



Barbican Centre Board

Date: WEDNESDAY, 21 SEPTEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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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

A number of items on the agenda have already been considered by the Board's Finance Committee and it is therefore proposed that they be approved or noted without discussion. These items have been marked with a star (*). Any Member is able to request that an item be unstarred and subject to discussion; Members are asked to inform the Town Clerk or Chairman of this request prior to the meeting.

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 13 July 2016.

For Decision
(Pages 1 - 6)

B) MINUTES OF THE FINANCE COMMITTEE

To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 12 September 2016 (to follow).

For Information

4. **OUTSTANDING ACTIONS AND WORKPLAN**

Report of the Town Clerk.

For Information
(Pages 7 - 10)

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

Report of the Managing Director.

For Information
(Pages 11 - 22)

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

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

8. **EXCLUSION OF THE PUBLIC**

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

For Decision

9. **A) NON-PUBLIC BOARD MINUTES**

To agree the non-public Minutes of the Barbican Centre Board meeting held on 13 July 2016.

For Decision
(Pages 23 - 26)

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 12 September 2016 (to follow).

For Information

10. **PERFORMANCE REVIEW**
Report of the Managing Director.

For Discussion
(Pages 27 - 60)

11. **DIGITAL UPDATE**
Report of the Director of Learning & Engagement.

For Discussion
(Pages 61 - 86)

12. **CENTRE FOR MUSIC UPDATE**
The Managing Director to be heard.

For Information

13. ***SERVICE BASED REVIEW/STRATEGIC PLAN UPDATE**
Report of the Managing Director.

For Information
(Pages 87 - 92)

14. ***BUSINESS REVIEW**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 93 - 100)

15. **DEVELOPMENT UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 101 - 106)

16. **SECURITY UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 107 - 138)

17. **RISK REGISTER UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 139 - 146)

18. ***UPDATE ON CAPITAL WORKS**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 147 - 156)

19. **BARBICAN CAMPUS PROJECTS UPDATE**
Report of the Chief Operating & Financial Officer.

For Information
(Pages 157 - 162)

20. ***ACTIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
Report of the Town Clerk.

For Information
(Pages 163 - 166)

21. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

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

BARBICAN CENTRE BOARD

Wednesday, 13 July 2016

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 13 July 2016 at 11.00 am

Present

Members:

Deputy John Tomlinson (Chairman)
Deputy Dr Giles Shilson (Deputy Chairman)
Lucy Frew
Stuart Fraser
Tom Hoffman
Emma Kane
Roly Keating
Vivienne Littlechild
Sir Brian McMaster
Wendy Mead
Cllr Guy Nicholson
Judith Pleasance
Keith Salway

In Attendance

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Michael Dick	- Director of Operations & Buildings, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
Jane Alison	- Head of Visual Arts, Barbican Centre
Lynette Brooks	- Head of Development, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Jenny Mollica	- Head of Creative Learning, Barbican Centre
Jo Daly	- PA to the Managing Director, Barbican Centre
Niki Cornwell	- Head of Barbican Finance, Chamberlain's Department
Debbie Hackney	- Group Accountant, Chamberlain's Department
Michael Bradley	- City Surveyor's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy John Bennett, Deputy Catherine McGuinness, Trevor Phillips and Tom Sleigh.

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

There were none.

3a. **BOARD MINUTES**

The public minutes and summary of the meeting held on 18 May 2016 were approved.

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

The draft public minutes of the meeting held on 29 June 2016 were received.

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

The draft public minutes of the meeting held on 29 June 2016 were received.

4. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions. The forthcoming workplan for Board meetings in 2016 and 2017 was also noted.

RECEIVED.

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

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas.

Members commented positively on the role of the Barbican Ambassadors and urged that more be done to showcase their role and input on the website. The recent closure of the stalls bar was also commented on, with it noted that the Risk Committee had discussed the issue in some depth at its recent meeting.

Members discussed the potential effects of Brexit on the Centre and in particular the impact on those members of staff from the European Union who were not UK citizens, both in terms of the immediate impact on morale and the longer term outcome as to their continued residency and working rights. In addition, there was a potential impact in respect of attracting young global talent to the Barbican in years to come, a problem potentially shared by the Guildhall School of Music & Drama.

