

Committee:	Date:
Barbican Centre Board	22 nd May 2019
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<p>Summary</p> <ul style="list-style-type: none"> • The Management Report comprises current updates under five sections authored by Barbican Directors. • Updates are under the headlines of: <ul style="list-style-type: none"> ○ Strategy and Culture Mile ○ Programming, Marketing and Communications ○ Learning and Engagement ○ Operations and Buildings ○ Business and Commercial. • Each of the five sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview and planning'. • Reported activity is marked, where relevant, against our Barbican Centre strategic goal areas. For reference, the full list of strategic goals is attached at Appendix A. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: STRATEGY AND CULTURE MILE	
<p>“Life Rewired is set to include the biggest exploration yet of the role of creative and scientific developments in artificial intelligence as part of a season of exhibitions, installations, concerts, debates and films exploring what it means to be human in the face of technological and scientific forces”. The Times</p>	Strategic Goal
<p>1.1 Progress and issues</p> <p><i>Life Rewired</i> is in full swing as this year’s annual theme, with the specially created area on Level G hosting talks and debates, and extensive coverage in the press around events.</p> <p>STRATEGY A new Management Team agenda of reviewing strategic projects and policies on a regular rolling basis is working well: recent updates have for instance covered</p> <ul style="list-style-type: none"> • Space Utilisation • Business Plan KPIs • Barbican stories • Ethics policy • Foyer guidelines • Non-ticketed research findings <p>Barbican Directors have met to advance future strategy to scope opportunities that exist for development in the areas of technology and innovation, and Board members have contributed positively to these discussions.</p> <p>Arising out of the Development Review (for which see the paper in this meeting), the proposal to appoint a Director of Development has now been approved by Establishment Committee and will proceed to recruitment.</p> <p>CULTURE MILE Culture Mile has launched its first continuous initiative across the summer, starting from the Sound Unbound festival in the Barbican last weekend (see Programming), and continuing with the multi-partner project <i>Play the Mile</i>, extending until the Smithfield Street Party at the end of August. This project will open up hidden spaces in the area of the Mile, animate the streets, create family-friendly activity, and build awareness and visibility of Culture Mile as a project.</p> <p>Culture Mile has continued to work with its distributed model of responsibilities, which involves the Barbican leading on programming and communications.</p>	

<p>1.2 Preview and Planning</p> <p>The Barbican is currently working intensively on a plan for future projects and financing given the challenges to the current business model in the present climate. At the same time, the Corporation has announced a Fundamental Review of its finances which will take place over the coming weeks with the aim of focusing the City’s priorities on the agenda of the Corporate Plan. This will involve active participation by members to articulate the public value of the Corporation’s cultural activity within that framework.</p> <p>An update on the Centre for Music project, as requested by Board members, is included in this meeting agenda. Currently there is a hold on some areas of capital spending pending prioritisation which means that the Exhibition Halls project is temporarily on hold (though elements of the Beech Street project are continuing).</p> <p>We have recently agreed a Memorandum of Understanding with the British Council, arising from a discussion between the MD of the Barbican and the Chairman of the British Council, taken forward by the artistic director and the Council’s Head of Arts. This agrees to share understanding and work to shared principles and values, especially in the area of international co-operation. This includes activity that is already happening, activity under discussion, and potential new areas of work, highlighting the potential of cultural soft power for the future.</p> <p>The Learning and Engagement Team are working with Barbican residents to support their planning of a Barbican Estate 50th anniversary day on Saturday 8 June, which will be followed by a Corporation reception at the Centre. The engagement of Centre with residents within the framework of the regular dialogue between us has been well received, and all Board members are very welcome to attend the sessions which will look at the past, present and potential future of the Estate and the Centre.</p>	

2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS

Strategic Goal

Inspire more people to discover and love the arts

Goals
2,3,4,5

Lee Krasner: Living Colour will be opening at the **Barbican Art Gallery** on 29th May – the first retrospective of her work in Europe for over 50 years. **The Guardian Guide**, **Time Out** and **The Daily Telegraph** have all included the show in their season recommendations.

As part of the **Barbican Cinema** offer, the Barbican is partnering with digital streaming platform **Mubi** to extend the **Leytonstone Loves Film** experience into the comfort of resident's home by offering an extended 3-month free trial to the **Mubi** streaming service to view a specially curated season linking to the rest of the **Leytonstone Loves Film** programme. This partnership allows the Barbican to reach more audiences without limitations of venue capacity, to further showcase **Barbican Cinema's USP** and give an **alternative engagement option** for audiences wanting to participate in the festival.

