



Barbican Centre Board

Date: WEDNESDAY, 29 MAY 2013
Time: 10.30am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Tom Hoffman	Keith Salway (External Member)
Roly Keating (External Member)	Deputy Dr Giles Shilson
Vivienne Littlechild	Jeremy Simons
Jeremy Mayhew	Deputy John Tomlinson
Deputy Catherine McGuinness	Stuart Fraser (Ex-Officio Member)
Brian McMaster (External Member)	Alderman David Graves (Ex-Officio Member)
Deputy Wendy Mead	Christopher Purvis (Ex-Officio Member)
Deputy Richard Regan	John Scott (Ex-Officio Member)

Enquiries: Matthew Pitt
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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. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Common Council, 25 April 2013 appointing the Board and approving its Terms of Reference.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision
6. **APPOINTMENT OF EXTERNAL BOARD MEMBERS**
To appoint two Members to the Board.

For Decision
7. **MINUTES**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 6 March 2013.

For Decision
(Pages 3 - 8)

 - a) **Minutes of the Finance Committee**
To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 15 May 2013 [to follow].
 - b) **Minutes of the Nominations Committee**
To receive the public minutes and summary of the Nominations Committee of the Barbican Centre Board that took place on 15 May 2013 [to follow].
8. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**
Report of the Managing Director.

For Information
(Pages 9 - 22)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act
12. **NON-PUBLIC MINUTES**
To agree the non-public Minutes of the Barbican Centre Board meeting held on 6 March 2013.
- For Decision**
(Pages 23 - 28)
- a) **Non Public Minutes of the Finance Committee**
To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 15 May 2013 [to follow].
- b) **Non Public Minutes of the Nominations Committee**
To receive the non-public minutes of the Nominations Committee of the Barbican Centre Board meeting held on 15 May 2013 [to follow].
13. **OUTSTANDING ACTIONS OF THE BOARD**
Report of the Town Clerk.
- For Decision**
(Pages 29 - 30)
14. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Town Clerk to be heard.
- For Information**
15. **MUSIC PRESENTATION**
Presentation by the Head of Music.
- For Information**
(Pages 31 - 40)
16. **LONDON SYMPHONY ORCHESTRA**
Report of the Managing Director of the London Symphony Orchestra.
- For Information**
(Pages 41 - 48)
17. **PROJECT PROPOSAL - ENABLING WORKS RE THE LONDON FILM SCHOOL TENANCY AT BARBICAN EXHIBITION HALL 1**
Report of the Operations and Buildings Director.
- For Decision**
(Pages 49 - 56)

18. **THE LONDON LIVING WAGE -STUDENT AND STAFF CATERING CONTRACT ,
15/05/2013 FINANCE COMMITTEE OF THE BARBICAN CENTRE BOARD**
Report of the Chamberlain.

For Decision
(Pages 57 - 62)
19. **BUSINESS PLAN**
Report of the Chief Operating and Financial Officer.

For Decision
(Pages 63 - 106)
20. **BUSINESS REVIEW**
Report of the Chief Operating and Financial Officer.

For Decision
(Pages 107 - 112)
21. **DEVELOPMENT REPORT**
Report of the Head of Development.

For Information
(Pages 113 - 126)
22. **CAPITAL CAP**
Report of the Operations and Buildings Director.

For Decision
(Pages 127 - 138)
23. **RISK UPDATE**
Verbal Update of the Chief Operating and Financial Officer.

For Information
24. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
25. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

Agenda Item 3

GIFFORD, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2013, doth hereby appoint the following Committee until the first meeting of the Court in April, 2014.

BARBICAN CENTRE BOARD

1. Constitution

A Non-Ward Committee consisting of,

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

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

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

2. Quorum

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

3. Membership 2013/14

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

together with:-

Roly Keating
Sir Brian McMaster
Guy Nicholson
Keith Salway

)
)
)
)

Up to five non-Common Council Members
appointed by the Committee

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

4. Terms of Reference

To be responsible for:-

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

Barradell

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BARBICAN CENTRE BOARD

Wednesday, 6 March 2013

Minutes of the meeting of the Barbican Centre Board held at the Guildhall EC2 at 10.30am

Present

Members:

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

Officers:

