



## Barbican Centre Board

**Date:** WEDNESDAY, 9 DECEMBER 2015  
**Time:** 10.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

**Enquiries:** Gregory Moore  
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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.
  - a) **Board Minutes**  
To approve the public minutes and summary of the Barbican Centre Board meeting held on 14 October 2015.  

**For Decision**  
(Pages 1 - 6)
  - b) **Minutes of the Finance Committee**  
To receive the draft public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 2 December 2015 (TO FOLLOW).  

**For Information**
  - c) **Minutes of the Risk Committee**  
To receive the draft public minutes and summary of the Risk Committee of the Barbican Centre Board held on 13 October 2015.  

**For Information**  
(Pages 7 - 12)
4. **OUTSTANDING ACTIONS AND WORK PLAN**  
Report of the Town Clerk.  

**For Information**  
(Pages 13 - 16)
5. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**  
Report of the Managing Director.  

**For Information**  
(Pages 17 - 30)
6. **LOCAL AUTHORITIES DESIGNATED OFFICER ANNUAL REPORT**  
Report of the Director of Community & Children's Services.  

**For Information**  
(Pages 31 - 46)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **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

10. a) **Non-Public Board Minutes**  
To agree the non-public Minutes of the Barbican Centre Board meeting held on 14 October 2015.  
**For Decision**  
(Pages 47 - 52)
- b) **Non-Public Minutes of the Finance Committee**  
To receive the draft non-public minutes of the Finance Committee of the Barbican Centre Board held on 2 December 2015 (TO FOLLOW).  
**For Information**
- c) **Non-Public Minutes of the Risk Committee**  
To receive the draft non-public minutes of the Risk Committee of the Barbican Centre Board held on 13 October 2015.  
**For Information**  
(Pages 53 - 56)
11. **LSO: UPDATE ON FINANCIAL YEAR**  
Report of the Managing Director (LSO).  
**For Information**  
(Pages 57 - 60)
12. **VISUAL ARTS: ANNUAL PRESENTATION**  
Report of the Director of Arts.  
**For Information**  
(Pages 61 - 86)
13. **DEVELOPMENT UPDATE**  
Report of the Chief Operating & Financial Officer.  
**For Information**  
(Pages 87 - 108)
14. **SERVICE BASED REVIEW AND STRATEGIC PLAN UPDATES**  
Report of the Managing Director.  
**For Information**  
(Pages 109 - 112)
15. **BUSINESS REVIEW**  
Report of the Chief Operating & Financial Officer.  
**For Information**  
(Pages 113 - 118)
16. **BARBICAN BUDGET 2016/17**  
Report of the Chief Operating & Financial Officer.  
**For Decision**  
(Pages 119 - 136)

17. **UPDATE ON CAPITAL WORKS**  
Report of the Director of Operations & Buildings.  
**For Information**  
(Pages 137 - 146)
18. **GATEWAY 7 OUTCOME REPORT: INTELLIGENT LIGHTING**  
Report of the Director of Operations & Buildings.  
**For Decision**  
(Pages 147 - 154)
19. **RISK UPDATE**  
To consider a note of the special meeting of the Risk Committee of the Barbican Centre Board, held on 2 December 2015.  
**For Information**
20. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
21. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

## BARBICAN CENTRE BOARD

Wednesday, 14 October 2015

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 14 October 2015 at 10.30 am

### Present

#### Members:

Deputy John Tomlinson (Chairman)  
Deputy Dr Giles Shilson (Deputy Chairman)  
Deputy John Bennett  
Tom Hoffman  
Emma Kane  
Roly Keating  
Jeremy Mayhew  
Deputy Catherine McGuinness  
Sir Brian McMaster  
Wendy Mead  
Cllr Guy Nicholson  
Trevor Phillips  
Judith Pleasance  
Keith Salway  
Tom Sleigh  
Michael Welbank

### In Attendance

#### Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Sean Gregory	Director of Creative Learning, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development
Steve Eddy	Head of HR, Barbican Centre
Jim Turner	Head of Projects, Barbican Centre
Jo Daly	PA to the Managing Director, Barbican Centre
Jonathan Vaughan	Vice Principal and Director of Music, Guildhall School of Music and Drama
Michael Bradley	City Surveyor's Department
Niki Cornwell	Head of Barbican Finance, Chamberlain's Department
Gregory Moore	Town Clerk's Department

#### 1. APOLOGIES

Apologies for absence were received from Lucy Frew and Vivienne Littlechild.

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

There were none.

3a. **MINUTES**

The public minutes and summary of the Board meeting held on 15 July 2015 were approved.

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

The draft public minutes and summary of the meeting of the Finance Committee of the Barbican Centre Board held on 30 September 2015 were received.

4. **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.

**Flying System:** The Head of Projects informed Members that, due to the turnaround times between the forthcoming Royal Shakespeare Company production and the end of the Hamlet production, it was likely that the outstanding fix might not be implemented until January or possibly the summer. However, workarounds were in place and there were no safety implications associated with any delay.

**Board Composition:** The Chairman advised that he was continuing to work on the report and provided Members with a brief summary of the issues that he had been considering. He sought and obtained confirmation from the Board that they would like to seek approval to increase the number of external Members on the Board by two.

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

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas. The Directors spoke to each update, with a number of questions asked and comments subsequently made by Board Members.

A Member, also the Chairman of the Education Board, commented positively on the work being done by the Creative Learning department as part of the cultural hub scoping exercise, which was drawing together the extent of cultural educational work across the totality of City departments. The work of cultural institutions in supporting education was also becoming an increasing area of focus for central government.

In response to queries around the financial benefits to the Centre of the Antigone production, which was currently touring, the Director of Arts undertook to provide the relevant financial information for the next meeting. The Managing Director also advised that Members would be provided with the financial information relating to the benefits accruing from the Hamlet production at the same time.

Responding to questions around the Hamlet production, the Managing Director advised that it was too early to analyse the full suite of lessons learnt as the production was continuing to run until the end of October. However, a number of points were already apparent, such as the issues associated with the amount of time that front of house management had needed to allocate to deal with the volume of fans.

A Member commented on the range of new audience members attracted to the Barbican by Hamlet, which meshed well with the Centre's vision of Arts Without Boundaries. The Managing Director echoed the Member's comments, observing that 56% of those booking tickets for the show were booking tickets for an event at the Barbican for the first time. Not only this, but it was apparent that a significant proportion had never been to a performance of a Shakespeare play or in some cases any theatrical production before, and it was therefore particularly exciting to be bringing the arts to an entirely new audience. In response to further queries, the Director of Audiences & Development confirmed that targeted emails were sent to those attending performances highlighting similar events or those which might be of interest, in an effort to retain audiences and encourage future visits.

RECEIVED.

## 6. **EQUALITY AND DIVERSITY ACTION PLAN**

The Board received a report of the Head of HR presenting an Equality and Diversity Action Plan for the Centre, with particular reference to the planned efforts over the coming year and the intent to gather and analyse a greater range of data to inform future activity.

In response to queries as to how the four initial focus areas had been selected, the Head of HR advised that in view of the present lack of data across the board it had been felt sensible to focus first on those areas where it was sensed that the Centre was underperforming, without significant data being needed to underpin these assumptions, and where a quick impact could be made. This would ensure that progress could be affected whilst data collection to inform other areas of work in future years took place simultaneously.

A Member urged that consideration be given to a focus on sexual orientation and LGBT issues in future years, as too often within the arts sector an implicit and sometimes unwarranted belief that there were no issues was taken for granted; it was also suggested that Stonewall's best practice guidance around data collection could be particularly useful. The Head of HR thanked the Member for his comments and advised that the Corporation had recently employed an expert to provide advice and establish a number of diversity groups across the Corporation, including the Barbican Centre.

A Member observed that the language used within the strategy was sometimes difficult to penetrate and thus could cause difficulties in facilitating an understanding of what the Centre was seeking to measure; it was urged that clear wording and communication be used. The Head of HR agreed that it would be important to avoid jargon and advised that the Barbican's Communications team would be exploring this issue in relation to the strategy.

Members also stressed the importance of benchmarking any data against that from comparative institutions, such as the South Bank Centre, to ensure that any analysis was meaningful and would provide a truer sense of the Barbican's position.

Giving adequate consideration to the issue of risk in this area would also be crucial, as unexpected developments could potentially delay or prevent any progress being made. It was urged that due consideration be given to developing and understanding potential risks in this area, with the Deputy Chairman reassuring Members that the Risk Committee would take on board the recommendation and consider this in due course.

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

**7. GATEWAY 7 OUTCOME REPORT: BUILDING ENERGY MANAGEMENT SYSTEM**

The Board considered a report of the Managing Director providing the lessons learnt from a project to migrate plant to a new Building Energy Management System, and recommending the project's closure.

The Chairman advised that the report had been well-received by the Projects Sub Committee, which had also approved the project's closure at a recent meeting.

RESOLVED: that the lessons learnt be noted and, following processing of the final contractors payment, the project be closed

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

There were no questions.

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

There were no urgent items.

**10. EXCLUSION OF THE PUBLIC**

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

Item No.  
11a - 27

Paragraph No.  
3

**11a. NON-PUBLIC MINUTES**

The non-public minutes of the Board meeting held on 15 July 2015 were approved.

**11b. NON-PUBLIC MINUTES OF THE FINANCE COMMITTEE**

The draft non-public minutes of the meeting of the Finance Committee of the Barbican Centre Board held on 30 September 2015 were received.



