



Barbican Centre Board

Date: WEDNESDAY, 23 JANUARY 2013

Time: 10.30am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

Enquiries: Matthew Pitt
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Lunch will be served in Guildhall Club at 1PM

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and summary of the Barbican Centre Board meeting held on 28 November 2012.

For Decision
(Pages 1 - 6)

4. **MINUTES OF THE FINANCE COMMITTEE - TO FOLLOW**

To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 8 January 2013.

For Information

5. **TERMS OF REFERENCE**

In accordance with the Order of the Court of 6 December 2012, the Committee are invited to review their terms of reference prior to their submission to the Court at its meeting in April 2013.

For Decision
(Pages 7 - 8)

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

Report of the Managing Director.

For Information
(Pages 9 - 22)

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

Item No

11-20
21 & 22

Exempt Paragraphs

3
-

10. **NON PUBLIC MINUTES**

To approve the non-public minutes of the Barbican Centre Board meeting held on 28 November 2012.

For Decision
(Pages 23 - 28)

11. **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE - TO FOLLOW**
To receive the non-public minutes of the Risk Committee of the Barbican Centre Board meeting held on 8 January 2013.
For Information

12. **OUTSTANDING ACTIONS OF THE BOARD**
Report of the Town Clerk.
For Information
(Pages 29 - 30)

13. **CINEMA PRESENTATION**
Head of Barbican Cinemas to be heard.
For Information
(Pages 31 - 36)

14. **DIGITAL STRATEGY – UPDATE**
Report of the Director of Audiences and Development.
For Information
(Pages 37 - 46)

15. **BUSINESS REVIEW - 2013/13 - PERIOD 8 ACCOUNTS**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 47 - 64)

16. **DEVELOPMENT REPORT**
Report of the Head of Development.
For Information
(Pages 65 - 74)

17. **UPDATE ON CAPITAL WORKS**
Report of the Director of Operations and Buildings.
For Decision
(Pages 75 - 84)

18. **PROJECT PROPOSAL - BARBICAN THEATRE: REPLACEMENT OF THEATRE LIGHTING/TANNOY/AUDIO AND VISUAL COMMUNICATIONS SYSTEMS**
Report of the Director of Operations and Buildings.
For Decision
(Pages 85 - 94)

19. **OUTCOME REPORT - BARBICAN CONCERT HALL DILAPIDATION WORKS 2001**
Report of the Head of Projects.
For Decision
(Pages 95 - 126)

20. **RISK REGISTER UPDATE**
Report of the Chief Operating and Financial Officer.
For Information
(Pages 127 - 144)

21. **QUESTIONS ON MATTERS RELATING TO THE NON-PUBLIC WORK OF THE BOARD**
22. **ANY OTHER NON-PUBLIC BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

BARBICAN CENTRE BOARD

Wednesday, 28 November 2012

Minutes of the meeting of the Barbican Centre Board held at the Guildhall EC2 at 11.00am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Christopher Purvis (Ex-Officio Member)
John Tomlinson (Deputy Chairman)	Matthew Richardson
Roly Keating	Deputy Richard Regan
Vivienne Littlechild	Deputy Dr Giles Shilson
Jeremy Mayhew	Jeremy Simons
Deputy Wendy Mead	Alderman David Graves (Ex-Officio Member)
CLlr Guy Nicholson	

Officers:

Matthew Pitt	- Town Clerk's Department
Mathew Lawrence	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Rob Baker	- The Barbican Centre
Nikki Cornwell	- Barbican Centre
Jo Daly	- Barbican Centre
Sandeep Dwesar	- Barbican Centre
Sean Gregory	- Barbican Centre
Louise Jeffreys	- Barbican Centre
Shaun Kerfoot	- Barbican Centre
Leonora Thomson	- Barbican Centre
Peter Martin	- Barbican Centre

1. APOLOGIES

Apologies for absence were received from Tom Hoffman, Brian McMaster Sue Robertson and Keith Salway,

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

There were no declarations.

3. MINUTES

The public minutes and summary of the meeting held on 26 November 2012 were approved.

4. **MINUTES OF THE FINANCE COMMITTEE - TO FOLLOW**

The public minutes and summary of the Finance Committee meeting held on 13 November 2012 were received.