Members expressed particular concern that steps be taken in the shorter term to assuage the concerns of staff, particularly through the use of appropriate communication and messaging. The Managing Director reassured Members that some initial messaging on these lines had already been circulated amongst staff. In respect of the wider issue of communicating the Barbican's position to the external world, the Barbican was working with others in the sector and through the Arts Council to ensure a coherent message was put out. Members agreed that it would be important to ensure that the arts voice was as united as possible on this issue in order to maximise the impact of any messaging; it was also suggested that it would be helpful to have an understanding of the potential impact on current staff, with a view to assessing the scale of risk in respect of motivation and morale. Members added that the impact of Brexit should also be added to the risk register once the position and potential effects were clearer.

The Chairman observed that care would need to be taken to ensure that any messaging was consistent with the City Corporation's position.

RECEIVED.

6. VISUAL ARTS BOARD REPORT 2016

The Board received a report and accompanying presentation from the Director of Arts and the Head of Visual Arts, following which Members took the opportunity to ask a number of questions. During discussion, the following points were raised:

- Members were effusive in their praise for the quality of the programme over the past year, which had continued to go from strength to strength.
- The tangible benefits of closer working between the Visual Arts team and the Communications & Marketing team were particularly noted as having had a significant impact on performance.
- Members were provided with a breakdown of the curatorial team, comprising an enthusiastic and complementary blend of talented individuals whom the Director was confident would provide continued success and innovation to the Visual Arts programme.
- It was suggested that it would be beneficial to work towards developing a greater understanding of the diversity of audiences attending exhibits, so as to help manage and inform a diverse programming approach.
- Members referenced their previous support for the concept of pop-up installations in outside spaces as an experimental and novel way of bringing the visual arts to people in unexpected places. The Head of Visual Arts reassured Members this was an area that continued to be explored wherever possible, highlighting recent instances such as the lakeside installation for the Ragnar Kjartansson exhibition and planned displays to coincide with a forthcoming exhibition focusing on Japanese art. However, it was cautioned that such pop-ups were sometimes relatively costly and so would need to be managed against the backdrop of decreased funding to the gallery.
- In discussing the Barbican's competitors, the view was expressed that some of the increase in attendees could be due to the recent closure of the Hayward Gallery. However, it was noted that the Barbican and Hayward's offerings were markedly different and that it was not anticipated that the Hayward's re-opening would cause significant impact to audience numbers at the Barbican. The Head of Visual Arts expressed confidence that the various visual arts institutions across London could all prosper together, as each provided a unique offering and occupied a different space in the marketplace.
- Members were reassured that there was regular liaison in place with the Culture, Heritage and Libraries department to identify any potential overlap.

RECEIVED.

7. **CREATIVE LEARNING: ANNUAL PRESENTATION**

The Board received a report and accompanying presentation from the Director of Creative Learning and the Head of Creative Learning, following which Members took the opportunity to ask a number of questions. During discussion, the following points were raised:

- Members highlighted the fact that the Creative Learning team had engaged with over 40,000 young people over the last year, which represented an astounding level of impact. It was suggested that the Barbican should do more to make others aware of the huge impact of the Creative Learning team's work, including the wider Court of Common Council and prospective funders who might support even more wide-reaching activity in future.
- It was noted that an additional 35,000 people would also be engaged in some way through the forthcoming Walthamstow Garden Party.
- The Director confirmed that the intention was to grow and expand the Creative Learning team's activity and that work was underway to identify a suitable location for additional dedicated space. It was clarified however that growth within the Creative Learning team would require a corresponding increase in resource in other departments, such as Communications & Marketing, to adequately support this additional work. Consequently, wider planning would be required in this area and to this end a business plan was being developed which would more accurately identify resource implications.
- With reference to expanding national and regional reach, it was conformed that the intention was to seek to develop national partnerships for the Barbican Box programme, which would serve as a blueprint to be replicated in other areas. The team would be working with potential partners for this concept in the coming year.
- It was noted that the Creative Learning team's work formed a significant part of the City Corporation's overall educational strategy.
- In commenting on the financial summary, it was noted that the breakdown excluded the majority of overhead costs. It was urged that these be included in future so as to provide a more accurate breakdown of costs and budgets and also to allow prospective funders to see where their contributions might be spent.
- In response to queries around targeting activity to addressing areas of need, the Director advised that the team had been expanding its area of activity to increase work in outer London boroughs.

RECEIVED.

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.

<u>Item No.</u>	<u>Paragraph No.</u>
11a - 15	3
16	3 & 7
17 – 23b	3
23c	1 & 3

11a. **NON-PUBLIC BOARD MINUTES**

The non-public minutes of the meeting held on 18 May 2016 were approved.