Matthew Pitt	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Chris Bilsland	- Chamberlain
Andrew Wild	- City Surveyors
Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Niki Cornwell	- Barbican Centre
Jo Daly	- Barbican Centre
Michael Dick	- Barbican Centre Board
Sandeep Dwesar	- Barbican Centre
Steve Eddy	- Barbican Centre
Sean Gregory	- Barbican Centre
Adam Hawes	- Barbican Centre
Robyn Lines	- Barbican Centre
Louise Jeffreys	- Barbican Centre
Toni Racklin	- Barbican Centre
Leonora Thomson	- Barbican Centre

1. APOLOGIES

Apologies for absence were received from Alderman David Graves, Kevin Everett, Deputy Wendy Mead and Giles Shilson.

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

There were no declarations.

3. PUBLIC MINUTES

The public minutes and summary of the meeting held on 23 January 2013 were approved.

4. **PUBLIC MINUTES OF THE RISK COMMITTEE**

The public minutes and summary of the Risk Committee of the Barbican Centre Board held on 15 January 2013 were received.

RECEIVED.

5. **MANAGEMENT REPORT BY THE BARBICAN CENTRE'S DIRECTORS**

The Board received a report of the Managing Director which included updates from the Barbican Centre's Departmental Directors.

The Managing Director informed the Board that 2012/13 had been a record breaking year where attendances at the Centre had exceeded 1 million people for the first time. He added that the anticipated post-Olympic slump had failed to materialise and the Centre had continued to go from strength to strength throughout the year. The Managing Director further advised that he and his team were following up an issue which led to the closure of the Art Gallery on 20 February 2013.

The Director of Programming reported that the Bride and Bachelors exhibition was performing well and pointed to it as an excellent example of arts and creative learning working in partnership with marketing and communications. She added that the Random International's reputation had been made off the back of their hugely successful collaboration with the Barbican Centre on Rain Room.

The Director of Creative Learning reported that 'Brainwaves' had brought in thousands of visitors to the Centre and added that the quality of presentation and participating works had made an impact on both adults and children in attendance. He also highlighted future projects such as Open School East, a free arts school funded by the Arts Council in East London where well known artists would go out into the local community and engage people with their talents.

The Director of Audiences and Development reported that plans for the summer months were progressing well with exciting projects planned for inside and outside of the Centre, notably 'Hack the Barbican' – a project that would bring entrepreneurs from Tech City and artists together to transform the Barbican's spaces. The Director added that the Family Strategy was also progressing together with partner organisations the Museum of London and London Symphony Orchestra. Finally, she added that the upgrading of the Centre's digital infrastructure was continuing through the procurement process.

The Director of Operations and Buildings reported that Crossrail had agreed to provide times of silent working to minimise the noise impact on events at the Centre, adding that their normal operating noise levels were estimated at between 10-20db. The Director added that the Flying System project was progressing well.

The Chairman noted that there were issues to address with the closure of the Art Gallery on 20 February and also noted the recent protest outside the Centre

by contractors pressing for the London Living Wage. She welcomed the positive news from the Directors and the recent work undertaken with residents of the Barbican Estate.

In response to a Member's question, the City Surveyor undertook to investigate a reported problem with escalator access at Moorgate.

In response to another question regarding signage and access at the Southern end of the Barbican Estate, the Managing Director reported that the issues would be address by the Cultural Hub.

6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act.

9. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 23 January 2013 were approved.

10. NON-PUBLIC MINUTES OF THE RISK COMMITTEE

The Board received the non-public minutes of the Risk Committee of the Barbican Centre Board held on 15 January 2013.

RECEIVED.

11. OUTSTANDING ACTIONS OF THE BOARD

The Board received a report of the Town Clerk.

12. THEATRE PRESENTATION

The Board received a presentation of the Head of Theatre.

RECEIVED.

13. COMMERCIAL STRATEGY UPDATE

The Board received a presentation of the Chief Operating and Financial Officer.

RECEIVED.

EXTENSION OF THE MEETING

At this point, the time limit for Committee meetings as set out in Standing Order 40 had been reached, but there being a two-thirds majority of the Committee present who voted in favour of an extension, the Committee agreed to continue the meeting.

