal Audit clarified that the comment on savings referred to the team's internal focus on delivering its own savings and apologised for the ambiguous wording, reassuring Members that internal audit's primary focus would continue to be the effectiveness of internal controls in the management of risk.

The Deputy Chairman observed that the international enterprise review had been deferred until 2015/16, asking why this was the case and cautioning that the overseas nature of this element of the business meant that there were inherently more risks associated with it. The Head of Internal Audit explained the rationale behind the delay, advising that the Barbican were currently in the process of reviewing their own arrangements in this area and also wanted to factor the learning from the Digital Revolution exhibit in to any review. Accordingly, the proposed delay was only for a few months until the start of 2015/16, which would to facilitate the inclusion of this learning and give greater meaning to the review.

The Committee noted that it would be helpful to be informed where there were overdue recommendations for implementation stemming from audits, consequently requesting that a schedule of overdue recommendations for implementation be included within this paper in future.

Discussion subsequently turned to the proposed draft audit plan 2015/20, with Members suggesting that some of the items did not seem to be areas where one would naturally expect internal audit to play a role or where a disproportionate amount of time seemed to be allocated, for instance, budget setting and cost estimates/cost plans. It was also suggested that ICT security could benefit from an additional review on top of the extensive penetration internal testing already performed by the team given the increasing importance of this area. The Head of Internal Audit explained that there had been regular coverage of IS/IT areas over the last 2 to 3 years, and recent audit work in this area had concluded controls were strong and no recommendation were made. As a result no internal audit coverage had been planned for 2015/16.

The Head of Internal Audit thanked Members for their comments. At this point, Members' feedback would be incorporated and used to refine or revise the planned audits accordingly.

RESOLVED: That the progress of the current internal audit plan be noted.

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

There were no questions.

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

There were no urgent items.

7. **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 paragraph 3 of Part I of the Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 14 October 2014 were approved, subject to one amendment.

9. **OUTSTANDING ACTIONS**

The Board noted the outstanding actions list and received updates on the items thereon.

RECEIVED.

10. **RISK REGISTER**

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.

RESOLVED: That the report be received and its content noted.

11. **BAD DEBTS AND WRITE-OFFS**

The Committee received a report of the Chief Operating & Financial Officer detailing the Barbican debts incurred over a three year period from 2010 to 2013 and advising of those which it was proposed be written off.

RESOLVED: That the Committee

- note that the Managing Director intends to approve, under delegated authority, the write off of sixty items, each below £5,000, and
- note that further approval would be sought to write off eight items in excess of £5,000.

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

There was one question.

13. **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 3.05 pm

Chairman

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<p>WOOLF, Mayor</p>	<p>RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 1st May 2014, doth hereby appoint the following Committee until the first meeting of the Court in April, 2015.</p>
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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.

There is a maximum continuous service limit of three terms of three years.

2. Quorum

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

3. Membership 2014/15

- 7 (3) Catherine McGuinness, M.A., Deputy
- 3 (3) Richard David Regan, Deputy
- 3 (3) Jeremy Lewis Simons M.Sc.
- 9 (2) Jeremy Paul Mayhew, M.A., M.B.A.
- 4 (2) John Tomlinson, B.A., M.Sc., Deputy
- 4 (1) Tom Hoffman
- 1 (1) Judith Lindsay Pleasance, M.A. (Hons).
- 4 (1) Dr Giles Robert Evelyn Shilson, Deputy

together with:-

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

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

4. Terms of Reference

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, 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) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz: -
 - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it; and
 - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

Barradell

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Committee(s):	Date(s):
Barbican Centre Board	18 February 2015
Subject:	Public
Management Report by the Barbican's Directors	
Report of:	For Information
Managing Director, Barbican Centre	

Summary

- The Management Report comprises current updates under five sections authored by Barbican Directors.
- As the Director of Audiences and Development has been seconded in her role to drive organisational change there have been some alteration to the reporting lines, with her direct reports temporarily shared between the other Directors.
- Updates are therefore now under the headlines of:
 - Strategy and Cultural Hub
 - Arts Programming, Marketing and Communications
 - Creative Learning
 - Operations and Buildings, including Customer Experience
 - Business and Commercial, including Development.
- Each of the five 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:

- Note this report.