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

The draft non-public minutes of the meeting held on 29 June 2016 were received.

11c. **NON-PUBLIC MINUTES OF THE RISK COMMITTEE**

The draft non-public minutes of the meeting held on 29 June 2016 were received.

12. **VISUAL ARTS UPDATE: NON-PUBLIC APPENDICES**

The Board received the non-public appendices to be read in conjunction with item 6.

13. **CREATIVE LEARNING UPDATE: NON-PUBLIC APPENDICES**

The Board received the non-public appendices to be read in conjunction with item 7.

14. **BUSINESS REVIEW**

The Board received a report of the Chamberlain setting out the Business Review for the Period 2 Accounts 2016/17.

15. **DEVELOPMENT UPDATE**

The Board received a report of the Chief Operating & Financial Officer which set out the latest fundraising results against budget.

16. **BARBICAN CENTRE SECURITY REVIEW PROPOSALS**

The Board received a report of the Chief Operating & Financial Officer outlining the various recommendations from recent security reviews of the Barbican and setting out the Centre's implementation plan.

17. **RISK UPDATE**

The Board received a report of the Chief Operating & Financial Officer updating Members on the key risks facing the Centre and detailing the steps being taken to mitigate these risks.

18. **CAPITAL CAP ANNUAL REPORT**

The Board considered and approved a report of the Managing Director setting out the final outturn position for the third year (2015/16) of the Cap 3 period and presenting a revised project programme and expenditure plans for the final year of Cap 3 (2016/17).

19. **GATEWAY 7 OUTCOME REPORT: CONCERT HALL RIGGING**

The Board considered and approved a report of the Managing Director providing the outcomes and lessons learnt from a project to replace the Concert Hall rigging system.

20. **GATEWAY 5 ISSUES REPORT: BARBICAN EXHIBITION HALL 1 - ENABLING WORKS**

The Board received a report of the City Surveyor concerning enabling works at the Barbican Exhibition Hall 1.

21. **BARBICAN CAMPUS PROJECTS UPDATE**

The Board received a report of the Director of Operations & Buildings providing updates on those projects across the Barbican Campus.

22. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There were three urgent items:

a) **Service Based Review / Strategic Plan Update**

The Board received a report of the Managing Director providing an update in respect of progress made in meeting the Barbican's Service Based Review targets and Strategic Plan objectives.

b) **City of London WiFi Concession**

The Board considered and approved a report of the City Surveyor concerning plans to improve the provision of WiFi in the City.

c) **Appointment of External Member**

The Board considered and approved a recommendation of the Nominations Committee, concerning the appointment of Russ Carr to the Board for an initial three-year term.

The Board also agreed to appoint Mr Carr to its Finance and Risk Committees.

The meeting ended at 1.00pm

Chairman

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Outstanding Actions List Barbican Centre Board and Finance Committee

Action	Notes	Officer responsible	Date added	To be completed/ progressed to next stage
Staff terms and conditions	To pursue conversations around potential changes to staff terms and conditions associated with SBR targets.	Head of HR	May 2015 (Board)	Updates to be provided as work progresses.
INVAC arrangements for Members	Member Development Steering Group to be asked to consider offering INVAC training to all Members. Update: Steering Group considered request at 17 Feb 2016 meeting, City Surveyors' asked to progress with Town Clerk.	Town Clerk	Jan 2016 (Board)	City Surveyor advises session to be scheduled for late September / early October
Foyer Tour	To arrange tour of revamped foyer spaces once upgraded. Update: The improvements will now not be installed until November due to delays in the construction of the new retail unit.	Managing Director	May 2016 (Board)	Date to be arranged once pieces installed.
Frobisher refurbishment	Frobisher residents to be invited to attend opening of newly refurbished area	Head of Business Events	June 2016 (Finance)	To be invited once launch date determined.
Security	Security enhancement proposals to be expedited.	Town Clerk	July 2016 (Board)	Proposals submitted and approved by the Board at GW2 stage under delegated authority.

