

The Preferred Bidder: SMG Europe (Holdings) Limited

- 1 SMG Europe Holdings Limited (“SMG”) are part of one of the world’s leading venue operators and have long-standing relationships with those leading producers, agents and promoters who will be integral to re-establishing and sustaining the programme of events at the Barbican. SMG manages venues ranging from 600 to 20,000 in capacity. The key features of their intentions for the Barbican, as set out in their bid document, are as follows:
 - a) SMG propose to reopen the Barbican to the public as soon as is practically possible, which is estimated to be April 2011 (subject to “award of contract” by 31 October 2010), as an entertainment and conference venue, attracting an estimated 245,000 entertainment visitors and 34,600 conference visitors per annum.
 - b) A full programme of music and entertainment is proposed building to 350+ events per annum including music of all types, comedy, variety, dance, musical theatre and community events. Examples of SMG’s current programme in existing venues is set out in Annex 1. Particular aspects of their programming intentions are:
 - to re-establish the Barbican as part of the national touring circuit and to develop the market for stand up rock concerts.
 - whilst the presentation of large scale drama and musical theatre is constrained by the Barbican’s lack of full flying facilities and a proscenium arch stage, some musical theatre is now designed to tour more flexibly and SMG do anticipate some musical theatre as part of the programme mix.
 - SMG’s management of The Bridgewater Hall means that the company is particularly well connected in the classical music sector and will be well placed to develop this programming strand. Although not a dedicated classical concert hall, the relatively live acoustic of the Barbican means that it is able to present orchestral music and early discussions with partner orchestras have indicated an appetite to return to York.
 - SMG believe that the programme at the Barbican will be entirely complementary to the existing provision from the Theatre Royal, the Grand Opera House and will add welcome additional scale to the existing live music provision from venues such as Fibbers and the Duchess. SMG also envisage working with venues such as the Jack Lyons Concert Hall to develop the market for classical music in York.
 - SMG is part of Music Beyond Mainstream, the Arts Council supported world/roots/folk/unusual music touring consortium, which does not have a presenting venue in Yorkshire. SMG would hope to position the Barbican to become either a full MBM member or to work informally with the other presenters involved in this programming strand.

- SMG will also work to reposition the Barbican as a venue for sporting events such as snooker, boxing and darts.
- c) A conference programme is proposed with up to 50 days occupancy of the main auditorium for conference / meeting / exhibition activity. In order to serve the conference market better SMG propose to remodel some of the existing ancillary rooms into breakout spaces and meeting rooms. In this new configuration the Barbican will comfortably be able to accommodate conferences of 500+. All SMG venues are available for non performance use and regularly host events ranging from small training seminars to multi-day conferences and they work directly with clients, with conference organizers and on occasions as part of a city wide bidding team. SMG anticipates working closely with Visit York in delivering the conference programme at the Barbican.
- d) SMG will engage with the community and the Council to ensure a high degree of ownership from the community that it aims to serve. Likely auditorium events will include school speech days, graduations, charity concerts, schools music performances, local band concerts, Christmas concerts, dancing school shows and similar amateur productions. The meeting spaces will be used for local association meetings, social groups and other community meetings. The key elements of their approach will be:
- During the run in to the reopening of the Barbican, SMG will invite prospective community users to meet with their management team so that they can conduct building tours, gauge demand, explain booking procedures and give guidance on the likely cycles of activity and consequential availability of the Barbican for hire.
 - SMG will work with all relevant cultural agencies such as the Arts Council, Audiences Yorkshire and the Council's Arts Service to ensure the high profile of the Barbican amongst their respective networks, and to promote the venues role as a community resource.
 - In principle SMG will make the Barbican and all of the ancillary spaces available for community hire at all times and will support community users with a full range of box office, marketing, front of house and technical support. Most SMG venues offer a reduced hire tariff for community or charitable users and they will consider introducing this at the Barbican.
 - Considering the likely focus on standing rock gigs at the Barbican the SMG team will network extensively with other venues, music shops and rehearsal venues to ensure that the Barbican is enmeshed in the local music culture and able to offer a platform for emerging local talent.
 - SMG will develop a *Learning and Participation* programme which they see fitting with existing provision such as York Arts Academy.
 - SMG will provide the Council with four Concessionary Hire Days. This means that the Council will be able to hire the Auditorium free of charge, subject to a payment for technical and staff costs. One of these days will be the Sunday preceding Remembrance Day each year and a second day will be a date to be agreed in mid December for the

annual carol concert. The other two concessionary dates shall be agreed between the Council and SMG. They may also be able to offer a reduced tariff for community groups.

The extent of investment in the Auditorium proposed by the bidder

- e) Subject to the outcome of surveys being undertaken on the external fabric and the mechanical and electrical services of the Barbican, SMG propose substantial investment over the first five years to ensure that the building is suitable for the type of programming proposed. The proposals will generate an exciting and functional venue that increases the audience, the audience loyalty and the time spent by the audience at the venue. This will maximise commercial success and will develop a sinking fund which will provide not just for ongoing maintenance and renewal but also for capital improvement in future years. The initial investment will provide:
- high impact entrance and signage to create a fresh and vibrant face for the Barbican.
 - enhanced foyer and bars, with feature lighting and contemporary new furniture.
 - remodelled foyer, including revamped box office, larger kitchen to improve the food and beverage offer, and development of a merchandising outlet.
 - refurbished bar area behind the kitchen/ servery to become a 'Silver Lounge'.
 - aerobics rooms remodelled into good quality multi-function rooms, with ICT.
 - a high quality sponsors lounge capable of being rapidly converted into a large scale meeting room with dedicated ICT provision.
 - improved delivery access and show handling space.
 - investment in the fit out of the building.
 - subsequent equipment renewals over the first five years of operation.