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Objective
<p>1.1 Progress and Issues</p> <p>Excellent progress is now being made on the Cultural Hub project, and a meeting of the Cultural Hub Working Party on 21 January endorsed a new Governance and Programme Management model going forward. This will create a Programme Board chaired by the Assistant Town Clerk, with three Steering Groups: Content (i.e. the cultural collaborations of the arts institutions, led by the Director of the Museum of London and the MD of the Barbican), Urban Design (i.e. the public realm, likely to be led by Victor Callister of Built Environment) and Property (i.e. the property strategy for the area, led by a yet to be appointed Programme Director answerable to the Assistant Town Clerk). There will be cross-representation on the three groups, ensuring co-ordination. The Programme Board will report to Members through a continuation of Cultural Hub Working Party of Policy and Resources, so that advice on priorities and timetables can be given before individual projects are then taken to the appropriate Boards and Committees. A report will now go to Policy and Resources Committee in February asking Members to approve the new structure, a continuation of the working party and some funding for the new Programme Director.</p> <p>On a more creative note, the extensive report by Publica into the findings of the consultation on the Barbican Area Strategy was summarized in advance of the finalized document being circulated. This extremely detailed and impressive document is a thorough investigation of the issues of the Barbican area, and will be well worth the attention of this Board. There were 15 Key Findings, which will now be turned into a set of objectives, programmes and projects for the strategy to be published for public consultation later this year.</p> <p>At the same time Publica is writing a summary of the cultural workshops it undertook before Christmas, and the perspective these give will be vital in maintaining the cultural vision in the proposed improvements to the public realm.</p> <p>A fuller report will be given to the Board as these proposals emerge, and it may be appropriate to hold a joint Board and Trust Awayday to discuss them.</p>	
<p>1.2 Progress and planning</p> <p>The Barbican Centre undertook its own internal strategic study during the autumn on the opportunities of the Cultural Hub, and its approach</p>	

was endorsed by the Cultural Hub Working Party. This used the December 2014 report by BOP Consulting that the Corporation commissioned on the impact of Crossrail to investigate the possible impact on its facilities, building, operations and programme of a potentially increased footfall in this area of the City. Members of the Management Team explored the potential under the headings of:

- Marketing (including travel times and footfall)
- Foyers (including improving the day-time offer)
- Families (what should a co-ordinated offer be?)
- Retail (alongside the Barbican offer, what could be outside?)
- Commercial and Business Events (impact of new connectivity)
- Wayfinding and Access (linked to the Barbican Area Strategy)
- Collaboration (with other cultural bodies)

The essential conclusion of the work is that while major opportunities exist that 'could dramatically change the economic impact currently generated', this is only a potential and depends on 'a wider range of ancillary and supporting activities' as well as major improvements to the public realm.

The effectiveness agenda proposed by AEA Consulting is now being taken forward with the initiative reported at the last meeting for the Director of Audiences and Development to be freed to drive managerial change. There have already been several changes in the configuration of the Directors' offices and support, working more closely together on Level 2.

The discussion with the London Symphony Orchestra on its future arrangements and facilities was also advanced during January 2015, and a further update can be provided later in the meeting.

