



Barbican Centre Board

Date: WEDNESDAY, 27 NOVEMBER 2013
Time: 10.30am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

Enquiries: **Matthew Pitt**
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Lunch will be served in the 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 25 September 2013.

For Decision
(Pages 1 - 4)

a) **MINUTES OF THE FINANCE COMMITTEE**

To receive the public minutes and summary of the Finance Committee of the Barbican Centre Board meeting held on 12 November 2013 (to follow).

b) **MINUTES OF THE RISK COMMITTEE** (Pages 5 - 8)

To receive the public minutes and summary of the Risk Committee of the Barbican Centre Board held on 14 October 2013.

c) **MINUTES OF THE NOMINATIONS COMMITTEE** (Pages 9 - 10)

To receive the public minutes and summary of the meeting held on 6 November 2013.

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

Report of the Managing Director.

For Information
(Pages 11 - 24)

5. **BARBICAN CENTRE SAFEGUARDING POLICY**

Verbal update by the Head of Human Resources.

For Information

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. **NON-PUBLIC MINUTES**

To agree the non-public Minutes of the Barbican Centre Board meeting held on 25 September 2013.

For Decision
(Pages 25 - 28)

- a) **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE**
To receive the non-public minutes of the Finance Committee of the Barbican Centre Board held on 12 November 2013 (to follow).
- b) **NON PUBLIC MINUTES OF THE RISK COMMITTEE** (Pages 29 - 30)
To receive the non-public minutes of the Risk Committee of the Barbican Centre Board held on 14 October 2013.
- c) **NON PUBLIC MINUTES OF THE NOMINATIONS COMMITTEE** (Pages 31 - 32)
Non-public minutes of the Nominations Committee of the Barbican Centre Board held on 6 November 2013.

10. **OUTSTANDING ACTIONS OF THE BOARD**

Report of the Town Clerk.

For Decision
(Pages 33 - 34)

11. **MARKETING AND COMMUNICATIONS PRESENTATION**

Presentation by the Head of Marketing.

For Information
(Pages 35 - 60)

12. **BARBICAN CENTRE EXHIBITION HALL 1: LONDON FILM SCHOOL PROPOSAL**

Joint report of the Managing Director and the City Surveyor (to follow).

For Decision

13. **BUSINESS REVIEW 2013/14 PERIOD 6 ACCOUNTS AS AT 29TH SEPTEMBER 2013**

Report of the Chief Operating and Financial Officer.

N.B. included at the end of the appendices is a Period 7 update to this Business Review following the recent Finance Committee of the Barbican Centre Board meeting.

For Information
(Pages 61 - 80)

14. **BARBICAN BUDGET REPORT 2014/2015**

Report of the Chief Operating and Financial Officer.

For Information
(Pages 81 - 102)

15. **DEVELOPMENT REPORT**

Report of the Director of Audiences and Development.

For Information
(Pages 103 - 120)

16. **BARBICAN TICKETING AND WEBSITE PROCUREMENT**

Report of the IT Project Manager.

For Information
(Pages 121 - 128)

17. **UPDATE ON CAPITAL WORKS**

Report of the Operations and Buildings Director.

For Information
(Pages 129 - 136)

18. **RISK UPDATE**

Verbal update by the Operations and Buildings Director.

For Information

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

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

Agenda Item 3

BARBICAN CENTRE BOARD

Wednesday, 25 September 2013

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

Present

Members:

Deputy Catherine McGuinness (Chairman)	Cllr Guy Nicholson (External Member)
Deputy John Tomlinson (Deputy Chairman)	Keith Salway (External Member)
Stuart Fraser	Jeremy Simons
Vivienne Littlechild	Alderman David Graves (Ex-Officio Member)
Jeremy Mayhew	Christopher Purvis (Ex-Officio Member)
Brian McMaster (External Member)	John Scott (Ex-Officio Member)
Wendy Mead	

Officers:

Daniel Hooper	- Town Clerk's Department
Matthew Pitt	- Town Clerk's Department
Niki Cornwell	- Chamberlain's Department
Andrew Wild	- City Surveyors
Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Jo Daly	- Barbican Centre
Michael Dick	- Barbican Centre
Sandeep Dwesar	- Barbican Centre
Steve Eddy	- Barbican Centre
Lorna Gemmell	- Barbican Centre
Sean Gregory	- Barbican Centre
Louise Jeffreys	- Barbican Centre
Leonora Thomson	- Barbican Centre

1. APOLOGIES

Apologies for absence were received from Roly Keating, Trevor Phillips, Deputy Richard Regan and Deputy Dr Giles Shilson.

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 non-public summary of the meeting held on 24 July 2013 were approved.

3.a) **Minutes of the Finance Committee**

The public minutes and non-public summary of the Finance Committee of the Barbican Centre Board meeting held on 11 September were received.

