

Committee:	Date:
Barbican Centre Board – for information	24 July 2019
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
Summary	
<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. 	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: STRATEGY AND CULTURE MILE	
<p>“The Barbican is a confident, discerning London venue where the person selling you an ice-cream probably has a Master’s degree and a cool career as a musician or photographer...a democratic, inclusive and welcoming space which belongs to all and which is buzzing...” Nadine Waddell, Barbican Life, Summer 2019</p>	Strategic Goal
<p>1.1 Progress and issues</p> <p>STRATEGY One of the most intense periods of work and discussion among the Directorate team has taken place to formulate the Barbican’s approach to the City Corporation’s Fundamental Review. The Barbican has resolved to take a collaborative approach to the issue, to explore the possibilities of working with other City departments on issues where its expertise and experience could be valuable for the future. Further briefing can be provided in the non-public section of the meeting, but early indications are that this approach has been well received. First discussions are taking place at Resource Allocation Away-day in July with a view to leading towards a prioritisation exercise for the City.</p> <p>Directors’ Awayday discussions in July are leading towards a refreshed version of the brand and its values, together with a reformulated set of goal objectives within the strategic plan, which will be presented as part of the Performance Review process at the September meeting. We are also progressing the Telling Our Story project, and will have draft outputs to share, including a condensed version of our key messages for Board members to use with stakeholders.</p> <p>As reported below (see Learning and Engagement) the workshop and reception in association with the Barbican Residents Association to celebrate Barbican @ 50 was very much enjoyed and created much interest in the founding principles and architecture of the Estate.</p> <p>CULTURE MILE At the request of the Board, an update on the Centre for Music is presented at this meeting, including answers to frequently asked questions on the project. This is for Board members to use with all relevant parties. Progress on the project remains on course to deliver a refined business model and masterplan by the end of the year.</p> <p>A report into the future operational model of Culture Mile has been commissioned from AEA Consulting (who members will recall the Chamberlain commissioned to report on the Barbican in a recent savings exercise). This was discussed by the Culture Mile Working Party and its</p>	

<p>implementation will be now be formulated with the relevant parties in the distributed model of management prior to a new funding bid being prepared in the autumn.</p> <p>The future of the Exhibition Halls remains on hold, following the current freezing of corporate capital projects, including the previously agreed waterproofing of the podium above the halls. It is hoped that this situation will be resolved during the autumn.</p>	
<p>1.2 Preview and Planning</p> <p>STRATEGY</p> <p>Directors are now working on a major review of the Centre’s financial model going forward, bearing in mind the reductions in City funding through efficiencies and other increased central costs, and the ability of the Barbican to develop new income streams through the innovative use of technology and other developments. This will tie closely to the outcome of the Fundamental Review.</p> <p>We are launching an enquiry in to the use of our spaces, ‘The Art of the Possible’, to establish our needs in terms of the type and scope of office accommodation, delivering better working environments which are more appropriate to changing needs, while at the same time creating space for potential other uses. This is part of our integrated approach to creating the Destination of the Future, making the most of the opportunity to reinvent the Barbican as a civic space serving the widest possible audience from Culture Mile.</p> <p>The next stage of the Fundamental Review is the preparation of a paper for September’s meeting of the Policy and Resources Committee, followed by further discussions around priorities.</p> <p>CULTURE MILE</p> <p>The Play the Mile initiative which was launched with Sound Unbound continues with a wide variety of community events across Culture Mie leading to the Smithfield event at the end of August. This first ‘season’ of Culture Mile events has been curated by the Barbican in partnership with the other partners, as part of its role in leading on programming for the Mile. Evaluation will be taking place of the impact and attractiveness of these events, but feedback so far has been extremely positive.</p> <p>Progress is being made by the Department of Built Environment on proposals for Beech Street which are intended to lead to a major improvement in the environment of the street. The impacts on the Barbican’s operations will be examined in detail in order to support the improvements, ensure our operational efficiency, and serve the needs of our over one million ticket purchasers and other attendees and visitors.</p>	

2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS

Strategic Goal

2.1 Progress & Issues

Inspire more people to discover and love the arts

Goals
2,3,4,5

On **13-14 July**, the sixth annual **Walthamstow Garden Party** was held at Lloyd Park. The festival provides a platform for over **120 local organisations** from Waltham Forest. This year, new open calls processes, where local people are making the decisions, have brought in more than **20 new local partners** including the **Muslim Cultural Forum, Dash Dot Youth Dance** and **Tell Tails**.