2. REPORT: ARTS PROGRAMMING, MARKETING AND COMMUNICATIONS

	Strategic Objective
<p>2.1 Progress & Issues</p> <p>Gallery: London24 reports that according to the 'Twitter Impact Index' analysis conducted by broadband provider Relish, United Visual Artists: Momentum was in the top 20 (no.11) most talked about exhibitions on Twitter (BIE's Digital Revolution was no. 1) and the Barbican itself is considered the most talked about venue of 2014. 77,624 attended UVA: Momentum, exceeding targets.</p> <p>Walead Beshty's A Partial Disassembling of an Invention Without a Future... received excellent reviews and audience figures and closed on 8th February. Constructing Worlds: Photography and Architecture in the Modern Age exceeded its targets - receiving a total of 51,595 visitors - and we sold out two print runs of the exhibition catalogue. New Gallery exhibition Magnificent Obsessions: Artist as Collector opens on 12th February and will run until 25th May. Roman Signer's Slow Movement will open on 4th March and will run until 15th May. Both exhibitions are expected to be very popular with audiences and critics alike.</p> <p>Following two successful screenings at the end of 2014, 270 DVD copies of Barbicania have been sold.</p> <p>Music: It was a successful end to 2014 for classical music, including the critically acclaimed BBCSO performance of Busoni's Piano Concerto. 2015 is off to an excellent start, beginning with the LSO's Schumann: Das Paradies und die Peri, conducted by Simon Rattle, who also conducted the Berliner Philharmoniker for three outstanding sold out performances as a part of The London Residency 2015, the third performance was recorded and broadcast by the BBC. Ian Bostridge and Thomas Ades' sold-out recital of Winterreise was also received very positively. It was critics' choice in The Times and The Sunday Times, and received fantastic reviews from The Guardian (5 stars), The Independent (5 stars), The Daily Telegraph (4 stars) and Financial Times (4 stars). We look forward to Unsuik Chin's Alice in Wonderland in March and the New York Philharmonic International Associate Residency in April.</p> <p>Contemporary music ended 2014 with the hugely popular Sparks, which received widespread positive reviews. Just Jam was also a critical success and attracted large audiences. 2015 sees Olafur Arnalds on 22nd February, who was a focus of a feature in The Independent discussing his music for Broadchurch and his performance at the Barbican, followed by Matthew E. White, who is the subject of a news story on Stereoboard ahead of his performance here in March. Bryce Dessner's Marathon Weekender will take place in May and now features the Brooklyn Youth Chorus.</p>	<p>Objectives 1,2,4</p> <p>Objectives 1,2,3,6</p>