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

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

The Director of Arts reported that the 2013/14 season had been launched to a positive reception. She particularly drew attention to the return of the Royal Shakespeare Company (RSC) to the Centre. The planned three year collaboration would include Richard II this year followed by Henry IV Parts 1 and 2 the following year. The Director added that following a recent meeting, the RSC were keen to work with the Centre in a broader way and reported that there could be opportunities for collaboration in Creative Learning.

The Director of Creative Learning reported that his team had recently given a presentation to the new intake of students at the Guildhall School and this had been met with an enthusiastic reception. He also reported the launch of Open School East the previous week and the well-received 'Hack the Barbican' event which had been held over the summer months.

The Director highlighted that his team were now working on a three year plan that would encompass all art forms and reported the team would increasingly look towards enterprise activities, together with outreach work as part of the business plan.

The Operations and Buildings Director reported that the backstage refurbishment at the Concert Hall and the Garden Room refurbishment had been successfully completed. He reported that the Centre now expected a delayed completion date of 4 October for the new flying system in the Theatre.

The Chief Operating and Financial Officer reported that the number of business events at the Centre was meeting expectations and there were a number of positive enquiries about the newly refurbished Garden Room in particular. He added that a new range of house wares in the Barbican Shop marked an expansion of the current retail range.

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

There were no questions.

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

The Chairman considered the following items urgent:

Child Protection Policy

The Chairman informed Board Members that the Guildhall School had just refreshed their Child Protection Policy. The Centre would be reviewing whether its policy also needed any updating.

The Director of Creative Learning commented that the activities of the Centre were covered by the Guildhall School policy on collaborative events and that his department also had their own policy.

RESOLVED – That,

- a) annual reports on child protection be brought to the Board; and
- b) a report be prepared for the next meeting of the Board detailing the Centre’s own policy.

London Living Wage

The Board received a resolution of the Finance Committee informing Members that at its meeting on 23 September 2013, the Committee had endorsed two reports which recommended paying the London Living Wage on staff and student catering contracts and on corporate cleaning contracts; the reports also recommended that the costs of the London Living Wage elements of the contract would be borne centrally by the City Corporation.

7. 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

<u>Item No</u>	<u>Exempt Paragraphs</u>
8-16	3
17&18	-

8. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 24 July were approved.

8.a) NON PUBLIC MINUTES OF THE FINANCE COMMITTEE

The Board received the non-public minutes of the Finance Committee of the Barbican Centre Board meeting held on 11 September 2013.

9. OUTSTANDING ACTIONS OF THE BOARD

The Board received a report of the Town Clerk detailing the outstanding actions of the Board.

10. REPORT OF ACTION TAKEN BETWEEN MEETINGS

The Board received a report of the Town Clerk detailing action taken between meetings.

11. PERFORMANCE REVIEW

The Board received a presentation by the Managing Director.

12. BUSINESS REVIEW 2013/14 PERIOD 4 ACCOUNTS AS AT 28TH JULY 2013

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

13. **BARBICAN WEBSITE PROCUREMENT AND DELEGATED DECISION REQUEST**
The Board approved a request of the Director of Audiences and Development.
14. **DEVELOPMENT REPORT**
The Board received a report of the Director of Audiences and Development.
15. **CAPITAL CAP UPDATE**
The Board approved a report of the Operations and Buildings Director.
16. **RISK UPDATE**
The Board received a verbal update of the Chief Operating and Financial Officer.
17. **QUESTIONS RELATING TO THE WORK OF THE BOARD**
There were no questions.
18. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

The meeting closed at 12.46pm

Chairman

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Monday, 14 October 2013

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at the Guildhall EC2 at 3.00pm

Present

Members:

Deputy John Tomlinson (Chairman)	Brian McMaster (External Member)
Deputy Catherine McGuinness (Deputy Chairman)	Keith Salway (External Member)

Officers:

Matthew Pitt	- Town Clerk's Department
Paul Nagle	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Rob Baker	- The Barbican Centre
Michael Dick	- Barbican Centre
David Duncan	- Barbican Centre
Sandeep Dwesar	- Barbican Centre
Leonora Thomson	- Barbican Centre
Nicholas Triantafyllou	- Barbican Centre
Nigel Walker	- Barbican Centre

1. APOLOGIES

Apologies were received from Vivienne Littlechild.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 15 January 2013 were approved.

4. OUTSTANDING ACTIONS

The Committee received a report of the Town Clerk detailing Outstanding Actions.

The Committee discharged the following items: -

Goods Lift
Risk Register & frequency of reporting
Air handling units in the new cinemas
Ticketing and Flying System update

Protocol in the event of HM Queen's Death

The Chief Operating and Financial Officer agreed to look in to the matter of insuring against this event. It was believed that performances would have to be cancelled upon the Queen's death and this represented a significant risk.

