



## Barbican Centre Board

**Date:** WEDNESDAY, 27 MAY 2015  
**Time:** 10.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy John Bennett  
Tom Hoffman  
Emma Kane  
Roly Keating  
Vivienne Littlechild  
Jeremy Mayhew  
Deputy Catherine McGuinness  
Brian McMaster  
Wendy Mead  
Cllr Guy Nicholson  
Trevor Phillips  
Judith Pleasance  
Keith Salway  
Deputy Dr Giles Shilson  
Tom Sleigh  
Deputy John Tomlinson  
Michael Welbank

**Enquiries:** Gregory Moore  
tel. no.: 020 7332 1399  
gregory.moore@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual 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. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 23 April 2015 appointing the Board and setting its Terms of Reference.

**For Decision**  
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**

To elect a chairman in accordance with Standing Order No.29.

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No.30.

6. a) **Minutes**

To approve the public minutes and summary of the Barbican Centre Board meeting held on 15 April 2015.

**For Decision**  
(Pages 3 - 8)

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 21 May 2015 (TO FOLLOW).

**For Information**

7. **APPOINTMENT OF SUB-COMMITTEES**

Report of the Town Clerk.

**For Decision**  
(Pages 9 - 12)

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

Report of the Managing Director.

**For Information**  
(Pages 13 - 26)

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. a) **Non-Public Minutes**  
To agree the non-public Minutes of the Barbican Centre Board meeting held on 15 April 2015.  
**For Decision**  
(Pages 27 - 30)
- 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 21 May 2015 (TO FOLLOW).  
**For Information**
13. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  
**For Information**  
(Pages 31 - 32)
14. **MUSIC PRESENTATION**  
Report of the Head of Music.  
**For Information**  
(Pages 33 - 58)
15. **LONDON SYMPHONY ORCHESTRA: PRESENTATION**  
Report of the Managing Director of the London Symphony Orchestra.  
**For Information**  
(Pages 59 - 68)
16. **CENTRE FOR MUSIC FEASIBILITY STUDY: UPDATE**  
The Managing Director to be heard.  
**For Information**
17. **BARBICAN BUSINESS PLAN 2015/16 - 2018/19**  
Report of the Managing Director.  
**For Decision**  
(Pages 69 - 86)
18. **BUSINESS REVIEW**  
Report of the Chief Operating & Financial Officer.  
**For Decision**  
(Pages 87 - 96)
19. **DRUM WORKS: CREATION OF COMMUNITY INTEREST COMPANY**  
Report of the Director of Creative Learning.  
**For Decision**  
(Pages 97 - 132)
20. **DEVELOPMENT UPDATE**  
Report of the Chief Operating & Financial Officer.  
**For Information**  
(Pages 133 - 136)

21. **CAPITAL CAP UPDATE**  
Report of the Director of Operations & Buildings.  
**For Decision**  
(Pages 137 - 146)
22. **GATEWAY 2 PROJECT PROPOSAL: CONCERT HALL 2016**  
Report of the Director of Operations & Buildings.  
**For Decision**  
(Pages 147 - 152)
23. **GATEWAY 5 AUTHORITY TO START WORK: INTELLIGENT LIGHTING & SYSTEM REPLACEMENT**  
Report of the Director of Operations & Buildings.  
**For Decision**  
(Pages 153 - 160)
24. **GATEWAY 7 OUTCOME REPORT: REPLACEMENT OF THEATRE LIGHTING/TANNOY/AUDIO AND VISUAL COMMUNICATION SYSTEMS**  
Report of the Director of Operations & Buildings.  
**For Decision**  
(Pages 161 - 164)
25. **REPORT OF URGENT ACTION TAKEN**  
Report of the Town Clerk.  
**For Information**  
(Pages 165 - 166)
26. **RISK UPDATE**  
Director of Operations & Buildings to be heard.  
**For Information**
27. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
28. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

YARROW, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.
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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 2015/16

- 10 (3) Jeremy Paul Mayhew, M.A., M.B.A.
- 5 (3) John Tomlinson, B.A., M.Sc., Deputy
- 5 (2) Tom Hoffman
- 2 (2) Judith Lindsay Pleasance
- 5 (2) Dr Giles Robert Evelyn Shilson, Deputy
- 8 (1) Catherine McGuinness, M.A., Deputy
- 1 (1) Wendy Mead, O.B.E.
- 1 (1) Thomas Charles Christopher Sleigh

Together with:-

Roly Keating	)	
Sir Brian McMaster	)	
Guy Nicholson	)	Up to five non-Common Council
Keith Salway	)	Members appointed by the Committee
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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## BARBICAN CENTRE BOARD

Wednesday, 15 April 2015

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 15 April 2015 at 10.30 am

### Present

#### Members:

Deputy John Tomlinson (Chairman)	Trevor Phillips (External Member)
Deputy Catherine McGuinness (Deputy Chairman)	Judith Pleasance
Lucy Frew	Deputy Richard Regan
Tom Hoffman	Keith Salway (External Member)
Roly Keating (External Member)	Deputy Dr Giles Shilson
Jeremy Mayhew	Alderman David Graves (Ex-Officio Member)

### In Attendance

#### Officers:

Simon Murrells	Assistant Town Clerk
Natasha Dogra	Town Clerk's Department
Matthew Pitt	Town Clerk's Department
Sir Nicholas Kenyon	Managing Director, The Barbican Centre
Niki Cornwell	Chamberlain's Department
Michael Bradley	City Surveyor's Department
Sandeep Dwesar	Barbican Centre
Sean Gregory	Barbican Centre
Louise Jeffreys	Barbican Centre
Leonora Thomson	Barbican Centre
Jim Turner	Barbican Centre
Jo Daly	Barbican Centre
Steve Eddy	Barbican Centre

#### 1. APOLOGIES

Apologies for absence were received from Vivienne Littlechild, Wendy Mead and Jeremy Simons.