RECEIVED.

5. **MINUTES OF THE RISK COMMITTEE**

The public minutes and summary of the Risk Committee meeting held on 11 October were received.

RECEIVED.

6. **ELECTION OF ADDITIONAL MEMBERS TO THE BARBICAN RISK COMMITTEE**

The Chairman called for additional Members to serve on the Risk Committee of the Barbican Centre Board and Vivienne Littlechild indicated her willingness to serve.

RESOLVED – That Vivienne Littlechild be elected to serve on the Risk Committee of the Barbican Centre Board for the remainder of the year.

[The Chairman took this opportunity to congratulate Matthew Richardson on becoming Alderman Elect for the Ward of Billingsgate].

6a. **Beech Street Tunnel - Gateway 2**

The Board received a report of the Director of the Built Environment regarding the project proposal at the Beech Street Tunnel.

The Board were advised that the Centre was working with other departments across the City Corporation to look at all options and Member feedback into the project was welcomed.

In response to a Member's query, the Chairman highlighted that improving the tunnel was an important part of the Board's work and asked the Port Health and Environmental Services Committee to examine which chemicals are used in the road building process within the tunnel.

The Managing Director added that this project was not isolated and was a part of the West Smithfield Area Strategy and advised that the tunnel could define how the Barbican sat in relation to other developments nearby.

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

The Board received a report of the Managing Director updating the Members on each of the five departments' progress, issues and activities and drawing attention to upcoming events and developments.

The Director of Creative Learning advised the Board that 'Unleashed', a show curated and implemented entirely by young people and coordinated by Boy Blue, had been a great success. He added that, the Centre successfully hosted

the Battle of Ideas for the first time and was looking to bring the event back for a second time next year.

The Director of Audiences and Development reported that she was pleased that the Centre had maintained the momentum built up earlier in the year in the post-Olympic period. She added that the new digital content producer was in demand across departments to work with them on various new projects and she would circulate some of the material to the Board at a future meeting.

The Chief Operating and Financial Officer advised that talks were progressing well with the London Film School and that strong interest still existed in Exhibition Hall 2 from educational organisations. He noted that whilst the budget targets for this year would prove challenging the Bond exhibition had already been sold on to Canada and China and that the catering operation was performing well.

The Chairman added that 'Unleashed' had laid a fantastic building block from which to build on in the future and stressed that the recent residents meeting had proved very useful in helping to improve relations.

In response to a Member's query, the Board were advised that the Neuroscience Exhibition was a good example of commercial businesses and the Creative Learning department working together.

In response to a Members query regarding 'Unleashed', the Managing Director added that the project and others of its type were based upon continuing relationships with East London Boroughs. The Director of Creative learning reported that this kind of project was part of opening the Centre up to new pathways for capturing young people that stood alongside existing ones such as Centre for Young Musicians and Junior Guildhall. He further added that two similarly ambitious community projects were planned for 2013 and 2014.

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

In response to a Members question, the Chairman and the Managing Director agreed to look into the possibility of Board Members being associated with particular areas of the Barbican Centre's work.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

10. EXCLUSION OF THE PUBLIC

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

Item No.	Exemption Paragraph(s)
11-23	3
24 & 25	-

11. **NON PUBLIC MINUTES**
The non-public minutes of the meeting held on 26 September 2012 were approved.
12. **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE**
The non-public minutes of the meeting held on 13 November 2012 were received.

RECEIVED.
13. **NON PUBLIC MINUTES OF THE RISK COMMITTEE**
The non-public minutes of the meeting held on 11 October 2012 were received.

RECEIVED.
14. **BARBICAN NOMINATIONS COMMITTEE**
The minutes of the Nominations Committee of the Barbican Centre Board were received.

RECEIVED.
15. **OUTSTANDING ACTIONS OF THE BOARD**
The Board received a report of the Town Clerk.

RECEIVED.
16. **MARKETING AND COMMUNICATIONS PRESENTATION**
The Board received a presentation of the Director of Audiences and Development, the Head of Marketing and the Head of Communications.