14. **BUSINESS REVIEW**

The Board received a report of the Chief Operating and Financial Officer.

RECEIVED.

15. **CAPITAL CAP**

The Board approved a report of the Operations and Buildings Director.

16. **FURNITURE PURCHASE**

The Board approved a report of the Chief Operating and Financial Officer.

17. **BUDGET 2013/14 UPDATE**

The Board approved a report of the Chief Operating and Financial Officer.

18. **DEVELOPMENT REPORT**

The Board received a report of the Head of Development.

RECEIVED.

19. **BARBICAN CENTRE CAR PARK: EXTENSION OF CONTRACT**

The Board approved a report of the Chief Operating and Financial Officer.

20. **VARIATION OF CONTRACT WITH SEARCY'S IN RELATION TO SECOND FLOOR RESTAURANT SERVICE**

The Board approved a report of the Chief Operating and Financial Officer.

21. **RISK REGISTER UPDATE**

The Board received a report of the Chief Operating and Financial Officer.

RECEIVED.

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There were three urgent items.

The meeting closed at 12:40pm

Chairman

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Agenda Item 8

Committee(s): Barbican Board	Date(s): 29 May 2013
Subject: Management Report by the Barbican's Directors	Public
Report of: The Managing Director	For Information
Summary	
<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 Hub, 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 20 in 'non-public business'.	
Recommendation It is recommended that Members note this report.	

<ul style="list-style-type: none"> • By the time of this meeting a Board, Trust and Management Team Awayday will have been held, focusing on the subject 'What the Barbican can do for London' – a critical issue in view of the emphasis of the Corporation on its work overall for London. The Chairman of Policy and Resources and the Town Clerk will both address the meeting, and outside speakers will be Jules Pipe, Mayor of Hackney and Chair of London Councils, and Darren Henley, Managing Director of Classic FM and author of the Government's reports into music and cultural education. • Over the coming months the entire staff will be taken through our work on the brand and values of the Barbican, which was launched at a very successful all-staff meeting that also included updates on our digital editorial work and our use of social media. This commitment to understanding our brand will be part of future appraisals and objective setting. • The Board will have received the release detailing the Barbican's major summer off-site offer. Beyond Barbican brings together the Olympic Park re-opening weekend now called Open East (see Programming and Audiences) with initiatives beyond the walls including the Art Gallery installation, pop-up projects and theatre work (while the vital project of replacing the theatre flying system takes place). Increasingly we aim to embed both programming and creative learning work in East London as a key part of our artistic development. 	<p>Objectives 1, 6</p> <p>Objective S/E</p> <p>Objectives 1, 2, 3</p>
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2. Report: Programming	Strategic Objective
<p>2.1. Progress & Issues</p> <p>World-class The following events were nominated for an Olivier Award:</p> <ul style="list-style-type: none"> • Best Lighting Design – Paul Anderson for The Master & Margarita • Best Director – Simon McBurney for The Master & Margarita • Best New Opera Production – Einstein on the Beach • Outstanding Achievement in an Affiliate Theatre – Kate Bond and Morgan Lloyd for You Me Bum Bum Train <p>Einstein On The Beach won.</p> <p>Shortlisted nominations for the Royal Philharmonic Society annual Music Awards included:</p> <ul style="list-style-type: none"> • Best Opera and Theatre Production - Where the Wild Things Are • Best Ensemble - Britten Sinfonia • Best Large-Scale Composition: Gerald Barry's The Importance of Being Earnest <p>Britten Sinfonia and The Importance of Being Earnest won.</p> <p>The Juan Diego Florez residency, Cheek by Jowl's production of Ubu Roi and Katie Mitchell's production of Fräulein Julie for Schaubühne Berlin all generated critical acclaim. Geoffrey Farmer: The Surgeon and the Photographer is receiving sustained, positive media coverage and reaching more than 2000 visitors per week on average.</p> <p>Collaboration across art forms On BBC London Radio Alice Rawsthorn described our Dancing Around Duchamp's season as: "an absolutely wonderful exhibition ...where the Barbican really excels is having the theatre, the cinema... and so, in programming a multidisciplinary exhibition like this... it's really appealing as a venue in London, because it's got these amazing performance spaces to call upon. So there's a really interesting selection of performances, films and live performances accompanying the exhibition." The dance and music in the exhibition has been particularly exciting. But sadly the show's attendance has dropped off and it is not meeting its financial target.</p> <p>Partnerships The Cinema team worked with the Critics' Circle in their centenary year, to programme a season titled 'The Film That Changed My Life'. Leading critics selected and introduced a screening of each film.</p> <p>Innovation Quizoola!, a 24 hour show in the Pit, was also webcast and attracted 4,541 views from 58 countries across 6 continents, with a reported age range stretching from 7 months (!) to 89 years old. There were 469 people Tweeting, generating 1.8 million impressions.</p> <p>Other Voices performances at Wilton's Music Hall were captured for broadcast in east London and back to the Barbican as well as for various</p>	<p>Objectives 1,2</p> <p>Objectives 1,2</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,5, 6</p>