Since May, there has been a large crossover audience for **Art Gallery's Lee Krasner: Living Colour** and **BIE's AI: More than Human**. At point of writing, approximately **1200 people** have seen both shows.

On 18-19 May, approximately **10 000 individuals** attended the **Barbican** produced **Sound Unbound**, a multi partner event as part of **Culture Mile**. **37% of attendees** classed themselves as **regular classical music attendees** and of these, over **50% were aged 34 or younger** – a demonstrably different audience than for our standard classical promotions.

In June, **Sky Arts'** broadcast of **Art 50** project **The British** featured **Boy Blue's** performance **R.E.B.E.L** and **Nitin Sawhney's** musical performance **Brexit: A Rational Anthem for a National Tantrum**. Both performances were originally performed at **Barbican's OpenFest: Art 50** in February 2019.

Goals
2,3,4,5

Create an ambitious international programme

The **Barbican Spring/Summer season** has garnered numerous **5* reviews** for **Four Quartets** (The Guardian, The Arts Desk, Culture Whisper, The Observer, i Paper), **Avalanche** (The Stage), **Mahler's Sixth Symphony**, performed by the **Orchestra of Santa Cecilia** and conducted by **Sir Antonio Pappano** (The Arts Desk, Classical Source), **Sound Unbound** (The Guardian) and **Lee Krasner** (The Times, i News, Time Out, the Evening Standard, the Arts Desk).

Ticket sales for **Lee Krasner: Living Colour** are on track to meet audience targets. As of 2 July, just over **18 000 tickets** have been sold, reaching 35% of the total attendance target. To date, over **900 catalogues** have been sold in the exhibition shop.

Barbican Cinema's programme **Bebop New York** achieved **70% capacity for all screenings thus far (above target)**. This season there has been a high crossover between **Cinema and Art Gallery** audiences,

with **over 32% of bookings** for *Bebop* also buying tickets for a recent **Art Gallery** exhibition.

Barbican Theatre's *Avalanche*, starring **Maxine Peake** completed a successful critical season. The production will tour to **Sydney, Australia** this Autumn.

Theatre's co-commission of *Four Quartets*, produced with the **Fisher Centre** at **Bard College, New York**, was also much admired by critics and audiences alike. This was the first-time choreographer **Pam Tanowitz's** work had been performed outside of the US.

Barbican Music presented *Conversations with Nick Cave* to a **sold-out** audience on 19 June.

In July, **Cinema** launched *Forbidden Colours*, a new series celebrating rarely seen queer-focused films from countries where LGBTQ+ people still suffer societal oppression and struggle for equality. The programme opened on **9 July** with *Retablo*, a powerful, highly acclaimed drama from Peru.

The **Barbican Music** stage at **Walthamstow Garden Party** featured international acts from **6 different countries (Mali, Columbia, Cape Vert, US, Brazil, Cuba)** including husband and wife duo **Amadou & Mariam**, Brazilian songstress **Tassia Reis**, Colombian salsa band **LA-33** and UK jazz singer-songwriter **Zara McFarlane**.

Invest in the artists of today and tomorrow

Working beyond London, alumni from **Cinema's Young Programmers** curated short films for **Sheffield Doc/Fest's** Exchange programme. The **Young Programmers** also attended the festival, participated in the Q&As and networked with filmmakers and programmers from around the world.

On 25 July, **Art Gallery's Lee Krasner Public Programme** presents **Mark Kavuma**, a prominent young trumpet player from the British jazz scene. **Kavuma** will respond to Thelonius Monk's Brilliant Corners, 1957, one of **Krasner's** favourite jazz records.