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Barbican Centre Board
Work Programme 2016/17
(changes since the last meeting in italics)

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)

Date	Items
13 July	<ul style="list-style-type: none"> • Creative Learning Presentation • Art Gallery Presentation • Capital Cap Annual Report • Barbican Exhibition Hall 1 – Enabling Works
21 September	<ul style="list-style-type: none"> • Performance Review • Strategic Plan (6 monthly full update) • Digital Presentation • CWP prioritisation outcomes report • Centre for Music Update
23 November	<ul style="list-style-type: none"> • <i>Equality & Diversity Strategy</i> • Music and LSO Presentation • Development Presentation

2017

25 January 2017	<ul style="list-style-type: none"> • Cinema Presentation • Theatre Presentation • Health & Safety report • Catering Update • Strategic Plan (6 monthly full update)
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24 May	<ul style="list-style-type: none"> • Election of Chairman/Deputy Chairman • Appointment of Sub-Committees • Business Plan • Commercial Strategy • Marketing & Communications Presentation • Bad Debts/Write-offs Annual Update
12 July	<ul style="list-style-type: none"> • Creative Learning Presentation • Art Gallery Presentation • Capital Cap Annual Report
27 September	<ul style="list-style-type: none"> • Performance Review • Equality & Diversity Strategy • Strategic Plan (6 monthly full update) • Digital Presentation
22 November	<ul style="list-style-type: none"> • Music and LSO Presentation • Development Presentation

Committee(s):	Date(s):
Barbican Centre Board	21 September 2016
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<p>Summary</p> <ul style="list-style-type: none"> • The Management Report comprises current updates under five sections authored by Barbican Directors. • Updates are under the headlines of: <ul style="list-style-type: none"> ○ Strategy and Cultural Hub (NB: not included in this report as covered in the Performance Review paper) ○ Arts Programming, Marketing and Communications ○ Learning and Engagement ○ Operations and Buildings ○ Business and Commercial. • Each of the five sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview and planning'. • Reported activity is marked, where relevant, against our Barbican Centre strategic goal areas. For reference, the full list of strategic goals is attached at Appendix A. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS	
	Strategic Goal
<p>1.1 Progress & Issues</p> <p>Gallery: Ragnar Kjartansson opened to the public on 14 July in the Gallery. It is the first ever survey show in the UK of this internationally acclaimed Icelandic artist. Although slower to start than previous shows this year, it has achieved visitor targets and has enjoyed widespread critical acclaim including being described by Adrian Searle in The Guardian's G2 as "<i>the unstoppable force that is Ragnar Kjartansson</i>".</p> <p>The Vulgar: Fashion Redefined will open in the Gallery from 13 October and Bedwyr Williams' The Gulch, which is a series of theatrical installations in the Curve, opens on 29 September. Williams was featured on Will Gompertz's BBC Radio 5 Live show Heat Map to promote the commission.</p> <p>Music: Both nights with Anohni enjoyed extraordinary success, achieving full houses and four and five star reviews. Hermeto Pascaal and Ragnar & Friends both struggled at the Box Office but Omara Portuondo exceeded target.</p> <p>We look forward to the new classical season, which in October includes a day-long celebration of the music of Sir James MacMillan; Danielle de Niese in recital; and Ukrainian composer and pianist Lubomyr Melnyk and Mexican electronica artist Murcof teaming up with French pianist Vanessa Wagner.</p> <p>Theatre: The spring/summer season ended well with nine performances of Robert Lepage's seminal work Needles and Opium. He had first created this show in 1991 but has recently revised and updated the technology so that it is still groundbreaking whilst remaining a deeply heartfelt work. It received a range of excellent reviews and exceeded target.</p> <p>In the Pit we closed the season with the nitroBEAT Pit Party which featured eight artists from the worlds of music, mixed-media, spoken work and theatre taking a journey into Afrofuturism. The rest of the summer has been taken up with much needed maintenance works.</p> <p>Cinema: June's Return to Rep season She's So Giallo was successful both commercially and with cult cinema fans, accompanied by a run of special edition posters that sold well via the shop.</p>	<p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p>