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

Trevor Philips declared an interest under item 12 due to a business partnership with Webber Philips Consultancy.

#### 3. Minutes

RESOLVED – that the minutes be agreed as an accurate record.

*Matters Arising:*

### **Exhibition Hall 1 / London Film School (LFS):-**

In response to a query regarding a previous update, Members were informed that three conditions had to be met prior to the formal completion of the lease; one condition was that the enabling works were completed by the City Corporation. The other two related to LFS's fundraising and planning applications. The City Surveyor agreed to consult with the Chairman and Town Clerk and produce a paper on the issues that arise if LFS did not meet their two conditions.

#### **3b. Minutes of the Finance Committee**

RESOLVED – that the draft minutes be received.

#### *Matters Arising:*

Members requested that in future all draft minute documents includes a 'draft' watermark.

#### **3c. Minutes of the Nominations Committee**

RESOLVED – that the draft minutes be 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:

A feasibility study was underway into the potential for a new Centre for Music which would serve as a new home for the London Symphony Orchestra (LSO) and this exercise was being led by the Barbican Centre. Members agreed that better integration between the Board and the LSO was necessary and Officers should seek ways to ensure this occurs. Officers informed the Committee that consideration as being given to the introduction of joint meetings between the LSO, the Barbican Centre Board and the Guildhall School for Music and Drama.

Members noted an update regarding the Crossrail works and were informed that the Tunnel Boring Machine (TBM) Elizabeth was expected to be entering the vicinity of Barbican Lakeside Terrace adjacent to the Concert Hall around the 15 April followed by TBM Victoria (west bound tunnel) at the end of April. In order to assess and measure baseline ambient noise levels within the Concert Hall, Crossrail engineers had taken acoustic readings during the "silent" night time hours on 26th March. Further readings would be made when the TBM was passing and during the period of the railway construction works which follow.

RESOLVED – that the report be received.

#### **5. COMPOSITION OF THE BOARD**

The Board were informed that the Nominations Committee of the Barbican Centre Board had given initial consideration to the general composition and effectiveness of the Board. Members noted the potential amendments which could enhance and strengthen the Board's effectiveness. Discussions ensued



regarding the role of external members on the Board. Members were in agreement that the external experience brought to the Board meetings by co-opted members was invaluable, and every Member of the Board should have the right to vote on matters relating to the work of the Barbican Centre.

In response to a query, Members noted that the quorum of the Board would need to be revised should the number of co-opted members of the Board be increased to read as follows: *“Any X Members of the Board, a majority of whom shall be Elected Members of the Court of Common Council.”* Members agreed to delegate the decision regarding quorum to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Members welcomed the introduction of a role description, as this was now a requirement for Members applying to fill non-ward vacancies on Grand Committees of the City Corporation. Members agreed that the description would need to be reviewed on an annual basis to ensure Board attracted Members who had the expertise and experience to provide valuable contributions to the work of the Board.

The Town Clerk was asked to produce the report regarding the Board’s composition and circulate it to Board Members for comments, prior to it being considered by the Policy and Resources Committee.

**RESOLVED – That approval be given to:-**

- the introduction of a role description for Board Members, highlighting desirable skills and experience, when advertising vacancies to Court of Common Council; and
- an increase in the number of external Members the Board is permitted to appoint, subject to the concurrence of the Policy & Resources Committee and the Court of Common Council.

**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 was no urgent business.

**8. EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Paragraph No.</u>
9-11	1
12-21	3

**9.1 Non-Public Minutes**

RESOLVED – that the minutes be agreed as an accurate record.

## **9.2 Non Public Minutes of the Finance Committee**

RESOLVED – That the draft non-public minutes of the Finance Committee meeting be received.

### **10. NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE**

RESOLVED – that the draft non-public minutes of the Nominations Committee meeting be received.

### **11. OUTSTANDING ACTIONS OF THE BOARD**

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

### **12. THEATRE PRESENTATION**

The Board received a presentation regarding the Barbican Theatre.

### **13. EQUALITY & DIVERSITY**

The Board received a report from the Barbican Centre's Head of Human Resources regarding equality and diversity.

### **14. BUSINESS PLAN UPDATE**

The Board received a report of the Chief Operating & Financial Officer presenting the Business Plan Update.

### **15. BUSINESS REVIEW**

The Board received a report of the Chief Operating & Financial Officer presenting the Business Review 2014/15.

### **16. DEVELOPMENT UPDATE**

The Board received a report of the Chief Operating & Financial Officer which set out the 2014/15 fundraising results, to date, against budget.

### **17. CAPITAL CAP UPDATE**

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.

### **18. LIGHTING & SMALL POWER**

The Board received 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.

