

<b>Committee(s):</b> Barbican Board	<b>Date(s):</b> 26 September 2012	<b>Item no.</b>
<b>Subject:</b> Management Report by the Barbican's Directors		Public
<b>Report of:</b> The Managing Director		For Information
<b><u>SUMMARY</u></b>		
<ul style="list-style-type: none"> <li>• The Management Report comprises current updates in six sections, authored by Barbican directors in Campus, Programming, Creative Learning, Audiences &amp; Development, Buildings and Business &amp; Commercial.</li> <li>• Each of the six sections highlights 'progress &amp; issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview &amp; planning'.</li> <li>• Reported activity is marked, where relevant, against our revised Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.</li> <li>• The full Business Review which underpins this update report is under 'Management Report Annex' - item 12 in 'non-public business'</li> </ul>		
<b><u>Recommendation</u></b>		
It is recommended that Members receive this report for information.		

## Main Report

<b>1. Report: Cultural Quarter</b>	
<p><b>“The Barbican’s cross-cutting programme shows that it is responding to 21<sup>st</sup>- century taste...It may be that the Barbican’s utopian vision will be realised after all”.</b></p> <p><b>Robert Hewison, The Art Newspaper</b></p>	Strategic Objective
<p><b>1.1 Progress &amp; Issues</b></p> <ul style="list-style-type: none"> <li>• The summer of 2012 has seen an unprecedented period of successful activity in London in which the Barbican has played a full part (see Programming and Audiences): we made an early decision not to programme in the evenings during the main Games so the exhibitions flourished during the day, drawing audiences to our catering facilities (especially the Martini bar).</li> <li>• The next workshop on the cultural quarter with Arup Associates is scheduled for September 28<sup>th</sup>, and will explore ways in which the quarter can be positioned so as to prepare for a discussion with the City Corporation about the way forward.</li> <li>• The Managing Director travelled to Derry/Londonderry to be a keynote speaker at the Culture Tech conference which brought interested bodies and initiatives together in advance of the UK City of Culture celebrations in Derry in 2013. This includes a commission from the Honourable Irish Society and City Corporation for a cantata to be performed jointly in Derry and London as part of the City of London Festival.</li> <li>• The Barbican’s contribution to the London 2012 Festival has been recognised in many ways. The Festival wrap/thank you party will be held here at the Centre, and the Chief Executive of LOCOG, Paul Deighton, who is now entering Government in the House of Lords wrote to the Managing Director thanking us for our support – ‘especially in the early days when such support was not fashionable’.</li> </ul>	<p>Objective 6</p> <p>Objective 6</p> <p>Objective 6</p> <p>Objectives 1,2, 6</p>

## 1.2 Preview and Planning

- We await the cinemas! (see Buildings) The delivery of the buildings by the contractors has missed some deadlines and is touch and go, but hopefully will have been achieved by the time of this meeting. The cinemas are already making a marked improvement to the streetscape on the corner of Beech Street and Whitecross Street, where the façade is in sympathy with the listed building. A lively arts and commercial cinema programme is designed to begin at the start of November (see Programming).
- The second main cultural quarter initiative of the autumn is the launch of the Associates Ensembles scheme. The Academy of Ancient Music and the Britten Sinfonia are both launching their new relationship with the Barbican at their first concerts of the season in the Barbican: AAM on Wednesday 26 September, i.e. tonight and Britten Sinfonia (also their 20<sup>th</sup> birthday concert) on Saturday 27 October. We look forward to seeing Board and Trust members at these events, inaugurating an exciting new artistic chapter.
- The Lord Mayor's Appeal for 2013 is now in the planning stages, and Catherine McGuinness has been invited to sit on the Advisory Board, which is chaired by Sir Michael Snyder. The Managing Director and Alderman Andrew Parmley are Trustees, and the Appeal aims to establish a City Music Foundation to support outstanding young musical talent.