This year, **Walthamstow Garden Party** is partnering with **Create Jobs' Creativity Works programme**, which supports young Londoners find jobs in the creative industries. **Four Waltham Forest-based graduates** of the programme have been recruited as **Assistant Producers** to work with artist **Joceline Howe** and develop *Haus Party*, a large-scale, family friendly, participatory activity inspired by the **Bauhaus movement**.

Collaborating with partners to achieve our ambitions

In June, **Barbican Cinema** partnered with **GMSD** for the silent film and music event that featured a selection of early Japanese animation with live accompaniment by the **Guildhall's Electronic Music Studio**. The films

Goals
2,3,4,5

Goals
2,3,4,5

were supplied by the **National Film Archive of Japan** and **GMSD's** electronic music department produced a lively score to a **sold-out** audience.

In April, **Level G's Life Rewired Hub** co-produced the exhibit **HUM.2035** with Indian design consultancy **Quicksand**, who are now exploring future options for staging the exhibit with organisations such as **Médecins Sans Frontières**. **1,200 people** visited **the Hub** during the exhibition.

Level G also partnered with the **Orwell Foundation** in June to present a weekend of events inspired by **1984**. Over the weekend approximately **800 people attended**. Contributors included writer **Preti Taneja, RSA Director of Economy Asheem Singh**, and the **Head of Data and Transparency** at the **Institute of Government, Gavin Freeguard**.

For the digital campaign for **Lee Krasner**, **Barbican Marketing** collaborated with **Katy Hessel**, an Instagram influencer and curator championing the work of international women artists through her channel, **The Great Women Artists**, which has a following of **62,000** people.

The **Beyond Barbican** team are working with **London Borough of Culture** and **Ground Works** to make **60 volunteer roles** available to local people through their **Legends of The Forest** programme.

Working with the sector/responding to or influencing policy

Barbican Theatre are preparing to launch their **Autumn 2019** programme, which includes a **relaxed performance** of the **RSC's *As You Like It***.

In June 2019, **Cinema** increased the number of **relaxed screenings** from **1 per month to 2 per month**. In March, **Barbican Cinema** received training from **Tourette's Hero/Jess Thom**. Due to the success of the initial training, **Cinema** have organised a screening for **all Barbican staff**, with the aim of **raising consciousness and improving relaxed provisions across the centre**. In July, **Cinema** will apply for the **National Autistic Society's 'Autism Friendly'** award for **Beech Street Cinemas 2 & 3**.

The **Beyond Barbican** team are working with **A Greener Festival, Julie's Bicycle** and **Waltham Forest Council** to make **Walthamstow Garden Party** London's **greenest festival** by 2021. The team attends regular conferences & training to connect with the sector and implement best practice.

Goals
2,3,4,5

3. REPORT: LEARNING AND ENGAGEMENT	
3.1 Progress and Issues	Strategic Goal
<p>Young People’s Laureate for London – Theresa Lola We are delighted that former Barbican Young Poet Theresa Lola was named Young People’s Laureate for London 2019. A British-Nigerian poet and facilitator, her debut poetry collection <i>In Search of Equilibrium</i> (Nine Arches Press, February 2019) was described as ‘a glorious hymn to being alive and wounded.’</p>	2
<p>Sound Unbound A free weekender as part of Culture Mile, Creative Learning curated workshops in the Fountain Room led by composer, Omar Shahryar. The workshops attracted over 200 attendees and gave families the opportunity to explore minimalist music and contemporary dance.</p>	1, 2, 4
<p>Primary Box Showcase On 6 February, 8 classes from 4 primary schools took part in this year’s Barbican Primary Box showcase, curated for the second year by author Michael Rosen. The participating schools included Richard Cloudesley, a school for pupils with physical disabilities and additional sensory needs. This was the first time a SEND school had taken part in the Barbican Primary Box project.</p>	2
<p>Young Visual Arts Group Showcase The Young Visual Arts Group exhibition, <i>Concrete Salon</i>, took place on Barbican Level G over the weekend of 27 and 28 April. The group displayed a variety of works from small textile sculptures to live performance, film, 3D design and hand-made publications. Some members also curated a public programme of events including live music, poetry and performance.</p>	1, 2
<p>Community View <i>Lee Krasner: Living Colour</i> Creative Learning hosted its fourth Art Gallery Community View on 10 June for <i>Lee Krasner: Living Colour</i>. This free event collaborated with Action Space, a charity working with artists with learning disabilities, who curated an interactive installation led by Mark Lawrence. The Young Barbican Guides also performed their responses in and around the gallery including poetry, collage and dress-making. We had over 265 attendees to the event and received positive feedback.</p>	1, 2, 5
<p>Creative Entrepreneurs Award Ceremony As part of our Creative Careers and Young Enterprise Lab programme, 4 emerging entrepreneurs pitched for a £2k prize at the Guildhall Creative Entrepreneurs Awards Ceremony on 25 June. Young Enterprise Lab is an enterprise pathway that supports young people to hone and develop their ideas into creative enterprises. The winning pitch was <i>Pride in Progress</i>, an enterprise led by past Young Visual Arts Group member Joe Fear, which seeks to build inclusive communities and help young LGBTQ+ people develop community through creative workshops.</p>	2, 3