12. **PERFORMANCE REVIEW**  
The Board received a report of the Managing Director setting out the performance review for 2014/15 and outlining future prospects.
13. **STRATEGIC PLAN UPDATE**  
The Board received a report of the Director of Audiences & Development providing an update on progress made in respect the Centre's new five-year strategic plan.
14. **SERVICE BASED REVIEW UPDATE**  
The Board received a report of the Managing Director providing an update on the Centre's progress in meeting the Service Based Review targets.
15. **UNDER 18 OFFER**  
The Board received a report of the Vice Principal and Director of Music, Guildhall School of Music and Drama, which provided an update on the review of under 18 music provision and its integration across the Barbican and Guildhall School.
16. **BUSINESS REVIEW**  
The Board received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 5 Accounts 2015/16.
17. **DEVELOPMENT UPDATE**  
The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.
18. **UPDATE ON CAPITAL WORKS**  
The Board received a report of the Director of Operations & Buildings providing an update on the Barbican Centre's Capital Cap programme and a number of non-Capital Cap projects.
19. **GATEWAY 2 PROJECT PROPOSAL: THEATRE MAIN HOUSE AND PIT DIMMERS**  
The Board considered and approved a report of the Director of Operations & Buildings proposing a project to replace the theatre main house light dimmers and the pit theatre dimmers and control.
20. **GATEWAY 1/2/3/4 PROJECT PROPOSAL AND OPTIONS APPRAISAL: NEW RETAIL UNIT**  
The Board considered and approved a report of the Managing Director proposing investment to create a new retail space within the Barbican foyer.  
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*RESOLVED: With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.*  
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21. **GATEWAY 3/4 OPTIONS APPRAISAL: CONCERT HALL 2016**  
The Board considered and approved a report of the Managing Director outlining the preferred options for the delivery of a number of projects to take place within the Concert Hall during 2016.
  22. **GATEWAY 3/4 OPTIONS APPRAISAL: LEVEL 4 INVESTMENT**  
The Board considered and approved a report of the Managing Director proposing the preferred option for the refurbishment of Level 4 of Frobisher Crescent.
  23. **GATEWAY 7 OUTCOME REPORT: GARDEN ROOM**  
The Board considered a report of the Managing Director providing the lessons learnt from a project to refurbishment Garden Room, Conservatory and Conservatory Terrace, and the Level 3 Toilets, and recommending the project's closure.
  24. **BARBICAN CAMPUS: PROJECTS UPDATE**  
The Board received a report of the Director of Operations & Buildings providing an update on the status of all ongoing projects across the Barbican campus.
  25. **RISK UPDATE**  
The Board received a report of the Managing Director updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.
  26. **QUESTIONS RELATING TO THE WORK OF THE BOARD**  
There were two questions.
  27. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**  
There was one urgent item, providing an update on the Centre for Music feasibility study.
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At the conclusion of the meeting, the Chairman also took the opportunity to thank the **Director of Audiences & Development**, noting that this would be her last Board meeting before her departure to take up post as the new Managing Director of the Welsh National Opera. He took the opportunity to express his sincere gratitude on behalf of the Committee for the outstanding work she had delivered during her tenure and wished her good luck in her new role.

**The meeting ended at 12.45 pm**

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Chairman

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## RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 13 October 2015

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 13 October 2015 at 11.00 am

### Present

#### Members:

Deputy Dr Giles Shilson (Chairman)  
Deputy John Tomlinson (Deputy Chairman)  
Lucy Frew  
Sir Brian McMaster  
Keith Salway

### In Attendance

#### Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Michael Dick	- Director of Operations & Buildings, Barbican Centre
Leo Thomson	- Director of Audiences & Development, Barbican Centre
Nigel Walker	- Head of Security, Barbican Centre
Niki Cornwell	- Head of Finance (Barbican), Chamberlain's Department
Anna Simmonds	- Senior Audit Manager, Chamberlain's Department
Gregory Moore	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Deputy Catherine McGuinness and Judith Pleasance.

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

There were none.

#### 3. MINUTES

The public minutes and summary of the meeting held on 9 June 2015 were approved.

#### 4. OUTSTANDING ACTIONS

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

**Whistleblowing:** The Managing Director was asked to report back to the next meeting on the steps being taken to promulgate the policy to staff across the

Barbican Centre, with the Town Clerk asked to ascertain the arrangements for staff at Guildhall.

**Artist Cancellations:** The Director of Audiences & Development clarified that monetary refunds were only available when shows were fully cancelled, with exchanges or credit notes otherwise offered in lieu and with a validity of six months. It was noted that the vast majority of customers preferred to use this to see the same show on a different date.

**Oracle Update:** The Head of Finance confirmed that Drum Works and other such third party organisations linked to the Centre did not use the Oracle system and therefore there were no licensing concerns.

**Security Costs:** The Director of Audiences & Development advised that basic security costs were included in all contracts, with additional fees built in to the contracts if extra security was anticipated to be necessary in advance of the event. However, if it only became apparent that additional security was necessary late in the day, the Barbican tended to cover the cost and seek to negotiate back a proportion of the associated fee; such instances were rare and the costs low.

A Member suggested that it would be sensible to build in to contracts a clause reserving the right to charge the artist a limited additional amount of money for any extra security required, based on professional or police advice. Including a clause placing a duty of disclosure on artists if they were aware of a likely need for additional security was also suggested.

The Director thanked Members for the helpful points made and undertook to follow up on the suggestions.

RECEIVED.

## 5. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit and Risk Management providing an update on Internal Audit activity undertaken at the Barbican Centre since June 2015 and analysing the delivery of planned reviews in 2015-16.

The ongoing Barbican International Enterprise review was discussed, with it asked if any there were issues emerging which would be of interest to the Committee. The Senior Audit Manager advised that, whilst there were two amber recommendations, the majority of areas had been rated as “green” to date, with overall assurance level of “green” so far.

The budget-setting review was also referenced, with it confirmed that the review would include a look at aspects of the timing and profiling of budgets and how variances were dealt with. It was also suggested that the statement on commitments to repay various internal loans to the City Corporation should form part of this review.

Discussion took place on the subject of how revenue accruing from productions which fell across financial years was allocated. Whilst Members were cognisant that rules around this were in place, they felt it would be beneficial to obtain an internal audit critique on the processes to gauge whether they were fully appropriate. The Head of Finance reassured Members that this issue was monitored closely by the Barbican's external auditors, with the agreement in place such that all revenue was allocated within one financial year only.

The longer term audit plan for the Barbican was tabled, which covered those audits scheduled for the next five year period. However, it was cautioned that re-planning took place each year and, as such, amendments would be made in response to emerging or changing areas of need.

A Member observed that a number of audits, all concerning contracts, were proposed to be split out and undertaken separately; given that they all effectively comprised the same process, it was asked if it would not be more sensible to undertake them concurrently as a single review. The Senior Audit Manager noted the comment and advised that she would look at this when revising the forward plan in the coming months, adding that changes would be made so that the plan presented in 2016 was more aligned to the Barbican's business plan.

The issue of information technology (IT) security was discussed, with it suggested that further reassurance should be provided in this area given its growing importance. It was advised that the Barbican's arrangements were audited as part of the City Corporation's general IT audit each year, but that in addition the Barbican employed experts to undertake its own more specific penetration tests to provide extra assurance. It was observed that it would be helpful to include the outcomes of such tests within the risk register and provide a summary of conclusions or an update to the Risk Committee in future, so as to provide additional confidence.

RESOLVED: That the delivery position for the 2015-16 Internal Audit Plan, the outcome of reviews completed to date and the proposed areas of coverage for forthcoming reviews be noted.

6. **BRIBERY ACT 2010**

The Committee received a report of the Head of Internal Audit and Risk Management providing information on the Bribery Act 2010.

It was asked if the City Corporation had an anti-bribery policy in place and if Barbican staff would be covered by this policy; the Town Clerk undertook to look in to the issue and report back.

A Member cautioned that the Act placed very strict duties and responsibilities upon organisations, such that they were liable even if any bribery was undertaken by individual sub-contractors without the organisation's knowledge. In the Barbican's case, this could lead to particular difficulties with touring exhibitions in countries where additional payments were a cultural norm or expected as part of regular transactions, as people on the ground were left in

difficult positions. It was urged that clear guidance around escalation procedures in such cases be prepared and distributed, and that back to back provisions be placed in to contracts with sub-contractors to make clear the Barbican's expectations.

The Head of Finance undertook to discuss the provisions within current contracts with the Comptroller and to speak with the Head of Barbican International Enterprises to get a sense of the existing guidance and reality on the ground; it was subsequently requested that a report be prepared for the next meeting setting out the guidance in place for staff, clarifying the policies currently in place and setting out the Barbican's position.

It was noted that this information could also be useful for other committees, and Internal Audit were asked to highlight the issue to others as appropriate.

RECEIVED.

**7. PROCESS FOR CONTRACTING COMMERCIAL CLIENTS**

The Committee received a report of the Chief Operating & Financial Officer setting out the processes in place for contracting Commercial events.

RECEIVED.

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

There were none.

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

There were none.

**10. EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I of the Schedule 12A of the Local Government Act.

**11. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 9 June 2015 were approved.

**12. RISK REGISTER**

The Committee received a report of the Chief Operating & Financial Officer advising Members of the risk management system in place at the Barbican, updating on the significant risks that had been identified and outlining measures for mitigation of these risks.

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

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

There was one question.