### **19. REPORT OF ACTION TAKEN IN ACCORDANCE WITH DELEGATED AUTHORITY**

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

### **20. QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was no urgent business.

**The meeting ended at 12.50 pm**

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Chairman

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<b>Committee(s):</b>	<b>Date(s):</b>
Barbican Centre Board	27 May 2015
<b>Subject:</b> Appointment of Sub-Committees 2015/16	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<p style="text-align: center;"><b>Summary</b></p> <p>The purpose of this report is to consider the appointment of the Barbican Centre Board's Sub-Committees and to approve their compositions and Terms of Reference.</p> <p>The Board is responsible for appointing representatives on to the following Sub-Committees:-</p> <ul style="list-style-type: none"><li>• Finance Committee of the Barbican Centre Board</li><li>• Nominations Committee of the Barbican Centre Board</li><li>• Reference Sub-Committee of the Barbican Centre Board</li><li>• Risk Committee of the Barbican Centre Board</li></ul> <p>In addition, the Chairman of the Board may serve on the Cultural Hub Working Party of the Policy and Resources Committee, or elect to nominate another Board Member to serve on their behalf.</p> <p><b>Recommendations:</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"><li>• Approve the Terms of Reference of the Board's Sub-Committees;</li><li>• Approve the composition of the Board's Sub Committees; and</li><li>• Appoint the Membership to the Finance Committee, Nominations Committee, Risk Committee and (if required) Reference Sub-Committee for the year ensuing.</li></ul>	

## **Main Report**

### **Background**

1. Each year the Board is asked to consider the appointment of its Sub-Committees, approve their compositions and their Terms of Reference. Accordingly, this report sets out the details of each of those Sub-Committees below.

### **Finance Committee of the Barbican Centre Board**

2. The Finance Committee terms of reference are as follows:-
  - To review all financial matters with delegated power to act
  - To consider the business plan and budget prior to submission to the Board

- To review all capital cap and premises matters with delegated power to act
  - To review risk management and an assessment of the adequacy of internal controls
  - To review any matters that may affect the finances of the Barbican Centre, reporting to the Board.
3. The membership of the Finance Committee at the beginning of 2014/15 was:
- Deputy John Tomlinson *(Chairman of the Board)*
  - Deputy Catherine McGuinness *(Deputy Chairman of the Board)*
  - Lucy Frew *(CoL Finance Committee representative)*
  - Judith Pleasance
  - Keith Salway
  - Deputy Giles Shilson
  - Jeremy Simons
4. Given the regular attendance and role played by the Chairman of the Barbican Centre Trust in reporting development income and activities to the Committee, the Board agreed at its 3 December 2015 meeting that the Chairman of the Trust should also serve on the Finance Committee. Emma Kane consequently also served as a Member of the Committee from that date onwards.
5. The Composition of the Finance Committee is therefore currently as follows: -
- Chairman of the Board  
Deputy Chairman of the Board  
City of London Finance Committee Representative  
Chairman of the Barbican Centre Trust  
**Up to four other vacancies**  
*\*There is a requirement for City of London Members (including the three ex-officio positions above) to have a majority on the Sub-Committee.*
6. The quorum is any three Committee Members.
7. Board Members are invited to express their interest in serving on the Finance Committee of the Barbican Centre Board, which has **four** vacancies.

### **Nominations Committee**

8. The terms of reference of the Nominations Committee are as follows:
- To make recommendations to the Board on the appointment of all external Members to the Board
  - To undertake Skills Audits of the Board periodically, to inform the appointment of external Members to the Board and Board effectiveness; and
  - To consider the most appropriate way to recruit external Members to the Board, including the placing of advertisements or the use of personal contacts.
9. The Committee has advisory powers only and will make recommendations to the Board.

10. The membership of the Committee in 2014/15 was:

- Deputy John Tomlinson (*Chairman of the Board*)
- Deputy Catherine McGuinness (*Deputy Chairman of the Board*)
- Tom Hoffman
- Jeremy Mayhew
- Trevor Philips

11. The Composition of the Nominations Committee is currently as follows:-

Chairman of the Board

Deputy Chairman of the Board

**Up to Three Board Members\***

*\*At least one external Member must sit on this Committee and City of London Members must be in the majority.*

12. Board Members are invited to express their interest in serving on the Nominations Committee, which has **three** vacancies (one of these being an external member).

### **Reference Sub-Committee**

13. The terms of reference of the Reference Sub-Committee are as follows:

- To consider matters referred to it by the Board, with power to act as prescribed by the Board
- To be consulted, if necessary, if urgent business occurs between less frequent Board meetings

14. Previously the composition had been as follows:-

Chairman of the Board

Deputy Chairman of the Board

**Up to four Board Members**

*\*At least one external Members must sit on the Reference Sub-Committee and City of London Members are required to be in the Majority.*

15. The quorum is any three Committee Members.

16. In 2013/14 and again in 2014/15, the Reference Sub Committee was suspended and consequently did not meet. Members are asked to consider whether or not to continue with this arrangement.

### **Risk Committee**

17. In May 2011 the Barbican Centre Board established a Risk Committee to give regular, ongoing and detailed consideration to the management of risks specific to the Barbican Centre.

18. The terms of reference of the Risk Committee are as follows:

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

19. The Membership for 2014/15 was as follows:

- Deputy John Tomlinson (Chairman of the Board)
- Deputy Catherine McGuinness (Deputy Chairman of the Board)
- Brian McMaster
- Keith Salway
- Jeremy Simons

20. Previously the Membership was up to five members, however in November 2013, the Board decided that the City of London Finance Committee representative should also sit on the Risk Committee. The Composition is therefore as follows: -

Chairman of the Board

Deputy Chairman of the Board

City of London Finance Committee representative

Up to Three Board Members

*\*At least one of the Three Board Members must be a City of London Member.*

21. The quorum consists of any three Members

22. The Committee meets quarterly.

23. It is proposed that Board Members be invited to express their interest in serving on the Risk Committee. There are **three** vacancies.