RECEIVED.
17. **BUSINESS REVIEW - FINANCIAL YEAR 12/13 PERIOD 6**
The Board received a report of the Chief Financial and Operating Officer.

RECEIVED.
18. **BARBICAN CENTRE - BUDGET 2013/14**
The Board approved a report of the Chief Operating and Financial Officer.
19. **UPDATE ON CAPITAL WORKS**
The Board approved a report of the Operations and Buildings Director.
20. **BARBICAN TICKETING/CRM SYSTEM PROCUREMENT AND DECISION**
The Board approved a report of the Director of Audiences and Development.
21. **EXTENSION OF THE MEETING**
At this point, the time limit for Committee meetings as set out in Standing Order 40 had been reached, but there being a two-thirds majority of the Committee

present who voted in favour of an extension, the Committee agreed to continue the meeting.

22. CAPITAL CAP - RISKS ASSOCIATED WITH PROGRAMME CUTS

The Board received a report of the Managing Director.

RECEIVED.

23. DEVELOPMENT REPORT

The Board received a report of the head of Development.

RECEIVED.

24. RISK REGISTER UPDATE

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

RECEIVED.

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

There were no questions.

26. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

The meeting closed at 1.05pm

Chairman

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BARBICAN CENTRE BOARD

4. Terms of Reference

To be responsible for:-

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

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Agenda Item 6

Committee(s):	Date(s):
Barbican Centre Board	23 January 2013
Subject: Management Report by the Barbican Centre Directors	Public
Report of: The Managing Director	For Information
<p style="text-align: center;"><u>SUMMARY</u></p> <ul style="list-style-type: none">• The Management Report for November comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Cultural Quarter, Programming, Creative Learning, Audiences & Development, Operations & Buildings and Business & Commercial.• Each of the six sections highlights 'progress & issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview & planning'.• Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.• The Business Review which underpins this update report is presented under 'Management Report Annex' - item 13 in 'non-public business'. <p><u>Recommendation</u> It is recommended that Members receive this report for information.</p>	

Main Report

1. Report: Cultural Quarter	
	Strategic Objective
<p>1.1. Progress & Issues</p> <p>“Bravest, most experimental performance by a true global star: Cate Blanchett at the Barbican in Gross und Klein” <i>Sunday Times, Best and Worst of 2012, 30 December 2012</i></p> <ul style="list-style-type: none"> The Barbican’s achievements in the London celebrations of 2012 were widely noted in the end of year reviews (see Programming and Audiences) and have already been celebrated in the publication of a book on the London 2012 Festival. The cultural quarter discussions have taken a significant step forward since the last meeting with the opening-up of dialogue with the Museum of London and its new director Sharon Ament. The Museum has taken part in a workshop with Arup Associates, and in December the Barbican visited John McAslan Associates who are working on a major masterplan for the Museum. This has highlighted several common issues we share, including access routes from the south to our area, connectivity between the buildings, the current car/pedestrian balance on London Wall and way-finding. The current plan, subject to the Chairmen’s meeting referred to below, will be for the MD of the Barbican and the Director of the MOL to lead on the aims and objectives of the cultural quarter, with the City leading on infrastructure and planning issues. The visit of Her Majesty the Queen for the award of the Queen’s Music Medal on 5 December (see Audiences) was a major event involving much detailed collaboration and planning particularly between the Centre, the LSO and the Remembrancer, which had a successful outcome and established a new level of understanding between the partners. It was also widely recognised in the press as marking the 30th anniversary of the Barbican Centre and the end of the Diamond Jubilee year. The now well-established joint directors meeting between the Barbican Centre and Guildhall School will continue in 2013, covering a wide range of issues in the common platform. The ‘alliance for creative excellence’ meetings with Guildhall School and LSO will also continue on a regular basis. 	<p>Objectives 1-6</p> <p>Objective 6</p> <p>Objective 1</p> <p>Objective 6</p>
<p>1.2. Preview and Planning</p> <ul style="list-style-type: none"> The outline of current thinking on the cultural quarter will have been discussed at the recent meeting of the Culture Chairmen, chaired by the Chairman of P+R and involving the Chairmen and Deputy Chairmen of 	<p>Objectives 1, 6</p>