Additional Information

- 2 The venues in the SMG portfolio that are closest in scale to the Barbican are the Whitley Bay Playhouse, the Journal Tyne Theatre and the Bridgewater Hall. These three venues have presented the following genres/artists over recent years:

Genre	Artists/ acts recently presented in SMG venues
Ballet, Dance and Opera	Siberian National Ballet, Opera North, Armonico Consort, Anton and Erin.
Classical Music	The Bridgewater Hall is the most significant classical music hub in the north of England and has presented most of the world's most significant artists over its 14 year history. The Hall is the home to the Halle, BBC Philharmonic and Manchester Camerata and visitors have included the Chicago Symphony, Vienna Philharmonic, La Scala Philharmonic, Lang Lang, Alfred Brendel, Cecilia Bartoli, Bryn Terfel and Jessye Norman
Comedy	Paul Merton, Sean Lock, Eddie Izzard, Dave Gorman, Armstrong and Miller, Rhod Gilbert, Katy Brand, Chris Addison, Jackie Mason
Folk, Jazz and Roots	Kate Rusby, Transatlantic Sessions, Joanna Newsom, Paul Brady, Kathryn Tickell, Lincoln Center Jazz Orchestra, Wynton Marsalis, Mavis Staples, Acker Bilk, Billy Bragg
Musical Theatre	Joseph and the Amazing Technicolor Dreamcoat, Hut Flush, Never Forget, Blood Brothers
Rock and Contemporary	Lou Reed, Morrissey, Elvis Costello, Dave Gilmour, Richard Hawley, David Byrne, Elbow
World	Amadou and Mariam, Femi Kuti, Rokia Traore, Oumou Sangare, Baaba Maal, Ochos de Brujo, Kodo Drummers, Ladysmith Black Mambazo, Buena Vista Social Club

Listed below is an example of the type of genres and artists that SMG will aim to bring to the Barbican: This is an indicative programme based on artists and productions currently on tour:

Genre	Indicative programme for the Barbican	
Comedy	<ul style="list-style-type: none"> • Jimmy Carr • Dara O'Briain • John Bishop • Russell Howard • Ross Noble • Ed Byrne • Frankie Boyle 	<ul style="list-style-type: none"> • Stewart Lee • Rhod Gilbert • Armstrong and Miller • Pam Ann • Grumpy Old Women Live • Mark Watson
Children and family	<ul style="list-style-type: none"> • Fungus the Bogeyman • Shakespeare 4 Kidz • Horrible Histories • George's Marvellous Medicine • John Hegley 	<ul style="list-style-type: none"> • Rupert Bear Live • Treasure Island • Hi-5 Live on Stage • The Wiggles • Thomas and Friends

Contemporary Music: (Standing Concerts)	<ul style="list-style-type: none"> • Tinchy Stryder • Klaxons • Jamie T • AFI • Trivium • The Enemy • Kate Nash • The Maccabees • Grizzly Bear • The Streets • Editors • Dizzee Rascal 	<ul style="list-style-type: none"> • Lost Prophets • Manic Street Preachers • The Specials • Alkaline Trio • The Fray • The Courteeners • The Saturdays • Pigeon Detectives • Peter Andre • Plan B • Paul Weller
Contemporary Music and entertainment: seated	<ul style="list-style-type: none"> • Jane McDonald • Lesley Garrett • David Essex • Tony Bennett • Jamie Cullum • Chrsity Moore • Don Maclean • Liza Minelli • Jack Jones • Jools Holland and his Rhythm and Blues Orchestra • The Rat Pack Live • Bjorn Again 	<ul style="list-style-type: none"> • The Bootleg Beatles • Buena Vista Social Club • Ladysmith Black Mambazo • Tango Fire • Brendon Cole • Anton and Erin • Joanna Newsome • Pink Martini • Syd Lawrence Orchestra • Glenn Miller Orchestra • Hairy Bikers Big Night Out
Classical / Light Classical	<ul style="list-style-type: none"> • Visiting orchestra season • Four Seasons by Candlelight 	<ul style="list-style-type: none"> • Symphonic Rock • Strauss Gala
Dance	<ul style="list-style-type: none"> • English National Ballet: Angelina Ballerina • Moscow City Ballet • Northern Ballet Theatre 	
Musical Theatre	<ul style="list-style-type: none"> • Joseph and the Amazing Technicolour Dreamcoat • Never Forget 	<ul style="list-style-type: none"> • The Rocky Horror Show • Quadrophenia
Community and local hires	<ul style="list-style-type: none"> • Amateur Dramatic/Operatic societies • Local dancing and stage schools • School speech days • College graduations • Schools music events 	<ul style="list-style-type: none"> • Charity fund raising events • Carol concerts • Local bands / battle of the band competitions • Dance events
Sports Entertainment	<ul style="list-style-type: none"> • Wrestling • An Evening with Ricky Hatton • An Evening with the 1966 World Cup Winners 	<ul style="list-style-type: none"> • Darts • Snooker • Boxing