Play the Mile, a multi-partner **Culture Mile** event begins on 24th May and will run for **100 days across the summer**. The season will celebrate new and existing projects developed by residents, organisations and venues from across the area. The season launches with **Sound Unbound** on 18th-19th May, led by the **Barbican** and including **London Symphony Orchestra**, **BBC Symphony Orchestra**, **Britten Sinfonia**, **Academy of Ancient Music** and **Guildhall School of Music & Drama**. Free to the public, the festival features over **70 short concerts** in one weekend, spanning hundreds of years of music. Building on previous objectives to introduce new audiences to classical music this year's project also encourages exploration of the hidden corners of **Culture Mile** including **Charterhouse**, the **Museum of London** and **Farringdon super-club Fabric**, aiming for **10,000 attendances** across the weekend and **50% audiences new to the Barbican**.

Barbican Cinema will engage for the first time with **Sound Unbound** via a bespoke family film event as part of the **Family Film Club programme** in May. This builds on the ongoing programme of **Show and Tell** live event events for families and will be free to attend as with the rest of the **Sound Unbound** programme.

The **Young Barbican** scheme has this month reached **70,000 members** with up to **3,000 new members** joining every month. Young Barbican Cinema bookings are up **53%** on 16/17, in response to the extension of the discount offer to include weekends and increased marketing activity to support growth in this area. **Young Barbican Nights** (our ambitious series of exclusive events for members) have diversified to include architecture tours, panel discussions on contemporary social issues and

a launch event for the ***Life Rewired Hub*** on **Level G**, as well as the more traditional gallery private views and cinema screenings.

Create an ambitious international programme

Grief is the Thing with Feathers, Enda Walsh's theatrical adaptation of Max Porter's multi-award-winning novel, made its UK premiere in the **Barbican Theatre** for a 3-week run across March and April. Starring **Cillian Murphy** and co-produced by the **Barbican** and **Wayward Productions** in association with **Complicité**, the production was the subject of a feature in ***The Independent*** and garnered **4* reviews** from ***The Sunday Times***, ***The Guardian*** and ***The Telegraph***. The production sold-out months in advance of opening and brought in **20,000 people** to the centre. **60% of the bookers were making their first visit** to the Barbican. **Enda Walsh's** work continued with the installation of **5 Rooms** in Silk Street Theatre from 11th-19th April.

On the night **Merce Cunningham** would have turned 100, the **Barbican** participated in a **one-off global event** to celebrate the influential choreographer. Bespoke performances happened across stages in London, New York and Los Angeles and included an impressive array of UK leading contemporary and ballet dancers. The production received several **4* reviews** and **live-streamed** to approximately **27,000 viewers** who accessed the performance from the Barbican website and Facebook event page.

Theatre received a moving critical reception to ***Life Rewired*** programmes **Ursula Martinez' *A Family Outing – 20 Years On*** and ***Collisions***, a VR experience of science vs. nature. Barbican's home production of ***Avalanche***, starring **Maxine Peake** and part of ***Life Rewired*** – will premiere on **1st May** and tour to Sydney this autumn. To contextualise this work, **the Pit** will host ***Fertility Fest***, a series of workshops, talks and art events.

The Curve's 2017 exhibition ***Purple*** by **John Akomfrah** will be opening at the next partner venue on 21st May at **The Institute of Contemporary Art** in Boston.

The Barbican Hall hosted several highly reviewed performances, including concerts by pianist **Arcadi Volodos**, which received a **5* review** in ***The Financial Times*** and pianist **Khatia Buniatishvili**, who was a critics' choice in ***The Times***.

Barbican Music also presented ***The Minimalist Dream House*** on 9th April with **Bryce Dessner**, **Katia & Marielle Labèque** and **David Chamlin**. The **sold-out** performance, which included **Thom Yorke**, was featured in ***The Guardian*** and was a critics' choice in ***The Telegraph***.

