



Barbican Centre Board

Date: WEDNESDAY, 6 MARCH 2013
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)
Kevin Everett	Deputy Richard Regan
Tom Hoffman	Sue Robertson
Roly Keating	Keith Salway
Vivienne Littlechild	Deputy Dr Giles Shilson
Jeremy Mayhew	Jeremy Simons
Brian McMaster	Alderman David Graves (Ex-Officio Member)
Deputy Wendy Mead	John Scott (Ex-Officio Member)

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Lunch will be served in Guildhall Club at 1PM

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. **PUBLIC MINUTES**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 23 January 2013.

For Decision
(Pages 1 - 4)
4. **PUBLIC MINUTES OF THE RISK COMMITTEE**
To receive the public minutes and summary of the Risk Committee of the Barbican Centre Board held on 15 January 2013.

For Information
(Pages 5 - 8)
5. **MANAGEMENT REPORT BY THE BARBICAN CENTRE'S DIRECTORS**
Report of the Managing Director.

For Information
(Pages 9 - 22)
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. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the Barbican Centre Board meeting held on 23 January 2013.

For Decision
(Pages 23 - 26)
10. **NON-PUBLIC MINUTES OF THE RISK COMMITTEE**
To receive the non-public minutes of the Risk Committee of the Barbican Centre Board held on 15 January 2013.

For Information
(Pages 27 - 30)
11. **OUTSTANDING ACTIONS OF THE BOARD**
Report of the Town Clerk.

For Information
(Pages 31 - 32)
12. **THEATRE PRESENTATION**
Head of Barbican Centre to be heard.

For Information
(Pages 33 - 38)

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| 13. | BUSINESS REVIEW
Report of the Chief Operating & Financial Officer. | To Follow |
| 14. | COMMERCIAL STRATEGY UPDATE
Report of the Chief Operating & Financial Officer. | For Information
(Pages 39 - 50) |
| 15. | CAPITAL CAP
Report of the Chief Operating and Financial Officer. | For Decision
(Pages 51 - 58) |
| 16. | FURNITURE PURCHASE
Report of the Chief Operating & Financial Officer. | For Decision
(Pages 59 - 62) |
| 17. | BUDGET 2013/14 UPDATE
Report of the Chief Operating & Financial Officer. | To Follow |
| 18. | DEVELOPMENT REPORT
Report of the Head of Development. | For Information
(Pages 63 - 76) |
| 19. | BARBICAN CENTRE CAR PARK: EXTENSION OF CONTRACT
Report of the Chief Operating & Financial Officer. | For Decision
(Pages 77 - 80) |
| 20. | VARIATION OF CONTRACT WITH SEARCY'S IN RELATION TO SECOND FLOOR RESTAURANT SERVICE
Report of the Chief Operating & Financial Officer. | For Decision
(Pages 81 - 86) |
| 21. | RISK REGISTER UPDATE
Report of the Chief Operating & Financial Officer. | For Information
(Pages 87 - 102) |
| 22. | NON PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD | |
| 23. | ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED | |

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Agenda Item 3

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Agenda Item 4

RISK COMMITTEE OF THE BARBICAN CENTRE BOARD Tuesday, 15 January 2013

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Guildhall on Tuesday, 15 January 2013 at 2.00 pm

Present

Members:

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

Officers:

Mathew Lawrence	- Town Clerk's
Julie Mayer	- Town Clerk's
Paul Nagle	- Chamberlain's
Sabir Ali	- Chamberlain's
Sandeep Dwesar	- Barbican Centre
Nigel Walker	- Barbican Centre
Michael Dick	- Barbican Centre

1. APOLOGIES

Apologies were received from Nick Kenyon and Vivienne Littlechild

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

There were no declarations

3. MINUTES

The public minutes and summary of the Barbican Risk Committee of 21 May 2012 and the inquorate meeting of 11 October 2012 were approved.

Matters arising

The Chairman asked if the outstanding actions list could appear in both parts of the agenda, when appropriate. The Town Clerk advised that, on this occasion, all items on the list were in the public domain.

Members noted that the recommendations from the Health and Safety, Construction, Design and Management (CDM) Audit had been rescheduled for completion by the end of January 2013. The Central Audit and Risk Management Committee had received an update at its December meeting.