Objectives  
1, 2, 6

Objectives  
2, 6

Objectives  
1, 2, 6

2. Report: Programming	
	Strategic Objective
<p><b>2.1. Progress &amp; Issues</b></p> <p>Our Olympics programme is now complete. We are immensely proud of the quality and variety of the events we produced, the diversity of the audiences we attracted and the public attention and acclaim these projects have secured in a crowded market. There were inevitable ups and downs across the portfolio but overall audience numbers and income have exceeded. target Partners, including LOCOG and ACE have been very complimentary about our contribution. The decision to fully engage with the cultural Olympiad and London 2012 Festival, taken at a time when there was a lot of cynicism about these initiatives, has proved to be a good one for us. We are now focussing on how we can learn from these experiences to maximise future funding opportunities and develop partnerships into the future.</p> <ul style="list-style-type: none"> <li>• <b>Bauhaus: Art as Life</b> attracted over 100,000 people and finished way ahead of target. It maintained momentum during the Olympic period.</li> <li>• Likewise, <b>Designing 007: Fifty Years of James Bond Style</b> continued to attract average audiences of over 1,000 per day across the summer and brought in over 70,000 people altogether.</li> <li>• The combined audience of Bauhaus and Bond would have filled the Olympic Stadium twice over! Together they kept the Barbican alive during a period when the performing arts across London were struggling for audiences.</li> <li>• The <b>Jazz at Lincoln Centre Residency</b> was a huge success. The relationship moved from partnership to true collaboration and the final concerts with the LSO, conducted by Sir Simon Rattle both sold out. JALCO also performed at the <b>BT River of Music</b> event at the Tower of London.</li> <li>• Opera North’s acclaimed production of <b>Carousel</b> continues to play in the theatre. Audiences are increasing, but are not as big as they had hoped for. This is a rental and the box office risk consequently lies with Opera North.</li> <li>• <b>Africa Express</b>, which we produced for LOCOG, attracted</li> </ul>	<p>Objective 1,2,3,4,5,6</p> <p>Objective 1,2</p> <p>Objective 1,2 S/E</p> <p>Objective 1,2,3,5</p> <p>Objective 1,2,5</p>

<p>extensive media attention and ended with a sold out event at Granary Square. This low risk model of presentation is something we will explore further in the future.</p> <ul style="list-style-type: none"> <li>• The cinema programme has been largely dormant through the summer as Cinema 1 was closed for refurbishment and we wait excitedly for the completion of the new cinemas.</li> </ul>	<p>Objective 1,2,5</p>
<p><b>2.2. Preview and Planning</b></p> <p>The autumn season is about to begin.</p> <ul style="list-style-type: none"> <li>➤ Music – LSO opening concert on 22 September, the first Academy of Ancient Music concert is on 26 September and <b>Transcender</b> our season of spiritual music starts on 27 September.</li> <li>➤ Theatre – the season opens on 20 September with <b>Mademoiselle Julie</b> with Juliet Binoche which has already sold out. Michael Clark and National Theatre of Scotland’s acclaimed <b>Enquirer</b> follow.</li> <li>➤ Cinema – the opening season for the new cinemas <b>Step into the Dark</b> is due to start on 31 October, subject to the completion of the new cinemas.</li> <li>➤ By the time of the Board meeting our photography exhibition, <b>Everything Was Moving: Photography from the 60s and 70s</b>, will have opened. <b>Rain Room</b> by <b>rAndom International</b> opens in the Curve on 4 October.</li> </ul> <ul style="list-style-type: none"> <li>• We are busy evaluating the Olympics programme for LOCOG and ACE. We are exploring opportunities for funding which might occur as part of the Park legacy programme.</li> <li>• We are working on our summer programme for 2013 and are giving particular attention to reducing the risk in music.</li> <li>• On 5 Oct we will have an Arts Programme away day with key colleagues from Creative Learning and Audiences attending.</li> <li>• Paul Keene has started as Classical Music Programmer – finally replacing Angela Dixon in her previous role and giving her much needed support. Jill Shelley has finished her sabbatical as Producer in Creative Learning and has returned to the theatre team as Administrative Producer. Tamara Anderson has started as Cinema Curator/Co-Ordinator. Amanda Cusimano has started as Arts Administration Manager. These appointments almost complete the organisational changes begun over a year ago.</li> </ul>	<p>Objective 1,2,3,5</p> <p>Objective 1,2</p> <p>Objective 1,2,3,5</p> <p>Objective 1,2,3</p> <p>Objective S/E</p>