<p><u>Theatre:</u> The Forced Entertainment family show – The Possible Impossible House received a mixed response from both press and audiences but it exceeded box office targets. Henry IV started slowly but houses quickly grew and reviews have been very good.</p> <p>2015 began with the London International Mime Festival and Théâtre de la Ville–Paris’ Six Characters in Search of an Author. Antigone rehearsals also began in January and the European and US tour is now in place. Antigone will run between 4th and 28th March. Kafka on the Shore, Antigone and Hamlet are all included in Time Out’s round-up of the top 15 shows of 2015, with Hamlet coming in at No. 1. The Barbican Theatre has also been nominated at The Stage Awards 2015 in the ‘International’ category, published on the Stage’s website.</p> <p>Award ceremony will be on 30 January</p> <p><u>Cinema:</u> We have had a terrific run of titles as part of the new release programme at the end of 2014 (in particular Mr. Turner, Interstellar and The Imitation Game). We were also delighted to acquire an exclusive London run of the Björk concert film Biophilia Live which played to packed enthusiastic audiences. In January we also welcomed one of the industry’s greatest practitioners of documentary film making, Frederick Wiseman, to discuss his new film exploring the National Gallery. Our new releases for 2015 are also expected to do well at time of writing, and include critically acclaimed Foxcatcher and Theory of Everything. We are excited to work with Artistic Associates, Boy Blue on a co- curated season of films exploring the impact of Hip Hop culture in films - Hip Hop Matters which will run throughout March.</p> <p>This year we are also very pleased to be officially associated with the Academy Awards in LA to present a season featuring all the films nominated in the 2015 Best Film category. This is the first time a cinema in the UK has entered into a working relationship with the Academy and we are looking forward to building on this relationship over the next few years.</p> <p><u>Marketing:</u> Membership: Since the late October refresh, 749 new members have joined the Barbican Membership scheme compared to 611 for the same period in 2013. Renewal rates have dipped slightly, but this is to be expected as people decide whether Membership or Membership Plus is best suited to them. However, there has been no noticeable drop-off for Membership Plus since the Red Room was opened to all members. Perhaps as the research suggests, the main concern is priority booking, not the Red Room.</p> <p>We’ve received some positive messages about how the Red Room is livelier and the changes are welcome – alongside learning that a few are less keen on the new atmosphere.</p> <p>Usage of the Red Room has increased by an average of 10 more</p>	<p>Objectives 1,2,3,6</p> <p>Objectives 1,2,3,6</p> <p>Objectives 1,5</p>
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<p>members (plus their guests) per night since the refresh. Over 400 Yellow Members have opted to take the free upgrade to Membership, with 136 going on to now pay for it. Only 19 Red Members have asked to downgrade to Membership from Membership Plus.</p> <p>Online and Digital: Our online annual fan numbers (Twitter, Instagram and Facebook) grew by over 230,000 between 2013 and 2014 and views across the website and video channels including YouTube and Vimeo also grew substantially. The first ever Barbican digital advent calendar was a massive success with over 55,000 page views in a month and over 4000 emails collected across all the competitions by the end of 2014 (http://www.barbican.org.uk/christmas/). Magnificent Obsessions app launched and was live on iPhone and Android at the end of January, offering free resources to all gallery visitors and to those that cannot make it (www.barbican.org.uk/apps). We are also working closely with Development to identify the best way to present information on the Annual Fund on the website.</p> <p>Communications: Planning is underway for the next Barbican-wide season launch, currently scheduled for the end of March 2015 which will focus on our Summer 2015 programming and highlights for 2016.</p> <p>Headline campaigns, launches and openings for the spring are all going well. They include the Classical Music 15/16 season launch; Berlin Philharmonic Residency including a significant partnership with the BBC; Magnificent Obsessions and Roman Signor exhibitions; Antigone and the international tour; This Made Me Laugh and Sherlock Holmes (a collaboration with the Museum of London) film seasons.</p> <p>Excellent press coverage for the 'best of 2014' and '2015 highlights' pieces over the Christmas and New Year period was achieved by the media relations team.</p>	<p>Objectives 1,2,4,5</p> <p>Objectives 1, 2</p>
<p>2.2 Preview and Planning We have agreed objectives and SMART targets with Arts Council England around our offsite and Creative Learning projects that will be supported through the NPO funding. These targets, finalised in mid-February reflect the objectives of the organisation.</p> <p>We are also currently in negotiation with ACE with regard to a funding agreement clause centered on data protection and data sharing. We are in discussion with other large institutions about forging a possible compromise as a solution to this issue.</p> <p>Following positive meetings with the Council for London Borough of Barking & Dagenham, we have now finalised and agreed our overarching activity there as part of our Beyond Barbican work in the summer.</p> <p>The 2015 Spring season launch will take place in the third week of March and the Stakeholder Strategy is currently being reviewed and refreshed.</p>	<p>Objectives 2,3,5</p> <p>Objectives 1,2</p>