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

There was one urgent item, providing an update on the Centre for Music feasibility study.

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At the conclusion of the meeting, the Chairman also took the opportunity to thank the **Director of Audiences & Development**, noting that this would be her last Risk Committee meeting before her departure to take up post as the new Managing Director of the Welsh National Opera. He took the opportunity to express his sincere gratitude on behalf of the Committee for the outstanding work she had delivered during her tenure and wished her good luck in her new role.

**The meeting ended at 12.15 pm**

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Chairman

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**Outstanding Actions List  
Barbican Centre Board and Finance Committee.  
Outstanding actions 2015/16**

Action	Notes/Progress to date	Officer responsible	Date added	To be completed/ progressed to next stage
<b>Flying System</b>	Original issues now resolved; one further latent defect has since materialised which will be resolved when a suitable break in programming to allow for the fix has been agreed.  Update: break in programming expected in either January or Summer 2016.	Director of Operations & Buildings	July 2014	January 2016 (may slip to Summer)
<b>Board Composition</b>	Paper submitted to 19 November 2015 Policy and Resources Committee meeting; to be considered by Court of Common Council at 3 December meeting.	Town Clerk	April 2015	3 December 2015.
<b>Staff terms and conditions</b>	To pursue conversations around potential changes to staff terms and conditions associated with SBR targets.	Head of HR	May 2015	Updates to be provided as work progresses.
<b>Catering</b>	Head of Catering to be asked to attend meeting in early 2016 to update on progress with new catering arrangements.	Chief Operating & Financial Officer	September 2015	January 2016.
<b>Centre for Music: Feasibility Study</b>	Board Members to be provided with briefing note.	Managing Director	October 2015	December 2015.
<b>Financial benefits</b>	Figures relating to income accruing from Antigone and Hamlet productions (rental and secondary income as appropriate) to be provided for December Board meeting.	Director of Arts/Head of Finance	October 2015	December 2015 (handouts to be provided at Board meeting)
<b>Equality &amp; Diversity Action Plan: Risk Assessments</b>	Risk Committee to consider risks relating to E&D plans/actions.	Risk Committee	October 2015	27 January 2016
<b>Toilets (superloo proposals)</b>	Designs to be shared with Members.	Director of Operations & Buildings	October 2015	Complete (circulated 4/11/15)

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## **Barbican Centre Board Work Programme 2016**

### **Standing Items**

- Outstanding Actions
- Directors' Management Report
- Service Based Review Update
- Strategic Plan Update
- Business Review (Period Accounts)
- Development Update
- Update on Capital Works
- Risk Update
- Projects Status (Red/Amber List)

<b>Date</b>	<b>Items</b>
January 2016	<ul style="list-style-type: none"> <li>• Cinema Presentation</li> <li>• Health &amp; Safety report</li> <li>• Catering Update</li> </ul>
March	<ul style="list-style-type: none"> <li>• Theatre Presentation</li> <li>• Marketing &amp; Communications Presentation</li> <li>• Strategic Plan (6 monthly full update)</li> </ul>
May	<ul style="list-style-type: none"> <li>• Appointment of Sub-Committees</li> <li>• Business Plan</li> <li>• Commercial Strategy</li> </ul>
July	<ul style="list-style-type: none"> <li>• Creative Learning Presentation</li> <li>• Digital Presentation</li> <li>• Capital Cap Annual Report</li> </ul>
September	<ul style="list-style-type: none"> <li>• Performance Review</li> <li>• Art Gallery Presentation</li> <li>• Equality &amp; Diversity Strategy</li> <li>• Strategic Plan (6 monthly full update)</li> </ul>
November	<ul style="list-style-type: none"> <li>• Music and LSO Presentation</li> <li>• Development Presentation</li> </ul>

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<b>Committee(s):</b>	<b>Date(s):</b>
Barbican Centre Board	9 December 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>
<b>Summary</b>	
<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>	
<b>Recommendation</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• Note this report.</li> </ul>	

## Main Report

<b>1. REPORT: STRATEGY AND CULTURAL HUB</b>	
<p>Sceptics of the merits of arts centres should get down to <a href="#">@BarbicanCentre</a> - buzzing with Eames &amp; Peake exhibits, Hamlet, Sound Unbound, movies (tweet by Rupert Christiansen of the Telegraph)</p>	Strategic Objective
<p><b>1.1 Progress and Issues</b> The feasibility study <i>Towards a World-Class Centre for Music</i> was completed on time in September and submitted by the Barbican, LSO and Guildhall School to the commissioners, the Treasury and the GLA. A review meeting took place with them, the DCMS and Arts Council</p>	

England which provided initial positive feedback on the study. Since then further conversations have taken place, including between the City Corporation and the Treasury, and between us (Barbican, LSO and Guildhall School) and the GLA. All these have moved the discussion forward and we await a formal response from the commissioners in order to publish the feasibility study. There has as a result been an inevitable period of vacuum during which speculation has been rife as to the outcome, but this has equally allowed us time internally after the intense pressure of completing the study, to plan a clear, strong story to announce.

At the same time the commitment of the City of London Corporation has been evident in the comments by the Chairman of Policy and Resources at November's meeting of the Court of Common Council in relation to the current Museum of London site, and this has been followed by a private discussion at Policy and Resources Committee.

The context for the Centre for Music project has very helpfully been set by the ongoing progress around the Barbican and Golden Lane Area Strategy which will have been submitted to the Court of Common Council on 3 December, and the formalisation of the officers' Cultural Hub Programme Board which now meets regularly, reporting to the Cultural Hub Working Party.

Sharon Ament from the Museum of London and the MD of the Barbican were asked to present a lunchtime discussion on the Hub at the wide-ranging Centre for London conference in November, chaired by Sarah Sands, editor of the Evening Standard. Discussions on shared programming continue, as do developments on the property strategy for the area alongside plans for the implementation of the area strategy projects.

The MD of the Barbican spoke at the first City Education Board dinner in November on the central importance of creative and cultural education; this is now on the City's website.

### **1.2 Preview and Planning**

The next phase for the planning of the cultural hub project is to move towards a more public-facing presentation of the concept. To advance this a PR adviser has been retained by the City: Rebecca Driver, already well known as PR for the Guildhall School and the Academy of Ancient Music. She has been co-ordinating and sharpening the messages around the scheme, and in the new year will be co-ordinating discussions to lead towards a public presence, identity and communication of the project. We hope to present to the Barbican Board during 2016 on these developments.

Initial discussions around shared programming are focussing on Shakespeare 400 and the Great Fire project in 2016; the marketing group is establishing common guidelines for researching and developing the shared opportunities of the area. The education and learning group,

<p>operating jointly with the City’s Learning and Engagement Forum, has developed a plan for the hub as a cultural education partnership, and this will be taken forward in the next phase of planning. Enterprise will also feature strongly in the next phase as income generation becomes ever more important to the future of the City’s cultural organisations.</p> <p>A Culture White Paper is expected from the Department for Culture, Media and Sport in the coming months, and the Barbican Centre has been involved in the discussions with the Culture Minister around key subjects such as regional funding, philanthropy, and education, with particular focus on the contribution of the East London Cultural Partnership as a possible model for future development.</p> <p>As reported in 2.2 below, the Barbican Incubator has now been established to take forward the key projects from the Strategic Plan following the departure of Leonora Thomson, and this will be reported on regularly to the Board. This is a very dynamic example of the Centre’s management devising its response to current challenges and those of the AEA report, and will inform future structural plans.</p> <p>Finally as a result of the recent serious incidents in Paris and elsewhere, it is important to recognise that for the first time a cultural venue has been a target. Therefore security has been enhanced and made more visible to staff and attenders, and refresher programmes for all staff have been put in place. So far there have not been signs of audiences being any less willing than before to attend and enjoy what the Barbican and other cultural venues offer –an important element over the Christmas season.</p>	
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2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS	
	Strategic Objective
<p><b>2.1 Progress &amp; Issues</b></p> <p><b>Gallery:</b>  <b>The World of Charles and Ray Eames</b> opened in the Gallery on the 21<sup>st</sup> October and will run until 14<sup>th</sup> February 2016. At time of writing the total visitor figure has exceeded 29,000. Figures are performing well against daily visitor targets and look to exceed overall visitor targets by the end of the exhibition. Press response has continued to be very positive and the exhibition is frequently recommended as critics’ choice in publications.  <b>Eddie Peake’s, Forever Loop</b> continues to perform well with visitor figures currently standing at 18,756, which exceeds target for this point in the exhibition by almost 7,000. The show has also garnered excellent reviews, including a feature as critics’ choice in <i>GQ Magazine</i> and a feature by <i>Arts Newspaper’s</i> editor Jane Morris in <i>Monocle</i>. There have been some challenges relating to management of the performers in the show and their expectations; however these issues are being dealt with effectively through Gallery Managers, regular meetings with performers and increased security and host staffing.</p>	Objectives 1,2,3,5,6