### 3. Report: Creative Learning

Strategic Objective

#### 3.1. Progress & Issues

##### Summer Programme

The Summer 2012 programme continued with further appearances from Barbican Young Ensembles, including Drumheads at the River of Music Festival. This festival also featured young people who had appeared in the Essentially Ellington Programme guesting with Wynton Marsalis and the Jazz at Lincoln Center Orchestra. On the eve of the Olympics the East London Creative Jazz Orchestra performed to an audience of thousands on the steps of St Paul's Cathedral during the Olympic Torch relay.

Objective 2, 3, 6

##### CoL Libraries partnership

In the last few months Creative Learning has cemented strong relationships with the Barbican library and City of London Libraries. In August we collaborated on an event as part of the library's summer reading challenge – attracting over 100 participants. We are also in discussion regarding collaborations on the Young Poets programme, and a 'people's pianos' project in which Guildhall students will support library users in learning on the practice pianos in the library. We are also in discussion regarding opportunities for Creative Learning to work in the new library/ community centre in Middlesex Street.

SO6, SO2

##### ArtWorks London

The Pilot Year of Shift/ ArtWorks London finished in July, with the Arts School Lab Summer School. The data from the year's work was analysed over the summer, and a report submitted to the ArtWorks steering group. Over the pilot year we have worked with 346 artists (including 224 new to Barbican/ Guildhall School), to explore and test ways of developing the professional skills needed by Artists working in Participatory Settings. Our plans for year one and beyond have now been agreed with the funders, and will lead towards the establishment of new training pathways and the development of a London wide network.

Objectives 2, 3, 1 and 6

**3.2.Preview & Planning**

**Barbican Box**

We are delighted that Complicite will be our artistic partners on the theatre Barbican Box project for this academic year. We are aiming to expand the project into schools in Tower Hamlets and Islington alongside the Hackney schools who were involved in the pilot year.

Objective 2, 1

**Funding streams and future programming**

As a result of the British Neuroscience Association conference hire at the Barbican in April 2013, the Arts, Audiences and Creative Learning divisions are working closely with the Wellcome Trust in order to develop a 'mini season' of arts and learning that explores links between arts and neuroscience. For Creative Learning, this will include the Barbican Box project, as well as the Barbican Weekender in March 2013. We have also been successful in securing Youth Music funding for the continuation of the iD project – a music based mentoring project working with Looked after children in Tower Hamlets.

Objective 3, 2

**November Weekender**

The Barbican Weekender on 3<sup>rd</sup> and 4<sup>th</sup> November is entitled Natural Circuits, and will explore the interaction of arts and digital technology. Drop in workshops will engage people of all ages in practical activities and interactive performances. The Weekender will also see the launch of a permanent family trail which will enable families to explore the centre and its surroundings.

Objectives 2, 4, 5, 6

4. Report: Audiences	
	Strategic Objective
<p><b>4.1. Progress &amp; Issues</b></p> <ul style="list-style-type: none"> <li>• Following the intensity of the Festival 2012 celebrations at the end of July, August was a bit quieter for most teams. However Bond and Bauhaus kept Communications/Customer Experience teams in particular very busy and planning was ongoing amongst all teams for September onwards. The amount of press interest in Bond has not let up and for front of house, several records were broken including the record single day attendance for an exhibition of 2502 (Bond 1st Sep). The refined timed admission online purchase journey has worked well, ensuring a smooth visitor flow, maximising capacity and delivering increased audience data capture.</li> <li>• <b>Digital:</b> Customer Experience (CEX) continues to work in collaboration with IT on the procurement of the new ticketing/CRM system. From 40 expressions of interest 10 companies returned the PQQ stage, these have now been analysed and shortlisted to 4 who will now progress to the ITT stage. One major supplier however is likely to be removed due to financial stability concerns. Whole infrastructure project still on schedule for launch Spring 2014. Marketing are now working with IT on the procurement of a new website, a project that will accompany the new ticketing system.</li> <li>• <b>New Cinemas Licence:</b> following some intense engagement and consultation with Resident representatives, this was granted in early August without the going to a Hearing, the first time this has happened with a licence application for the Centre, thereby saving both budget and officer time.</li> <li>• <b>Crossrail:</b> Marketing have completed a project with Crossrail and the City of London to present an exhibition of Barbican architecture at Farringdon and Moorgate.</li> <li>• <b>Development</b> has been working on their revised strategy for corporates, and is planning their next raft of cultivation events. Gift with ticket purchase for telephone bookers is now well</li> </ul>	<p>Objectives 1, 2</p> <p>Objective 1, 4 and S/E</p> <p>Objectives 1,4</p> <p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objective 1, 5, S/E</p>