<p>media platforms worldwide. An online audience of over 33,000 viewed it on YouTube and through the Guardian website over the weekend.</p> <p>Michel van der Aa's new film opera using 3D imagery, Sunken Garden, enjoyed its world premiere at the Barbican in April; reviews were mixed.</p> <p>A Scream and an Outrage, Nico Muhly's music marathon weekend, brought in a young audience by offering a programme mixing contemporary classical with contemporary popular music.</p> <p>Locally relevant "Beyond Barbican" our offsite summer programme made of a series of pop-up events and collaborations across art form in east London, has been announced this month.</p>	<p>Objectives 1,2,5, 6</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p>
<p>2.2. Preview and Planning</p> <p>In the Arts Council report of our 11/12 activity we scored "strong" in the following areas:</p> <ul style="list-style-type: none"> • Excellence and innovation of the programme • Engagement • Financial sustainability • Governance and management <p>The Director of Programming is attending What Next? meetings on a weekly basis; this fast growing alliance of arts and cultural organisations aims to make the case for the arts by engaging the public and politicians.</p> <p>She also attended the "Women and Economic Growth Reception" hosted by the Secretary of State for Culture, Media and Sports and Minister for Women and Equalities, Rt Hon Maria Miller MP.</p> <p>Tickets for our two day festival in the Queen Elizabeth Olympic Park on the first anniversary of the Olympic opening ceremony, Open EAST Festival, will go on sale at the beginning of June.</p>	<p>Objectives 1,2 3,5</p> <p>Objectives 2,3,5</p> <p>Objectives 5</p> <p>Objectives 1,2,3</p>

<p>3. Report: Creative Learning</p>	
	<p>Strategic Objective</p>
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> • Produce an Outstanding Programme <p>Highlights of the LA Philharmonic's residency included "Discover Dudamel", bringing together over 100 young musicians from across London and Los Angeles to work with Gustavo Dudamel. The weekend curated by Nico Muhly, "A Scream and an Outrage", included Guildhall School students, Junior Guildhall, and emerging artists who we have supported through our Laboratory strand.</p> <p>As part of the programme around the Duchamp exhibition a weekend</p>	<p>Objectives 2, 3</p>