<p>Culture, Heritage and Libraries, Guildhall School, and Barbican Centre with Museum of London as invited guests, and a verbal update will given at this meeting.</p> <ul style="list-style-type: none"> • A wider stakeholder group will be assembled to involve others in the thinking going forward, and there will be a discussion about how to involve other key constituencies, especially residents and Court of Common Council members, so the concepts are widely understood and shared. • Although the building work on Milton Court is a little delayed, which causing some planning issues in the pre-opening period, the timetable remains on track for opening in September 2013 and the venues continue to attract great reactions among those who have seen them. The planning for announcements of the activity in 2013/14 season is being carefully co-ordinated with the Barbican Centre, whose launch of classical music activity for the season will have been made on 21 January. Increasingly we aim to co-ordinate on issues of communications and marketing so that the story of the Guildhall School's major new facility is carried throughout our messaging. 	<p>Objective 6</p> <p>Objectives 1, 2, 6</p>
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2. Report: Programming	
	Strategic Objective
<p>2.1. Progress & Issues</p> <p>Cinemas: Press coverage of the opening of the new cinemas was significant with great pieces in different newspapers and magazines. Due to opening delays we are behind in the box office income, but the pre-Oscars season is coming up...</p> <p>The Queen's visit: The Queen's visit to the Barbican for The Queen's Medal for Music Gala Concert has received wide coverage with many articles commenting that 2012 was the year of the 30th anniversary of the Queen opening the Barbican.</p> <p>World-class Our 2012 programme has been praised in the press:</p> <ul style="list-style-type: none"> • <i>You Me Bum Bum Train</i> made it in the Guardian's 10 best theatre shows of 2012. • Everything Was Moving: Photography from the 60s and 70s was (Arts Desk) Fisun Güner's exhibition of the year: "Amid pretty strong competition Everything Was Moving is probably my exhibition of the year." • <i>Survivor</i>, Pina Bausch <i>World Cities 2012</i> and Michael Clark Company were featured in Mark Monahan's 'Dance 2012: review of the year' in The Daily Telegraph. • Louise Levene features Pina Bausch World Cities in her dance review of 2012 for The Telegraph Online. • <i>The Importance of Being Earnest</i> and <i>Einstein on the Beach</i> both make Opera Now's "Pick of the Year" as highlights of 2012. • The Sunday Telegraph highlighted Gerald Barry's <i>The Importance of</i> 	<p>Objectives 1,2,6</p> <p>Objectives 1,2,6</p> <p>Objectives 1,2</p>

<p>Being Earnest in its Opera & Classical review of 2012.</p> <ul style="list-style-type: none"> • <i>Rain Room</i> mentioned in the Urban Junkies newsletter: “Ah, 2012. The year of the Rain Room...”. <i>Rain Room</i> was also Stylist magazine’s art Pick of the Year 2012, and the illustrating image in the ‘Best photos of 2012’ gallery on the Arts & Culture homepage of the Huffington Post. • The <i>Bauhaus: Art as Life</i> catalogue is named one of Huffington Post’s Best Art Books Of 2012. <p>Theatre Our Theatre autumn season is doing well, we have exceeded our targets.</p> <ul style="list-style-type: none"> • <i>Du Goudron et des Plumes</i> has generated positive press coverage and has been a box office success. • The return of the <i>Master and Margarita</i> has generated much excitement with many positive media previews and critics’ choices. Ticket sales are doing well and have exceeded targets; now all further takings are being shared 50:50 with Complicite. • Tickets sales for <i>59 Minutes to Save Christmas</i> started well pre-Christmas but then slowed down post-Christmas, with some performances having to be cancelled due to low ticket sales. <p>Music</p> <ul style="list-style-type: none"> • Our music season continued with great success with Renee Fleming, <i>Les Arts Florissants</i>, Philip Glass/Koyaanisqatsi and <i>Philip Glass Ensemble</i> that were both box office and critical successes. • Gubby season in the Hall is solid; our new deal with the company protects us from previous underwriting exposure. A small surplus has been achieved to date. <p>Art galleries <i>Everything Was Moving</i> has now exceeded box office targets, and sales have been stronger than expected over the Christmas period. Almost 39,000 people have been to the exhibition so far.</p> <p>Collaboration across art forms Unleashed was incredibly successful and on many levels: uplifting and inspiring for the participants as well as the audience, it received extraordinary critical acclaim.</p> <p>Partnership Our partnership with CREATE is growing strong with our collaboration on many projects in 2013, especially off-site projects in the summer.</p> <p>Innovation Random International’s <i>Rain Room</i> in the Curve continues to generate interest and attracts an average of 620 people a day.</p>	<p>Objectives 1,2,3</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2</p>
<p>2.2. Preview and Planning</p> <ul style="list-style-type: none"> • The Arts, Audiences, Creative Learning and Commercial Divisions continue to work closely with the Wellcome Trust on the <i>Wonder: Art and Science on the Brain</i> season. Tickets for some of the activities are 	<p>Objectives 1,2,3</p>