<p><b>Shakespeare's Great Cycle of Kings.</b></p> <p><b>Henry V</b> has opened the season with excellent reviews and the company will go on to perform <b>Henry IV parts 1 and II</b> and <b>Richard II</b>. The season will run until 24<sup>th</sup> January.</p> <p><b>Cinema:</b>  <b>Framed Film Festival</b> was a huge success with great numbers for all screenings. The <b>Guardian Live</b> partnership <b>Attacking the Devil</b> and screen talk with <b>Harold Evans</b>, sold out, as did our screen talk with <b>Nick Hornby</b> on 10<sup>th</sup> October. The screening of <b>Hamlet</b> on 15<sup>th</sup> October was the first live audio description of a performance cinema screening.</p> <p>New releases have done well over the last few months, including new James Bond film <b>Spectre</b>. Other popular titles include <b>The Martian</b>, <b>Macbeth</b>, <b>The Lady In The Van</b> and <b>Suffragette</b>.</p> <p>The UK premier screening of <b>Jaco</b> as part of our curated programme within the <b>EFG London Jazz Festival</b> sold out and garnered great press interest.</p> <p>Our major autumn thematic season <b>The Colour of Money</b> was well attended but did not obtain audience numbers of previous autumn seasons.</p> <p><b>Digital:</b>  A project to digitise the archive of photographs taken when the Barbican was being built is scheduled to go live on the Barbican website for public access in the new year. The photographs provide a fascinating insight into the history of the Barbican's architecture and a rarely seen behind the scenes look at the construction and first uses of the building.</p> <p><b>Marketing:</b>  <b>Young Barbican:</b>  Year one of the Young Barbican scheme has almost hit the target with 23,040 Young Barbican members. 85% of which are completely new to the Barbican database and only 40% have previously attended an event here before. 19,252 tickets have been sold through the scheme to date with the majority of these attending Cinema (36%) and Theatre (27%) events. The year two relaunch of the scheme is underway with renewed artwork and taglines.</p> <p><b>Membership:</b>  There are of number of areas the membership team will be focussing on over the next five months in order to maximise acquisition and retention. As well as a Christmas gift campaign, which is currently in progress, there are various campaigns scheduled for 2016 including additional gift, local membership, a calling campaign and promotional offers. The introduction of the new <b>Membership Services Assistant</b> role, as recommended in the SBR Plan, along with a new membership desk will</p>	<p>Objectives 1,2,3,4,6</p> <p>Objectives 1,3,4</p> <p>Objectives 1,3,4,5</p>
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<p>be important in increasing membership prominence and recruitment in the Centre. Membership recruitment will also be improved by increasing visibility across print and digital, and through securing a number of key promotions for members.</p> <p>Attendance at member events has been strong over the past few months and we'll continue to build on this, using it as an opportunity to get to know our members better. We are also in the process of developing a more personal set of communications to members to increase loyalty. Introducing the Membership team via email, providing team recommendations for events, and running regular competitions have all been well received.</p> <p><b><u>Communications:</u></b> Major autumn campaigns across the art-forms have been successful, with particularly strong media uptake for Eames and Eddie Peake. VIP journalists and editors attended a selection of major events during October which was successful in garnering media support for the season through to Spring 16. Other key activity is focused now on media strategy around Centre for Music feasibility study and on beginning to shape the Spring 16 season launch.</p>	<p>Objectives 1,3,4,5,6</p>
<p><b>2.2 Preview and Planning</b> <b><u>Barbican Incubator</u></b> Following the departure of Leonora Thomson, a new cross-cutting central unit has been established to facilitate, provoke and track progress against the Barbican's Strategic Plan and other cross-organisational projects which will enable us to move towards achieving our vision and mission. The unit is led by Sean Gregory and myself and is run by Sidd Khajuria, Laura Whitticase and Sarah Wall. A detailed reporting system on progress against projects which fall within the unit's remit will be provided at the Barbican Centre Board's next meeting in January.</p> <p><b><u>Strategic Projects Update</u></b></p> <ol style="list-style-type: none"> <li>1. <i>Activation and Design of the Barbican Foyers</i> is underway and the Project Initiation Form has been signed off by Management Team. Current focus is on 'Look and Feel' and 'Programming', with Audience Development plans to follow.</li> <li>2. <i>Ticket Pricing</i> is another project underway, with the anticipation that the Project Initiation Form for that work strand will be signed off at Management Team in mid-December.</li> <li>3. The new Head of Marketing has also launched the Capability Project focussed on <i>Audience Research</i> leading to an <i>Audience Development Strategy</i>, which will also be signed off at Management Team in mid-December.</li> </ol> <p><b><u>Theatre Launch</u></b> The new season, January to June 2016 was launched on 6th October. The main thrust of the season is <b><i>Play On...</i></b> our centre-wide commemoration of 400 years since <b>Shakespeare's</b> death.</p>	<p>Objectives 1,2,3,5,6</p> <p>Objectives 1,2,3,4,5,6</p> <p>Objectives 1,2,3,4,5,6</p>

<p>Other highlights include the return to the stage by French film actress <b>Isabelle Huppert</b> in a radical reworking of <i><b>Phaedra</b></i> from the <b>Odeon</b> in Paris, and <b>Robert Lepage's</b> seminal production, <i><b>Needles and Opium</b></i>, alongside five shows as part of our longstanding relationship with the <b>London International Mime Festival</b> and three shows in collaboration with <b>LIFT</b>.</p>	
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### 3. REPORT: CREATIVE LEARNING

	Strategic Objective
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<p><b>3.1 Progress and Issues</b></p> <p><b>Film</b>  This month has seen a wealth of Film based learning activity across the centre. This year's <b>Barbican- BFI Film Academy</b>, a cohort of 16 young people aged 16-19, have been learning about filmmaking, attending masterclasses with industry guests, writing scripts and planning two short films that they will make in the New Year. They are working towards a NCFE qualification 'Preparing to Work in the Film Industry'. Meanwhile, the <b>Barbican Young Programmers</b>, a group of 25 young people aged 17-25, have been viewing films, attending screenings, meeting critics, film marketing specialists and distributors to develop their film curation skills. They will be programming the 2016 <b>Focus Film Festival in March</b>. Public film events have included a series of free schools screenings from 16-20 November, as part of the nationwide <b>Into Film Festival</b>. Special guests including <b>Christine Langan</b>, Head of BBC Films, gave talks to the pupils attending. 561 children from primary and secondary schools attended the Barbican screenings. Finally <b>Framed Festival</b> – our annual celebration of international children's cinema – took place over the weekend of 22nd and 23rd November, taking over the Cinema and foyers with creative and filmmaking workshops, screenings and drop in sessions. 988 people attended workshops over the weekend and 968 attended films.</p> <p><b>Teacher Preview Night</b>  Fifty teachers from across East London attended our preview night in early November, aimed at providing an introduction to our schools offer and the opportunity to experience the Barbican first hand. Teachers chose to attend a film screening of <b>Brooklyn</b>, a tour of the <b>Eames exhibition</b> or an <b>RSC performance</b>, as well as a reception to network with each other and the Creative Learning Team. We plan to make this a termly offer, as we build and strengthen relationships with schools.</p> <p><b>Young City Poets</b>  This was a pilot poetry project developed with the <b>National Literacy Trust</b>, and carried out with four City of London partners – The Barbican, The Museum of London, London Metropolitan Archives, and Tower</p>	<p>Objectives 1, 2, 3, &amp; 4</p> <p>Objectives 1, 3, 4, &amp; 6</p> <p>Objectives 1, 2, &amp; 3</p>
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<p>Bridge. 11 schools across London took part in a series of teacher CPD events, student workshops at each of the cultural institutions and in schools. A total of three schools and 100 children came to the Barbican to participate in the <b>Big Barbican Adventure</b> and a poetry workshop led by poetry practitioners including <b>Aisling Fahey</b>, Young Poet Laureate for London 2014-15. Funding is in place to scale up the project and run it with up to 25 participating schools in the coming academic year.</p> <p><b>Young Artists</b> Following the launch of the Young Arts Academy in September, the first monthly session took place, focussing on <b>How to Start a Business</b>, with contributions from theatre companies <b>Fevered Sleep</b> and <b>Fuel Theatre</b>. In October, we began the pilot of the <b>Young Visual Arts Group</b> with 15 young people (16 – 25) led by artist <b>Jordan Mc Kenzie</b>. The group met for an initial weekend in October visiting Barbican exhibitions and exploring contemporary art within the city. The group continues with fortnightly sessions to the end of March 16 and young people will have the opportunity to work with invited artists and curators through talks and workshops; receive mentoring from experienced artists and have the opportunity to collaborate with like-minded young people.</p> <p><b>Serious Play</b>, a free public event, celebrating the wonderful world of making and play as part of <b>The World of Charles and Ray Eames</b> took place on Saturday 28th November. It included workshops, performances and participatory activities led by a range of artists.</p>	<p>Objectives 1, 2, 3, 4, &amp; 6</p>
<p><b>3.2 Preview and Planning</b></p> <p><b>Cultural Hub Partnership Projects</b> Our collaborative working with other City of London Cultural organisations has continued this month. On the weekend of the Lord Mayor's show, we worked with Museum of London on <b>Celebrate the City</b> – a weekend of activity at the museum including performances from <b>Young Poets</b> and <b>Guildhall School Musicians</b>. In the Spring we will further develop <b>City Stories</b> – our joint offer of a day's activity to schools, with the aim of working initially with the City Academies. As part of our community liaison work, a pilot '<b>Bundle Day</b>' will bring families previously unfamiliar with The City for a day of activity across the Barbican, Museum and Barbican Library. In March the Museum of London will collaborate on the forthcoming <b>Shakespeare themed Barbican Weekender: Play On</b>. We are also beginning to explore ways in which we will collaborate on activity around the <b>Fire of London</b> anniversary.</p> <p><b>Royal Shakespeare Company</b> As part of this winter's <b>RSC season</b> we are collaborating on a range of activity including a series of talks for the public around the <b>King and Country cycle</b> of history plays, a sixth form study day, Exploring Henry V, and a Weekend Lab for emerging artists with RSC assistant director, Owen Horsley.</p>	<p>Objectives 1, 3, &amp; 6</p> <p>Objectives 2, 4, &amp; 5</p>