London Living Wage (LLW)

Members were concerned that not all catering contracts at the Barbican were covered by the City's recently adopted London Living Wage paper but it was pointed out that remaining contracts were not yet up for renewal and the question of LLW could be addressed at that point.

The Chairman requested that Officer provide an update to Members detailing contracts where London Living Wage enabled.

Flying System

The Operations and Buildings Director informed Members that works had been completed but there was a software glitch that required fixing before the project was given formal sign off. The Director assured Members that performances would not be affected and undertook to keep Members updated.

5. INTERNAL AUDIT UPDATE

The Committee received a report of the Chamberlain providing the Committee with an update on the progress of Internal Audit reviews undertaken at the Barbican Centre since the last report in June 2013.

In response to Member concern over contractors at the Centre missing key performance targets, the City Surveyor and the Chief Operating and Financial Officer both agreed to take these concerns away, examine whether there were issues to be addressed and report back to the next meeting.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. EXCLUSION OF THE PUBLIC

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

<u>Item No.</u>	<u>Paragraph No.</u>
9-11	3
12 & 13	3

9. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 15 January 2013 were approved.

10. **TICKETING UPDATE**

The Committee received a report of the Director of Audiences and Development.

11. **RISK REGISTER UPDATE**

The Committee received a report of the Operations and Buildings Director.

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

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There was one urgent item relating to protests at the Centre.

The meeting closed at 4.18pm

Chairman

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NOMINATIONS COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 6 November 2013

Minutes of the meeting of the Nominations Committee of the Barbican Centre Board held at Aldermen's Dining Room - 4th Floor West Wing on Wednesday, 6 November 2013 at 9.30 am

Present

Members:

Deputy Catherine McGuinness (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Tom Hoffman
Roly Keating

Officers:

Daniel Hooper	- Town Clerk's Department
Matthew Pitt	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director Barbican Centre

1. APOLOGIES

Apologies were received from Jeremy Mayhew.

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 non-public summary of the meeting held on 15 May 2013 were approved.

4. SKILLS AND EFFECTIVENESS SURVEY 2013

The Committee received a report of the Town Clerk highlighting key themes that came out of the Skills and Effectiveness Survey 2013.

The Chairman reported that in view of the concerns and queries raised about the presentation of financial information within committee reports, the Finance Team at the Centre had offered to talk through these issues with Members and, where appropriate, make adaptations.

Other issues raised in the feedback concerned the length of the meetings and the proportion of time spent on presentations rather than discussion. The Committee felt that in light of the feedback given on presentations, these set-pieces should be kept ideally to around 5 minutes presentation limit which should allow ample time afterwards for detailed discussion on the subject matter.

Discussion ensued around how the Board could best offer strategic input into the arts platforms at the Centre, particularly if less time was spent in the meetings hearing about artforms through the presentations. The Committee felt that an Arts Away Day, similar to the one held earlier in 2013 on the Centre's

vision, would be a good forum for such input.

In response to Member questions on the structure of the agenda, the Town Clerk undertook to investigate this but suspected this could not be changed given the Board currently sat within a Local Government framework.

Members felt that the Board would be better able to give the Centre a clear direction on matters if a set of clear options were presented within reports.

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

There were no questions.

6. **ANY OTHER BUSINESS**

There were no urgent items.

7. **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>Paragraph No.</u>	<u>Exemption Paragraph</u>
8	3
9	-
10	1 & 2

8. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 15 May 2013 were approved.

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

There were no questions.

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

There was one urgent item relating to nominations to the Board.

The meeting ended at 10.22 am

Chairman

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Agenda Item 4

Committee(s): Barbican Centre Board	Date(s): 27 November 2013
Subject: Management Report by the Barbican's Directors	Public
Report of: The Managing Director	For Information
<u>Summary</u>	
<ul style="list-style-type: none">• The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Cultural Hub, Arts, 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 at item 13 in 'non-public business'.	
<u>Recommendation</u> It is recommended that Members receive this report for information.	