### **Cultural Hub Working Party**

24. The Terms of Reference of the Policy and Resources Committee's Cultural Hub Working Party also allow for the Chairman of the Board to elect to serve personally on that Working Party, or to nominate a representative from the Board to serve on their behalf. The Chairman, following their election at today's meeting, is therefore asked to confirm whether they are content to serve or whether they would wish to nominate a representative to serve on their behalf.

### **Contact:**

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<b>Committee(s):</b>	<b>Date(s):</b>
Barbican Centre Board	27 May 2015
<b>Subject:</b> Management Report by the Barbican's Directors	<b>Public</b>
<b>Report of:</b> Managing Director, Barbican Centre	<b>For Information</b>
<p style="text-align: center;"><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The Management Report comprises current updates under five sections authored by Barbican Directors.</li> <li>• Updates are under the headlines of: <ul style="list-style-type: none"> <li>○ Strategy and Cultural Hub</li> <li>○ Arts Programming, Marketing and Communications</li> <li>○ Creative Learning</li> <li>○ Operations and Buildings</li> <li>○ Business and Commercial.</li> </ul> </li> <li>• Each of the five sections highlights 'progress &amp; issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview &amp; planning'.</li> <li>• Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.</li> </ul> <p><b>Recommendation</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note this report.</li> </ul>	

## Main Report

<b>1. REPORT: STRATEGY AND CULTURAL HUB</b>	
	Strategic Objective
<p><b>1.1 Progress and Issues</b></p> <p>The City's area strategy for the Barbican and Golden Lane has now been published and is open for public consultation until 8 July. This outstanding piece of work by Publica has identified 15 key findings:</p> <ul style="list-style-type: none"> <li>• A mixed neighbourhood: a variety of uses unusual with in the City</li> <li>• The Barbican's impenetrable edges</li> <li>• Tranquility and greenery: valued peaceful places</li> <li>• The Lakeside Terrace: a successful civic space</li> </ul>	

<ul style="list-style-type: none"> <li>• Unique condition of the highwalks</li> <li>• Complicated wayfinding, poor arrival experience</li> <li>• Limited and compromised north-south routes through the area</li> <li>• Heritage value of the Built Environment</li> <li>• World-class cultural offer inadequately represented in the public realm</li> <li>• Inconsistency in condition and upkeep of hard spaces</li> <li>• Beech Street: a hostile and polluted pedestrian environment</li> <li>• A multitude of car parks and subterranean spaces</li> <li>• London Wall and Aldersgate St: a vehicle-centric environment no longer fit for purpose</li> <li>• Compromised connections to surrounding areas and neighbourhoods</li> <li>• Rapidly changing surroundings: the impact of Crossrail and other developments</li> </ul> <p>These findings are then developed into five key objectives and five groups of recommendations, addressing as a priority:</p> <ul style="list-style-type: none"> <li>• Beech Street and north Barbican area</li> <li>• Golden Lane area</li> <li>• Moorfields and east Barbican area</li> <li>• London Wall area</li> <li>• North-south connection through the area</li> </ul> <p>The progress of these recommendations will largely determine the future of the public realm around the Barbican Centre in the near and medium-term future, and therefore are of the highest importance to us. After consultation, the strategy will be adopted as policy and a further report will be given at that time.</p> <p>The Content Steering Group of the newly established Cultural Hub Programme Board, chaired by Sharon Ament and Nick Kenyon, will have met for the first time on 19 May.</p>	
<p><b>1.2 Progress and planning</b></p> <p>The feasibility study for the (working title only) Centre for Music is now fully active, and the next update meeting for the DCMS and GLA is tomorrow, 28 May. As reported verbally at the last meeting, the consultants are GVA Acuity as project management and Arup Associates as design team, with Gardiner Theobald as Quantity Surveyors, and Liz Ager seconded from DCMS as feasibility study manager. All are making excellent progress.</p> <p>In the initial phases workshop sessions have been held with Barbican, LSO and Guildhall School staff and with LSO players. Sir Simon Rattle visited London on 14 May and led an inspiring session with staff in the morning, and with the design and projects teams in the afternoon, in which he outlined his vision and answered questions. Although there are</p>	

<p>naturally some different priorities and objectives from the three organisations involved, there is a strong degree of consensus on the vision, and this will be built into the Strategic Brief for the project which will have been completed before the DCMS/GLA meeting.</p> <p>The General Election has produced a result which is very positive for this project, as it was endorsed in the Conservative manifesto; key people who supported it, notably the Chancellor, the Mayor of London, and the Arts Minister, are still in post, with Boris Johnson additionally elected as an MP and at Cabinet. The new Culture Secretary, John Whittingdale, will be briefed.</p> <p>As a result of this work and the developments around the plans for a new Museum of London in West Smithfield, the present Museum of London site has now emerged clearly as the leading contender for the site of the Centre for Music, with its excellent links south to St Paul's Cathedral, its connectivity to Crossrail, and its closeness to the present Barbican Centre.</p> <p>Arts Council England are undertaking a consultation exercise in order that all relevant parties can express their views about the project, and this work is being undertaken by Bonner Keenlyside, to be concluded by the end of May. The aim is to have the strands of the feasibility agreed by July and discussed with government, so that the study can be completed by September.</p>	
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<b>2. REPORT: ARTS PROGRAMMING, MARKETING AND COMMUNICATIONS</b>	
	Strategic Objective
<p><b>2.1 Progress &amp; Issues</b></p> <p><b>2.1 Progress &amp; Issues</b>  <b>Gallery:</b>  <b>Magnificent Obsessions</b> which exceeded targets will close on 25<sup>th</sup> May and <b>Roman Signer's Slow Movement</b> will close in the Curve on 31<sup>st</sup> May. Both received 40,789 and 25,944 visitors respectively at time of writing, resulting in the former being one of the top 10 best attended exhibitions in the Gallery to date, with figures comparable to those achieved for <b>Constructing Worlds</b>.</p> <p>Looking ahead, from Saturday 27<sup>th</sup> June to Sunday 26<sup>th</sup> July 2015, the Barbican stages the only international stop of American multi-media artist Doug Aitken's experiment in spontaneous artistic creation. <b>Station to Station</b> will be a 'living exhibition' taking over the Barbican's indoor and outdoor spaces (Art Gallery, The Curve, Concert Hall, Cinemas, Lakeside Terrace and Sculpture Court) for 30 days. It will draw together an inspiring and diverse fusion of international and UK-based artists from the world of contemporary art, music, dance, graphic design and film – much of it created live in the space.</p>	Objectives 1,2,4,5,6