<b>4. REPORT: OPERATIONS AND BUILDINGS</b>	
	Strategic Objective
<p><b>4.1 Progress &amp; Issues</b></p> <p><b><u>Security</u></b>  There were protests/demonstrations by the United Voices of the World on 17<sup>th</sup> October and again on 31<sup>st</sup> October, this time the demonstration was staged inside the Centre and supported by the leader of the Green Party. Security continued to control the early morning Hamlet queues and worked with Customer Experience in controlling the matinee and evening crowd gatherings until the end of the run on 31<sup>st</sup> October.  Various VIP visits: the Chancellor George Osborne attended the Theatre to see Hamlet on 28th September, as did HRH Prince Edward on 29th September. Ed Vaizey MP and Nick Gibb MP attended a conference on 14th October. Prince Mohammed, the Saudi Prime Minister, attended the Exhibition Halls on 21st October.</p> <p><b><u>Ex Hall 1</u></b>  Following the withdrawal of the London Film School from the lease agreement the City Surveyors are recommending that the enabling works proceed and will be applying to RASC for additional funding to include the light strip out that was previously included in the LFS strip out works. This will provide a stripped out clear floorplate for a prospective tenant to fit out. The revised scheme still includes plans for subdivision of the Creative Learning spaces from the tenanted demise and the development of new office space above Côte to accommodate the Barbican marketing offices relocation. Current plans are for the enabling works to commence in summer 2016.</p> <p><b><u>Engineering</u></b>  Theatre pump works are ongoing and expected to be completed by early December. Pump and valves replacement/refurbishment works have commenced, but due to asbestos gaskets, works have been put on hold until training has taken place.</p> <p>Energy saving LED replacement lighting is to be installed in the Level -1 Foyer during week starting 16<sup>th</sup> November. The refurbishment of the car park carbon monoxide extract fans has commenced, and work has started on the roof of the Art Gallery following completion of the roof and skylight works.</p> <p>We are proud to announce that in our entry for the CoL's Celebrating Our People Awards our Assistant Engineering Manager, Tomasz Zielonka, was successful in gaining a place among 2 finalists for the 'Putting Learning into Practice' category. The award recognises and celebrates a</p>	<p>Objectives 1,S/E</p> <p>Objective 4</p> <p>Objective 4</p> <p>Objective S/E</p>

<p>range of exceptional and high-performing achievers across the City of London Corporation.</p> <p><b><u>Facilities</u></b> The new centrally procured cleaning contract has been awarded to Servest with the new contractor starting on site on 1<sup>st</sup> November. The contractors have introduced a number of new cleaning machines which are already helping to raise the cleaning standards in the public areas. The new contract arrangements will provide overnight cleaning for critical areas for the first time.</p> <p><b><u>Customer Experience</u></b> Box office turnover remains buoyant with a turnover of just under £13m in the first 8 months of this financial year.</p> <p>The sales and front of house strategies for Hamlet proved extremely successful with feedback from customers and producers being exceptionally positive. The team handled an audience of 105,000 customers throughout the run ensuring their expectations were exceeded at all times.</p> <p>Plans in place to minimise secondary market ticketing and use of digital devices in the auditorium proved very effective. Since the run ended, management of SF Productions have met with the Head of Customer Experience to gain advice on ticketing and front of house strategies for a major production opening in the West End in 2016.</p> <p>The Customer Experience Team first responders together with a Security colleague were awarded with the Town Clerk's Award at the recent CoL 'Celebrating Our People Awards'. Originally considered for the 'Excellence in Customer Service Award' the judging panel decided that their life saving actions went way above and beyond the standard award categories.</p>	<p>Objective 4</p> <p>Objective 1</p> <p>Objective S/E</p>
<p><b>4.2 Preview &amp; Planning</b></p> <p>Headline Projects are as follows - currently on site :</p> <ul style="list-style-type: none"> <li>• Art Gallery Roof Works - the works to waterproof the Art Gallery roof and skylights are now complete.</li> </ul> <p>Currently in planning and development:</p> <ul style="list-style-type: none"> <li>• New 300m2 Retail Unit in Foyer;</li> <li>• Level 4 conference suite improvements;</li> </ul> <p>Both projects have business case proposals currently in the committee cycle, with start on site planned for summer 2016.</p> <p>The following projects are currently in design development:</p>	<p>Objective 4</p>

<ul style="list-style-type: none"> <li>• Superloo and toilet refurbishments,</li> <li>• Concert Hall stage and backstage refurbishments including new piano lift ,</li> <li>• Hospitality areas including Fountain Room and Lounge Bar west.</li> </ul> <p>All projects in development are subject to planning and heritage consent.</p> <p><b><u>Customer Experience</u></b></p> <p>The Customer Experience teams continue with an exceptionally busy season for Classical Music, the RSC residency and Christmas. Following recent terrorist attacks, the team are working collaboratively with the Security team to ensure the safety of our audiences and teams. Collaborative work continues with IT and marketing colleagues on the refreshed website, with phase one due to launch in November.</p>	<p>Objectives 1/ S/E</p>
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<p><b>5. REPORT: BUSINESS AND COMMERCIAL</b></p>	
	<p>Strategic Objective</p>
<p><b>5.1 Progress &amp; Issues</b></p> <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>• Short lead events continue to pose challenges. Business Events has now implemented an external 'pool' of professional event managers who will be utilised according to the demands of the business.</li> <li>• Opportunities received to bid for events such as WOMEX, supported by London &amp; Partners, which could contribute not only to the ethos of the Centre, but also tick the box for City-wide bids raising the profile of the Cultural Hub.</li> <li>• The Barbican has been awarded at 4-star rating by Venue Standard following a rigorous assessment process. The certificate acknowledges high standard in operational processes and procedures whilst delivering excellence as a quality venue.</li> <li>• Business Events won the Mark of Excellence for 'Best Event Venue for over 1600 Attendees' in the London Venue Awards.</li> </ul> <p><b>BIE</b></p> <ul style="list-style-type: none"> <li>• The relaunch of <i>Designing 007</i> in Mexico City was a huge success, coinciding with the release of the latest Bond movie <i>Spectre</i>.</li> <li>• <i>Digital Revolution</i> has ended its run at Tekniska Museet, Stockholm, attracting around 260,000 visitors. This proved to be Tekniska's best-selling exhibition of all time.</li> <li>• We are making good progress assembling the team for our latest planned exhibition <i>In a Strange Land: a journey through science fiction (working title)</i> and are continuing to have regular meetings with the Guest Curator.</li> </ul>	<p>Objective 5</p> <p>Objectives 1,2,5</p>

<p><b>Exhibition Halls</b></p> <ul style="list-style-type: none"> <li>September and October have been the busiest months in the Exhibition Halls' calendar delivering a number of regular and brand new events: the Landlord and Letting Show, King's College Welcome Fair, Mortgage Business Expo, CIPA Exams, Virgin Wine Tasting and The British Invention Show.</li> </ul> <p><b>Commercial Development</b></p> <p><u>Retail</u></p> <ul style="list-style-type: none"> <li>The Foyer Shop is continuing its run of trading strongly and is currently up 50% year on year to date. The Gallery Shop has been transformed to an Eames Shop with positive feedback and strong opening sales.</li> </ul> <p><u>Catering</u></p> <ul style="list-style-type: none"> <li>Benugo and Searcys found the run of Hamlet challenging in attracting the new audience to the new venues within the catering block. However, both the Barbican Kitchen and Bonfire are building a strong lunchtime business. Revenues in the foyer Benugo outlets are significantly ahead of budget and performing consistently well across all audiences and performances.</li> <li>The Barbican performance bars are showing spend per transaction is well above budget but penetration is similar to last year, which is slightly disappointing. Delayed improvements to the back bar merchandising and mobile bars are partly responsible, but are now imminent. However, effective management of the controllable costs are resulting in better than budget contribution.</li> </ul> <p><u>Car Parks</u></p> <ul style="list-style-type: none"> <li>Discussions have recently started with Just Park who have expressed an interest in purchasing 25 annual passes.</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>Barbican Centre Trustees organised our inaugural Barbican Ball on Halloween. It was a great success raising funds and introducing the Barbican to new people and potential supporters.</li> <li>We hosted two private views of the Eames exhibition for potential supporters. Trustees attended both.</li> </ul>	<p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 5</p> <p>Objectives 1,5</p> <p>Objectives 1,5</p>
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<p><b>5.2 Preview &amp; Planning</b></p> <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>Current confirmed business to date is 92% of budget, which is 2% ahead of last year.</li> <li>With a dedicated sales person, Milton Court has vastly improved with 60% of its budget confirmed, an increase of 68% from 2014.</li> <li>High levels of exposure in the international marketplace saw two successful trips: IMEX USA yielding over £550k worth of enquiries</li> </ul>	<p>Objective 5</p>
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<p>and ICCA from the Business Exchange section of the conference, yielding over £500k in potential international association business.</p> <p><b>BIE</b></p> <ul style="list-style-type: none"> <li>• <i>Designing 007</i> will travel from Mexico City to La Grande Halle in Paris where it will be open for a six month run.</li> <li>• <i>Watch Me Move</i> opens in Moscow on November 17.</li> <li>• We have instigated a new partnership with Miraikan Museum in Tokyo who will host <i>Game On</i> in spring 2016.</li> <li>• The tour for <i>In a Strange Land: a journey through science fiction</i> is looking promising with plans for the exhibition to travel to Athens, Denmark and Melbourne after its run at the Barbican.</li> </ul> <p><b>Exhibition Halls</b></p> <ul style="list-style-type: none"> <li>• A number of additional exam dates for University of London have been scheduled, as well as for Edinburgh Business School during December.</li> <li>• New bookings are still coming in for the first quarter of 2016 and the team is on course to deliver income at least 15% in excess of budget.</li> </ul> <p><b>Commercial Development</b></p> <p><u>Retail</u></p> <ul style="list-style-type: none"> <li>• The Barbican Christmas Market takes place over the first 3 weekends of December in the Level G foyers. A co-ordinated marketing campaign will hopefully lead to strong footfall.</li> <li>• The online shop is to have a press and marketing push as a design-led gift destination in the run up to Christmas</li> </ul> <p><u>Catering</u></p> <ul style="list-style-type: none"> <li>• Searcys will now refurbish the level 2 restaurant in late January. This was scheduled in November but delayed due to issues in the kitchen that needed to be resolved. The new restaurant will be a partnership with Anthony Demetre (of Arbutus and Wild Honey) and will be called Béton Brut.</li> </ul> <p><u>Car Parks</u></p> <ul style="list-style-type: none"> <li>• Recent promotional work with local venues is starting to pay dividends with a number of bookings coming from referrals - especially The Brewery, who now provide our details for their wedding bookers.</li> <li>• Signed an agreement with Vallie, a valet parking start up, to use our car parking space for their new City-based service.</li> <li>• Discussions are ongoing with Indigo (Vinci) concerning who is responsible for credit card charges under the new contract.</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>• We are planning a series of Barbican Fund fundraising appeals for mid-December, and are launching two honorary gift programmes.</li> </ul>	<p>Objectives 1, 2, 5</p> <p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 1,5</p> <p>Objective 5</p> <p>Objectives 1,5</p>
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## **Appendix A:**