<p>Culture Mile Work Experience Programme We are working with Culture Mile Learning to pilot a work experience scheme across the City. The model is aimed specifically at young people from less socially mobile backgrounds and started with a taster day at the Barbican Centre. Young people from alternative provisions, youth organisations and schools with pupil premium rates of over 65% were invited for a series of workshops and encouraged to apply for work experience placements. The Barbican will host 9 placements over July.</p>	2, 4
<p>Young Programmers at Sheffield DocFest A group of Young Programmers alumni were invited to participate at the Sheffield DocFest where they curated two films for the Exchange, a special programme of free screenings and talks. The group introduced their programme and also held a Q&A.</p>	2, 5
<p>The Garden School Celebration Event To celebrate the end of Creative Learning’s 3-year partnership with the Garden School we worked collaboratively to put together a promenade performance through the school. Students in character from their <i>Romeo and Juliet</i> inspired performance at the Barbican Theatre Box sharing this year led the audience around the building featuring a screening of a short film, a sound installation featuring students’ work during their Barbican Box Music project, an outdoor performance of Drum Works participants and a live art installation.</p>	2
<p>PACE and Leadership Final Assessments The BA Performance & Creative Enterprise (PACE) plus MMus Leadership final assessments took place across a series of evening in the Milton Court Studio Theatre in late May. These events involved assessed performances by Guildhall School students with guest collaborators.</p>	2
<p>Barbican Archive <i>The Barbican Archive Mixtape</i>, charting the life of the Estate as it was featured in television specials, was screened in Cinema 1 to celebrate the Estate’s 50th Anniversary. The screening was very well received with requests for future screenings. As part of the Archive’s current Heritage Lottery Fund bid, the Young Curator Group launched their exhibition <i>Forget Me Not: Reassembling the Barbican Archives</i> in the Fountain Room. As part of their showcase were never before seen items from the archive as well as displaying a number of newly commissions works by young artists who have responded to their themes and discussions.</p>	1, 2, 4, 5
<p>Barbican Estate at 50 In collaboration with the Barbican Residents Association, the Barbican hosted an afternoon workshop on 8 June to celebrate the 50th anniversary of the Estate. <i>The Barbican at 50: What began, What is, What if...</i> featured a range of architecture historians, authors and cultural actors in discussions spanning the original vision of the Estate, the current state of the environment, and propositions for the future. The event was free and open to all Barbican Residents alongside invited guests. Following the workshop, the City of</p>	1, 2, 5