<p>bedded in.</p> <ul style="list-style-type: none"> <li>• <b>People:</b> The new Destination Marketing Executive has started, working specifically for the commercial parts of the organisation. The new Communications Manager has started, providing cross-organisational support for the Head of Communications. The maternity leave cover for the Patrons and Individual Giving Manager has proved tricky to fill so there will unfortunately be no handover.</li> </ul>	
<p><b>4.2.Preview &amp; Planning</b></p> <ul style="list-style-type: none"> <li>• All teams have been preparing for the Autumn season with Marketing and Comms working on Everything was Moving (Private View 12 Sept) and Rain Room (PV 3 October), Transcender, Mademoiselle Julie, the new Associate Ensembles' first concerts of the season, and Battle of Ideas, amongst other major events. Marketing are launching new campaign for autumn season focusing on flagship projects, messaged and positioned for new audience segments. Dynamic content for web pages is being introduced linked to cookie and booking history. Comms has delivered a successful 'autumn highlights' campaign. Comms and Marketing are also working on plans for the announcement of the Spring 2013 programme, scheduled for October.</li> <li>• <b>Membership:</b> Marketing and Development are now working up propositions on levels of membership and individual giving to test with focus groups, following an intensive piece of research amongst members and non-members. Progress will be reported to the Board as part of the Marketing presentation in November.</li> <li>• <b>Residents:</b> The Management Plan for Visitors is at the very final stages of consultation and will be published shortly. The next meeting with Barbican Chairman and Deputy Chairman will take place on 8 October. The first bi-annual meeting open to all residents will be planned for the Autumn.</li> <li>• <b>E:tickets:</b> Customer Experience have now gone live with the soft launch of print@home e- tickets. The trial initially for cinema only has gone well and the option will now shortly be introduced to the theatre with all seated venues planned to be live by October.</li> </ul>	<p>Objectives 1, 5</p> <p>Objective 1, 5</p> <p>Objective 1</p> <p>Objective 1, S/E</p> <p>Objective 1, 4, 6</p>