### **Our Vision:**

World-class Arts and Learning

### **Our Objectives**

Collaborate with colleagues to:

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

<b>Committee(s):</b>	<b>Date(s):</b>
Safeguarding Sub Committee	25 September 2015
Board of Governors for the City of London School for Girls	22 October 2015
Establishment Committee	28 October 2015
Chief Officers Group	4 November 2015
Board of Governors for the Guildhall School for Music and Drama	16 November 2015
Board of Governors for the City of London Freeman’s School	23 November 2015
Culture, Heritage and Libraries Committee	25 November 2015
Board of Governors for the City of London School	2 December 2015
Barbican Centre Board	9 December 2015
<b>Subject:</b>	<b>Public</b>
Local Authorities Designated Officer Annual Report	
<b>Report of:</b>	<b>For Information</b>
Director of Community and Children’s Services	

### Summary

This report will give Members information about the Local Authorities Designated Officer (LADO) activity for the period of April 2014 to March 2015, which is contained in the annual report for the City and Hackney Safeguarding Children’s Board. During this period there have been a total of five LADO referrals from various sources, which is lower than the City of London’s statistical neighbours.

Members will be advised of the activity that has taken place to raise the profile of this role and the recommendations for 2015/2016 in relation to multi agency training. Outlining the progress that has already been made with these recommendations and how this has increased the number of referrals for this period from five the previous year to six, within a five month timeframe.

### Recommendation(s):

Members are asked to: Note the Report

### Main Report

#### Background

#### 1. Local Authorities Designated Officer (LADO) Role

The responsibilities of the LADO are set out in the statutory guidance, Working Together to Safeguard Children (2015) and the London Child Protection Procedures (5<sup>th</sup> ed. 2015, Chapter 17). All allegations made against staff, including volunteers, that call into question their suitability to work with or be in a position of trust with children, whether made about events in their private or professional life, need to be formally reported to the LADO.

In the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly into the Assistant Director People. Guidance and training on professional allegations is available through the City and Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

The LADO would become involved when a professional or volunteer;

- Behaved in a way that has harmed a child or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way that indicates he or she would pose a risk of harm if they work regularly or closely with children.

## **Current Position**

### **2. LADO Activity for April 2014 to March 2015**

There have been concerns raised by the City and Hackney Safeguarding Children's Board about the low number of referrals to the LADO, which has been scrutinised within the quality assurance sub group of the board. In total there have been five referrals during the period of 2014 to 2015. Two were historical allegations, with one relating to a historical allegation against a teacher currently working in the City, which was unsubstantiated. The other relating to an incident that occurred in the late 50's and early 60's, which was investigated by the City of London Police.

Due to the number of referrals it is difficult to discern any particular themes, but there has been an increase in the number of historical allegations, which reflects a wider national picture. Despite efforts to raise awareness around the LADO role there continues to be a low referral rate of professional allegations from school's nurseries, voluntary agencies and commissioned services in the City of London.

For 2014 to 2015 the key priorities have been to raise the profile of the LADO role with staff across the City of London Corporation and with external partners. This has been achieved by;

- working closely with agencies around their safeguarding responsibilities.
- offering advice and support around individual case concerns.
- assisting agencies with the referral process to the LADO.
- providing support and guidance to maintained and independent schools in the City through the Education Forum in regard to the referral process and criteria re professional allegations.
- raising awareness with partner agencies who attend the Children's Executive Board.

- introducing a Corporate Safeguarding Policy for Children and Adults in January 2014 which clearly sets out the guidance for professionals allegations.
- working with safeguarding champions across the City of London Corporation as to the role of the LADO.
- explaining the role of the LADO in briefing within the wider safeguarding campaign, “Notice the Signs”.

The priorities for 2015 to 2016 will be to continue raising awareness; this will be achieved by;

- Ensuring that all professionals who work with children, from the statutory, voluntary and independent sectors, are engaged and understand the LADO process. Training events will also be held.
- A Safeguarding Conference was to be arranged in the City; this has now taken place and has been well attended by partner agencies.
- Quality assurance of in-house and independent safeguarding training will be taken to ensure that it is to an appropriate standard.
- There will be a review of how agencies ensure that parents feel confident and able to raise safeguarding concerns about professionals.
- A peer review of City of London LADO cases will be completed by another local authority.

## **Conclusion**

3. It has been concerning that there have been a low number of LADO referrals in the City of London, despite efforts to increase awareness. One of the recommendations from the annual LADO report was to increase awareness around professional allegations by delivering multi-agency training. Training sessions were commenced in August 2015 and further training is planned for October 2015 and February 2016.

Since April 2015 there has been a significant increase in the number of LADO referrals. For 2014 to 2015 there were a total of five referrals for the whole year and since April of this year there have been six. It is not clear at this stage whether the increase in the number of referrals is due to professionals having increased awareness, however this will be reviewed and the findings will be incorporated in the annual report for 2015 to 2016. Guidance on Local Authorities Designated Officer role is now on the City and Hackney Safeguarding Children’s Board web site.

## **Appendices**

- Local Authorities Designated Officers Annual Report for 2014 /2015

## **Background Papers**

- Working Together to Safeguard Children (2015)  
[https://www.gov.uk/.../Working\\_Together\\_to\\_Safeguard\\_Children.](https://www.gov.uk/.../Working_Together_to_Safeguard_Children)
- London Child Protection Procedures 5<sup>th</sup> edition, 2015, Chapter 17  
[www.londonscb.gov.uk/procedures/](http://www.londonscb.gov.uk/procedures/)

- City of London Local Authorities Designated Officer Guidance  
[www.chscb.org.uk](http://www.chscb.org.uk)

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## **City of London Local Authority Designated Officer (LADO) Annual Report 2014 - 15**

### **1. Introduction**

This report to City and Hackney Safeguarding Children Board provides an overview of the work of the Local Authority Designated Officer (LADO) in the City of London between April 2014 and March 2015. The report will review the progress that has been made to raise awareness around the safeguarding role during the year, as part of a wider safeguarding campaign. Identifying what action has been taken and the referral figures and outcomes.

### **2. LADO role**

The responsibilities of the LADO are set out in “Working Together” to safeguard children, March 2015 and the London Child Protection Procedures 5<sup>th</sup> edition, 2015, Chapter 17. All allegations made against staff (including volunteers) that call into question their suitability to work with or be in a position of trust with children, whether made about events in their private or professional life, need to be formally reported to the LADO.