<p>already on sale.</p> <ul style="list-style-type: none"> • The <i>Dancing around Duchamp</i> season is pulling together all the art forms in delivering a truly rich and unique Arts and Learning programme combining, visual art, music, dance, film and theatre. The cabaret style event in particular will be a multiple art form event bringing together performances influenced directly by Duchamp, Cage, Cunningham etc. • We are working on a range of Arts and Creative Learning events in east London for summer 2013: Leandro Erlich's building project, the <i>Open School Dalston</i>, Gillett Square and Shoreditch Festival as well as off-site Theatre productions and the Olympic Park event. 	<p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p>
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3. Report: Creative Learning	
	Strategic Objective
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> • Framed Festival Framed Film Festival was the first week long celebration of international film and activities for young Londoners. Held at nine different venues and the only showcase of its kind in the capital, the festival gave 4-18 year olds the opportunity to see, make and dissect films as well as meet industry professionals. Programming covered family screenings, films for under 12s, films for teenagers plus school screenings during the week. Activities included drop in animation, reviewing and model making workshops as well as more in-depth filmmaking and scriptwriting workshops, a film craft masterclass and special events in partnership with BAFTA. The festival exhibited films made by young people, inspired by East London as well as films made by young filmmakers from South Africa. <p>The festival attracted audiences and participants of over 3,000 with 66% of those who gave feedback having not attended film at the Barbican before.</p> <ul style="list-style-type: none"> • Family trail The Big Barbican Adventure family trail launched at the beginning of January. Designed to provide a drop-in experience for families, the trail takes visitors on a tour of the Barbican providing opportunities for interacting with the building and staff. Initial responses from families have been extremely positive. The realisation of this project has been via a collaborative effort with Customer Experience, front of house staff and many other departments. • Barbican Box This year's theatre Barbican Box project has considerably expanded its reach, and has launched in 25 schools and community groups in the boroughs of Islington, Tower Hamlets and Hackney. The programme began with a professional development weekend for teachers led by artist mentors from Complicite. <p>Versions of Barbican Box for film and visual arts will be trialed this year. The film project will equip media studies teachers with skills and resources to teach film in their classrooms, and will launch with a professional</p>	<p>Objectives 1, 3, 4</p> <p>Objectives 3, 4, 6</p> <p>Objective 3</p>