4. **OUTSTANDING ACTIONS**

Members noted that, following the inquorate meeting on 11 October 2012, Vivienne Littlechild had been appointed to the Barbican Risk Committee. The Board had recommended a further appointment, which was likely to be the ex-officio Finance Committee appointment to the Barbican Centre Board. This appointment could not be confirmed at present as the current Member had recently become an Alderman. The Chairman confirmed that all other actions had either been discharged or would be on today's agenda.

5. **INTERNAL AUDIT UPDATE**

This report provided Members with an update on the progress of Internal Audit reviews undertaken at the Barbican Centre since the last report in September 2012.

Members noted that two of the remaining three reviews in the 2012/13 Audit Plan had been delayed, due to the recent departure of the ICT Senior Auditor. Members praised the competence of this officer and noted that the new appointment would be in post in February. A detailed box office/ IT application review had been cancelled because the application would be replaced in 2013/14. Members had a particular interest in this area and asked to be briefed and assured of basic controls, prior to drafting the specification. The Head of Audit and Risk Management advised that Box Office processes are currently being reviewed as part of a separate audit review which is underway. Following this the Committee would receive a full report. Some additional audit work could be undertaken on the current Box Office application, to provide the assurance requested by Members, and this will be added to the audit plan.

In respect of the amber recommendation from the retail outlets audit, Members noted that management reports from stock control were being developed and nearly all the recommendations had now been implemented.

Members asked if the previous audit plan could be circulated. Officers advised that the current plan would have a similar number of work days, was very flexible and Members were invited to comment on it. Finally, Members noted a correction to the plan in that an ICT audit would be undertaken annually.

RECEIVED

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

The Chairman of the Barbican Centre Board had received a letter from Buckingham Palace complementing the Centre on the security arrangements in place for the recent Queen's visit. Members asked for the Security Team to be congratulated on this commendation.

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

There were no items of urgent business.

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.

9. **MINUTES**

The non-public minutes of the Barbican Risk Committee of 21 May 2012 and the inquorate meeting of 11 October 2012 were approved.

10. **RISK UPDATE**

This report updated Members of the risk management systems in place at the Barbican, the significant risks and measures for their mitigation.

RECEIVED

11. **CONCERT HALL GOODS LIFT**

Members received a report of the Buildings Director.

RECEIVED

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

There were no questions

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

There were no items of urgent business.

The meeting ended at 3.30 pm

Chairman

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Agenda Item 5

Committee(s):	Date(s):
Barbican Board	6 March 2013
Subject: Management Report by the Barbican Centre Directors	Public
Report of: The Managing Director	For Information
<p><u>Summary</u></p> <ul style="list-style-type: none"> • The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Cultural Quarter, Programming, Creative Learning, Audiences & Development, Operations & Buildings and Business & Commercial. • Each of the six sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview & planning'. • Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A. • The Business Review which underpins this update report is presented under 'Management Report Annex' - item 13 in 'non-public business'. <p><u>Recommendation</u> It is recommended that Members receive this report for information.</p>	

Main Report

1. Report: Cultural Quarter	
	Strategic Objective
1.1. Progress & Issues	
“Ten out of ten for the Barbican” Waldemar Januszczak on The Bride and the Bachelors, Sunday Times, February 2013	
<ul style="list-style-type: none"> • The forward momentum established by the Barbican in 2012 has continued into 2013. Attendances continue to be very strong and box office has been so successful for key events (e.g. The Master and Margarita) that targets have been exceeded and it is hoped to end the year in surplus (see Budget report). 	All Objectives
<ul style="list-style-type: none"> • The MD has represented the Barbican at key meetings with the DCMS in February. Secretary of State Maria Miller held two forums 	Objectives 1,2,3,5