<p>Puppet making workshop attracted over 140 people.</p> <ul style="list-style-type: none"> Maximise Value and Impact The first half of this year's Barbican Box theatre project culminated with performance 'sharings' in the Pit Theatre from participating schools. This year's project, in partnership with Complicite, is working in 20 schools, engaging over 250 young people and 20 teachers. Several community groups, including Islington Community Theatre, also used the box as starting points for performances which took place as part of Islington's Platform festival. <p>The pilot of the Barbican Film Box will culminate with a screening in July – a number of AS Media Studies students from Skinner's Academy have used this project as part of their course, with their teacher stating "The films they made turned out to be excellent, and the majority of the students scored really high grades."</p> <ul style="list-style-type: none"> Build Partnership working The ArtWorks project has enabled the development of a wide partnership network. Events in this period have included two seminars for Higher Education and Further Education organisations, and a symposium delivered in partnership with Trinity Laban Conservatoire of Music and Dance and Lewisham's Older People's Arts Network. This explored ways of supporting artists to develop creative practice in participatory settings with older people. Build visibility With the Marketing team, Creative Learning have launched a Monthly e-newsletter with details of forthcoming activity, and reports on past events – the newsletter is sent to partners, participants as well as being available for anyone to subscribe to through the website. <p>The team delivering Open School East are currently undertaking in-depth local engagement with communities who live and work in and around the De Beauvoir Estate in Hackney, these include the Crib Youth Centre, The De Beauvoir Tenants Associations and a local church – this will ensure the project is fully embedded within the local community prior to its formal launch in September.</p> <ul style="list-style-type: none"> Pioneer Future Learning models The Future Play symposium brought together an extraordinary group of music education professionals for three days of presentations, practice sharing and discussion. Many key issues in music education were discussed – we are exploring ways to continue the dialogue and build on several of the ideas which came out of the event. <p>As part of ArtWorks London we have begun a pilot of an informal learning pathway, the ArtWorks Fellowship, a model which focuses on the development of a bespoke learning pathway for artists working in participatory settings. The ArtWorks Fellows will engage in training, CPD and Lab activity. ArtWorks London will test the impact of this experience and explore sustainability beyond the current programme.</p>	<p>Objectives 1, 3</p> <p>Objectives 1, 3</p> <p>Objectives 1, 3</p> <p>Objective 3</p> <p>Objective 6</p>
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<p>Barbican Box is attracting attention from a range of diverse organizations and companies, including Sir Robert McAlpine and Museum of London Archeology. Creative Learning is exploring practical ways to extend this tool for use across arts and non arts groups.</p>	<p>Objective 5</p>
<p>3.2. Preview & Planning</p> <p>Creative Learning is supporting Hack the Barbican; creating new partnerships with creative and digital commercial start ups and entrepreneurs in Tech City East. Hack the Barbican is a mechanism through which we can interact with local communities who we currently don't access. A Queen Mary University PhD researcher is working with us to identify new ways of using technologies to bridge these gaps. Our input into digital activities across the centre is providing platforms for new cultural partnerships, including Culture Tech and Digital Shoreditch.</p> <p>We have begun planning for one of our first major events in Milton Court. Snapshot Songs will be a new song cycle by composer Stuart Hancock, involving participants from Creative Learning ensembles. The premiere performance in April 2014 will include local community performers alongside the LSSO. This project is supported by the SHM Foundation, where Stuart Hancock is Composer in residence.</p>	<p>Objectives 3, 4</p> <p>Objective 3</p>

<p>4. Report: Audiences</p>	
	<p>Strategic Objective</p>
<p>4.1. Progress & Issues</p> <ul style="list-style-type: none"> • Digital: ITT for Ticketing and CRM system has now been published. The three suppliers who passed the PQQ stage are preparing their responses and the deadline for submissions is 28 June. The projected award date for the contract is 30 August. • Marketing and Communications have been working closely in partnership with the LLDC on the Open East Festival campaign. A Beyond Barbican campaign launched on 14 May, which pulls together all our offsite Summer events, and includes the Open East Festival as a highlight. • Work has commenced on the Customer Experience, Facilities and Commercial collaborative workstream looking at how we can further improve our interface with the public in the public areas of the building. • Box office: they are now coming out of an exceptionally busy sales period handling sales in excess of £6M in the last 3 months. • Website success: our website has moved up in the Experian UK top websites charts (from 6th to 4th in the "Entertainment – Arts" category and from 8th to 6th in "Entertainment - Performing Arts"). This lists the most visited UK sites from UK visitors. 	<p>Objectives 1, 5</p> <p>Objectives 1, 2, 3</p> <p>Objectives 1, 4, 5</p> <p>Objectives 1, 5</p> <p>Objectives 1</p>