3. REPORT: CREATIVE LEARNING	
	Strategic Objective
<p>3.1 Progress and Issues</p> <p>Recent Activity</p> <p>Young Orchestra for London: Following an extensive recruitment drive, all 350 applicants for this project attended a series of workshops. The final orchestra of 100 young musicians has been selected to provide to form an ensemble with representation from every London borough, as well as a wide range of abilities and experience. The ensemble met for the first time in early January to work with rising conductor Ben Gernon, and amateur Rachel Leach, as part of the lead in to working with Sir Simon Rattle in February 2015.</p> <p>Pop up Performances: In December we worked with 360 pupils in Redbridge Primary schools to deliver an interactive performance inspired by the work of Alan Lomax. A set, designed by a Guildhall School Design Realisation student provided the backdrop for the pupils to journey through the spaces, collecting Gospel, Folk and Blues songs along the way. They were taught about sampling and electronic music and created and recorded their own version of the songs.</p> <p>Open Labs give artists the use of the Pit Theatre as an environment for research, ideas development and exploration. In this period we have worked with: film maker Eelyn Lee, who led a cross arts week exploring the idea of how fear manifests itself in different forms; Chris Avis, who worked with the notion of Art and Age, the language used to describe older artists, their position in society and how best to change attitudes to improve equality; Rachel Bagshaw – who explored the concept of living with chronic pain and how it affects our senses.</p>	<p>Objectives 1, 2</p> <p>Objective 3</p> <p>Objective 6</p>
<p>3.2 Preview and Planning</p> <p>East London and City Culture Partnership</p> <p>We continue to develop our cultural education partnership across 8 East London boroughs, funded for 3 years by the Esmee Fairbairn Foundation. 3 strands of activity are underway:</p> <p>1) Creative Learning putting ELCCP principles into practice working with the 8 music hubs/boroughs – a multi-artform plan has been developed for delivery over the 14/15 academic year, including 4 Catalyst Programmes (Guildhall Student engagement in East London, New York Philharmonic Family</p>	<p>Objectives 1, 3</p>

<p>Concert, a Jazz Learning strategy and an East London showcase)</p> <p>2) Strategy Task Group – an initial meeting has been held with strategic representatives from East London boroughs to help develop a broader framework for extending the partnership beyond music hubs and incorporating the wider cultural education ecology (to enable joint planning and stop duplication)</p> <p>3) Cultural organisations – a small group of key partners are being identified to work with us, beginning with our resident orchestra (LSO) and Associates.</p> <p>An external evaluation team has also been recruited to help capture the impact and learning from the partnership and we are delighted that the ELCCP has already been referenced as example of good practice in the new book by Darren Henley, John Sorrell & Paul Robertson ‘A Virtuous Circle: Why Creativity and Cultural Education Count’</p> <p>Following its validation in November the BA in Performance and Creative Enterprise (PACE) is now recruiting for students to start this new course in September 2015.</p> <p>Barbican Young Poets</p> <p>A satellite Barbican Young Poets programme being developed this year to work with younger poets in Waltham Forest. This work is integrated with current poetry initiatives in Waltham Forest, as well as our wider Beyond Barbican activity and the East London and City Culture Partnership. Through the learning from this young poets pilot, we hope to roll our similar satellite ensemble/ group models across East London in the future.</p> <p>Forthcoming programme highlights for February</p> <p>Young Orchestra for London – 12th February, 6.30pm Barbican Hall Debating Matters Regional Final – 23rd February Barbican Box Music Showcase – 26th February, 3.45pm, Barbican Hall Dialogue – East London Community Festival – 26th February, 6pm, foyers</p>	<p>Objectives 2, 3</p> <p>Objectives 3, 6</p> <p>Objectives 2, 3</p>
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4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Objective
<p>4.1 Progress & Issues</p> <p><u>Security:</u> Additional security arrangements were made for the reconvened Just Jam concert on Saturday 13th December 2014, but fortunately no issues occurred at the event.</p> <p>Security was also provided for a number of Royal visits, with HM The Queen of Denmark visiting the Theatre on the 1st and 2nd December, HRH Prince Charles visiting the Theatre on the 3rd December and also attending the Donatella Flick Conducting Competition on the 8th Dec. Also attending this concert were HRH The Duke of Kent and HRH Prince Michael of Kent. All events went well.</p> <p><u>Ex Hall 1:</u> London Film School – Enabling Works – the principal lease terms with the LFS have been finalised and a report seeking approval for the revised and updated Heads of Terms has been prepared by the City Surveyor and submitted to Property Investment Board and the Resource Allocation Sub-Committee (RASC) on 22nd January 2015. In accordance with the instructions of the Projects Sub-Committee, no expenditure against the enabling works budget is to be incurred until the agreement for lease has been executed. This is now planned to take place on the 22nd after the RASC.</p> <p><u>Building Repairs, Maintenance and Sustainability:</u> The festive period is always operationally busy; this year being no exception, with an increased number of commercial events as well as the normal high level of arts activity requiring support, the in-house building services maintenance team delivering over 1700 tasks in a thirty day period.</p> <p>The internal technical team continues to optimise the newly installed Building Energy Management System, (a long term project); the benefits of these works are now being seen with an annual reduction in overall utility unit energy use. The on-going energy/carbon mitigation works continue, with the retrofitting of high efficiency, long life LED luminaires.</p> <p><u>Crossrail Works at the Barbican:</u> The tunneling programme, reported by Crossrail as at first week of January 2015, has changed from previous report, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to be entering the vicinity of the Barbican Estate second week of February 2015 and TBM Victoria (west bound tunnel) due at the beginning of March.</p> <p>The ‘Crossrail’ pre tunneling, building condition surveyors have</p>	<p>Objectives 1,S/E</p> <p>Objectives 4, S/E</p> <p>Objective 1</p> <p>Objectives 4, S/E</p>