<p>with arts leaders at which issues of funding and promotion were discussed. In particular there was a wish to co-ordinate key messages in promoting Britain abroad through the GREAT Britain campaign, and a wish to make more of the cultural diplomacy possibilities of UK arts bodies working abroad. This chimes well with the discussions with Mansion House over the role of the Lord Mayor's visits being co-ordinated with cultural visits, and with the role of the British Council abroad.</p> <ul style="list-style-type: none"> • Separately, Culture Minister Ed Vaizey (who also attended the Barbican Centre annual dinner) hosted a meeting for the MD and Principal of the Guildhall School, with the Director of Creative Learning, for Barbican Centre/Guildhall School to discuss with him the potential for working with the East London music education hubs in a new partnership, and was extremely enthusiastic about the possibilities. DCMS officials will be following this up, but it plays into the desire to see the hubs move forward in a more collaborative pattern of work in the future, which we may be able to facilitate. A similar meeting was held with Arts Council England officials. • At chairman level, a meeting was held between the Barbican Centre and our key partners CREATE: the chairmen of both organisations, Catherine McGuinness and John Studinzki, were both present, with the MD, Louise Jeffreys and Hadrian Garrard of CREATE, to discuss aligning our strategies in East London and in particular our partnership on the Olympic Park. • The MD spoke at the launch at Mansion House of the major report prepared for the Corporation by BOP Consulting: 'The Economic, Social and Cultural Impact of the City Arts and Culture Cluster'. This report, which was instigated by Lord Mayor Roger Gifford in preparation for his support of culture during his mayoral year, brings together for the first time the measurable, quantifiable economic benefits of the City's investment in culture, which it puts at a net contribution of £225 million, and less tangible but equally significant social benefits. The report was praised at the DCMS meeting with the Secretary of State (see above), with one arts leader commenting 'we should all have one of those'. 	<p>Objectives 1,2,3,5,6</p> <p>Objectives 1,2,3</p> <p>All objectives</p>
<p>1.2. Preview and Planning</p> <ul style="list-style-type: none"> • Negotiations continue apace on the involvement of Barbican/CREATE in the anniversary weekend of the Olympic Park in July. Led by Louise Jeffreys and Hadrian Garrard, these have been extremely complex and time-consuming, and the scenario has now developed considerably from the bid which we won to provide the events of re-opening weekend. It is hoped that by the time of this meeting the heads of agreement will have been resolved in order for an in-principle announcement to be made to the press on 5/6 March. • The announcement that the principal conductor of the London Symphony Orchestra, Valery Gergiev, is stepping down in 2015 has given rise to much discussion and speculation in the press. There are considerable implications for the future, but close contact is 	<p>Objectives 1,2,3</p> <p>Objectives 1,2</p>

<p>being maintained with the LSO at all levels, and there should be more to report in due course.</p> <ul style="list-style-type: none"> Following further problems with the MITIE contract (see Programming) as reported to the Finance Committee, which necessitated the unprecedented closure of the Art Gallery in February for a whole day on account of a minor problem with an alarm, renewed conversations have taken place with the Town Clerk and various departments on the best way to manage the contract going forward, and the Barbican Centre is hoping to resolve this difficult issue in the near future. 	S/E
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2. Report: Programming	
	Strategic Objective
<p>2.1. Progress & Issues</p> <p>The Rain Room has been nominated for the Designs of the Year 2013 and the following works have been nominated for the South Bank Sky Arts Awards 2013:</p> <ul style="list-style-type: none"> The Master & Margarita, Complicite London Symphony Orchestra, Sir Simon Rattle - Wynton Marsalis's Swing Symphony Where the Wild Things Are <p>World-class</p> <p>The Bride and the Bachelors: Duchamp with Cage, Cunningham, Rauschenberg and Johns has now opened and launched the Dancing Around Duchamp season. Reviews have been outstanding and Waldemar Januszczak praised the Barbican in The Sunday Times for "<i>daring to grasp this stingy nettle and put on this really rather brilliant exhibition</i>". Tickets are selling well: the show attracted 1,400 visitors during the first weekend. However the slow response time to a problem with an alarm on Wednesday 20 February caused the gallery to be closed for a whole day and tickets had to be refunded.</p> <p>Rhinoceros by Theatre de la Ville, part of the Dancing Around Duchamp season, sold out. Some Theatre critics praised both the play and the Art Gallery show in their review of Rhinoceros.</p> <p>Our contemporary music season is doing well with many sold out performances by international artists such as Ahmad Jamal, Alexander Nevsky and Sinéad O'Connor. Similarly, on the classical front, Joyce DiDonato's Drama Queen (the podcast of which was downloaded by more than 17,000 people) and Maxim Vengerov's recital were both box office and critical successes.</p> <p>January and February have been successful months for our cinemas; the mixed programme of arts projects such as Met Opera - Donizetti's Maria Stuarda, and popular new releases in the lead up to the Oscars resulted in very good sales.</p>	<p>Objectives 1,2</p> <p>Objective 1,2,5</p> <p>Objectives 1,2</p> <p>Objectives 1,2</p> <p>Objectives 1,2</p>