Invest in the artists of today and tomorrow

Goals
2,3,4,5

<p>From 9th-17th March, artist and sociologist Nina Wakeford was a Life Rewired resident on Level G. Utilising the Level G Studio as a performance space and research studio, Wakeford hosted a series of conversations with Barbican visitors and conducted research interviews with front of house to develop a deeper understanding of the Barbican's public spaces, and to inform the structure and scope of her residency.</p> <p>Following the success of the Creative Citizen Fellowship in 2018, which supported artists and arts organisations living or working in Walthamstow, five of the fellows have been commissioned to produce further work with Barbican in 2019. This includes a new participative dance project by Clare Farrow. The new piece will be jointly commissioned by Barbican Theatre, Culture Mile and Waltham Forest Borough of Culture.</p>	<p>Goals 2,3,4,5</p>
<p>Collaborating with partners to achieve our ambitions</p> <p>As part of Barbican Cinema's ongoing relationship with the Polish Cultural Institute in London, Cinema have curated a bespoke strand of Kinoteka, Polish Film Festival (April 2019). Smart Robots, Mortal Engines: Stanislaw Lem on Film, showcased films based on the writing of the renowned Polish science-fiction writer, Stanislaw Lem. One of Barbican Cinema's highlights for 2019 annual theme Life Rewired, the programme sold out all four screenings.</p> <p>The Life Rewired initiative, Life Rewired Hub (Jan - Dec 2019) is an experimental and temporary venue on Level G designed by architects Dyvik Kahlen. Conceived in part to prototype new models of public engagement, the Life Rewired Hub was funded by Wellcome, and is programmed in collaboration with the British Council and Royal Society.</p> <p>Supported by CoL's CWP programme, the Barbican Art Gallery are working with architectural practice Ruff Architects to carry out a programme of repair and refurbishment, which will be completed 29th April. The works will improve access, create an additional fire escape and enhance environmental management systems.</p>	<p>Goals 2,3,4,5</p>
<p>Working with the sector/responding to or influencing policy</p> <p>On 7th April, Head of Music, Huw Humphreys appeared on S4C to adjudicate (in Welsh) Côr Cymru, the Choir of Wales competition. Ysgol Gerdd Ceredigion, the winning choir, will go onto represent Wales in the Eurovision Choir Competition.</p> <p>The Beyond Barbican team continue to build on the delivery model for Walthamstow Garden Party and have signed up to five initiatives: Keychange, Vision 2025, Association of Independent Festivals (AIF) and A Greener Festival.</p>	<p>Goals 2,3,4,5</p>

3. REPORT: LEARNING AND ENGAGEMENT	
3.1 Progress and Issues	Strategic Goal
<p>National Creative Learning Award Barbican Guildhall Creative Learning was delighted to win a National Award from the Creative Learning Guild in the SEND Achievement category for our work with the Garden School. The judges commented on how: <i>“This work is so important to trigger development and talent in order to create real and long lasting opportunities for disabled young people and children. Disabled young people and children are often only engaged in music for therapy and passive learning, but this programme to tailor make learning to the individual's potential and learning style is much needed for future change and leveling equality of opportunity for all. I applaud the approaches and commitment shown by the Barbican and look forward to seeing the results for years to come.”</i></p>	Goal 2
<p>The Garden School Parent Visit Families from Associate School the Garden School came for a facilitated visit to the Barbican Centre on 24 March, which aimed to develop confidence in visiting the centre independently. 37 participants from 11 families attended and had private access to the conservatory, Squish Space and the option to go on a facilitated walk along the high walks. This was supported by a pre-visit just for parents to see the spaces in advance to prepare for access requirements.</p>	Goals 1, 2, 5
<p>Young Poets and Headway East Collaboration This project invited 3 past and present members of Young Poets to lead a series of writing workshops responding to Daria Martin's <i>Tonight the World</i> exhibition. The poets worked with over 10 members of Headway East, a charity supporting people affected by brain injury. The project ended with a public poetry reading on Level G of the Barbican Centre, at which Daria Martin was in attendance.</p>	Goals 2, 5
<p>Art Box Publication Launch On 25 March we launched <i>The Art of Collaboration</i>, a publication showcasing the work created during the 18/19 Art Box project, curated by collective One of my Kind (OOMK). This 6-month collaboration with 7 east London schools saw 118 secondary school students respond to themes of activism, equal rights and collective working. The project began with students visiting the Barbican Art Gallery's <i>Modern Couples</i> exhibition. The launch gave a platform for artists, teachers and students to share their experience on the project and the artworks created included zines, film, prints and protest placards.</p>	Goal 2
<p>Sydney Russell Pop-Up Exhibition Launch A group of year 9 and 10 students from Associate School, Sydney Russell, had the opportunity to work with artists Reg Manning, Youngsook Choi and the RARA collective to learn about curation, exhibition design and heritage interpretation. Together they designed and helped install a pop-up exhibition using works of art that were created as part of the year-long Change Makers project at the school. The exhibition was launched on 4 April to celebrate the end of this project.</p>	Goal 2
<p>BA Performance and Creative Enterprise - Music in Prisons In April 2019, a group of BA PACE students worked with artist leaders from the</p>	Goal 2