Main Report

1. Report: Cultural Hub	
<p>“The hall...is a delight” Paul Driver, The Sunday Times on Milton Court</p> <p>“a major addition to London's musical life, providing not only a shop window to what some of the country's most talented music and drama students are up to, but giving the Barbican what it has always lacked, a decent venue for chamber-scale concerts. It's also another major contribution to the powerful musical and creative network in the City, with the Barbican, the London Symphony Orchestra...as well as the community and outreach work that they are all involved with.” Tom Service, Guardian blog on Milton Court</p>	<p>Strategic Objectives</p>
<p>1.1. Progress & Issues</p> <ul style="list-style-type: none"> • The successful opening of the Guildhall School's Milton Court building has also marked a step-change in the operation of the Barbican Centre. Outstanding concerts have already been promoted by the Barbican with its new associate ensembles, the Britten Sinfonia and Academy of Ancient Music. Milton Court provided the centerpiece venue for the highly original celebration Illuminating Britten (see Creative Learning) which featured musicians and actors from the Guildhall School alongside debates, talks and films which used the full variety of Barbican venues including the new cinemas, St Giles Cripplegate, our Hall, Theatre, and Garden Room. • The concept of the cultural hub has now been presented to the Barbican Board, Guildhall School of Music and Drama Board, and members of the Museum of London Board, and a steering group of Members and officers is being established as a working party of Policy and Resources (verbal update to be given following the meeting of P+R). Initial briefing of residents is beginning in our regular meetings, leading to full consultation in collaboration with Built Environment Department. • At the same time an external advisory group will be formed under the chairmanship of Michael Cassidy, a former Chairman of the Barbican Centre and Museum of London, its purpose being to engage outside expertise from those who have skills and interest related to the project. The central reference group remains the Culture Chairmen's Group which is an informal sub-group of Policy and Resources, chaired by Mark Boleat. • A successful launch of the 2014 Barbican programme (see Audiences) was able to touch on the potential of the cultural hub, and an earlier piece appeared in the Evening Standard quoting Michael Cassidy. 	<p>Objectives 1,2,6</p> <p>Objective 6</p> <p>Objective 6</p> <p>Objectives 1,2,6</p>

<p>1.2. Preview and Planning</p> <ul style="list-style-type: none"> As it progresses, the future progress of the cultural hub project will be complex in relation to the number of stakeholders involved, especially in bringing together the potentially different objectives of those in the project. We are fortunate that Arup have undertaken to continue their pro bono work by advising us on the wider cultural perspectives of the project. In addition, in relation to the LSO search for a principal conductor mentioned in the last Board report, Arup are undertaking a new survey of the Barbican concert hall to see if there is potential for any improvements which would help to meet the LSO's needs for enhanced facilities at the Barbican. This work will be reported on when the first stage is complete next year. <ul style="list-style-type: none"> The financial challenges to the organisation, signalled in the 2014/15 Budget paper, have been requiring much thought and debate from Management, and the process of reducing deficits has been undertaken in a collaborative spirit by all departments. As we look towards 2015/16, where much activity is already committed, we will of course involve the Board, in the formulation of options going forward, following the questions that were posed at the end of the Performance Review to the September Board 	<p>Objectives 1,6</p> <p>Objectives 4,6</p> <p>Objective 5</p>
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2. Report: Arts	
<p>2.1. Progress & Issues</p> <p>Contemporary music is doing particularly well at the moment. The Transcender series was back at the Barbican for the fifth time with four concerts including the critical acclaimed and sold out performance by Nicolas Jaar. Other contemporary music box office successes include Paloma Faith with The Guy Barker Orchestra, Chris Thile and Volcano Choirs.</p> <p>Pop Art and Design has opened, there was a great deal of preview coverage and a favourable critical response including a 5* review on the Telegraph online: "This exhibition of artworks and design pieces is so good I almost felt I was back in the Sixties". It is bucking the usual attendance curve with audiences building after the first week. The related programme of events will include tours, workshops and a film season.</p> <p>Ayşe Erkmen: Intervals attracts an average of 180 visitors daily.</p> <p>The Gewandhaus Orchestra Leipzig returned to the Barbican in October for its second International Associate residency. It generated very positive press coverage and contributed to establishing Milton Court Hall as a</p>	<p>Strategic Objectives</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2</p> <p>Objectives 1,2,3,6</p>