<p>London's Barbican Residential Committee hosted a reception in the Garden Room and Conservatory. Both events were well attended, with 220 at the workshop and 155 at the reception.</p> <p>Spektrix Project Overall the project is on track, with good progress made on data migration (2/3 completed) and hardware testing for a proven FOH solution. A substantial change to the original implementation timeline has been introduced, following a major IT infrastructure project that Spektrix itself will be undergoing (to relocate their server provision). This will delay the launch of the ticketing platform from Q3 2019-20 to Q4 2019-20, although this still falls within the 18-month implementation period specified in the contract. Delivery of the marketing email platform ('Dotdigital') remains on schedule for September 2019 as a separate phase.</p>	1, 2, 3, 4, 5
<p>3.2 Preview and Planning</p>	
<p>Walthamstow Garden Party For this year's Garden Party, Creative Learning are curating the Earthly Paradise Tent with music, theatre and poetry from the local borough and London-wide acts and has also programmed two local grime artists for the main stage, Bonez and Lemzi. In addition, we have worked with Blackhorse Arts to commission local playwrights to write new works to be performed and a strand of community work is being developed.</p> <p>Lee Krasner: Family Day <i>Living Colour</i> Family Day will be a centre-wide day of activities for all the family inspired by Lee Krasner's colourful, vibrant and expressive artworks. Feminist Library features 'Craftivism' activities, and artists including Gwen Ramsay and Thomas Whittle will be exploring collage, large-scale drawing, Krasner costume-making and a giant 3D abstract installation. There will also be a series of family tours throughout the day in the Art Gallery.</p> <p>Summer Arts Camp This year's Summer Arts Camp for young people aged 11-14 years will be taking place from 29 July to 2 August. Participants will work with artists from a range of art forms to explore the work of Lee Krasner through the recently opened Barbican Art Gallery exhibition <i>Lee Krasner: Living Colour</i>. They will take inspiration from themes of expression and identity to produce new creative work and end the week with a showcase for family and friends.</p> <p>Barbican Archive – NLHF bid The Archive Team, Creative Learning and Barbican Development are in the process of submitting an Expression of Interest to the National Lottery Heritage Fund (formerly HLF) for a major grant in the region of £3.6M. The bid outlines the phased delivery of a number of new Creative Learning programmes, the cataloguing and conservation of the Barbican and Guildhall School's archive collection at London Metropolitan Archives (LMA), and the funds to transform a space in the Centre into a new Archive Gallery and learning environment.</p>	<p>2, 5</p> <p>1, 2</p> <p>2, 3</p> <p>1, 2, 5</p>

4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Goal
<p>4.1 Progress & Issues</p> <p>General Our vision is to create an environment that enables and inspires others to achieve their best. We will deliver this through services that are: 1. Compliant, 2. Efficient and 3. Appropriate. Balancing speed and stability remains crucial to success.</p> <p>Operations – Including Security, BCP, Health & Safety, Facilities and Box Office Security and Business Continuity Planning remain high on the agenda as we continue to work closely with CoL Police anti-terrorism colleagues to have a number of our frontline teams attend SCAN training as well as Security Communications training. This training offers us the opportunity to constantly review our operations and update our processes, introducing colleagues to security considerations as part of their day to day role.</p> <p>A programme of BCP (Business Continuity Planning) and MI (Major Incident) planning is being rolled out, ensuring wider engagement across the Alliance. We are preparing for the change in the security contract provision to ensure as smooth a transition as possible whilst maintaining the service levels at all sites. We look forward to engaging our new contract providers in our Phase 4 restructure, working ever closer as one team.</p> <p>Our Phase 4 (Front of House and Alliance) restructure has begun, with the next layer of management having just been restructured. We are aiming for a conclusion on this section of Phase 4 to be complete by the start of the new School term and for when the Autumn Season begins at the Barbican.</p> <p>This summer has offered the Audience Experience Team an opportunity to form closer working relationships across the Barbican. We have established a Summer Experience Group which has looked at the provisions for customers as well as trialling some new initiatives including Welcome Tours for new customers. Our aim is to work towards Destination of the Future with a more joined-up approach to our Front of House offer.</p> <p>Box Office continues to perform well. There is a delay to the Spektrix ticketing system which is now due early next year. This delay has been brought about following BCP sessions including the use of the Cloud.</p> <p>Our fire safety work continues apace, with over 90% of the ad hoc list having been completed and audited to our satisfaction.</p> <p>Buildings – Including Engineering, Projects and Environmental</p>	<p>1-5, S/E</p> <p>1, S/E</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.