<p>Irene Taylor Trust's Music in Prisons project and ex-offenders affiliated to their <i>Sounding Out</i> programme to create 5 new pieces of music that were performed to an invited audience. The project was well received by participants and work is underway towards developing a follow up collaboration in spring 2020.</p>	
<p>National Open Youth Orchestra Residential From 10-12 April, musicians from Bristol, Bournemouth and London came together for the 2019 NOYO residential. Held in the National Star College, Cheltenham, 18 young musicians rehearsed together across 3 days. The majority of participants defined themselves as disabled musicians, but the ensemble is also joined by non-disabled musicians, and featured a range of instrumentalists including string, brass and woodwind players, a harpist, pianist, percussionists, guitarists and clarion players.</p>	<p>Goal 2</p>
<p>Ballet Black Open Rehearsal Ballet Black invited 180 individuals to an open dress rehearsal of <i>Triple Bill</i> on 14 March in the Barbican Theatre. Invitees included pupils from Pooles Park Primary School, part of Islington's 11 by 11 programme, alongside a range of other schools and community groups, students from the Guildhall School of Music & Drama and some of Creative Learning's Young Creatives.</p>	<p>Goals 2, 5</p>
<p>Creative Careers Sessions In spring 2019 we have piloted Creative Careers sessions in collaboration with the Guildhall School's Creative Entrepreneurs programme aimed at introducing young creatives to enterprise skills. Mentor Joseph Gray is working on a new 'Young Enterprise Lab' programme guiding a group of young creatives to develop their practice into business ideas. We are also supporting up to 4 members of the programme to take up places on the 19/20 Creative Entrepreneurs Programme.</p>	<p>Goal 2</p>
<p>Squish Space Update As of 30 April Squish Space will have been open for 100 days and has reached over 10,000 visitors. Initial evaluations indicate visitors come from a wide range of London boroughs. From 25-27 April, the artists behind Squish Space will be hosting a 3 day lab in the Life Rewired Hub exploring the future of play and early childhood.</p>	<p>Goals 1, 2</p>
<p>Digital Strategy Group In line with the organisation's move to an Agile methodology, the remit of the Digital Strategy Group is changing. It will now meet as and when needed to resolve issues that are escalated from the technology change programme, with all other decision-making taking place within the individual project environments themselves. A new governance structure and terms of reference for the new governance group are currently in development and will be put in place before the summer.</p>	<p>Goal 2</p>
<p>City of London / Islington Partnership The partnership between the City of London and London Borough of Islington continue, jointly led by the City's Policy Chair and the Leader of Islington Council, with the most recent steering group meeting taking place on 21 March. A key development in the relationship is Music Education Islington, an exciting new partnership between Islington Council, Guildhall School, leading music organisations and the Islington Community of Schools. This new service will</p>	<p>Goals 2, 5</p>