<p>world-class venue for music in London.</p> <p>Barbican Britten, a celebration of Britten’s centenary started on the 6th November with Phaedra and Illuminating Britten, a three day celebration through films, screenings, talks, and performances. Curlew River has sold out in advance of opening.</p> <p>Boy Blue Entertainment’s The Five & the Prophecy of Prana opened to great reviews and enthusiastic responses from audiences. One paper commented: “companies such as Boy Blue are pushing the envelope by reshaping street dance and exploring its potential in creating contemporary work which connects with audiences previously absent from citadels of culture like the Barbican”.</p> <p>Some of these events have not reached target and we are reviewing budgets accordingly.</p> <p>In the cinemas, Urban Wandering – Film and the London Landscape, was a great success and tickets sales targets were exceeded. The pre-Oscar commercial film releases are now happening – so well reviewed films such as Gravity and Philomena should help to boost sales. Pop: Images of Desire, a major season of films celebrating the excitement, innovation and daring associated with the Pop years, will accompany the Art Galleries exhibition. A generic cinema marketing campaign is supporting the programme.</p>	<p>Objectives 1,2,3,5,6</p> <p>Objectives 1,2</p> <p>Objectives 1,2,5,6</p>
<p>2.2. Preview and Planning</p> <p>Along with Create London’s Director, the Director of Arts attended a meeting at the LLDC’s offices to discuss Open East Festival. While the difficulties associated with producing the event were discussed, all parties agreed that the event itself was a success; of the surveyed audience:</p> <ul style="list-style-type: none"> • 85% rated their experience as Good or Excellent • 28% belonged to the low cultural attendance segment • Approximately 43% was from east London <p>We are exploring the possibility for working in the Queen Mary Elizabeth Olympic Park again in the future.</p> <p>The Director of Arts attended an Arts Council’s briefing on the next NPO funding round that will start in 15/16. We are working on a bid based on the continuation and development of our work by, with and for East London artists and audiences.</p> <p>As part of Beyond Barbican 2014, we are scoping out an offsite project linked to The Fashion World of Jean Paul Gaultier: From the Sidewalk to the Catwalk exhibition in collaboration with Create London. Taking place near Morning Lane in the Hackney fashion hub development area, it will take the form of a fashion market with a film element and engage young people and communities in the area, and fashion / film students.</p> <p>We are exploring working in collaboration with Waltham Forest Council for our Summer offsite music project.</p> <p>We are in the process of interviewing for the position of Head of Visual</p>	<p>Objectives 1,2,3,5</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3,5</p> <p>S/E</p>

<p>Arts.</p> <p>We are holding a series of strategic meetings with Heads of art forms and senior Creative Learning team members to prioritise work on future programme.</p>	<p>Objectives 1,2,3</p>
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<p>3. Report: Creative Learning</p>	
	<p>Strategic Objective</p>
<p>3.1. Progress & Issues</p> <p>This period has seen a number of high profile arts and learning events taking place across the Barbican and Guildhall, as well as in local communities.</p> <p>Rhizome – Seven on Seven: This event paired seven high profile artists (including two Turner Prize winners) with technologists to create a new collaborative piece of work in a limited period of time. Seven on Seven culminated with a high profile conference event in Milton Court Hall which was well supported and attracted new and diverse audiences. The event was a fascinating development of our recent work in the digital sector, and tested new ways of laboratory working.</p> <p>Battle of Ideas: This returned to the Barbican for the second time for a very successful weekend of discussion and debate. Presented by the Institute of Ideas, the weekend included a number of discussions related to the Barbican’s programme, with panelists from Barbican and Guildhall School.</p> <p>Leipzig Gewandhaus residency: Creative Learning worked with a group of school children from Newham, Redbridge and Hackney. The group spent two days working with leader Luke Crookes to develop original responses to Brahms and his music, culminating in a pre-concert foyer performance at the Barbican. The final performance was well received by both the concert hall audience, and the new audiences who supported the young people. The group attended the Leipzig Gewandhaus Brahms concert that evening – an audience member wrote afterwards “I found it hard to believe that they could have been so very quiet throughout a long and demanding piece...these young people were fully taking advantage of the opportunity you had offered them”.</p> <p>Illuminating Britten: This took place from 8 – 10th November. This three day celebration used Milton Court Hall, Barbican Hall, Cinemas and other spaces for a series of talks, panel discussions and other events on the occasion of Britten’s centenary. Guildhall School Musicians and actors</p>	<p>Objectives 2,3,6</p> <p>Objectives 1,3</p> <p>Objectives 1,2,3,6</p> <p>Objectives 1,2,3,6</p>

<p>participated throughout the weekend with readings and performances. The event was extremely well received by an enthusiastic audience, and demonstrated new and interesting ways of presenting and curating contextual events around the Barbican's programme.</p>	
<p>3.2. Preview & Planning</p> <p>Framed Film Festival and BFI Film Academy: The second Framed Festival takes place from 16th to 24th November and incorporates a number of events for families and young people, including programmes curated by the Barbican Young Programmers.</p> <p>We have been successful in an application to deliver a young filmmakers programme as part of the BFI film academy network. This programme will give a group of 16 to 19 year olds the opportunity to make their own short films and participate in a range of learning activities. This will be the first of our projects which incorporates Arts Award – a national qualification for young people.</p> <p>Snapshot Songs: Snapshot Songs is a new song cycle based on London zeitgeist, led by composer Stuart Hancock and supported by the SHM foundation. The performance on 14 April 2014 will feature singers and spoken word artists of all ages and backgrounds sharing the Milton Court concert hall stage with DrumHeads, Barbican Young Poets and the London Schools Symphony orchestra, conducted by Peter Ash.</p> <p>Throughout August-November, Creative Learning have run taster sessions for over 400 people in venues including the Barbican, Fellows Court Community Centre, Artizan Street Centre, NewVic Further Education College in Newham and at Westfields Shopping Centre.</p> <p>We have also worked with specific groups to develop songs for the final piece. These groups include Only Connect - a charity supporting ex-offenders, Body & Soul - a charity supporting people affected by HIV, the Barbican Young Poets, DrumHeads and FutureBand.</p> <p>LAB: Recent artists include Nabokov and Square Peg creating a new interpretation of a classic with musicians and circus artists, ArtWorks Fellow Ned Glasier looking at process with experienced artists, mid-level artists and young people ahead of writing a book on making work with young people, and The London Contemporary Opera working with artists on The Schmurz. The Weekend Labs continue with great success with Barbican artists such as Katie Mitchell and Boy Blue. Our CPD weekends have developed a cross arts focus with a joint training weekend looking at working with vulnerable adults delivered by Guildhall artists and Cardboard Citizens.</p>	<p>Objectives 1,2,3</p> <p>Objectives 3,6</p> <p>Objectives 2,3</p>