<p>completed their work on the Barbican site and residential estate. The survey process included the taking of photographic information on all visible fabric elements and the logging of any existing cracks, leaks or evidence of structural defect.</p> <p><u>Customer Experience:</u> The fire alarm responder team has been under additional pressures during the period of the fire alarm replacement project with additional assistance from the security team. The interim responder team arrangements have coped well and mitigated risks successfully.</p>	Objective S/E
<p>4.2 Preview & Planning Headline Projects currently on site are as follows:</p> <p><u>Theatre Powered Flying System (non-Cap):</u> Some 'physical' defects and software issues are still to be completed. Completion is only being held up because of heavy usage of the theatre. It should be noted that none of these issues are causing operational or safety concerns.</p> <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 underway. To minimize the impact of the works on the BC arts programme, the majority of works are taking place overnight.</p> <p><u>Ex Hall 2 Feasibility:</u> In the previous update it was reported that a final report and recommendations (re a potential future joint City Business, GSMD & Barbican Centre performing art and community library) was to be presented to the Resource Allocation Sub Committee in December 2014. This did not take place and at time of writing it is now scheduled to be presented to the Cultural Hub Working Party at the January 21st 2015 meeting.</p> <p><u>Customer Experience</u> The Customer Experience Box Office team remains very busy following a healthy Christmas period, excellent attendance for the art gallery and with the RSC season remaining buoyant as the season comes to an end. Weekly turnover remains high, around the £0.5M mark with year on year sales up by 68% in value and 48% in volume of tickets sold. The team are currently preparing for the Classical Music launch at the end of January. Some small and temporary changes to the team structure have been made in the event management area. Changes to the customer feedback and satisfaction process are progressing well and will be recommended to management team in February together with the Customer Focus training plans. The team is working collaboratively with IT and Marketing colleagues on improvements to data management and collection and early results are very encouraging.</p>	Objective 4, S/E Objectives 4, S/E Objectives 2, 3, 4, 6 Objectives 1, 2, S/E