<ul style="list-style-type: none"> • Collaboration across art forms Arts and Creative Learning have been collaborating on a series of events as part of the Wonder: Art and Science on the Brain Season launching on 2nd March and on Cabaret Duchamp. 	Objectives 1,2,3, 5, 6
<ul style="list-style-type: none"> • Partnership Our 2013–2014 classical season was successfully announced in partnership with our resident and associate orchestras and ensembles LSO, the BBCSO, AAM and Britten Sinfonia. 	Objectives 1,2,3,4,5,6
<p>In January we co-presented some events as part of the London International Mime Festival. The three world renowned companies Amit Drori, Yeung Fai and Zimmermann & de Perrot delivered spectacular shows that were very well received critically and exceeded box office targets.</p>	Objectives 1,2,5
<ul style="list-style-type: none"> • Innovation The five dance performances of Wayne McGregor Random Dance in Rain Room have attracted an average of 270 people per session and generated dazzling pictures in the press and online. 	Objectives 1,2,5,6
<ul style="list-style-type: none"> • Locally relevant Our Summer 2013 story will contain several off-site projects taking place in east London. Our Arts and Creative Learning teams are collaborating on a multitude of events such as Leandro Erlich’s Building project in Dalston, Open School East, Gillett Square and Shoreditch Festival, Bank on It by Theatre-Rites, How Like An Angel by Circa and I Fagiolini, The Paper Architect by the McGuires and the Olympic Park opening celebration event. 	Objectives 1,2,3
2.2. Preview and Planning	
<ul style="list-style-type: none"> • The announcement that the Royal Shakespeare Company will stage Richard II with David Tennant at the Barbican generated immense news coverage; bookings will open mid-March. 	Objectives 1,2,6
<ul style="list-style-type: none"> • The Director of Programming attended the Labour Arts Policy event on the future of Britain’s arts and culture policy. 	Objective 1,2,5
<ul style="list-style-type: none"> • We are working very closely with the LLDC and making progress with the Olympic Park Opening Celebration event. 	Objective 1,2,5

3. Report: Creative Learning	
	Strategic Objective
3.1. Progress & Issues	
<ul style="list-style-type: none"> • Outstanding Programme Opportunities for the learning programme to interface with the world class 	Objectives 2, 3

<p>artists appearing at the Barbican continue to be central to our work. The Brain Waves weekender is part of the Wellcome Trust supported Wonder: Arts and Science on the Brain season, and will include a Marcus de Sotoy performance lecture in the concert hall.</p> <p>Also in the last month Weekend Labs have been delivered by Theatre de La Ville company, and Random Dance Company. In early February Random Dance director Wayne McGregor also took part in a unique discussion with Rain Room creators Random International and Serpentine Gallery Director Hans Ulrich Obrist, discussing the collaboration which has created the highly successful Rain Room and its associated performances.</p> <ul style="list-style-type: none"> <p>Maximise Value and Impact</p> <p>The Barbican Box Theatre programme, in partnership with Complicite, is now up and running in 20 schools, and involving 30 teachers and around 600 young people. The programme has also diversified to include 5 community organisations in Islington. There are 3 schools participating in a pilot photography project including special school Downsvie/Horizon in Hackney. Following the highly successful teacher training weekends for the pilot Barbican Box film project, schools are receiving their boxes of resources and will start work on the project before the Easter break.</p> <p>Build Partnership working</p> <p>Dialogue, which has been taking place throughout January and February, has included projects delivered in partnership with East London organisations, St Mungo’s Homeless Charity, The Arbour Project and Fellows Court Community Centre. All the work performed at various schools and community venues across Tower Hamlets and Hackney has been created by the participants in collaboration with our Guildhall School Leadership and Collaborative Skills students.</p> <p>Build visibility</p> <p>Through the Paul Hamlyn Foundation ArtWorks London initiative our work continues to have strong impact across the sector for artists working in participatory settings. This month we have delivered a salon “On Participation” in partnership with the ICA and a seminar with A New Direction bringing together arts organisations from across London who provide continuing professional development training for artists from across London.</p> <p>Pioneer Future Learning models</p> <p>The Programme for Future Play: Music Systems in the 21st Century is now confirmed with a lineup that includes John Adams and Peter Sellars as speakers, and Darren Henley and Charlotte Higgins as panel chairs. The symposium will explore music education as a force for social change and provide platforms for examples and illustrations of high quality music education work taking place locally and internationally across orchestras, conservatoires and arts organisations.</p> 	<p>Objective 3</p> <p>Objectives 2, 3</p> <p>Objective 3</p> <p>Objectives 3, 6</p>
<p>3.2. Preview & Planning</p> <ul style="list-style-type: none"> <p>Our application for continued funding from City Bridge Trust has been approved. The programme funded through the Trust will focus</p> 	<p>Objectives 3, 5</p>