<p>Encouraging cross-disciplinary collaboration among artists from different backgrounds, the month-long event includes free access for audiences to all daytime activities, with special ticketed evening performances in the Art Gallery and Concert Hall.</p> <p><b>Music:</b> Classical Music has achieved great success in the second quarter of 2015; <b>Birtwistle at 80</b> was awarded the <b>Concert Series and Festivals Award</b> in the annual prestigious Royal Philharmonic Society awards. Other programming of note included the <b>Academy of Ancient Music's St. Matthew Passion</b>, <b>LSO's Violin Festival</b> (which continues into June), and the <b>New York Philharmonic</b> residency, which included a spotlight on <b>Joyce DiDonato</b> and an <b>RPS</b> lecture by conductor Alan Gilbert. April also saw the end of the <b>Boulez at 90</b> celebrations.</p> <p>Contemporary Music has had a good run recently, seeing a slew of 5* reviews for <b>Villagers'</b> recent performance. <b>Bryce Dessner's Marathon Weekender</b> also courted press and radio attention, including features in the <b>Guardian</b> and an interview with <b>Brooklyn Youth Chorus</b> on <b>BBC World Service</b>. In spite of shows in smaller spaces selling out, the main hall sales were below box office targets.</p> <p>There are more high-profile shows coming up, which include <b>Hello Terry Riley</b>, <b>Philip Glass Etudes</b>, <b>Mexrissey</b>, <b>Chilly Gonzalez</b> and <b>David Sanborn</b>, alongside the many acclaimed artists featuring across the <b>Station to Station</b> programme.</p> <p><b>Theatre:</b> <b>Antigone</b> has now exceeded 50 performances, it concluded its Paris run in the 3<sup>rd</sup> week of May, and moved on to <b>Recklinghausen</b> in Germany for a week of performances. It will then break until the <b>Edinburgh Festival</b> in August.</p> <p>In follow up to <b>Antigone's</b> screening on <b>BBC4</b> at the beginning of May, we are discussing working together on another aspect of our Theatre programme in a different format but again in partnership with <b>BBC Arts</b> and will know more in a month's time.</p> <p><b>Ninagawa's Hamlet</b> season is set to do very well, but due to ill health <b>Ninagawa</b> will not be able to travel to London for the performances. He feels greatly honoured by the double bill, which has now achieved targets.</p> <p>Following issues around <b>Exhibit B</b> we supported the first of a series of talks focussed around diversity in the arts called the <b>D-Word</b> led by <b>nitroBEAT</b> (our partner on <b>Exhibit B</b>). We plan to continue to support <b>nitroBEAT</b> with a series of events next year, with more information to follow soon.</p> <p><b>Cinema:</b> We exceeded our box office targets for April across our main programme,</p>	<p>Objectives 1,2,5,6</p> <p>Objectives 1,2,5,6</p> <p>Objectives 1,2,3,6</p>
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<p>which included a very diverse offer – from <b>Pixar</b> family films, to an iconic film exploring life in blue collar African American communities in the late 70's - <b>Killer of Sheep</b>. New releases included <b>The Falling</b> with a screen talk from British director <b>Carol Morley</b>, as well as live broadcasts from the <b>Royal Opera House</b>, <b>National Theatre</b> and a recording of <b>Hamlet</b> for the <b>Royal Exchange in Manchester</b>. Our Spring season <b>This Made Me Laugh</b> featured contributions from <b>David Sedaris</b> and <b>John Cleese</b> amongst other profiled names, but failed to reach box office targets. We will be re-examining the ways in which we develop and deliver our Spring seasons going forward.</p> <p>May has seen the delivery of our season <b>Women and the Golden Age of Mexican Cinema</b> which performed well and we are looking forward to runs of forthcoming new releases. Our Arts offer will include <b>Mike Leigh's Pirates of Penzance</b> and a live broadcast of <b>Ralph Fiennes</b> from the <b>National Theatre</b> in <b>Man and Superman</b>. Looking ahead to June we have a season of <b>Beckett on Screen</b> to compliment the Theatre season, as well as collaborations with <b>The City of London</b> and <b>East End Festival</b>.</p> <p><b>Beyond Barbican:</b> Our event in Barking and Dagenham will take place on the weekend of the 4<sup>th</sup> and 5<sup>th</sup> of July, in partnership with <b>Barking and Dagenham Council</b>, <b>Studio 3 Arts</b>, <b>Create London</b> and other local partners. It will feature as part of the wider <b>Barking Folk Festival</b> which is one of the borough's 50<sup>th</sup> year anniversary celebrations. <b>Walthamstow Garden Party</b> also returns this year on the weekend of the 18<sup>th</sup> and 19<sup>th</sup> July.</p> <p><b>Marketing:</b> <b>Membership:</b> During the 2014/15 financial year the Barbican had just under 25,000 members and the income from membership fees was £1.3m. We have found that booking trends indicate that members are particularly loyal, attending more often and buying more tickets than non-members across all art forms. They represent 10% of all bookers on our database, yet contributed to 26% of all ticket income across the financial year (£5.1m). On average each member spent £145.26 more than a non-member across the financial year.</p> <p><b>Online and Digital:</b> In early May, using the hashtag <b>#empty</b>, Instagram photographers were given special access to public spaces (and spaces not normally accessible to the public) out of hours to capture spaces transformed by the absence of people. We had 12 photographers here, each with significant numbers of followers, and the results are quite beautiful. We've gathered some of the best into a blog post here: <a href="http://blog.barbican.org.uk/2015/05/empty-barbican/">http://blog.barbican.org.uk/2015/05/empty-barbican/</a>. The initiative gained a massive reach and generated a really positive response from the photographers and the wider Instagram community.</p> <p><b>Data capture for free/un-ticketed/offsite events:</b> <b>Dazed and Confused</b> will be programming two talks for the <b>STS</b></p>	<p>Objectives 1,2,3,5</p> <p>Objectives 1,4,5</p>
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<p>programme as part of their partnership with us. We are also working on <b>STS</b> invites and all other marketing materials in support of the event. Audiences will be encouraged to download the programme of events prior to arriving at both <b>STS</b> and the <b>Beyond Barbican</b> events, which will enable us to capture email addresses of attendees.</p>	
<p><b>2.2 Preview and Planning</b></p> <p><b><u>Communications:</u></b>  Campaigns are underway for Station to Station and the Beyond Barbican summer activity. We have also been supporting the communications and delivery for the <b>D-Word</b>. We have also been working on several interviews for ACE-funded guidance around the legacy of <b>Exhibit B</b> and on issues around freedom of expression.  Communications and Marketing have started planning with the caterers (<b>Benugo</b> and <b>Searcy's</b>) to support the launch of the new offers to audiences.</p> <p><b><u>Additional activities across the sector:</u></b>  I have recently been on the selection panel for the <b>Sky Academy Arts Scholarships</b> and the <b>Deutsche Bank Awards for Creative Enterprise</b>. As a part of our community engagement strategy, I also acted as a judge on our <b>Waltham Forest's Got Talent</b> event, with the winners performing at <b>Walthamstow Garden Party</b>.</p> <p>In addition, I have taken part in a recent discussion panel for the organisation <b>Young People In The Arts</b>.</p>	<p>Objectives 1,2,3,6</p> <p>Objectives 1,2,3,6</p>