<p>In July, we enjoyed a successful and well received screen talk with Lord David Putnam following a special screening of <i>Chariots of Fire</i>. July also saw a near sell-out screening of a live broadcast of Ken Branagh's <i>Romeo and Juliet</i> alongside another near sell-out live broadcast of <i>Richard III</i>. August has brought numerous Glyndebourne and Royal Opera House screenings across an otherwise quieter month.</p> <p>We are behind box office target at time of writing, although we hope to recover the position during the pre-Oscar season. We look forward to particular programming highlights including <i>Girl on a Train</i> and <i>The Light Between Oceans</i>, alongside our key autumn season, <i>Cheap Thrills: Trash, Movies and the The Art of Transgression</i>. October will also see a new monthly initiative where we will be presenting relaxed screenings for adults with autism, Tourette's syndrome and leaning and sensory difficulties</p> <p><u>Beyond Barbican:</u> The Walthamstow Garden Party was very successful, exceeding audience figures from all previous events, with over 36,000 people in attendance across the weekend. We raised over £7,000 in donations to the event as part of the Keep it Free campaign. The learning from this will inform next year's fundraising plans, with the funds raised this year being used to support future WGP activities.</p> <p>The event either met or exceeded our Arts Council England targets. Of particular note was the increase in locally based audiences, which constituted 71% of visitors in 2015 and 78% in 2016, in addition to a noticeable increase in the amount of families in attendance.</p> <p>We look forward to our next event – OpenFest at the Barbican on 8 October. The event will have a particular focus on profiling the work of artists and organisations from Waltham Forest and Barking and Dagenham. The event will target those communities reached through our offsite activities in east London boroughs, alongside our existing audiences.</p> <p><u>Marketing:</u> At time of writing, a likely contractor has been identified to carry out the Audience Research Strategy project and reference checks are now underway. It is anticipated that work will commence on this project by the end of the calendar year, going on to inform a new Audience Strategy and an Engagement Strategy in the following year.</p> <p><u>Communications:</u> Coverage for the Ragnar Kjartansson show has been particularly strong over the summer, with coverage of <i>The Vulgar</i> already starting to gain traction. We have also successfully generated mentions of upcoming programme across the art forms in various newspaper's 'autumn highlights' features. We now look forward to the Autumn Season Launch which will take place in early October.</p>	<p>Goals 2,3,4,5</p> <p>Goals 1,4,5</p> <p>Goals 2,3,4,5</p>
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<p>We are well underway with a new staff engagement project to produce a handbook which will explore our working culture at the Barbican Centre. This will be provided to new starters in the future, and which existing staff will also receive. Its content will be used as part of the launch of the new Intranet project which will go live mid-September.</p> <p>The messaging project is scheduled to be finalised by beginning of September with roll out taking place throughout the autumn and beyond.</p>	
<p>1.2 Preview and Planning</p> <p><u>Foyers:</u> The Barbican’s series of foyer commissions continues this autumn with new work from five innovative artists. The new series of installations, which extends the artistic programme beyond the walls of the Barbican’s venues, is free for audiences to explore and engage with any time the Centre is open. 44 by Omer Arbel is an intricate light installation descending from the main foyer ceiling; Numina by Zarah Hussain, is a site-specific, sculptural installation that will accompany Transcender - the Barbican’s season of ecstatic, hypnotic and psychedelic music; I hope this finds you well by Curve artist Bedwyr Williams, is an audio commission for the foyer playfully imagining the internal dialogues of the people who use the Barbican’s public spaces as their office; let’s take a walk by non zero one, an interactive audio experience around the Barbican’s public spaces that looks at the process of decision making; NowhereSomewhere by Rosalind Fowler, is a bicycle powered film installation inviting the public to ponder ecological themes and imagine a future London. The next phase of the foyers programming project will be an evaluation on the first six months.</p> <p>Wetherford Watson Mann are finalising the plans for the foyer look and feel project, with new furniture scheduled to be in place by Christmas.</p> <p><u>Library:</u> We have provided support to the Barbican Library exhibition of works by Gerald Scarfe; Scarfe and Music from 5 September to 31 October. The Barbican has provided support with hanging of the works (from the Gallery team) and through providing posters, an advert on plasma screens, and Barbican-branded lettering on the Perspex screen which can be seen from the Barbican level G foyer – to promote and market the show. It is set to be one of the most high-profile Library shows to date.</p> <p><u>Great Fire of London:</u> Barbican teams are also providing significant support to Artichoke’s London’s Burning festival marking the 350th anniversary of the Great Fire of London. Seven kilometres of giant dominoes - featuring 26,000 breezeblocks - will snake through the city’s streets, tracing the multiple paths the fire took, and splitting into three main routes. One section will end in front of St Giles’ Cripplegate Church, and will be visible from Barbican’s Lakeside. We will also host part of the festival talks programme.</p>	<p>Goals 1,2,3,4,5</p> <p>Goals 4,5</p> <p>Goals 4,5</p>