<p>development weekend in late January. The visual arts programme will focus on visual literacy, and culminates with the production of a book and launch event at the Barbican in the summer.</p> <ul style="list-style-type: none"> • Glass at 75 The Barbican's celebrations of Philip Glass's 75th birthday provided a platform for young musicians from Junior Guildhall to perform a pre-concert programme of Glass repertoire, and for Guildhall School electronic music students to present their own responses to Glass's work in a post-concert clubstage performance. This made the evening into a true Barbican/ Guildhall School common platform event and is a model we hope to build upon. 	<p>Objectives 2, 3, 6</p>
<p>3.2. Preview & Planning</p> <ul style="list-style-type: none"> • ArtWorks London ArtWorks London enters a new phase with a series of projects and research programmes led by our partners. A New Direction will curate a series of seminars looking at how organisations across London are managing support and training for artists and practitioners working in participatory settings. The research and findings from this will continue to feed into the development of our new pathways at the Guildhall School as well as a joined up pan-London continuing professional development (CPD) offer. • Dialogue Dialogue is a major project which brings together artists and musicians from the Guildhall School of Music & Drama with East Londoners of all generations. This annual high profile event celebrates the talent, creativity and diversity of the people of East London and the next generation of artists. Components in this year's programme include a song writing project with The Arbour project – which works with women new to the community, Gateway Senior Residents Ensemble collaborating with Bangabandhu primary school, a new vocal ensemble based at Fellowes Court Community Centre, and a music project with St Mungo's homeless charity. Performances will take place in various East London venues between 30th January and 27th February. • Staffing A number of key positions in Creative Learning have been vacant in recent months. We have filled the position of Head of Learning and Participation, and the new postholder will start in early February. The position of Head of Creative and Professional Practice will be advertised during January. A partnership manager for ArtWorks London has also been appointed. 	<p>Objective 3</p> <p>Objectives 3, 6</p> <p>Objective 3</p>

4. Report: Audiences	
	Strategic Objective
4.1. Progress & Issues <ul style="list-style-type: none"> • Media highlights for 2012/2013: events from the Centre's artistic programme have had a high number of mentions in reviews of 2012 cultural activity and previews for 2013 following press office action. <i>Rain Room</i> has attracted much attention for 2012 (see Programming) whilst for 2013 the Duchamp season and the LA Phil residency in particular have caught the imagination of the press. • Significant events: The Queen's Medal for Music took place on 5 December with a visit by Her Majesty the Queen. This was considered to be a highly successful event and took a tremendous amount of detailed teamwork from all the Audiences Division departments. The day after saw the formal opening of the new cinemas— a real stretch for all after the night before. There has been hugely positive feedback from press and stakeholders about the new cinemas. Champagne Lanson provided champagne for both events, thanks to an 18 month partnership negotiated by Development. • Gift membership: the gift membership acquisition campaign for Christmas accounted for record levels of members joining the scheme - 289 new members including 61 joining the higher Red level membership. Membership numbers are now at their highest levels since the scheme re launched in October 2010 currently 14,282. • New Cinemas – Marketing and Communications: The first stage of the new cinemas launch campaign is now complete with a focus on local audiences in the City and East London. The campaign included targeted poster and digital advertising around the City, targeted social media advertising and a series of partnerships and collaborations with local businesses to encourage trial of the new spaces. Press coverage has been focussed on cinema and film press, local press and architectural and design trade press. • New Cinemas – This has been a busy time for the Customer Experience Department preparing the operation, experience and safety plans before welcoming our first customers. The team continue to monitor and adjust the operation experience as it beds down. The Visitor Management plan is now embedded across the operation and so far there have been no complaints from residents about noise or public nuisance. Customer feedback on the new space is very positive. • Annual Review: this was launched at the Managing Director's Christmas drinks on 17 December. The list of stakeholders it has been distributed to will now form the basis of a wide stakeholder list. 	<p>Objectives 1, 2</p> <p>Objectives 1, 5</p> <p>Objectives 1, 5</p> <p>Objectives 1, 4, 5</p> <p>Objectives 1, 4, S/E</p> <p>Objective 1</p>
4.2. Preview & Planning <ul style="list-style-type: none"> • Dancing around Duchamp: The marketing campaign for the cross art form season 'Dancing around Duchamp' is in the final stages of development and will start to roll out from mid January. This will include a major poster campaign, targeted digital TV advertising and extensive new and archive content to be shared through social media and housed on a bespoke microsite. • Classical music 13/14 season: this will be launched to Barbican members and press on 28 Jan 2013 and will be the third year that the Barbican has launched the whole classical music offer together, presenting a unified programme to 	<p>Objectives 1,2</p> <p>Objectives 1,2</p>