<b>3. REPORT: CREATIVE LEARNING</b>	
	Strategic Objective
<p><b>3.1 Progress and Issues</b></p> <p><b>The New York Philharmonic Residency:</b> A range of Learning activity took place around The New York Philharmonic Residency. A drop in digital installation “build your own orchestra”, attracted 700 visitors over five days. This installation – created by musicjelly - enabled users to deconstruct and construct two pieces of classical music with sound and video played by the New York Philharmonic Orchestra. Musical Postcards was an exchange between young people from our ensemble Future Band and Very Young Composers from New York. Through postcards, emails and skype conversations the young people collaborated to compositions that were then performed at the Barbican by members of the New York Philharmonic. A family day of workshops and performances reached over 1000 people and culminated in the family performance of Petrushka in the Concert Hall.</p> <p><b>Big Barbican Workshop:</b> The Big Barbican Workshop programme is a day long experience available to primary and secondary schools. Across</p>	<p>Objectives 3,2</p> <p>Objectives 3,1</p>

<p>the day students experiment with all the artforms, creating a piece of work which they informally share at the end of the day. We are experiencing a high demand from schools and are currently running a Big Barbican Workshop every week during term-time. We have an Arts council target to reach 12 East London schools each year. We are now taking bookings for the autumn term leading up to Christmas, and are in the process of training up more artist leaders for this programme.</p> <p><b>Canongate:</b> Open Salon is a new series of talks and debates which began in February 2015 and is delivered in association with Canongate Books. Events take place every month in venues including the Pit theatre and Frobisher Auditoria. Events have covered subjects from love to mental health and neuroscience to death. The next event will tackle the topic 'Is Social Media Changing our Brain?' with Claudia Hammond, presenter of Radio 4's All in the Mind. Discussion is lively with plenty of questions and contributions from the audience. Numbers have grown substantially as the programme has established itself with recent events selling out.</p> <p><b>Gallery Visits:</b> We have initiated a new offer for School Visits to the gallery, including a specially curated tour. 4 Hosts / Invigilators received training in March in delivering tours to primary and secondary schools. A free activity guide is available for young people (under 11's). A Teacher Preview Evening took place with over 30 teachers in March and a Barking &amp; Dagenham Governor / Artist Advisor Meeting &amp; Tour is taking place on 14<sup>th</sup> May. An e-flyer was sent to over 800 schools as well as East London hubs. We will build on this offer with a new script and activity guide being designed for the Eames exhibition.</p>	<p>Objectives 1,2,5</p> <p>Objectives 1,3</p>
<p><b>3.2 Preview and Planning</b></p> <p><b>Open LAB:</b> Open LAB provides artists with the opportunity to experiment with their art in a working theatrical space, while also giving them the time and support they need to develop their projects. For the first time the Barbican Open LAB festival will showcase the most exciting artists from 15 LABs at Rich Mix in Tower Hamlets, featuring a diverse range of eclectic and experimental performances across one weekend. Saturday's programme will feature a host of workshops, films, talks, symposiums and installations followed by an evening LAB showcase. It includes a performance from the day's curator, Unfinished Business, who create experimental theatre and live art with an emphasis on socio-political engagement and audience interaction.</p> <p><b>Cultural Challenge bid / AND:</b> Led by the Barbican and Guildhall School, the East London and City Culture Partnership has moved into the next stage of development during this period. We have focused on the second strand of activity - "Testing our principles collaboratively with cultural partners" – and have developed and submitted a collaborative East London bid to A New Direction's 'Cultural Education Challenge' fund (Our lead partners in this bid are Foundation for FutureLondon, Stratford</p>	<p>Objectives 2,3</p> <p>Objective 3,6</p>