2. REPORT: LEARNING AND ENGAGEMENT	
	Strategic Goal
<p>2.1 Progress and Issues</p> <p><u>Public Events</u> <i>The Things They Do</i> An experimental symposium inspired by the Ragnar Kjartansson exhibition, <i>The Things They Do</i> was curated by Joe Kelleher and Nicholas Ridout and took place on 29 July. The day-long event comprised of performances, presentations and conversations from and with artists, writers and academics exploring the theme of appropriation, and was inspired by Kjartansson's interest in making art out of the things that other people do. Taking place in the Garden Room and Conservatory, 100 audience members watched, participated and conversed throughout the day. Prior to the event, 14 young artists aged 18 – 25 participated in a series of workshops led by artist Simon Vincenzi which led to a durational performance alongside the symposium. The feedback from the young participants was very positive, with many of them keen to apply for our Young Visual Arts Group in 2016/17.</p> <p><u>Community</u> <i>Walthamstow Garden Party</i> This year's free community focused festival, Walthamstow Garden Party, involved over 70 local community organisations - all contributing to its successful delivery. The festival would not have been possible without the input of our 25 Community Ambassadors, who worked in the lead-up to engage local residents and community groups, and on the day to capture data and feedback from audience members. The Earthly Paradise Tent, programmed by Creative Learning, featured youth focussed performances from 138 young and emerging artists, 66 of whom were local residents aged under 18 years. The programme also showcased 4 Waltham Forest based youth arts organisations (some of whom will be performing at the Barbican OpenFest on Saturday 8 October), and also the first winner of our new Ideas Kitchen programme (a new micro funding community arts initiative).</p> <p><u>Young Creatives</u> <i>BBC Radio London</i> Jenny Mollica (Head of Creative Learning) and Kieron Rennie (Barbican Young Poet) discussed young people and creativity on BBC London Radio on 23 August. Jenny and Kieron discussed the Barbican's Creative Learning offering, the challenges facing young people today and how the Barbican Young Poets scheme has helped Kieron move forward with his life. The segment ends with Kieron performing a poem about</p>	<p>Goal 2</p> <p>Goals, 2, 5</p> <p>Goal 5</p>

<p>experiencing the arts.</p> <p><u>Emerging and Practicing Artists</u> <i>Curious</i> Our annual festival showcasing new work produced by students, graduates and professional artists (from the Masters in Leadership, Masters in Composition, BMus Electronic Music and BA PACE courses at the Guildhall School) took residency at the Rose Lipman Building in Hackney from 4-8 July. The first two days of this year's showcase gave a platform to <i>We Astronomers</i>, a performance installation piece which was the result of a three-month collaborative project between Guildhall musicians and visual arts students from the Central St Martins' BA Graphic Design course. The final days of the showcase comprised of an eclectic mix of performances and open workshops, ranging from acoustic and electronic sound pieces through to spoken word, audio-visual work and site-specific installations.</p> <p><u>Enterprise</u> <i>Summer Arts Camp 2016</i> As part of our ongoing enterprise work with the Guildhall School, Creative Learning curated its first summer school for young people aged 11-14 years. Based at Milton Court from 1-5 August, participants had the opportunity to try a range of creative sessions led by artists from the Barbican and Guildhall School, including animation, film making, creative music, street dance, drama, drumming and sculpture. Artists delivering the sessions included Barbican associates Boy Blue Entertainment and Drumworks, Young Film Academy, Impossible Works and acclaimed poet and Barbican Young Poets tutor Jacob Sam La Rose.</p>	<p>Goal 2</p> <p>Goals 2, 3</p>
<p>2.2 Preview and Planning</p> <p><u>Schools & Colleges</u> <i>Barbican Box Music</i> Barbican associate Serious and artist Bellatrix have been announced as our Barbican Box Music partners for 2017. Bellatrix describes herself as a musical explorer and songwriter and she is primarily a double bass player and vocalist. She also holds many world and UK wide titles for her beatboxing and unlike most beatboxers has a degree in jazz double bass from the Guildhall School of Music & Drama. She is keen to encourage the students to explore 'the power of the voice' in this year's Barbican Box Music.</p> <p><u>Emerging and Practising Artists</u> <i>Open Lab Festival</i> The 2016 Open Lab Festival will take place on the weekend of 24 and 25 September, at Rich Mix in Bethnal Green. The event will showcase performances from 8 groups who have taken part in the Open Lab programme during the past year, with an after party on Saturday evening, involving theatre, music and stand up, hosted by Open Lab alumni <i>mingbeast</i>. On Sunday, performances will come from the four companies who participated in this year's inaugural Young Open Lab programme.</p>	<p>Goal 2</p> <p>Goals 2, 5</p>