<ul style="list-style-type: none"> <li>• <b>New Cinemas:</b> intense work on the launch for the new cinemas is underway, with the roll out of a comprehensive press campaign, a proactive approach to the management of risk/reputational issues led by the Communications and project team, a marketing campaign to focus on local and city audiences, a gala opening and previews for key stakeholder groups (including residents) all planned in the lead up to the formal opening.</li> <li>• A new internal system for stakeholder management and communications is being worked on by Director Audiences, Head of Comms and Comms Manager.</li> <li>• The whole Audiences Division will get together for half a day in October. We are hoping that Claire Enders (of Enders Analysis, one of our Patrons) will be the external speaker, and the departments will share their progress and plans.</li> </ul>	<p>Objective 1</p> <p>Objective 1, S/E</p> <p>Objective 1, S/E</p>
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<b>5. Report: Buildings</b>	
	Strategic Objective
<p><b>5.1. Progress &amp; Issues</b></p> <ul style="list-style-type: none"> <li>• <b>Ex Hall 1 tenant:</b> The due diligence has progressed regarding a prospective tenant. The drafts Heads of Terms of the lease have been provisionally agreed. The proposal will be shortly considered by the Court.</li> <li>• <b>Cinemas project:</b> the main contractor failed to achieve the completion date of 22<sup>nd</sup> August or the subsequent target of 30<sup>th</sup> August. The current target is to achieve completion no later than 21st September. The Board will be kept fully informed on progress.</li> <li>• Following the problems in July with the hot water service which we receive from Citigen (which will be the subject of a paper to the next Risk Committee, the November Finance and Boarding meetings) we are reviewing our local resilience to deal with such problems.</li> <li>• Tenders have been received for the project to replace the Powered Flying System in the Theatre. We hope to appoint a contractor shortly.</li> </ul>	<p>Objectives 4, 5</p> <p>Objective 4</p> <p>All objectives</p> <p>Objective 2, 4</p>
<p><b>5.2. Preview &amp; Planning</b></p> <ul style="list-style-type: none"> <li>• Capital Cap 2 projects are progressing well: <ul style="list-style-type: none"> <li>○ The Building Energy Management System (BEMS) project is due for completion in November this year and remains on programme.</li> <li>○ the car park signage and redecoration project is almost complete. The project is on programme.</li> <li>○ A project to refurbish the public toilets has commenced. The main area of work will be the supra- loos at level -1. The project is due to complete in October.</li> </ul> </li> </ul>	<p>Objective 5, &amp; S/E</p> <p>Objectives 4, 5</p> <p>Objective 4</p>

<ul style="list-style-type: none"> <li>○ A proposal to refurbish the Garden Room, along with the public toilets at level 3 is progressing and is being scheduled to take place in the summer 2103 (to coincide with the programme for the replacement of the Flying System).</li> </ul>	Objective 4
<ul style="list-style-type: none"> <li>○ A project to install CCTV security cameras in the Art Gallery is almost complete.</li> </ul>	Objective 4
<ul style="list-style-type: none"> <li>● We have agreed draft terms with a tenant to operate the Cinema Restaurant and a draft lease is in preparation.</li> </ul>	S/E
<ul style="list-style-type: none"> <li>● Following the completion of the main contract with ISG to build the new cinemas work on fitting out the new restaurant and café/ bar will commence. <ul style="list-style-type: none"> <li>○ The restaurant tenant will fit out the restaurant.</li> <li>○ The operator of the Café/Bar has been selected.</li> <li>○ The furnishing and fitting out requirements of the café-bar are finalized and will be installed prior to the successful operator taking possession.</li> </ul> </li> </ul>	Objective 1, 4, 5, 6

**6. Report: Commercial**

Strategic Objective

**6.1 Progress & Issues**

**BIE**

- *Designing 007: Fifty Years of Bond Style* has now ended its run at the Barbican. The exhibition represents a new model for BIE, working across departmental spaces to curate a ‘popular culture’ experiential exhibition. *Designing 007* has broken box office records for visual arts exhibitions at the Centre, averaging circa 1,200 visitors a day. The extent of the media coverage has been staggering and media critiques have been overwhelmingly positive. The show has significantly surpassed targets for visitor numbers, retail and bar/catering sales. It has extended the reach of Barbican’s visitors, as well as Barbican’s international profile, attracting a huge family audience.
- *Designing 007* will tour over the next 3 years to destinations internationally (tour organised by BIE).

Objectives 1,2,4,5

**Business Events**

A number of interesting commercial events have taken place in August/September to date:

- **Creative Cities Launch Event:** This event was cultivated by business events and linked to the Creative Cities Exhibition in the Exhibition Halls running from the 02<sup>nd</sup> – 07<sup>th</sup> August. The exhibition of Chinese fine art was given the Inspire Mark by LOCOG & London 2012 with a theme linked to the Olympic Games. The launch included a performance by pianist Lang Lang. The culmination of these activities resulted in a contribution of over £673k in room hire plus additional revenue from catering and technical services.
- **Designing Bond Private Viewings:** A number of business events private viewings have taken place including London & Partners inviting key clients and supporters of the city and showcasing the best of London. Business Events also hosted 30 key venue finding agents who work for some of the major City corporate companies.
- **Year to date comparisons:** Year to date we have hosted

Objectives 1, 5

Objectives 1, 5

slightly fewer events, however there has been a marked increase in the number of event days. The Beijing exhibition has had a positive affect on this (+ 20%).