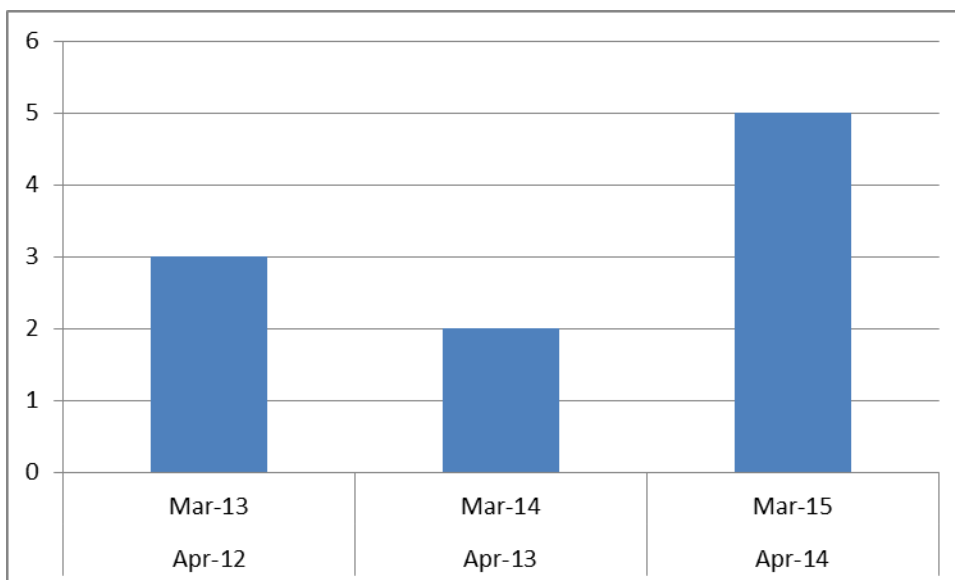
In the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly into the Assistant Director People. Guidance and training on professional allegations is available through the City and Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

### **3. Referrals**

Since the Safeguarding and Looked After Children Ofsted Inspection in March 2012 there have been concerns raised around the low level of referrals to the LADO. Fig 1 shows the number of referrals received for each year since 2012. In Fig 2 there appears to be an increase in referrals for 2014 to 2015, two were historical allegations, with one of the historical allegations referring to a teacher at the school. One was a LADO referral

from the Substance Misuse Partnership and two were contacts from other Local Authorities.

Fig 1 Referrals from 2012 to 2015



Significant efforts have been made to raise awareness of the LADO role since March 2012. Following the Ofsted inspection the LADO has visited nurseries, schools and youth service providers, speaking with agencies about the role of the LADO and the pathways for making referrals. There is still further work required in working with voluntary agencies, police and probation to ensure that all we engage with all agencies in the City.

City of London has one maintained primary school and five Independent Schools. Out of the five schools, two are secondary, one is a specialist music and drama school, catering for children from 8 to 18 years and two are preparatory schools, the majority of children attending these schools come from other borough's. There has also been an independent review of safeguarding in the schools that come under the governance of the City of London, which consists of four in the City and one based in Surrey. This was completed in 2013 and recommendations around safeguarding training were acted on by the school, which was evidenced by a follow up review in 2014.

There are also six private nurseries and one children's centre, which is attached to the maintained primary school. These settings have also been visited as part of the raising awareness of the LADO role. Safeguarding training has also been offered to these settings and has taken place at the weekend to maximise attendance, this training was well attended across the nursery settings. Recently there has been a safeguarding awareness campaign called "Notice the Signs", 477 City of London employees and external agency staff were spoken to during this campaign about the role of the LADO. A key message of these briefing's taking place was to raise



awareness around the corporate safeguarding policy, which outlined professionals responsibilities in regard to professional allegations.

Fig 2 Referral Sources for LADO referrals 2014 to 2015

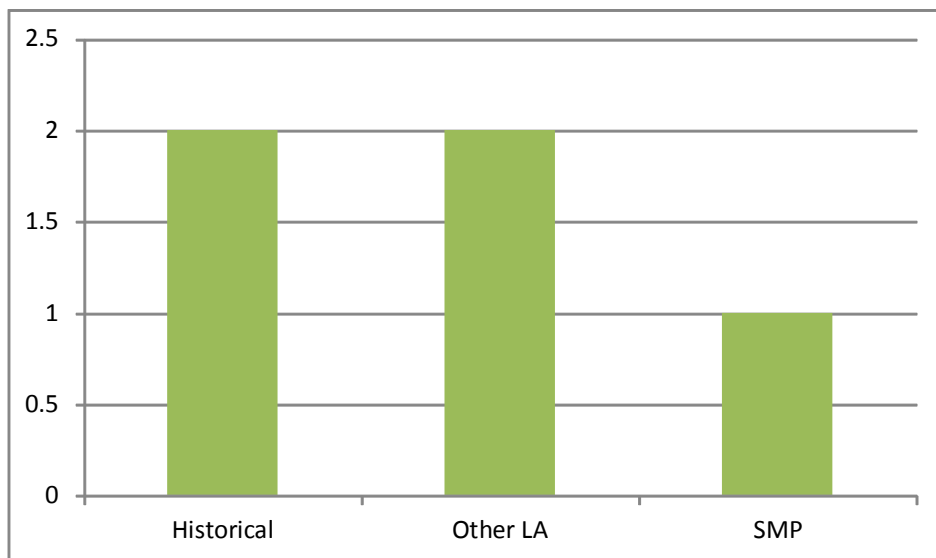
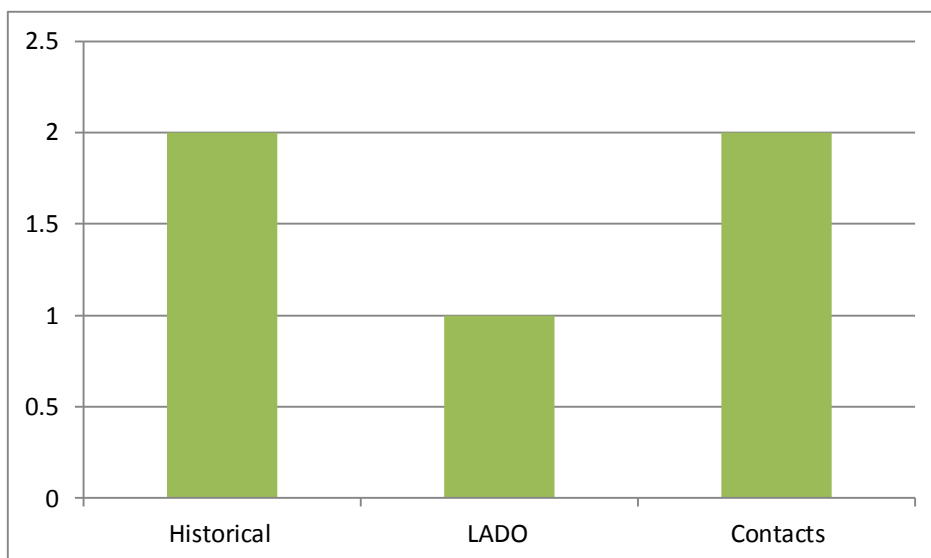


Fig 3 Referral type



This report identifies that there has been, and continues to be a sustained effort to raise awareness around the LADO role and professional allegations. When looking at the low referral rate from the Police and Probation Service it is comparable with other local authorities for the year 2013 to 2014.

Hackney	- 0 from Probation Services	- 1 from the Police
Camden	- 0 from the Probation Services	- 4 from the Police
Enfield	- 0 from the Probation Services	- 0 from the Police
Haringey	- 0 from the Probation Services	- 0 from Police

As for health, the City and Hackney Safeguarding Children's Board is requesting information from health providers as to the low referrals rate from health visitors and this is currently being progressed.

#### **4. Emerging themes**

Due to the number of referrals it is difficult to discern any particular themes, but there has been an increase in the number of historical allegation, which reflects a wider national picture. As previously identified despite efforts to raise awareness around the LADO role there continues to be a low referral rate of professional allegations from school's nurseries, voluntary agencies and commissioned services in the City of London.

When analysing our data in comparison to other Local Authorities the City does have a low referral rate in relation to the numbers of referrals per percentage of educational establishments. When compared to other Local Authorities the City has two referrals less than the lowest cohort and approximately six referrals less than the highest.

A thematic review of the LADO referrals received has shown that parents have sometimes been reluctant to raise concerns around problems with staff. This has been due to their concerns that it may have implications on their child's place at the establishment. This is especially prevalent at the more prestigious independent establishments, when this has been raised as a factor, assurances have been given to parents.

Further scrutiny of the low referral rate has been undertaken through the s11 auditing process. This audit identified that there was full compliance around the handling of professional allegations by those agencies who completed the audit. However this does not prevent the need for continued scrutiny and training around professional allegations, which will be progressed during 2015/2016.

#### **5. Multi-agency working**

The City of London works closely with partners, schools and nurseries, who are represented on the City of London Executive Safeguarding Children's Board and the Education Forum, where safeguarding issues are discussed. As part of the LADO role support and advice is offered to partners around their safeguarding duties, policies and procedures and individual case advice on potential referrals to social care. Training provided by the City and Hackney Safeguarding Board has been taken up

by agencies in the City as can be seen by the information below. The schools have also commissioned in their own safeguarding training. A key area for development for 2015 to 2016 will be to scope and quality assure the training that is taking place within the schools and nurseries.

**Data collated from CHSCB on the 26<sup>th</sup> February 2015 has identified that;**

**Six attended from the City:**

Two members of staff- Guildhall School of Music and Drama  
One member of staff – Charterhouse Square School  
One Member of staff – St Pauls Cathedral School  
Two members of staff- The Prince’s Drawing School

**10 October 2014 – five attended**

One member of staff – London Islamic School  
One member of staff– Outward Housing  
One member of staff – Respect  
One member of staff – St Pauls Cathedral School  
One member of staff – Windsor Fellowship

**6 May 2014 - seven attended**

Four members of staff – Cass Child & Family Centre  
One member of staff – Guildhall School of Music & Drama  
Two members of staff – London Islamic School

In January 2014, the Department of Community and Children’s Services developed a corporate-wide safeguarding policy, which aimed to ensure that all areas of the organisation had a clear understanding of the shared legal duties around safeguarding for children at risk of harm. A key area for development for 2015 to 2016 will be to evaluate whether this has had an impact on increasing awareness across the corporation. This will be achieved by ascertaining whether there has been an increase in the number of contacts with the safeguarding champions across the City of London Corporation.