<p>work together to provide sustained opportunities to children and young people in Islington to engage in high quality music education. A launch event took place on 1 April consisting of a daytime conference for music educators and music organisations and an evening launch for school leadership and governors, key stakeholders and industry professional to celebrate the start of this ambitious programme.</p> <p>Estate 50 / Barbican Archive On 8 June the Barbican Association, in partnership with the Barbican Centre, is holding an afternoon workshop called ‘The Barbican at 50: What began, what is, what if...’ The event will host a number of interesting speakers, with expertise across architecture, culture and community. An Estate 50th archive film screening has also been programmed in collaboration with the archivists by Barbican Cinema for 15 June and there will be an archive foyers installation (currently under development) for the Mezzanine space, to run from September-November 2019.</p>	<p>Goals 1, 2, 5</p>
<p>3.2 Preview and Planning</p> <p>Culture Mile Work Experience Taster Day The Barbican Centre is participating in the upcoming Culture Mile Learning Work Experience programme in July 2019. Participating departments will be asked to commit to 1 or 2 weeks over 1-12 July with students spending 2 days per department. This will kick off with a Work Experience Taster Day on 29 April with a day of learning and skills development activities for 50 young people, helping them to understand what the placements will entail.</p> <p>Primary Box Showcase The Primary School Barbican Box has been curated by children’s author Michael Rosen for the second year. This year he has drawn on his family history, migration and stories of language, culture and home. On 30 April the schools will share the work they have created on the Stalls Floor Foyer in the Barbican Centre.</p> <p>Artist and the Machine Day This free, public event will take place on 26 May in the Barbican Centre. The day will encourage young people to consider what it is to be human in the context of creativity and making. On offer will be an array of workshops, demos and live happenings responding to the Curve exhibition, <i>AI: More than Human</i>.</p>	<p>Goals 2, 4</p> <p>Goal 2</p> <p>Goals 1, 2, 5</p>

<p>conduct the review and ensure that up-to-date training based on the recently updated documents can be delivered in good time for the summer and subsequently the Christmas holiday period. In line with our strategy, our documents have been checked with the City for alignment and compliance and are written with our Alliance foremost. Our work as an Alliance has recently been tested by some potentially major incidents and is working well, though there is still much to do. The aligned documents will further assist the transition to more centralized planning and response.</p> <p>The AECOM project continues, and we hope that all aspects will be finished and signed off by the end of this year. High priority areas have been attended to and mitigations and training have continued to ensure that we are in the best position to deliver a safe and secure environment for our staff, visitors, and, importantly, our neighbouring residents. We have worked with wider bodies including the Estate and residents as required to ensure alignment and greater security for our area. We are grateful to our residents' reps and colleagues in the City for their work, some of it confidential, and assistance.</p>	
<p>Facilities</p> <p>We have worked with the City to renew the cleaning contract and continue to work with the contractor to ensure ever-improving standards front and back of house, again all supporting our drive for the Destination of the Future.</p>	1, S/E
<p>Audience Experience and Ticketing</p> <p>It has continued to be a busy period for the Audience Experience and Ticketing Teams, with a broad range of events and shows delivered successfully. The teams have worked well together to deal with a range of incidents, again demonstrating the benefits of 'One Team' and the continual improvement (Kaizen) approach to problem solving as well as the investment we have made in the building and our staff and their training. We continue to deliver Phase 4 (Alliance), bringing the teams ever-closer together to further improve the customer experience and work towards the Destination of the Future.</p>	1, S/E
<p>Buildings Engineering and Projects</p> <p>As we move from the end of the financial year to the start of 19/20, a lot of work has been done to assist Finance to complete the accounts. It has been particularly pleasing that Engineering have remained close to budget through the year, given that we have continued to identify and deal with the assorted legacy issues. This work, delivered within budget, will further reduce risk and the likelihood of breakdowns or total failure for years to come.</p> <p>We have continued to work on our heating and cooling system and as noted below have been working with Julie's Bicycle and have received an award in recognition of this and our other work. The Art Gallery project</p>	1, S/E

<p>has been a great exercise in working with our extended community. We have learnt a lot about the building and the impact of noisy works in unexpected parts of the building. We have been delighted with the teamwork that we have seen from teams at the Centre, the library, the LSO and our residents. Everyone evidently gets what we are doing and why we are doing it and has been very supportive and understanding.</p> <p>We have just completed another staff consultation in relation to the on-going Phase 3 review. This will allow us to move forward and recruit to the vacant positions that have been on hold for some time.</p> <p>Our work on CWP has continued apace and we thank the City for the significant investment made in our assets. This will enable us to work towards the Destination of the Future.</p> <p>Environmental Update We are delighted to say that following our recent submission to Julie's Bicycle Creative Green Standard that not only have we achieved certification, but we have been awarded four out of five stars, an extraordinary achievement in our first year of certification. This award truly recognises the efforts of all teams at the Barbican but is in no small part due to the efforts of the Engineering teams in their efforts to reduce energy consumption and Facilities teams in reducing waste. Julie's Bicycle are Arts Council England's sustainability partner and this certification is the only environmental certification scheme designed specifically for the creative and cultural industries with the methodology following best practice and international standards for measurement, reporting and reduction of environmental impacts.</p> <p>Savings As noted above, delivery of our phased change programme continues, using Phase 6 (Kaizen review) to dovetail into our thinking for the Fundamental Review. We continue to work with Finance to identify local savings where appropriate.</p>	<p>1, S/E</p> <p>1</p>
<p>4.2 Preview & Planning We continue to work with the Directorate and wider on the Art of the Possible, which also involves the Audience Experience Project Groups plus our works as noted above, to deliver the Destination of the Future.</p> <p>Engineering and Projects We are working towards a more structured approach as regards capital planning. We are introducing a one year, 3-year, 5-year and longer-term plan in conjunction with CWP and other capital programmes. This will help to smooth spend and assist planning and financial management.</p> <p>We will continue to train our staff so that they are better prepared to deliver the Destination of the Future in an ever-safer working environment and we continue to prioritise and plan our work based on risk.</p>	<p>1, S/E</p> <p>1, S/E</p>