<p>Rising, Sound Connections and People make it work).</p> <p>This ambitious partnership approach proposes a step-change in the quality and equity of cultural education across east London by bringing together an extensive range of organisations from across the ecology, making it easier for them to work strategically together to direct opportunities where they are most needed. The 27 confirmed partners will focus on 3 key areas: Ensuring high quality cultural activities meet the needs of less connected schools, demystifying and strengthening routes for young people into creative employment and embedding cultural education into regeneration areas.</p> <p><b>Beyond Barbican</b> This year Creative Learning's community engagement involvement in Beyond Barbican has been targeted at the grass roots level. At the Walthamstow Garden Party 2015, the winners of the 'Waltham Forest's Got Talent' lead-in event will perform in a hour slot on Saturday 18th July. At the Barking Folk Festival 2015, our partner Studio 3 Arts will deliver workshops in the community to create bespoke decorations for the Arboretum area of the Barking Town Square. We have just appointed a new Community Engagement Manager who will take forward the development of the Ambassador scheme and the delivery of other Creative Learning curated engagement events.</p>	Objective 3
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4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Objective
<p><b>4.1 Progress &amp; Issues</b></p> <p><b><u>Security:</u></b></p> <p>Small demonstration regarding a particular artist in the Barbican Hall on the 16<sup>th</sup> March. Protest on the 25<sup>th</sup> April by the United Voices of the World Union representing some of the Mitie cleaners, with 52 attending in total. A protest on the 29<sup>th</sup> April at Milton Court regarding the BAT AGM. Otherwise a relatively quiet period for the Security Team for notable incidents.</p> <p><b><u>Ex Hall 1:</u></b></p> <p>London Film School – following approval for the Agreement to Lease by RASC , pre-contract works continue for the enabling works programme. Work on site is programmed to commence during late August r 2015 with completion and handover to the London Film School for their tenants fit out in March 2016. The LFS works programme will commence at this point with the intention to complete the fit out and open for students in September 2017.</p>	<p>Objectives 1,S/E</p> <p>Objective 4</p>



<p><b><u>Crossrail Works at the Barbican:</u></b></p> <p>The tunneling programme, has changed from previous report, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, passing the Barbican Concert Hall on 22<sup>nd</sup> April followed by TBM Victoria (west bound tunnel) on 7<sup>th</sup> May.</p> <p>In order to assess and measure baseline ambient noise levels within the Concert Hall, Crossrail engineers took acoustic readings during the "silent" night time hours on 26<sup>th</sup> March. Further readings were taken when the TBMs passed and will continue during the period of the constructional railway works which follow. There has been no noise penetration from any Crossrail tunneling activity.</p> <p><b><u>Facilities:</u></b></p> <p><b>Cleaning contract tender:</b> The process of presentations and site visits for the prospective companies has been completed. The closing date for bids is Thursday 14<sup>th</sup> May and reviewing of the bids will start on Friday 15<sup>th</sup> May.</p>	<p>Objectives 4, S/E</p> <p>Objective S/E</p>
<p><b>4.2 Preview &amp; Planning</b></p> <p>Headline Projects currently on site are as follows:</p> <p><b><u>Fire Alarm Replacement Programme</u></b></p> <p>Works to replace all Barbican Centre fire alarm panels and about 2,600 associated detectors, call points and controls installation continues on programme and is scheduled to be completed in the near future.</p> <p><b><u>Ex Hall 2 Feasibility:</u></b></p> <p>Following completion of the Knowledge Exchange option feasibility study, further proposals on future potential activity within the ExHALL2 space and adjacent public realm that align with the Cultural Hub development of the area are being reviewed, while proposals for tenancies not aligned with cultural hub activity are no longer being encouraged.</p> <p><b><u>Customer Experience</u></b></p> <p>Box office remains very busy with the launch of the new RSC season contributing to turnover of £1.2M in the last 2 weeks alone. Final details of the tranche of £10 seats for Hamlet have now been agreed with the producer and will be announced to the public imminently. The Centre Management Team have been working with Theatre and Security to plan artist care and front of house requirements for Hamlet. Initial work on the new website project has commenced. Internal roadway acoustic improvements have now been agreed and will be implemented shortly.</p>	<p>Objective 4</p> <p>Objectives 2, 3, 4, 6</p> <p>Objectives 1, 2, S/E</p>