4. Audiences	
	Strategic Objective
4.1. Progress & Issues	
<p>It has been a very busy, full and exciting season for the teams, supporting and working on all the artistic and learning events mentioned in the Arts and Learning sections of the report e.g. Pop Art Design, Leipzig, high profile contemporary music events, Framed, Battle of Ideas, Rhizome and the reopening of the theatre to name a few.</p> <p>Communications: A major season launch was held on 29 October. News coverage of the forthcoming season ran in the Evening Standard, Guardian, Independent, Daily Mail, Daily Telegraph online, BBC News online, ITV News online and many other publications. The headlines concentrated mostly on the Digital Revolution exhibition, and Testament of Mary with Fiona Shaw, and many of the publications also mentioned the Barbican's successful previous year and record audience figures.</p> <p>Marketing: A variety of campaigns are currently underway including the classical music season, the new cinemas and Pop Art Design. Of particular interest is a retail partnership for Pop Art Design which has given us major brand profile in the shops and shop windows of the clothing retailer American Apparel.</p> <p>Digital content:</p> <ul style="list-style-type: none"> • The Hack the Barbican community will reconvene in the Centre before the new year for a day of evaluation and concept-planning for potential future projects. That will then be followed by discussions between the HTB community and Barbican senior staff. • The Pop Art Design mobile app successfully launched alongside the opening of the Art Gallery show; at the time of writing it had been downloaded nearly 3,000 times. • Alongside our staging of Britten's Curlew River in St Giles Cripplegate, the church will be open on 15 and 16 November for a sound and visual installation in which visitors could hear a 'reverberation' of the performance – "Curlew River Echo" <p>Brand: Over 150 copies of our visual identity guidelines have been sold to date through the Barbican shop, helped by the presence of a large international design conference. Interestingly, that conference also used the foyer spaces for their own branding in some innovative ways.</p> <p>Customer Experience:</p> <ul style="list-style-type: none"> • The department was delighted to be part of the team who won the City's 'Achievement in Learning and Development Awards' for Dalston House. • Box office: print at home tickets have now been successfully rolled out across all Barbican and Milton Court Venues following the successful uptake in the cinema which is currently running at 70%. 	<p>Objectives 1,2,3</p> <p>Objective 1</p> <p>Objectives 1,4</p> <p>Objectives 1,4</p> <p>Objectives 1,6</p> <p>Objective 3, S/E</p>
4.2. Preview & Planning	

<p>Ticketing/CRM system procurement: We are still waiting to decide on a preferred bidder for this project, and contract clarifications are on-going.</p>	Objectives 1,3,5
<p>Website procurement: We now have a shortlist of five bidders and are seeing presentations for them in the second half of November.</p>	Objective 1
<p>The launch date for both projects still stands at early 2015 at the moment. A report on both projects went to the October Risk Committee and the November Finance Committee</p>	
<p>Creative Learning strategy: Marketing, Communications and Development are all playing a role in the refreshing of the Creative Learning strategy. We are in discussions about how to “package up” part of the Creative Learning offer in order to achieve greater impact in our communications. This may well lead to a “launch moment” for the charitable element of our work early next year.</p>	Objectives 1,3,5
<p>Membership: We are in the process of doing final modelling for adjustments to the current scheme in response to extensive research carried out in 2012. We will then head towards implementation of changes, aiming for April 2014 latest. We are now in a recruitment process for the vacant Membership Manager post that will help us to take forward the new scheme.</p>	Objectives 1,5
<p>Classical Music launch: Plans are underway for the next Classical Music Season launch in January.</p>	Objectives 1,2
<p>Development Training: Development continues to work closely with customer experience on building awareness around our culture of philanthropy with front line staff. Since September approximately 50 Art Gallery hosts have received their first training session from Development. Plans are now under way to train centre wide front of house staff (not just art gallery) followed by the shop team. In addition we have built on the Gift with Ticket Purchase success by asking customers for a donation of £2 when they buy tickets at the Art Gallery. Early signs are positive and a 1 month review will take place at the end of November. All training covers why we need customer donations, how to ask for donations and where the money is going. By the end of December all Ticket Sales Advisors will have received additional training which introduces the Annual Fund, an umbrella title for all donations under £1200.</p>	Objectives 1,5