5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Goal
<p>5.1 Progress & Issues</p> <p><u>Retail</u> The 20.20 recommendations from the retail review continue to be worked through. Improvements so far have included the re-painting of an area within the shop; change to product layout and additional signage. Work is also underway to resolve wayfinding and shop signage, and indicative costs for lighting design are being sought. Buying and merchandising decisions are being guided by the review. Greeting card display has been given over to accommodate more prints, which was recognized as an area of opportunity and growth.</p> <p><u>Business Events</u> A successful end to the 18/19 year with income exceeding the original target by 8%. Business Events hosted more events than ever – 371, and saw the total amount of delegates grow to 160,000. A record breaking year, which also saw, on one day alone, 10 events delivered with 7,160 attendees with both the Hall and Milton Court sold out. Several strategies have been in place since Brexit was first announced, in order to underpin our and protect our baseline. These include changing our business mix (i.e. more focus on longer and larger bookings), multi-year contracting and focusing on higher yielding activities. These initiatives have already begun to pay off, as we enter 19/20 with 53% of full year target already confirmed. As always, the team has had a very proactive start to the year, including visits to the US for the Association market, the BNC Corporate Forum, Meet GB, LCS Fam weekend, and 20/20 Networking – between them delivering enquiries worth over £2.3million.</p> <p><u>Development</u> Both summer exhibitions have drawn sponsorship support. AI: More than Human has Lead Sponsor Bupa Global and Supporting Sponsor CMS. In addition, Lee Krasner: Living Colour is sponsored by tp bennett and Sotheby's. In May we welcome Pinsent Masons as a Business Member. Donations from audience members and visitors were especially strong last year, and are on track to grow. The Embassy of the Federal Republic of Germany has pledged support for transportation costs related to the autumn exhibition, Into the Night: Caberets & Clubs in Modern Art.</p> <p><u>BIE</u> Digital Revolution will open at the Frankfurt Filmmuseum in Frankfurt on 3 June 2019. It is the first time a BIE exhibition has been staged in Germany and <i>Digital Revolution's</i> last stop on its five-year tour. Into the Unknown is currently being hosted by Kunsthal Rotterdam. On</p>	<p>Goals 1,2,35</p> <p>Goals 1,3</p> <p>Goals 1,3,5</p> <p>Goals 1,2,3,5</p>