<ul style="list-style-type: none"> • Attitude is Everything: By “demonstrating an ongoing commitment to improving accessibility, going beyond equality law and achieving best practice” we have been awarded the Charter of Best Practice at Silver Level by “Attitude is Everything” (an organisation that aims to improve deaf and disabled people's access to live music) • Development: The team have secured a new £100,000 grant from J Paul Getty Jnr Charitable Trust for Creative Learning in 2013/14 and 2014/15. 	<p>Objectives 1</p> <p>Objectives 1, 5</p>
<p>4.2. Preview & Planning</p> <ul style="list-style-type: none"> • Marketing, HR and Customer Experience have been working together to complete the first 2 stages of the brand values rollout across the organisation. This is due to be introduced to all staff at a meeting on 16 May, and workshops will follow. • E:ticketing Following the soft launch of print@home tickets in the cinemas in the Autumn we recently trialled for Fraulein Julie in the main Theatre. The trial was a success and the option will now be rolled out across all theatre performances. Testing is now commencing for events in the Barbican Hall. • Residents: The next Quarterly meeting with Resident representatives and the Chairman and Deputy Chairman will take place on 20 May. The next bi-annual meeting (open invitation to all residents) takes place on 4 June. • Digital: Website procurement. This is running later than originally planned. A very disappointing number of agencies came through the Pre-Qualification Questionnaire of the Closed Tender we started earlier this year. Following much discussion both internally amongst key managers, and with colleagues in CoL Procurement, it was agreed that the restricted tender had not delivered the correct result for us, and that we should move to an Open Tender. The ITT documents are ready, and the draft contract is due to be ready in mid-June. Based on this date, tenders would be due in on 28 August and we would look to award the contract by 1 November. Whilst it is disappointing that it is somewhat delayed, it is also vital that we have a robust process in place for the procurement of such a business-critical asset. • Development: The Head of Development and Director of Audiences and Development will be asking to meet up with individual Board members in order to ask about potential contacts they may have in particular fields of work. 	<p>All Objectives</p> <p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objectives 1, 5</p>

5. Report: Operations & Buildings	
	Strategic Objective
<p>5.1. Progress & Issues</p> <p>Environmental Sustainability Policy: A revised and updated draft Environmental Sustainability Policy and action plan is under development as a combined cross platform School and Barbican Centre Policy. In terms of environmental reporting the policy is being developed to meet the requirements of the Arts Council, Commercial clients, HEFCE and People & Planet.</p> <p>IWLB Demonstration: A further demonstration by the Barbican cleaners' London Living Wage campaign has occurred on Saturday. Barbican cleaners are provided by Mitie as part of the COL Mitie contract. This time the demonstrators entered the Foyer to make their protest. Security were in attendance immediately and COL Police escorted the demonstration from the Building. Although noise levels from the demonstration were high Barbican performances and activities continued unaffected during this event.</p> <p>Milton Court mobilisation: With the imminent completion of the Guildhall School Milton Court facility, being of an ultra high technology design, there is a need to familiarize & train operational staff to run the site. As a consequence the building services teams have been undertaking site tours and intensive specialist training courses. This will enable a smooth transition from construction to operational phase</p> <p>CrossRail: CrossRail have advised that a revised project plan is being developed for tunneling activity at the Barbican site, the revised plans will take the program into early 2015. Firmer dates are to be advised when available.</p> <p>Ex Hall 1 LFS tenant: A number of enabling measures are required to allow the LFS tenancy to proceed. A Gateway 2 report has been approved by the PSC and Consultants have been appointed to assess the scope of the enabling works. Negotiations with LFS continue.</p> <p>Ex Hall 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 expansion joint leaks. Remedial works –in the shape of bigger and better drip trays have been installed. This measure has allowed the Exhibition Hall to continue in business without undue impact on operations. Our consultants are still engaged in a search for a solution to the root cause of the leaks. City Surveyor advises that the space is considered unfit for a commercial tenancy while the leaks continue</p>	<p>Objectives 4, 5</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 4</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 4</p>

<p>Green Room. The newly refurbished Green room opened on schedule on 25 March following the introduction of a renewed service by a newly appointed catering contractor. The Green Room will now be a cross platform service available for all staff and students.</p> <p>Konica MFD Printer Installation As part of the City wide installation of MFD printers the Barbican install took place over 4 days at the end of April and the beginning of May. This has generally been well received with the advantages of ‘follow me’ printing being of particular interest. As part of the project Konica are still ironing out a few issues and in some special cases the direct print queue has had to remain. Following on from this we will be able to reduce the amount of desk top printers across the Centre, increasing desk space and reducing heat gain, maintenance and toner costs.</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): Tenders have been received for this project and we are in the process of appointing a contractor who is scheduled to commence works on site at the end of May. • Theatre Technical Project (Cap 3): A Gateway 4 report has been approved by the PSC and tenders will be invited during May. Works are planned to run alongside the Theatre Flying system works during the summer. • Powered Flying System: The appointed contractor is due to commence on site on 28 May, with works scheduled to be complete in September. • 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>