<p>5. Report: Operations & Buildings</p>	
	Strategic Objective
<p>5.1. Progress & Issues</p>	
<p>Another Challenging Period for our Security Team: More challenging demands were made on the security team with protests arising out of the Valery Gergiev performances with the LSO in both the Milton Court and Barbican Centre Concert Halls. News of the Peter Tatchell stage</p>	Objectives 1, S/E

<p>invasion prior to an LSO Hall performance reported on the websphere included remarks about the professional behaviour of the security team in dealing with the event.</p> <p>Security also successfully managed two separate Royal visits from the Duke of Kent and Princess Alexandra as well as an event attended by William Hague (which coincided with the demonstration against Valery Gergiev by Peter Tatchell and 54 supporters at the Barbican Centre Silk Street entrance).</p> <p>Business Continuity Audit: An internal audit by COL on our Business Continuity plans is now published in draft. It is a positive report with only a few recommendations</p> <p>Milton Court: Post Practical Completion works continued throughout the summer with very restricted access to most parts of the building and no usage for teaching possible. The building is now fully operational and accommodating, alongside School activities, the Barbican Centre's concert and performance programme. Snagging works, expected to last up until the end of the year, still continue with works taking place overnight.</p> <p>Ex Hall 1 LFS Proposed Tenancy:</p> <ul style="list-style-type: none"> • A joint Barbican/ City Surveyors bid for funding to support the escalated value of the enabling works required to introduce the LFS tenancy has now been approved by Resource Allocation Sub Committee. • LFS have reported a successful funding bid for BFI lottery funds. • Gateway reports and letting reports are currently in development for Committee review. • The agreement to lease with the LFS is in its final stage of development being expected to conclude by the end of November. • The works programme and timeline is now becoming firmer with enabling works design, planning and construction due to take place during 2014 with handover to the LFS for their fit out works in January 2015. <p>Ex Hall 2 Tenancy: Feasibility work is developing, building on the core proposal of a Learning Centre/Library using a new combined service model involving the School, the CoL Barbican Library and City Business Library services. Work is currently in progress around the development of the model to incorporate an element of Creative Entrepreneurs.</p> <p>Cinemas Project: Following the opening of the Cote restaurant at the end of March 2013 invasive cooking smells have been mitigated with a temporary extract solution. As a more permanent solution a revised extract and fresh air intake scheme has received planning and listed building consent but works have been delayed pending the discharge of two conditions attached to the approval. These have now been successfully fulfilled and works will progress in the near future.</p>	<p>Objectives 4, S/E</p> <p>Objectives 2,6</p> <p>Objectives 3,6</p> <p>Objectives 2,3,4,6</p> <p>Objective 4</p>
<p>5.2. Preview & Planning</p> <p>The summer programme of Capital projects has progressed well utilising</p>	

the opportunity of a lower level of performance activity to carry out works.	
Theatre Technical Project (Cap 3): Works commenced in mid-July and were scheduled to be completed in October. However the contractor is in delay and works are now expected to be complete in mid-late November.	Objective 4
Powered Flying System: The contractor commenced works at the end of May and was scheduled to complete, following a 2 week extension in programme, in late September. This extension proved to be insufficient and the works remain incomplete and can now only be completed around the Theatre's events. The contractor is working closely with the Theatre's production team to ensure that the shows are not affected by the late completion of the project.	Objectives 4, S/E
Signage (Phase 2): Following the completion of the phase 1 car park signage scheme, a scheme for new signage for all floor levels of Frobisher Crescent has now been finalised and tenders will be sought in the near future.	Objective 4