1, S/E

The Engineering Team has had some plant failures over recent months, including for example issues with heating in the Exhibition Halls, issues with ventilation in the kitchens and flooding in basement areas, affecting electrics and controls for the lakes. These three are examples of some of the legacy issues that we have been dealing with. Our CAFM system (Computer Assisted Facilities Management), our PPM (Planned and Preventative Maintenance) regimes and our new structures plus the review of existing contracts are all part of our plan to deal with the legacy issues and ensure that our buildings are compliant, safe, fit for purpose and fit for the future. We continue to work our way through our assets, repairing, replacing and maintaining in a prioritised manner, and the team is commended for how it has approached this ground-up review and has coped with eventualities resulting from our legacy issues.

We thank our colleagues and the residents for their patience, cooperation and support whilst we work to deal with the legacy issues and improve our facilities for the decades to come.

Projects continue to see progress on all fronts. Following the gallery works, we are pleased with the Martini Bar and Bocci installation on level 1. Preparations are advanced for works on the lorry lift due soon, in addition to our ongoing fire safety works and security enhancements, plus we will soon be rolling out the new carpet. In addition to the delivery of the significant additional investment from the City, the Projects Team has been working hard to secure funding for future projects under the Cyclical Works Programme (CWP) between 2020 and 2023. This will all improve the front of house facilities as well as back of house infrastructure.

We continue to work with our colleagues at the City of London to review energy use and identify any further areas where environmental efficiencies can be made.

Following on from our success in being awarded Julie's Bicycle Creative Green 4 star certification, we have been nominated for two Creative Green awards in the categories of Best Newcomer and Best Multi-Arts Centre. The awards will have been announced on 1st July.

Working with the Events Team and our catering partners, the Barbican has already made great strides in reducing the use of single-use plastics. We are now examining ways in which we can further cut or even eliminate these completely, particular challenges are plastic drinks bottles and food wrapping.

As noted above, our ground-up review and change programme continue, with savings having been made in areas such as Engineering, Projects, Front of House and Management, and Phase 6 of our review will look at

<p>the 'What Next', working ever closer towards our Alliance (Barbican and Guildhall School).</p> <p>Savings As noted above, we are working to deliver Phase 4 (Front of House and Alliance) and plan to have this ready for the autumn. We continue to work with our colleagues in Finance to monitor progress against our original plan and have gapped posts where consultation processes have delayed timelines for savings. Phase 6 (Kaizen review) is also underway and we are again revisiting all lines with a view to ensuring that we are efficient. Once new structures are settled, and the new teams are embedded, we will continue our 'What Next' process.</p>	<p>1, S/E</p>
<p>4.2 Preview & Planning Working towards Destination of the Future continues to be a primary focus. Working groups include Art of the Possible for venues within a venue, space review for back of house and office areas, audience experience and journey, and destination project groups, which continue to work with Marketing and Directorate.</p> <p>Engineering and Projects Our CWP plans have been submitted to the City and we have prioritised our large capital projects so as to continue the proposal and prioritisation of these as part of the Fundamental Review.</p>	<p>1, S/E</p> <p>1, S/E</p>