<p>on our work in East London, with an increased amount taking place out in the East London boroughs. This includes expanding the Barbican Box programme, increasing ‘pop up’ performances in community settings and further developing our work with community based organisations such as those we have worked with during the Dialogue project.</p> <ul style="list-style-type: none"> • Open School East, our Arts Council supported community project will be announced in March and formally launch in September. Based at the former Rose Lipman Library in Hackney, this year long project will provide exceptional training to young artists and a wide range of work with the local community. • 23 young people aged 15 to 23 have been taking part in this year’s Barbican Young Poets programme, meeting regularly for six months and working with poets Jacob Sam-La Rose and Jasmine Cooray as well as guest poet John Berkavitch. In March the poets will collaborate with visual artist Reza Ben Gajra to create a performance for the Barbican Weekender. A showcase of their work as well as the launch of an anthology will take place on March 27th. Over the summer some of this year’s Young Poets will take part in the Sixes and Sevens project in Derry, working with young people to develop poetry for performance as part of this major collaborative project as well as take part in the performances of the work. 	<p>Objective 3</p> <p>Objectives 2, 3</p>
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<p>4. Report: Audiences & Development</p>	
	<p>Strategic Objective</p>
<p>4.1. Progress & Issues</p> <ul style="list-style-type: none"> • Dancing around Duchamp: A major marketing and communications campaign has been put into place for the Duchamp season including a major poster campaign, targeted digital TV advertising, a bespoke microsite and a significant press campaign. The press reaction has been fulsome. The marketing campaign itself has been featured positively in the design trade press. • Classical Music Launch: this took place at the end of January to Members and Patrons, a major collaboration between Music, Marketing, Box Office, Communications and our music partners. 	<p>Objectives 1,2,3</p> <p>Objectives 1,2</p> <p>Objectives</p>

<ul style="list-style-type: none"> • Membership: the Membership scheme continues to grow, increasing by 106 members last week (+16 Red, + 100 Orange, - 10 Yellow, total now 14,278) with the Duchamp launch. • Social Media: we have broken the 100,000 ‘followers’ barrier on Twitter, which places us higher than our competitive set. • Development: The City Bridge Trust has agreed a grant of £250k for 13/14 financial year following significant work by Development and Creative Learning teams (as raised in the Creative Learning section of this report). Two new recruits to the Development team – the Patrons Manager and the Senior Corporate Partnerships - have now started. 	<p>1,2,5</p> <p>Objective 1</p> <p>Objectives 1,2,3,5, S/E</p>
<p>4.2. Preview & Planning</p> <ul style="list-style-type: none"> • Season Launch: a major season launch is planned on 6 March, which will focus on Autumn 13 and some Spring 14 arts and learning activities. It will also flesh out details of Summer 13 programming. A press campaign will be undertaken, and many events will be put on sale that day. • Residents: The next Quarterly meeting with Resident representatives and the Chairman and Deputy Chairman will have taken place on 26 February. Discussions are underway regarding the planning application variation for Milton Court (re opening hours). A residents’ Private View for Duchamp is planned for 10 April. • Young people. We are undertaking a full review of FreeB young people’s scheme, including a cross departmental evaluation of our young people’s pricing strategy. • Digital: Procurement for the new ticketing/CRM system and new website are fully underway. The ITT document (full scoping document) and draft contract for the ticketing/CRM system will be issued by first week of March, and the Pre-Qualification Questionnaires for the website are being evaluated at the moment. We are recruiting for a Project Manager. 	<p>Objectives 1,2,3</p> <p>Objectives 1,2,3,4,5,6</p> <p>Objectives 1,2,3</p> <p>Objectives 1, S/E</p>