6. Report: Business & Commercial	
	Strategic Objective
6.1. Progress & Issues	
<p>Business Events:</p> <ul style="list-style-type: none"> On September 4th the team welcomed 200 new and existing clients to the official launch of the refurbished Garden Room and Conservatory and the opening of the new interactive Boardroom product. As a result of this event we have seen an increase in enquiries from across both the corporate and association sectors. The team celebrated after winning two prestigious awards at the <i>Meetings Industry Marketing Awards</i> – Gold award for the Best PR Campaign, and the Bronze award for Best Use of Budget. In addition the Barbican was a finalist for the Conference Venue of the Year award at both the <i>Conference and Incentive Travel Awards</i> and the <i>Event Awards</i>. Notable events we have recently hosted include: Open University held two ceremonies; AGI (Alliance Graphique Internationale) held their annual congress and Internet Advertising Bureau returned again for an event in the Hall (2nd annual event). We also hosted a further 42 events during this period. <p>Exhibition Halls:</p> <ul style="list-style-type: none"> Since the last the report the Exhibition Halls has improved their rental income forecast thanks to a new booking from the University of London. September and October have been the busiest months in the Exhibition Halls' calendar, delivering a number of regular events: the Landlord and Letting Show, King's College Welcome Fair, King's College Welcome Expo and the British Invention Show, as well as six continuous weeks of exams for University of London students and two days for the Chartered Institute of Taxation. 	Objective 5
	Objectives 1,5

<p>Commercial Development:</p> <ul style="list-style-type: none"> • Retail: We are now managing the retail operations for the Art Gallery and have had a successful start to the Pop Art exhibition shop. A new team of casual retail staff have been inducted ready for the busy Christmas period. • Catering: Both caterers are now responding well to visiting audiences with a new series of menus and promotions introduced (pre-theatre in both the Gin Joint and the Lounge). The caterers are also responding to an increased desire to work on arts related promotions in the Camera Café, Lounge and Foodhall, in particular to introducing family/children offers. • The Martini Bar has become the Pop Bar for the duration of Pop Art Design in the Gallery. <p>BIE:</p> <ul style="list-style-type: none"> • <i>Designing 007</i> has opened at the Melbourne Museum. The media response has been wonderful, and extensive throughout Australia. Daily visitor numbers are averaging 950. • <i>Watch Me Move</i> has now launched its US tour at the Detroit Institute of Art. <i>Game On</i> has ended a blockbuster run at the Technopolis event in Buenos Aires. <i>Game On</i> was the best attended component of the technology fair with 500,000+ visitors. • <i>Game On 2.0</i> has opened at the Tekniska Museet, Stockholm. The show is the most successful exhibition ever to be staged at the museum, averaging 3,000 visitors daily. • <i>Digital Revolution</i> was announced as part of the Barbican's 2014 programme with some great national press, including the Guardian, Independent and Daily Mail running articles. 	<p>Objectives 1,5</p> <p>Objectives 1,4,5</p> <p>Objectives 1,5</p>
<p>6.2. Preview & Planning</p> <p>Business Events:</p> <ul style="list-style-type: none"> • In November we will host our first Business Events in Milton Court. The first event is with the FT and Sir Alex Ferguson; therefore it is a high profile event that could attract some media coverage. The event will be attended by over 500 people. Some challenges still remain with Milton Court operationally, but these are slowly being worked through. Before the end of the year, there will have been four Business Events hosted in Milton Court (Moorfields Eye Hospital, UK Irish Arts, FT & Truphone UK). • Future large events include graduation ceremonies for London Metropolitan University in December. <p>Exhibition Halls:</p> <ul style="list-style-type: none"> • The team is looking forward to the return of the International Wine Challenge after a year's absence, which is taking a two week long tenancy in November. Following this event, Edinburgh Business School, part of Heriot-Watt University in Edinburgh, will be holding a week of examinations in Hall 2. <p>Commercial Development:</p> <ul style="list-style-type: none"> • Retail: We are introducing new fixtures and shelving into the ground floor Barbican Shop. This will bring a brighter, cleaner, and more functional look and feel to the shop in time for our busy Christmas 	<p>Objectives 4,5</p> <p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 1,5</p>

<p>period.</p> <ul style="list-style-type: none"> • Our Christmas pop-up activity will begin on 28th November with the opening nights of our Barbican Design Market and a pop-up Christmas Toy Shop, both situated on the ground floor foyer. This will be followed by our Richard II pop-up which opens on 9th December, and will have a range of products based on the production including product developed by the RSC. 	Objectives 1,5
<ul style="list-style-type: none"> • Catering: The emphasis will be on promoting pre-booking for major theatre and music events this December/January, namely Richard II. 	Objectives 1,5
<p>BIE:</p> <ul style="list-style-type: none"> • We are making good progress with the Development of the <i>Digital Revolution</i> exhibition. • We have signed an agreement with the leading Fine Art Museum (Multi-Media Art Museum) to stage <i>Designing 007</i> in 2014. The Exhibition will be one of the leading events in next year's UK/Russia Year of Culture, which is promoted by the British Council. 	Objectives 2,5

Appendix A:

Our Vision:

World-class Arts and Learning

Our Objectives

Collaborate with colleagues to:

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

Staff & Efficiency (S/E)

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

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Agenda Item 9

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Agenda Item 9b

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Agenda Item 9c

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Agenda Item 14

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Agenda Item 16

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