<p>audiences including Barbican own-promotion concerts alongside concerts presented by our resident and associate orchestras.</p> <ul style="list-style-type: none"> • Membership: The review of the membership programme is underway, following the research conducted in autumn 2012. In response to the research, highlights of which were shared at the November 2012 Board, the focus is on the evolution of the scheme in the next financial year with an emphasis on simplifying the scheme where appropriate, adding a Gift-Aid element and ensuring best value to the organisation and our members. • Residents: The next quarterly meeting with resident representatives and the Chairman and Deputy Chairman will take place on 26 February. • Digital: Procurement for the new ticketing/CRM system and new website is fully underway. The ITT document (full scoping document) and draft contract for the ticketing/CRM system will be issued by end January/early February and for the website by mid-March. • Recruitment: Development is nearing the end of a successful recruitment process for two new members of staff; a new Patrons Manager and a new Senior Corporate Partnerships Manager. All other departments have various ongoing recruitment issues to address. 	<p>Objectives 1,5</p> <p>Objective 1</p> <p>Objectives 1, 5</p> <p>S/E</p>
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5. Report: Operations & Buildings	
	Strategic Objective
<p>5.1. Progress & Issues</p> <ul style="list-style-type: none"> • Award for Barbican Centre recycling: The Barbican has been awarded 'Best Project - Material Waste and Recycling' at the Keep Tidy Britain - 'Change London 2012 Sustainability Awards' which took place at the House of Commons in December 2012. Zed Major, Facilities Manager, collected the award on behalf of the Barbican Centre. • Clean City Awards: More awards! Following a rigorous audit process the Barbican has been nominated by City of London for a Clean City award. We await the awards ceremony in February to learn if the award is Platinum or higher. • December 6th Event, Following the Queens visit Nigel Walker received the following note from the Royal protection Unit. <i>"I was very content with the arrangements you and your team put in place. More importantly so was HM The entrance and walk through to the Fountain room was handled well, with sufficient security staff and police officers to manage the large crowd whilst also maintaining a low key feel to the movement..... Your Team did a good job in being both present yet discreet. Not an easy feat. It was an excellent evening enjoyed by the Royal party and you and your team contributed massively to that. Thank you for your help and assistance."</i> • Ex Hall 1 tenant: Work is in progress on the space planning and scope of works required to allow for proposed LFS works to commence in early 2014 with a view to occupation in the following year. The project will be subject to agreement on lease terms, planning permission, and LFS funding outcomes. A consultation meeting with LFS and Barbican residents took place in December. • Cinemas project: The formal opening of the cinemas and the cinema café took place on 6 December 2012. Following completion of enabling 	<p>Objectives 4, 5</p> <p>All objectives</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 4</p>

<p>works related to gas, drainage and water services, final arrangements are in progress with the prospective tenant for the cinema restaurant to start fit out works on site in late January 2013. During this period the cinema café and the cinemas will remain fully operational.</p> <ul style="list-style-type: none"> • Citigen heating services: Following the problems in July with the failure of the district heating and hot water service which we receive from Citigen, works were planned for the provision of a back up system based in the Guildhall. The scheme at the Guildhall for the provision of a pressurisation set required to drive the backup provision has had to be abandoned for technical reasons. An alternative site has been found in the Barbican Central Services Plant room and works have commenced with final commissioning planned for completion in mid January 2013. The new system will provide additional resilience in the event of any future failure of the Citigen system. • Powered Flying System: Following completion of the formal approvals process a contractor has been appointed for the supply and installation of the Theatre flying system. Project start-up meetings are in progress. The programme is planned to commence on site in the main theatre in late May 2013, with a view to completion in September 2013. 	<p>Objectives 4, S/E</p> <p>Objectives 2, 4</p>
<p>5.2. Preview & Planning</p> <p>Capital Cap 2 projects are progressing well:</p> <ul style="list-style-type: none"> • Car Park signage programme. Additional car park signage has been installed at the Beech St entrance and Level 1 roadway. • Refurbishment of public toilets: the main area of work has been the 'supa-loos' at level -1. Following completion of the main works a design solution for urinal dividers has been developed. Fabrication and installation will now be progressed subject to affordability. • Garden Room Refurbishment (and adjacent public toilets): Contract procurement procedures are currently underway with the PQQ stage due for completion in mid January 2013 with a view to works being programmed to take place in the summer 2013 to coincide with the programme for the replacement of the Flying System. • Theatre Technical Project (Cap 3): Following the competitive tender process a consultant has been appointed to develop a scheme for the replacement of audio communication, lighting, tannoy, and visual communications. Works are planned to run alongside the Theatre Flying system works during the summer. • Cinema restaurant ceiling void: Work was undertaken to infill the open ceiling void in the cinema restaurant in December. It is now complete in time to allow the restaurant fit out to commence. • Dorothy Annan Ceramic Panels. A project to remove 9 Grade 2 listed ceramic panels, currently installed at Fleet House in 70 Farringdon Street, for relocation in the Barbican Centre. It is intended that the tiles will be installed on level 2 high-walk adjacent to the Guildhall School during the summer. 	<p>Objectives 4, 5 Objective 4</p> <p>Objectives 4, 5</p> <p>Objectives 4, S/E</p> <p>Objectives 3,4</p> <p>Objective 4</p>