<b>5. REPORT: BUSINESS AND COMMERCIAL</b>	
	Strategic Objective
<b>5.1 Progress &amp; Issues</b>  <b>Business Events</b> <ul style="list-style-type: none"> <li>• 2014/15 year end result is expected to be in excess of £200k over income target.</li> <li>• The team collected the award for 'COOLest Conference &amp; Exhibition Centre' at Prestige Events COOL Awards ceremony, beating off other venues such as QEII Centre, The O2 and Business Design Centre</li> <li>• Short lead-in time continues to be the trend, with photoshoots in the Conservatory leading the way for the shortest (i.e. days!). Photo shoots include several well-known blue chips including Orla Kiely and Sainsbury's clothing range.</li> <li>• 20 events were hosted in April, including new clients Teach First, HP Enterprise Services, London Business School &amp; Solar Century.</li> </ul> <b>BIE</b> <ul style="list-style-type: none"> <li>• A very busy month with exhibition openings at Science Centre, Montreal, Fernan Gomez Madrid and Centre for Life Newcastle. We are finalising terms for a new partnership in Moscow, Tokyo and Paris.</li> <li>• We are putting together the team for our latest planned exhibition Science Fiction, A Space Odyssey (working title).</li> </ul> <b>Exhibition Halls</b> <ul style="list-style-type: none"> <li>• The Exhibition Halls have enjoyed an excellent year end result with total income 21% higher than budget and 2.7% higher than in 2014. Net contribution is 3.75% better than last year.</li> </ul> <b>Commercial Development</b> <u>Retail</u> <ul style="list-style-type: none"> <li>• Barbican Shops finished the financial year strongly with the Foyer Shop up by 3% against budget.</li> <li>• A new online shop has been developed with the aim to launch in early June. This will offer a much smoother customer journey and a vastly increased product offer. It will also serve a key role in raising our retail offer's profile externally and enable greater press and marketing.</li> </ul> <u>Catering</u> <ul style="list-style-type: none"> <li>• The mobilisation for the new catering offers is underway. The Cinema Café will be taken over from Searcys by Benugo earlier than originally planned, on 5 June. The Barbican Kitchen (Foodhall), Benugo Espresso Bar on level G (Costa) and Bonfire of Level 1 (Lounge) will be closed from 26 July for refurbishment and will re-open on the 5 August. Mobile units will be in operation in the foyer during this period. The remaining venues will be re-furbished after Hamlet in early November.</li> </ul>	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p>

<ul style="list-style-type: none"> <li>The recruitment of a Bars Operations Manager and the procurement process to support the taking of the performance bars in-house in September is slightly behind schedule but not expected to miss critical deadlines.</li> </ul> <p><b>Car Parks</b></p> <ul style="list-style-type: none"> <li>The transition to Vinci Park running the car parking contract went smoothly and plans are progressing to replace the car parking equipment this year</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>Barbican fund leaflets are now found across the Barbican. Direct marketing and social media campaigns will start soon inviting members and visitors to make a gift at <a href="http://www.barbican.org.uk/donate">http://www.barbican.org.uk/donate</a>.</li> <li>Tourism Ireland is sponsoring the Beckett Season.</li> </ul>	<p>Objectives 1, 5</p> <p>Objectives 1,5</p>
<p><b>5.2 Preview &amp; Planning</b></p> <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>As the end of April business on the books for the new financial year is showing a 10% increase on the same time last year. 61% of the total annual target has already been reached/</li> <li>Milton Court's bookings are 31% of target with an increase of 40% year on year, where a focused campaign is proving successful.</li> <li>Big events confirmed in the last period include Open University and Proclamation Trust for 2017 and St Georges University for 2016.</li> </ul> <p><b>BIE</b></p> <ul style="list-style-type: none"> <li>We have just opened <i>Game On</i> at Montreal Science Centre. <i>Game On 2</i> open at the Centre for Life, Newcastle in May (22 May 2015- 1 Nov 2015).</li> <li>We have also now launched <i>Designing 007</i> at Fernan Gomez Cultural Centre (7 May 2015- 31 August 2015). The exhibition was opened by the British Ambassador and Major of Madrid.</li> <li><i>Watch Me Move</i> opens at Fundación Canal de Isabel II (20 May 2015 - 23 August 2015).</li> <li>We have now agreed terms to continue the partnership with EON Productions, to tour <i>Designing 007</i> for a further 3 years. We are in talks with Mexico's Cineteca National to stage the exhibition there in November 2015 in conjunction with the next Bond movie release.</li> </ul> <p><b>Exhibition Halls</b></p> <ul style="list-style-type: none"> <li>The first quarter of the new financial year is dominated by an 8-week long tenancy taken by the University of London for their end of year and final examinations.</li> <li>Despite the loss of Exhibition Hall 1 income and two of the largest exhibitions outgrowing Hall 2, the team is on course to deliver budgeted income thanks to securing a number of new events for</li> </ul>	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,5</p>

2015/16. They include: Homes Press Event in July, Virgin Wines tasting in October and the Recruiter Show and Diabetes Professional Care in November.

## **Commercial Development**

### Retail

- Deals have been agreed with Sonia Friedman productions allowing the Barbican retail team to originate a range of products for Hamlet and product development is now under way. New and exclusive bespoke Barbican ranges have also been commissioned with key up and coming designers for launch in the Foyer shop later in the year.

Objectives  
1,5

### Catering

- The procurement process to complete the minor works to the bar counters and back bar display is underway, although this work will not be completed until after Hamlet finishes as handover from Searcy is on 1 September.
- We are working with Benugo and Searcys to promote the Barbican Kitchen and Bonfire openings from 5 August with residents and member offers

Objectives  
1,5

### Car parks

- A project is underway to replace car parking equipment by the beginning of August 2015.

Objective  
1

## **Development**

- We are developing the first set of communications for sending to Barbican Fund donors in June.
- We have a new Corporate Member starting in June.

Objectives  
1,5

## **Appendix A:**

### **Our Vision:**

World-class Arts and Learning

### **Our Objectives**

Collaborate with colleagues to:

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

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

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

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