<p>Digital Revolution is at the Frankfurt Filmmuseum until 21 October. This will be the last stop of its 5-year international tour. Into the Unknown is currently being hosted by Kunsthal Rotterdam where it is breaking the exhibition's attendance records – it has received over 58k visitors to date. AI: More than Human continues its successful run here, welcoming an average of over 900 people daily on its first month. Game On 2.0 returned to Life Centre in Newcastle, where it will stay until 4 September.</p>	Goals 1, 2, 3, 5
<p><u>Commercial Development</u> Catering - to maximize the opportunities offered by the unprecedented number of summer of activities at the Barbican this year, Searcys have invested in enhancements to Bonfire, including more comfortable lounge seating and enhancements to the bar area. Osteria has had kitchen extraction issues that means a reduced menu is in operation - we are looking at solutions from external contractors. Catering commission from our catering partners is up 18.8% on budget as at P2 – a strong start to the year. Bars – the robot bar, Makr Shkr, opened at the Barbican for the run of AI: More Than Human. The Martini Bar refurb is complete, including the Bocci light installation, making it a permanent feature of the Barbican. The Picnic Garden is open on the Lakeside Terrace, Circle Bar until September 2019. Overall contribution is 15.9% up on budget. Car Parks - Justpark bookings have now been linked to the Barbican car park booking system, meaning barriers will automatically open for customers booking via their platforms. This will give us scope to increase the number of parking spaces and we expect to sell Justpark more parking spaces imminently.</p>	Goals 1,3
<p><u>Development</u> The Cockayne Foundation has renewed its support with a grant to the autumn Curve Gallery installation by Trevor Paglen. The Goethe-Institut London are supporting the upcoming performance of Kronos Quartet & Trevor Paglen: <i>Sight Machines</i>. We have secured funding through PRS for Music Foundation's Open Fund for Organisations towards two music events this autumn, Emily Howard's commission, Antisphere, for Sir Simon Rattle & LSO in September, and an evening exploring the life, work and legacy of Ada Lovelace in November. Audiences visiting the Lee Krasner: Living Colour exhibition have been very generous with donations, and this new donation point has been well received. The Trustees and team organised a fundraising event in June for the Creative Learning programme, featuring a private view of the Lee Krasner: Living Colour exhibition.</p>	Goals 1,3,5

<p>5.2 Preview & Planning <u>Business Events</u> Planning is underway for the 4th annual Institute of Fundraising conference and delivery of some of our other International Association events with the Housing Federation and International AIDS Conference taking place in</p>	Goals 1, 3
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<p>September. Attracting association business is a key objective of Commercial Phase 3.</p> <p><u>Retail</u> Product development is ongoing for two new 'Barbican' ranges in the foyer shop, launching at the end of September/October. Sampling is underway for Jesus Christ Superstar product. We are preparing to have a presence at this year's Walthamstow Garden Party, offering a small range of items such as a reusable coffee cup, water bottle and tote bags. Logistical planning is underway, and it will be a good opportunity to test retailing in a very different environment. Planning for Christmas window and shop displays is also underway.</p> <p><u>BIE</u> Discussions continue to proceed very well with further venues for AI: More than Human tour. Game On will open in Chengdu, at the Eastern Suburb Memory Park – International Exhibition Hall of Art on 5th July, completing its 18-month tour to China. BIE have just signed a 3-year £1m deal with current partners in China to stage 4 exhibitions. The development of a new exhibition, Virtual Realms (working title) is gaining traction, we are now receiving proposals from game producers and we are in the process of closing deals with co-producers. It will launch at Singapore Art Science Centre in June 2020. Game On 2.0 is confirmed at Canal de Isabel, Madrid straight after Newcastle, where it will be until mid-2020. Digital Revolution will be decommissioned after its run in Frankfurt and returned to lenders.</p> <p><u>Commercial Development</u> Catering – following consultation with Cinema and as a result of feedback from a recent survey, we will be changing the Cinema 2/3 café name to Cinema Café & Bar to help link the identity more closely to the cinema and the Barbican brand. Signage and point of sale have been agreed and will be installed in early July 2019. A review of the -1 foyer (Stalls) and -2 foyer (Pit/Cinema 1) cafes with Benugo is underway, to look at short term improvement to maximize sales with the current configurations and longer term options to improve the layout and operation of the units. Bars - our commitment to reduce single use plastics is ongoing, with polycarbonate reusable glasses expected to be in use by the end of July. Car Parks - arrangements with YourParkingSpace to offer hourly pre-paid parking on their website are ongoing. Once completed, it is expected they will be purchasing additional car park spaces to sell for their hourly booking slots.</p> <p><u>Development</u> Work continues on upcoming exhibitions, music, theatre and cinema seasons, architecture and design, as well as the Barbican Guildhall Archive project. Plans are still underway for a Barbican Fund audience appeal this autumn.</p>	<p>Goals 1,2,3,5</p> <p>Goals 1, 2, 3, 5</p> <p>Goals 1,3</p> <p>Goals 1,3,5</p>
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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