6. Report: Commercial	
	Strategic Objective
<p>6.1. Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> We hosted two graduation ceremonies for the London Metropolitan University, including a reception attended by the Lord Mayor. The construction company 'MACE' hosted an event in the Barbican Hall. This was sold at short notice and was our final Hall date available in 2012. Human Appeal International held a concert in aid of the people affected by the Syrian conflict, bringing a new audience to the Barbican. This event, managed and delivered by the Business Events team, highlights the growing diversity of our business mix. In December, a further 18 events were hosted in the cinemas and conference suites including some regular clients for PSCA, Rule Financial, Lloyds Banking Group, AKQA and It's Nice That (hosting a seminar on the Arts and Digital Technology). New clients included the Society for Academic Primary Care, Comic Relief, Infinera and the Health Protection Agency. Budget 2012/13: Of our income budget target of £1.7m (room hires) we are currently at £1.65m contracted. <p>Exhibition Halls</p> <ul style="list-style-type: none"> Although the end of 2012 was rather quiet in terms of activity, the team was busy working on the events due to take place in the first quarter of 2013 and confirming tenancies. In December two events confirmed their return: British Invention Show and Edinburgh-based Heriot-Watt University. <p>Commercial Development</p> <ul style="list-style-type: none"> Retail: Sales from Barbican retail have been steady over the past two months, with the Christmas uplift coming rather late last month. December revenue is 72% higher than last year (when we took retail in house for the first time) and 30% of sales in 2012 were generated by a small pop up situated outside the Foodhall. Catering: Income from the less formal catering outlets performed above budget in November with our waiter service restaurants doing less well. In December Compass' concession payments were 25% above period 9 in 2012, reflecting an improved ability to maximise sales from high volumes of potential customers. In general catering sales in December reflected audience numbers. <p>BIE</p> <ul style="list-style-type: none"> Designing 007 has now begun the first leg of its global 3 year tour at Tiff Bell Lightbox, Toronto (26 October - 20 January 2013). Game On 2.0 has just ended its run in Budapest. 	<p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p>

Business Events

- ## Objective 5

- There are 4 events scheduled for the first quarter of 2013: The Remainder Book Fair, Garden Press Event, Landlord & Letting Show and Music Education Expo. The Garden Press Event and the Music Education Expo are taking place at the Barbican for the first time. The Music Expo has offered the Barbican an opportunity to participate in the event by taking an exhibition stand and promoting our educational activities through the seminar programme.

Objective 5

- **Retail:** Designed by the in-house design team we are now selling the first products in a range of Barbican branded merchandise.
- Our new casual staff team of 9 retail assistants and supervisors is now in place, and the new staff members have settled in well. With varied experience from the high street and other arts centres such as the Roundhouse and South Bank Centre the team are focused on enhancing customers experience in our shops and increasing average transaction value.

Objectives 1,
5

Objectives 1,
5. S/E

- Game on 2 launches at Ontario Science Centre in March 2013. Game On I will move on to venues in Argentina and Chile in Spring 2013. Paper Fashion launches at Gallerie Stihl, Waiblingen, Germany in February 2013.

Objectives 1,
5

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Our Vision:

World-class Arts and Learning

Our Objectives

Collaborate with colleagues to:

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

Staff & Efficiency (S/E)

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

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Agenda Item 10

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Agenda Item 16

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Agenda Item 17

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Agenda Item 19

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