<p>6. Report: Commercial</p>	
	<p>Strategic Objective</p>
<p>6.1. Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> • We finished the year with income of £3.009m, breaking all records. • 25 events were held in March including new clients, Kenes UK (a major Association PCO) and Sainsbury’s. • In April we hosted the British Neuroscience Association (BNA). This was a major collaboration between Business Events, Creative Learning, Arts Departments and The Wellcome Trust which brought over 10,000 people 	<p>Objective 5</p> <p>Objectives 1,3,4,5</p>

<p>through the centre's doors over a 4 day period. The event received lots of positive press coverage, and was the focus of several industry case studies. In the same month we hosted over 20 other events and graduations, and welcomed 7 new clients.</p> <ul style="list-style-type: none"> • In May we started the AGM season with the Aviva AGM. Later this month we will host the RNLI AGM and HSBC. • We also hosted the Critics Circle Awards; The Arts Council held their Cultural Olympiad review with Lord Sebastian Coe in attendance and the Royal Television Society returned for their annual event. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The last month of 2012/13 delivered The Landlord and Letting Show and Music Education Expo, which contributed to the total Exhibition Income for 12/13 of £491k. <p>Commercial Development: Retail</p> <ul style="list-style-type: none"> • We are continuing to launch Barbican branded merchandise, including 'eco' and artist stationery lines, postcards and bags. These are performing well in both foyer and gallery shops. We have also launched a range of designer furniture with colours exclusive to Barbican. • Retail has now taken on the management of visiting artist and event merchandise. We are working with colleagues across art forms to recognise as much of the Barbican's programme as possible through our product range. The Wonder Season provided a clear opportunity for this. <p>Commercial Development: Catering</p> <ul style="list-style-type: none"> • Cote restaurant opened on time in late March and completes the development of the new cinemas • We have refined our performance bars offer by the introduction of draught beers, designed to build sales for our contemporary concerts. <p>BIE</p> <ul style="list-style-type: none"> • Following the success of Watch Me Move in Rio (averaging 5,000+ visitors a day) the exhibition has now opened at CCB B Brasilia. • Designing 007 is exhibiting in Shanghai, China. And Game On 2:0 is currently at Ontario Science Centre, Toronto. 	<p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 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"> • For 2013/14, we have contracted £1.040m - on par with last year. • The Garden Room refurbishment is taking place over the summer and we are working on our opening strategies in September. • Forthcoming key events include Deutsche Bank and graduation ceremonies for Kings College, London Met University and City University. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The first quarter 2013/14 is dominated by a 7 week long tenancy taken by University of London for their end of year examinations. <p>Commercial Development: Retail</p> <ul style="list-style-type: none"> • Over the summer we will be focusing on product development to fill in the lowest and highest price point gaps in our range. Impulse buys as well as more aspirational gifts will provide a more complete shopping experience 	<p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 4, 5</p>

<p>to our wide range of customers. We are exploring ideas with a number of designers and aim to have merchandise ready for sale in the run up to Christmas.</p> <ul style="list-style-type: none"> • To supplement our plans for a Christmas market we intend to run a dedicated retail point for the RSC's Richard II adjacent to the Theatre. <p>Commercial Development: Catering</p> <ul style="list-style-type: none"> • Plans for the refresh of Searcy's restaurant are progressing well with the closure for refurbishment due in August. It will reopen in early September with a new menu, based around a grill concept and with a clear brand proposition and dedicated marketing campaign. • Milton Court Bars are being mobilized over the summer. <p>BIE</p> <ul style="list-style-type: none"> • Designing 007 will open in Melbourne this autumn, with exhibition interest from Moscow, Las Vegas, Taipei, Azerbaijan and Seoul • Our summer 2014 exhibition, Digital Revolution, is in development, Artists including United Visual Artists, Universal Everything, Usman Haque, Marshmallow Laser Feast have been proposed commissions around the Barbican. • Game On will be traveling to Buenos Aires this summer. 	<p>Objectives 1, 4, 5</p> <p>Objectives 5, 6</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 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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