Young Open Lab was open to artists and companies aged 14-25, and based in our 8 east London partnership boroughs.	
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3. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Goal
3.1 Progress & Issues	
<p><u>Security</u></p> <ul style="list-style-type: none"> The City Police continue to support the Centre by providing ad hoc ‘Operation Servator’ presence around the Centre, and going forward there will be greater participation in future deployments with Security Officers supporting the Police. The Centre’s Head of Security now sits on the City Police Project Servator Working Group and this group is assisting the City Police with revised training for security personnel. Enhanced security remains in operation with the bags policy still being operated (large bags and rucksacks must be deposited in a cloakroom). 	Goal 1, S/E
<p><u>Facilities</u></p> <ul style="list-style-type: none"> Theatre periodic and deep cleaning works have been completed following the refurbishment during the summer. The Conservatory Tours have encouragingly increased in number, now being sold as a separate package, recent tours have included up to 20 customers. Income will be used to improve our fish stocks and enhance aspects of our sustainability programme. The bees, reintroduced in June, have now produced two batches of honey. 	Goals 1, 3
<p><u>Ex Halls 1 & 2</u></p> <ul style="list-style-type: none"> Plans for retail units in the Ex Halls, led by the Town Clerk and City Surveyor, are progressing with a feasibility report expected in autumn 2016. Discussions around the future use of the exhibition halls will be informed by the report. 	Goal 3
<p><u>Engineering</u></p> <p>Recent works include:</p> <ul style="list-style-type: none"> Repairs and modifications have been reviewed and trialed for the Concert Hall house lights and should be complete mid-September 2016. Theatre monitoring/enabling works for the improvements on controls of the AHU/ventilation system and balancing are nearing completion ready for the first show in September 2016. 	Goal 1
<p><u>Customer Experience</u></p> <ul style="list-style-type: none"> Box office turnover remains buoyant at just short of £6.1m. August has been quieter, as expected, for the team. In response, the box office opening hours were reduced to deliver additional efficiency 	Goal 1

<p>savings and to accommodate noisy summer projects work.</p> <ul style="list-style-type: none"> • The relocated advance box office/information point opened as scheduled. Monitoring of audience flow will continue during the Autumn. • Line management of the security operation was transferred to Customer Experience in August with the Safety and Security Manager now reporting to the Head of Customer Experience. 	
<p>3.2 Preview & Planning</p> <p><u>Projects update</u> The following projects are taking place on site-</p> <ul style="list-style-type: none"> • New retail unit in foyer • Level 4 conference suite improvements • Concert Hall backstage refurbishments • Curve Gallery refurbishment • Supaloo refurbishment • Replacement of Theatre and Pit Theatre dimmers • Modifications to Theatre stage • Installation of a scissor lift in the Theatre loading dock <p>The installation of a new piano lift in the Concert Hall stage has been postponed to 2017.</p> <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • Over the coming months the team will be reviewing operations with the view to link Security and Customer Experience in a modern, customer focused way. • A new EPOS system has now been installed throughout the foyer sales points in readiness for the new season. 	<p>Goal 1</p> <p>Goal 1, S/E</p>

<p>4. REPORT: BUSINESS AND COMMERCIAL</p>	
<p>4.1 Progress & Issues</p> <p>Development</p> <ul style="list-style-type: none"> • Tickets for the 2016 Barbican Ball (http://barbicanball.org.uk/) have been selling very well, and we have many fabulous auction items for the event on 24 November 2016. • Corporate Member and Barbican Patron renewals are strong, and we are offering more giving opportunities for visitors and audience members to build awareness and raise funds. The autumn appeal is live in Osteria and the Martini Bar. 	<p>Strategic Goal</p> <p>Goals 2,3,4</p>