5. Report: Operations & Buildings	
	Strategic Objective
5.1. Progress & Issues	
<p>Clean City Awards: The Barbican has been awarded a Platinum award at the CoL Clean City awards ceremony which took place at the Mansion House in February 2013. The award acknowledges the exemplary contribution made by Zed Major, Facilities Manager, and his team in meeting the high standard of service that need to be evidenced and audited to qualify for the award.</p>	Objectives 4, 5
<p>Project Vision Champions: Barbican Project Office team have been singled out for special mention in Town Clerk's Programme Office Newsletter <i>We have been using Project Vision for a year now and there are some officers who are using the system well, particularly Jim Turner and his team at the Barbican Centre.</i></p>	Objectives 4, S/E
<p>Cleaners Demonstration; Increased security was provided during a demonstration at the Silk Street entrance by the Barbican Cleaners London living wage campaign. Barbican cleaners are provided by Mitie as part of the COL Mitie contract. Although noise levels from the demonstration were high Barbican performances and activities continued unaffected during this event.</p>	Objectives 2, 4
<p>CrossRail: A detailed CrossRail engineers and consultants presentation on 7 February 2013 provided an update on the noise mitigation measures being provided for the Barbican site during the construction phase as well as those for the permanent rail</p> <ul style="list-style-type: none"> • Tunneling is planned to take place for the northern tunnel in June 2014; this tunnel will pass closest to the Concert Hall. Tunneling for the southern tunnel will take place in October 2014. • Estimated noise levels in the Concert Hall will be at a maximum of 10-20dBa. With advance notice it will be possible to work silently for periods of 6-7 hours at a time while tunnel ring installation is taking place. Early experience from active tunneling from the western approach had produced lower noise levels than anticipated. • Noise levels during the operational period on the permanent track will be mitigated using a floating slab track supported by steel damper springs. The damping technical proposal used the lowest noise and vibration reduction solution available. Computer modeling predicts noise levels will be well below concert hall ambient levels in each frequency band. 	Objectives 4, S/E
<p>Ex Hall 1 LFS tenant: A number of enabling measures are required to allow the LFS tenancy to proceed. A Gateway report is being developed to address these requirements alongside continued negotiations with LFS.</p>	Objectives 4,5
<p>ExHall 2 tenancy: Following the deterioration in the waterproofing integrity of the Ex Hall expansion joints the development of commercial tenancy interest has been put on hold pending further investigation into the</p>	Objective 4

<p>expansion joint leaks. In their current state the leaking expansion joints would pose an unquantifiable cost risk to the COL/ Barbican as landlord in terms of the damage it could cause to tenants fit-out and possible loss of tenants business.</p> <p>Cinemas project: Following the formal opening of the cinemas and the cinema café in December 2012 fitout works have commenced for the Cinema Restaurant. Cote; the restaurant operator, plan to complete their works and open for business in late March or early April 2013. During the fit out period the cinema café and cinemas will remain fully operational.</p> <p>Citigen heating services: The scheme to provide a backup facility for the Guildhall and Barbican/GSMD/Milton Court sites is now complete with the installation of a new pressurization set in the Barbican Central Services Plant room. The new system will provide additional resilience in the event of any future failure of the Citigen system.</p>	<p>Objective 4</p> <p>Objectives 4, S/E</p>
<p>5.2. Preview & Planning</p> <p>Capital projects are progressing well:</p> <ul style="list-style-type: none"> • Concert Hall Backstage Refurbishment Funding of £150,000 has been granted by the Warburg Foundation for this project. Project scope will include renewing the carpet, redecorations and new improved lighting. • Garden Room Refurbishment (and adjacent public toilets): Following a presentation by the architect DMWR consultations on the architects design are currently in progress. Once finalised the works will be programmed to take place in the summer 2013 to coincide with the programme for replacement of the Flying System. • Theatre Technical Project (Cap 3): Consultant is currently developing an options appraisal for the scheme for the replacement of audio communication, lighting, tannoy, and visual communications in the theatre. Works are planned to run alongside the Theatre Flying system works during the summer. • Powered Flying System: Following appointment of contractor for the supply and installation of the Theatre flying system the scheme is progressing through the design development stage with the off- site fabrication to follow. Project officers and consultants have visited the contractor's site in Holland to assess progress. The programme of installation is planned to commence in the main theatre in late May 2013, with a view to completion in September 2013. • Signage (Phase 2) Following the completion of the phase 1 Car park signage scheme, a scheme for new signage for all floor levels of Frobisher Crescent is now in development. 	<p>Objectives 4, 5</p> <p>Objective 4, 5</p> <p>Objectives 4, 5</p> <p>Objectives 4, S/E</p> <p>Objective 4</p>