Objectives 1, 5

### **Exhibition Halls: Rentals**

- September started with a successful return of the Landlord and Letting Show, which was attended by over 1,500 visitors.
- Since last month, Exhibitions have improved their forecast with a rather unexpected new piece of business in Hall 1 worth over £40k from the University of London.
- Current Hall rental forecast for the year end stands at £330k, against the budget of £260k – 27% better than budget.

Objective 5

### **Commercial Development**

#### **Designing 007 Pop Retail and Catering**

- The Bond shop has performed well, generating turnover of £193k against our budget of £139k for the run of the exhibition to the end of August. An average of 20% of exhibition ticket holders purchased from the shop, generating 200+ transactions daily. Average net transaction value was £14, higher than that we achieve in the Foyer shop which reflects the specialist nature of this exhibition shop with a number of high price point items stocked to appeal to the ardent Bond fan. The exhibition catalogue sold 2,500 across all sales points.
- The Martini Bar on Level 1 has proved a great success, enlivening our foyers and generating a destination bar for both exhibition and arts ticket holders and also attracting local workers, particularly on Fridays. Turnover to the end of August was £116.5k against a projection of £85k for the entire run of Bond. We have sold 3,990 martinis online when purchased with Exhibition tickets and these were the 8<sup>th</sup> most popular item purchased on the Barbican website in July.

Objectives 1,5

Objectives 1,5

#### **Retail**

- Sales in the Foyer Shop in July and August, traditionally a quieter period in the Barbican, exceeded our budgets attracting customers from those visiting the Bond and Bauhaus exhibition

Objectives 1,5

#### **Catering**

- Visitors to the Bond and Bauhaus exhibitions took up catering extensively, especially at the weekends and particularly the

Objectives 1,5

<p>more informal outlets, Costa Coffee and the Foodhall.</p>	
<p><b>6.2 Preview &amp; Planning</b></p> <p><b>BIE</b></p> <ul style="list-style-type: none"> <li>• <i>Designing 007</i> will embark on its three-year world tour commencing in Autumn 2012 at Tiff Bell Lightbox, Toronto (26 Oct – 20 Jan 2013).</li> <li>• <i>Animation Watch Me Move</i> ends its run at Da Dong Arts Centre in Taiwan (23 May – 23 Sep 2013). After two venues in Taiwan the exhibition will move on to Brazil for a two-venue tour with the Centro Cultural Bank of Brazil.</li> </ul> <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>• Budget 2012/13: Of our income budget target of £1.7m (room hires) we are currently at £1.4m contracted. In comparison to 2011/12, we are over 35% up on room hire revenue. This excludes the room hire revenue linked to the Olympic activities (China).</li> <li>• <b>A very busy Autumn ahead:</b> We host in the Autumn some of our major associations in line with our business plan objectives including SIOP and the Royal College of Radiologists.</li> <li>• <b>LOCOG 2012 Festival:</b> LOCOG have chosen the Barbican over many other venues to host their thank you event for the sponsors supporters and venues involved in the London 2012 Festival.</li> </ul> <p><b>Exhibition Halls: Rentals</b></p> <ul style="list-style-type: none"> <li>• September and October are the busiest months in the Exhibition Halls' calendar with a total of six events taking place during the two months. The Landlord and Letting Show is followed by the Kings College Welcome Fair, University of London exams, Royal College of Dentistry examinations, KIOSK Expo and finally the British Invention Show, which launched at the Barbican 10 years ago but used other venues for the last few years.</li> </ul> <p><b>Commercial Development</b></p> <p><b>Retail</b></p> <ul style="list-style-type: none"> <li>• We are having a mini re-launch of the shop in early September, supporting our aim to develop the shop as a destination utilising some of the fixtures we had made for the Bond retail pop up.</li> </ul>	<p>Objectives 1,2,5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p>





## **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 quarter**

### **Staff & Efficiency (S/E)**

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