<p>Commercial Development</p>	
<p><u>Retail</u></p> <ul style="list-style-type: none"> • Works on the new retail unit started in earnest on August 1. Programme is likely to be extended beyond the original date of early October and should be complete by mid-November. • Gallery Shop performing well - currently achieving revenue +34% against budget for this exhibition. Foyer Shop +30% in July against budget and performing better than anticipated during the quiet month of August. 	<p>Goals 1, 3</p>
<p><u>Catering</u></p> <ul style="list-style-type: none"> • Stalls Bar has been closed since 20 April due to a defective shutter and throughout August due to the dark period. The shutter has now been repaired and the bar will re-open from 2nd September. • Barbican Kitchen exceeded forecast income by 54% in July and has continued to trade well at lunchtimes throughout August. • Bonfire also did well in July, beating forecast income for the first time and also better than expected in August. Osteria has maintained a steady lunch trade during the week but very quiet in the evenings and weekends: Building this venue into a 'destination' restaurant continues to be a challenge that will take time. 	<p>Goals 1, 3</p>
<p><u>Car Parks</u></p> <ul style="list-style-type: none"> • The Car Parks were given a deep clean by the car park staff during the quiet period in August. 	<p>Goal 1</p>
<p>Business Events</p> <ul style="list-style-type: none"> • Financial outcome to date for 2016/17 – 92% of annual target booked and confirmed with a buoyant period for events. • The first annual Institute of Fundraisers (IOF) event was a great success for all involved, resulting in an immediate extension and a rolling contract put into place for 3 future years. 	<p>Goal 3</p>
<p>Exhibition Halls</p> <ul style="list-style-type: none"> • Summer months are generally quiet in the Exhibition Halls' calendar but the team has been getting ready for a busy Autumn period, with 6 events taking place during September - October period. 	<p>Goal 3</p>
<p>BIE</p> <ul style="list-style-type: none"> • We have begun developments with our latest touring exhibition titled <i>Mangasia: Wonderlands of Asian Comics</i>. The exhibition will launch in Bologna and then tour to Nantes. Paul Gravett, author, curator and specialist in comic art, has been appointed as the exhibition's curator • <i>Game On 2.0</i> continues its run at Norsk Teknisk, Oslo where visitor numbers are averaging 1,050 per day, breaking all previously held visitor figure records for the venue. • <i>Into the Unknown: A Journey through Science Fiction</i> was announced at the Season Press Launch on 28 June and received positive write- 	<p>Goals 1,2,3,5</p>

<p>ups in the Guardian, BBC and Evening Standard.</p>	
<p>4.2 Preview & Planning</p> <p>Development</p> <ul style="list-style-type: none"> • There is a strong programme of events this autumn to meet current and prospective supporters. • We are developing a guide to the biodiversity in the Conservatory which will be available with a voluntary £1 donation. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • We have appointed a PR company to promote new shop ranges and Christmas gifts on a three month retainer. • New ranges will be launched in the current shop to original schedule pending confirmed dates on completion of new unit <p><u>Catering</u></p> <ul style="list-style-type: none"> • After a successful trial in June, staff will be deployed using mobile technology to take interval drinks orders and payments around the foyers <p><u>Car parks</u></p> <ul style="list-style-type: none"> • We are in discussions with YourParkingSpace to advertise and sell parking spaces via the YourParkingSpace website. <p>Business Events</p> <ul style="list-style-type: none"> • September sees the Royal College of Nursing returning for their annual conference for the final time before moving to Liverpool. • BBE's launch event for the refurbished Frobisher Crescent is scheduled for late October. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The end of year is looking strong, with new enquiries still coming in for the last quarter of the current financial year. • September will see the return of the Landlord and Letting Show, King's College Welcome Fair and City University's Freshers' Week. The whole of October will be taken up by University of London's examinations in Exhibition Hall 1 while Mortgage Business Expo 2016 and British Inventions Show will be held in Hall 2. <p>BIE</p> <ul style="list-style-type: none"> • <i>Designing 007</i> will be de-installed in Paris from 5 September where it has welcomed 90,000 visitors to date. The next venue for the exhibition will be Burj Khalifa, Dubai (10 November 2016 - 10 February 2017). • Discussions are being had with potential future venues for <i>Digital Revolution</i>, which is available from summer 2016 onwards. 	<p>Goals 2,3,4</p> <p>Goals 1, 3, 5</p> <p>Goals 1, 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goals 1,2,3,5</p>

Appendix A:

Our vision is: Arts Without Boundaries.

Our mission is: world-class arts and learning

We exist to:

- Inspire more people to discover and love the arts;
- Create an ambitious international programme;
- Invest in the artists of today and tomorrow

Our Strategic Goals are:

1. **Customer Experience** – to create timely, relevant and memorable experiences for our customers, exceeding their expectations in everything we do
2. **Connecting Arts and Learning** – to empower artists, participants and audiences to be ambitious and creative
3. **Mixed Income Generation** – to create sustainable growth through innovation across arts, learning and commercial activities
4. **Cultural Hub** – to be a lead partner in establishing the City of London's cultural hub at the heart of the world's creative capital
5. **Audience Development** – to grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre

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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