The LADO continues to develop positive working relationships with partner agencies, from the City of London Police, Community Paediatricians, Adult Safeguarding, HR, and Commissioning. The LADO also represents the City on City and Hackney Safeguarding Children Boards, Training and Development Sub Group and Quality Assurance Sub Group.

## **6. Increasing awareness of the Managing Allegations process**

As can be seen by this report there have been initiatives to raise awareness around the role of agencies in managing professional allegations. This has been achieved through face to face meetings with the LADO and through safeguarding briefings, with City of London staff, schools and nurseries. In February/March 2013 the City of London's Town Clerk commissioned an independent review of safeguarding arrangements which was undertaken by an independent consultant. This review involved four of the independent schools who came under the governance of the City of London.

Recommendations from this report identified that one of the School's needed to have a designated Child Protection lead who had received safeguarding training commensurate with the role. Further safeguarding training was also identified for teaching staff and Governors within the organisation. The City of London supported the commissioning of safeguarding training and eLearning modules for staff, which when reviewed in 2014 had been completed. There is also a safeguarding lead who has received training on professional allegations by the City and Hackney Safeguarding Children's Board by employees.

## **7. Links in London and nationally**

The City of London LADO is a member of the pan-London LADO group which meets on a quarterly basis. This is a sub-group of the London Safeguarding Children Board.

## **8. Police Notifications – Notifiable Occupational Scheme (NOS)**

Between April 2014 and March 2015 there was one referral to the LADO, which came through the MARAC forum, relating to a young male who came to police attention for a matter related to an allegation of harm to a child, and his occupation met the criteria under this scheme.

Where the employer can be identified, the information received in the notifications is passed to the employing organisation to address, but the employing organisation is not always clear from the referral, and in these cases no further action can be taken.

It would add to the effectiveness of the Scheme if at the point when the police officer asks for the nature of the employment in order to assess whether to refer in relation to NOS, the officer also asks the name of the employer.

## **9. Update on 2014- 15 Development priorities**

Worked closely with agencies around safeguarding responsibilities

- By offering advice and support around individual case concerns;
- Assisting agencies with the referral process;
- Support and guidance provided to maintained and independent schools in the City through the Education Forum;
- Partner agencies attend the Children's Executive Board where safeguarding priorities and initiatives within the Department Business Plan are reviewed;
- The City of London introduced a Corporate Safeguarding Policy for Children and Adults in January 2014;
- Safeguarding Champions were identified across the City of London Corporations to support employees;
- A safeguarding awareness campaign called "Notice the Signs" was launched to raise awareness about safeguarding, including the LADO role. This campaign targeted all City of London employees and residents.

## **10. Service Development Priorities 2015/16**

- Ensure that all professionals who work with children, from the statutory, voluntary and independent sectors, are engaged and understand the LADO process.
- Review independent safeguarding training, in relation to quality and frequency.
- Safeguarding Conference to be arranged in the City.
- Training events for City of London employees and partner agencies around safeguarding and professional roles and responsibilities.
- Meet with Safeguarding Champions on a quarterly basis to review referrals.
- Review of how agencies will ensure that parents feel confident and able to raise safeguarding concerns about professionals.
- Peer review to be undertaken on LADO cases.

Pat Dixon, LADO  
Safeguarding and Quality Assurance Service Manager

**ALLEGATIONS AGAINST PEOPLE WHO WORK WITH CHILDREN IN  
Date: April 2013-March 2014**

<b>1. Total number of Referrals to the Local Authority Designated Officer</b>			
<b>Local Authority</b>	<b>City of London</b>	<b>Number of referrals regarding allegations and matters of concern</b>	<b>5</b>
<b>2. Number of Referrals about each or organisation</b>			
<b>Agency</b>	<b>Number</b>		
<b>1.Social Care</b>	<b>2 Two contacts made from other LA</b>		
<b>2.Health-hospital staff</b>	<b>0</b>		
<b>3.Health-community</b>	<b>0</b>		
<b>4.Education</b>	<b>1 Historical Allegation relating to a current employee.</b>		
<b>5.Early Years-Child-minder</b>	<b>0</b>		
<b>6.Early Years-Nursery Staff</b>			
<b>7. Foster Carer-IFA with other LA children or other LA in house carers living in City.</b>	<b>0</b>		
<b>8.Police</b>	<b>0</b>		
<b>9.Probation</b>	<b>0</b>		
<b>10.CAFCASS</b>			
<b>11.Voluntary Organisations</b> Include sports clubs, scouts, brownies, dance clubs and charitable organisations	<b>0</b>		
<b>12.Faith Groups</b>	<b>0</b>		
<b>13.Immigration/Asylum Support services</b>	<b>0</b>		
<b>14.Transport</b> Transport provided to services through a contract	<b>0</b>		
<b>15.Care Agency</b>	<b>0</b>		
<b>16.Other Dept. in City of London</b>	<b>1 LADO referral from substance misuse partnership</b>		
<b>17 Other</b>	<b>1 Historical allegation from alleged victim.</b>		
<b>18. Leisure Services</b>	<b>0</b>		
<b>19.Adult Services</b>	<b>0</b>		
<b>20.Housing Associations/ Providers</b>	<b>0</b>		

<b>3. Who made the Referral</b>	
	<b>Number</b>
<b>1.Social Care</b>	<b>2 Islington and Luton LADO's contact</b>
<b>2.Health-hospital staff</b>	<b>0</b>
<b>3.Health-community</b>	<b>0</b>
<b>4.Education</b>	<b>1 Historical allegation which came through School via an email in relation to current member of staff.</b>
<b>5.Early Years-Child-minder</b>	<b>0</b>
<b>6.Early Years-Nursery Staff</b>	<b>0</b>
<b>7.Foster Carer-IFA with City of London children</b>	<b>0</b>
<b>8.Police</b>	<b>0</b>
<b>9.Probation</b>	<b>0</b>
<b>10.CAFCASS</b>	<b>0</b>
<b>11.Voluntary Organisations</b> Include sports clubs, scouts, brownies, dance clubs and charitable organisations	<b>0</b>
<b>12.Immigration/Asylum Support services</b>	<b>0</b>
<b>13.Transport</b> Transport provided to services through a contract	<b>0</b>
<b>14.Care Agency</b>	<b>0</b>
<b>15.Other Dept's City of London</b>	<b>1 Referral from Substance Misuse Partnership.</b>
<b>16. Other</b>	<b>1 self-referral from alleged victim of historical abuse.</b>
<b>17.Leisure Services</b>	<b>0</b>
<b>18.Adult Services</b>	<b>0</b>
<b>19.Housing Associations/Housing Providers.</b>	<b>0</b>

**Number of referrals about an adult within specific employment/volunteer sector which reached a multi-agency strategy discussion and/or meeting and primary reason(s) for referral.**

Employer	Physical <i>state whether concern arose from authorised physical intervention restraint or arrest</i>		Emotional	Sexual	Neglect	Behaviour which called into question person's suitability
	Yes	No				
<b>Social Care</b>						1 LADO referral SMP
<b>Health-hospital staff</b>						
<b>Health-community</b>						
<b>Education-teaching staff</b>				1 LADO referral from school, historical allegation-not proven		
<b>Education-non teaching staff</b>						
<b>Early Years-child-minders</b>						
<b>Early Years-nursery staff</b>						
<b>Foster Carers-IFA with City children</b>						
<b>Police</b>						
<b>Probation</b>						
<b>CAFCASS</b>						
<b>Voluntary Organisations</b>						
<b>Faith Groups</b>						
<b>Armed Forces</b>						
<b>Immigration/Asylum Support Services</b>						
<b>Care Agencies</b>						
<b>Transport</b>				1 Historical allegation, self-referral to		



				LADO, forwarded to Police for investigation		
Other						
Leisure Services						
Adult Services						
Housing Associations/Provider						
<b>4. Number of referred cases that resulted in: <i>please note there could be more than one outcome</i></b>						
Being Substantiated	2					
Being Unsubstantiated	3					
Being Unfounded	0					
CSM held	2					
Met the threshold for LADO input but not for a Complex strategy meeting	Of the five referral received by the LADO, two were historical allegations, one of which was relating to a current member of staff at the school. Two were contacts where the City was not the primary LADO involved, and one was a LADO referral from the substance misuse partnership.					
Criminal investigation/joint work with CAIT	0					
Criminal prosecution	0					
Caution	0					
Conviction	0					
Acquittal	0					
Initial inquires by employers						
Disciplinary investigation	0					
Disciplinary meeting/hearing	0					
Suspension	0					
Dismissal	0					
Cessation of use	0					
Deregistration	0					
Training needs identified for member of staff or the agency.	1 - Concerns around the delay in referring to LADO, employee who reported incident appeared unclear as to his role.					
Risk Assessment completed by Employer	1					
Referral to DBS	1 referral made to DBS by LADO of lead LA, as he had misled employers' in regard to have a previous conviction. Agency in City seen by City LADO re there role					

	<b>responsibility in checking DBS.</b>
<b>Referral to regulatory body e.g. GMC /Ofsted etc...</b>	
<b>5. At the point of conclusion, the number of cases that were resolved within the following timeframes</b>	
<b>1 month</b>	<b>4</b>
<b>3 months</b>	<b>1</b>
<b>6 months</b>	

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