5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Objective
<p>5.1 Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> • The team have achieved budget for the year and currently stand at +1.55% of target and +29.2% above the same time last year, a great achievement. • Banqueting revenue for the period remained strong with good Christmas party conversions to maintain track of target for the year. • 16 events were scheduled during December, the largest of which was the Centre for Investigative Journalism for a 3 day 'tech heavy' event with over 500 journalists attending. • 2 Hall 'business events' were delivered, both graduations for London Metropolitan University. <p>BIE</p> <ul style="list-style-type: none"> • <i>Watch Me Move</i>, MARCO in Monterrey, Mexico opened on 21 Nov 2014 and will be on show till 1 March 2015. So far 17,574 visitors have attended the exhibition. • <i>Digital Revolution</i> continues to receive impressive numbers and media coverage at Tekniska Museet (24 Oct 2014- 30 Aug 2015), 58,000 people have attended the exhibition in just under 2 months. • <i>Designing 007</i> at the Kunsthall, Rotterdam (12 Oct 2014- 8 Feb 2015) has received 120,638 visitors with three weeks left to run. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Exhibition Halls are on track to deliver the budgeted income for 2014/15, and hopefully exceed it by at least 15%. This increase was helped by an unexpected tenancy taken up by the University of London for their examinations which were held in Exhibition Hall 1 at the end of November/beginning of December. In addition to this booking, three other events took place in Hall 2: Chartered Institute of Taxation exams, International Wine Challenge and Herriot Watts University exams. <p>Commercial Development</p> <p>The Interim Head of Catering Operations has started and will oversee commercial projects linked to the Service Based Review and the new catering contracts.</p> <p>Retail</p> <ul style="list-style-type: none"> • Exceeded Constructing World exhibition target by £30,755. Excellent catalog sales of over 3000 copies, including a 1000 copy re-print. 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objective 5</p> <p>Objective 5</p>

<ul style="list-style-type: none"> • Very successful Christmas period in the shops, with the inclusion of two newly developed Barbican products. Christmas sales exceeded target by £15,245 <p>Catering</p> <ul style="list-style-type: none"> • The catering contract tender process is progressing on schedule with 7 industry-leading companies scheduled to present to an evaluation panel. Recommendation to appoint a contractor is submitted at this meeting. <p>Car Parks</p> <ul style="list-style-type: none"> • The car parking contract was awarded at the end of December. However, subsequently one company appealed regarding part of the process, and therefore the tender must now be re-evaluated. <p>Development</p> <ul style="list-style-type: none"> • Development, Marketing and Customer Experience are working together on the Annual Fund, and preparing for a phased launch in this last quarter, January to March 2015. 	<p>Objectives 4, 5</p>
<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> • January is a busy graduation month with nine days of ceremonies for Kings College, City University & Open University, proving the potential for growth in this key market for Business Events. • Just 2 Hall dates remain unsold for the year, with one being currently provisionally held. • Short lead enquiries and conversions continue to be the norm. <p>BIE</p> <ul style="list-style-type: none"> • <i>Richard Hamilton Prints</i> will be touring to Nottingham in March 2015. • We will be staging <i>Game On</i> at Montreal Science Centre in April 2015 and <i>Game On 2</i> will travel to the Centre of for Life, Newcastle in May (22 May 2015- 1 Nov 2015). • <i>Designing 007</i> opens at Fernan Gomez Cultural Centre, Madrid in May '15 (7 May 2015- 31 Aug 2015). <p>Exhibition Halls</p> <ul style="list-style-type: none"> • There are four more events to take place before the end of the current financial year: the regular CIANA Remainder Book Fair which takes place in January, Garden Press Event and the Landlord and Letting Show in February, and the Music Education Expo in March. Enquiries are coming in for the new financial year so Exhibition Halls should deliver another strong year. <p>Commercial Development</p> <p>Retail</p> <ul style="list-style-type: none"> • The Magnificent Obsessions exhibition shop will begin set up in 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,5</p> <p>Objectives</p>

<p>February. The range includes exhibition postcards and some exclusive products inspired by the exhibition.</p> <ul style="list-style-type: none"> The position of Head of Retail has been offered subject to acceptance. <p>Catering</p> <ul style="list-style-type: none"> A paper is being prepared, as part of the Service Based Review, to approve the funding for improvements to the coffee points and new foyer mobile units. <p>Car parks</p> <ul style="list-style-type: none"> The new tender will now be re-awarded by end of January 2015. As the current contract expires on 1st April 2015 we are currently considering if a further contract extension will be necessary. <p>Development</p> <ul style="list-style-type: none"> The Barbican Centre Trustees are developing plans for a large fundraising event in autumn 2015. 	<p>4,5</p> <p>Objectives 4,5</p> <p>Objective 5</p>
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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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