6. Report: Business & Commercial	
	Strategic Objective
6.1. Progress & Issues	

<p>Business Events</p> <ul style="list-style-type: none"> • We hosted 7 graduation ceremonies in January due to the displacement over the Olympic period; 4 ceremonies for Kings College and 3 for City University. • In January, a further 11 events were hosted in the Cinemas and Suites including some regular clients for PSCA and Rule Financial and the Guildhall School of Music & Drama. • In February we have hosted 19 events including a variety show for Bart's and the London, the 4th time they have hosted their show here. • New clients included the All Saints Retail Group, Four Coleman Getty, Globe Publishing & 33 Digital. • Budget 2012/13: Of our income budget target of £1.7m (room hire) we have exceeded our budget figure for the year and are standing currently at £1.72m contracted business, 103% of target. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Exhibitions Halls are enjoying a good end of year, with the last quarter of 2012/13 delivering 4 events; CIANA Remainder Book Fair, Garden Press Event, Landlord and Letting Show and Music Education Show. The four events have a large take up of shell scheme stands and additional electrical fittings, which has helped to increase Net Contract income to £39,000, 100% more than the £18,000 budgeted. • The end of year forecast has been increased again. Currently NET Exhibitions Income stands at £270,000, against a budget of £131,100. <p>Commercial Development</p> <p>Retail</p> <ul style="list-style-type: none"> • After refocusing display and range after Christmas the Foyer shop is trading well and has exceeded our budget in the last six weeks. <p>Catering</p> <ul style="list-style-type: none"> • Bars and informal eating outlets have traded above forecast over the past 6 weeks with customers from arts programming and business events taking up the offers in the Foodhall and Costa Coffee particularly. The success of Rain Room continues to benefit commercial activity on level G foyer as long queues visit both coffee and retail points. • The first full month of trading in the new Cinemas of the Camera Café is heartening. Sales are strong at most times of the day though we have some work to do to build breakfast trade. <p>BIE</p> <ul style="list-style-type: none"> • Designing 007 has just ended its run at TIFF Bell Lightbox, Toronto, Canada. • Paper Fashion has opened successfully at Galerie Stihl, Waiblingen, Germany. • Watch Me Move has commenced its Brazilian tour, and has just opened at CCBB, Rio de Janeiro, with an average of 6,000 visitors per day over the first 10 days. 	<p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 4, 5</p> <p>Objectives 1, 5</p>
<p>6.2. Preview & Planning</p>	

<p>Business Events</p> <ul style="list-style-type: none"> Looking ahead to March and April, we again host Publicis Chemistry for their Software Development conference. We continue planning for the British Neuroscience conference which bridges arts and business in a way that has never before been achieved in the centre, with the Barbican Art and Science Season also taking place (Wonder: Art and Science on the Brain), produced in partnership with the Wellcome Trust. <p>Commercial Development</p> <p>Retail</p> <ul style="list-style-type: none"> We are exploring the possibility of hosting a Christmas market on our ground floor foyer in December 2013 of 30-35 traders with focus on mid 20th century (modern) and contemporary design products with a small addition of craft. This is part of our efforts to build destination retail activity at the Barbican, animate our public spaces and make a modest contribution to secondary income. <p>Catering</p> <ul style="list-style-type: none"> Searcy's restaurant re-launch and minor refurbishment plans are developing with menu and design proposals being presented to the Barbican for consultation. <p>BIE</p> <ul style="list-style-type: none"> Game on 2.0 opens shortly at Ontario Science Centre (March 8, 2013). Game On 1 will move on to venues in Argentina and Chile in Spring 2013. Designing 007 will open at Minsheng Art Museum, Shanghai, China on 28 March 2013. 	<p>Objective 5</p> <p>Objectives 1,2,3,5</p> <p>Objectives 1,4,5</p> <p>Objectives 4,5</p> <p>Objectives 1, 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 quarter**

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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