<p>the first month alone, the exhibition received 22,500 people, one of our best runs to date.</p> <p>The opening of Mangasia: Wonderlands of Asian Comics at Design Society in Shenzhen has been delayed. The exhibition is being held by the Chinese authorities and the date for it to be released is not yet clear. We are working closely with the venue and British Council China to monitor the situation.</p> <p>AI: More than Human is open at the Barbican. We have secured our second tour partner after Netherlands, the Museum of Liverpool.</p> <p><u>Commercial Development</u></p> <p><u>Catering</u></p> <p>Osteria has been awarded the Diner's Choice Award by Opentable, achieving 4* star rating. This has been mirrored by Tripadvisor where the venue now also has a 4* star rating..</p> <p>Benugo are introducing a new lunch time sandwich deli offer in the Cinema Café Bar in early May. This is a simple but generally popular offer that we believe will drive revenue at lunchtimes.</p> <p><u>Bars</u></p> <p>CCTV has been installed in 3 of the 4 in our Performance Bars. It has been an exceptionally good start to the year with record KPI's of average transaction value and labour percentage against turnover. Controlling the margins whilst still providing exceptional customer service is the priority focus this year.</p> <p><u>Car Parks</u></p> <p>The two new electric charging points have been installed in car park 3; this brings our total number of charging points to 8 across car parks 3 and 5.</p>	<p>Goals 1,3</p>
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<p>5.2 Preview & Planning</p> <p><u>Retail</u></p> <p>Product development is due to begin for 'Into the Night' with further development on ranges in the foyer shop, as well as the potential of a small range of merchandise being produced for the Jesus Christ Superstar run in the summer (dependent on approval by the Really Useful Group). Planning for window displays for the duration of AI is well underway, and the inclusion of a moving projection above the Silk St shop entrance using artwork from the AI exhibition should have a positive impact.</p> <p><u>Business Events</u></p> <p>We are in the final stages of planning for the Spring and Summer events menus and have secured a number of key 'Summer' and 'Christmas' party client wins. Photo and film shoots continue to perform well using the architecture of the Barbican to showcase products and services.</p>	<p>Goals 1,2,3,5</p> <p>Goals 1,3</p>
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<p><u>Development</u></p> <p>We are planning a series of events for supporters across the summer for both exhibitions as well as performances in the hall and theatre. Visitors to the Art Gallery will have the opportunity to make donations at the Level 3 cloakroom during the Lee Krasner: Living Colour exhibition, and going forward.</p> <p>We are planning to promote the Name-a-Seat programme this summer, and the Barbican Fund through an appeal this autumn.</p> <p>Work is underway with prospective supporters for upcoming exhibitions and seasons, the architecture and design programme, and the Barbican Guildhall Archive project.</p>	Goals 1,2,3
<p><u>BIE</u></p> <p>AI: More than Human has been raising interest from various venues. Discussions are proceeding with partners in the UK, Finland and China which, moving forward, will complete the touring schedule for the first 2 years. Game On will open in Chengdu, at the Jinsong Oriental Art Center, finishing its 18-month tour to China. Game On 2.0 is programmed to do another full year of touring. The first stop is at the Life Science Centre in Newcastle and then Fundación Canal in Madrid.</p> <p>Virtual Realms (working title), the new straight-to-tour exhibition, has been gaining momentum – the curator has been formally engaged, negotiations are moving forward with three potential co-producers, and game developers and media designers alike are showing considerable interest in getting involved.</p>	Goals 1,2,3,5
<p><u>Commercial Development</u></p> <p><u>Catering</u></p> <p>To maximize the opportunities offered by the unprecedented number of summer of activities at the Barbican this year, Searcys are investing in enhancements to Bonfire, to include more comfortable lounge seating in the bar and laying of AstroTurf with additional planting on the terrace. In continued development of the café bar in Cinema 2/3we will be changing its name to Barbican Cinema Café Bar.</p> <p><u>Bars</u></p> <p>Plans continue with bringing the Makr Shkr (a robot bar) to Barbican for this summer’s exhibition, AI: More than Human.</p> <p>A Bocci light installation is to be installed into the Martini Bar on 30 April. The bar refurbishment is scheduled for this quarter.</p> <p><u>Car Parks</u></p> <p>We are in the process of creating marketing material to promote our new green season pass (for electric vehicles) which will now be launching in May 2019.</p> <p>Arrangements with YourParkingSpace to offer hourly pre-paid parking on their website are ongoing.It is expected they will be purchasing additional car park spaces to sell for their hourly booking slots.</p>	Goals 1,3

Appendix A:

Our vision is: Arts Without Boundaries.

Our mission is: world-class arts and learning

We exist to:

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

We support the aims of the City Corporation's Corporate Plan to:

- contribute to a flourishing society
- support a thriving economy
- shape outstanding environments

Our Strategic Goals are:

1. **Visitor Experience** - to create an environment that enables and inspires visitors, exceeding their expectations in everything we do.
2. **Connecting Arts and Learning** – to empower artists, participants and audiences to be ambitious and achieve their best.
3. **Mixed Income Generation** – to create sustainable growth through innovation across arts, learning and commercial activities.
4. **Culture Mile** - to be a lead partner in establishing the City of London's Culture Mile at the heart of the world's creative capital.
5. **Audience Development** – to build deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre.

Our Strategic Goals are implemented in change projects that are regularly monitored by the Centre's Management Team.

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