

<b>Committee(s)</b> Barbican Centre Board – For Information Guildhall School Board of Governors – For Information	<b>Date(s):</b> 24/07/2019 23/09/2019
<b>Subject:</b> Update on Barbican Guildhall Creative Alliance	<b>Public</b>
<b>Report of:</b> Director of Learning & Engagement	<b>For Information</b>
<b>Report author:</b> Director of Learning & Engagement	

### Summary

This report provides Members with an iterative update of the Barbican Guildhall Creative Alliance, and its associated strategic bridging projects, reviewing progress to date and projected next steps.

There are currently 12 strategic projects that seek to establish a way forward together by connecting our vision/mission/values. The projects are linked to one or more of the Objectives (a–k) and are loosely grouped against the 3 goals:

- *messaging and leadership (1–4)*
- *arts and learning programmes (5–8)*
- *combined assets (9–12)*

### Recommendation(s)

Members are asked to note this report.

### Main Report

#### Background

- The Barbican Guildhall Creative Alliance has now been activated across the two organisations, following discussions at the joint Board Awayday in September 2018 and subsequent sign-off at respective internal management meetings. The agreed bridging document (attached as an appendix) outlines the goals, objectives and key strategic projects over the next year. Each strategic project has been assigned an owner(s) to guide the project, under which sit project managers who deliver and monitor progress.

## Current Position

- The bridging projects are underway and regular reporting and reviewing of priorities take place at monthly Barbican / Guildhall School Joint Directorate meetings. This process has helped the development of the Creative Alliance significantly since September 2018.

## Strategic Bridging Projects

### Goal: messaging and leadership

#### 1. Identify opportunities for telling our story through a clear joint narrative

OBJECTIVES: a, f, h, i

<b>Progress</b>
– Introduced in Oct 2108 as a brand-new strategic project, across Marketing / Comms / Development, progress to date has focused around Centre for Music (see bridging project 3) and Culture Mile.
<b>Next Steps</b>
– Develop 10 <sup>th</sup> anniversary joint narrative for Creative Learning – Continue raising the profile of the recently launched London Regional Centre for National Open Youth Orchestra, led by Creative learning in close partnership with Guildhall Young Artists – Consolidate narrative around Music associates (e.g. Australian Chamber Orchestra), as well as Guildhall Drama and Barbican Theatre collaborations (linking in with bridging project 5)

#### 2. Jointly developing our evaluation and research strategies /frameworks, in particular by exploring the impact of Barbican Guildhall programmes in society

OBJECTIVES: e, h

<b>Progress</b>
– A Barbican Guildhall Research Group has been formed, meeting on a termly basis. Key headlines have been established which will frame the approach to collaborative research: Doctoral research, Archive Project, Joint Research Themes, Cultural change, Culture Mile, and Research Funding. – <b>Doctoral research</b> - keeping each other updated on current Guildhall and Barbican doctoral research work in both organisations and facilitating further Barbican Guildhall studentships; – <b>Archive Project</b> - ensuring this ever evolving, highly distributed flagship post-doctoral programme continues to scale up appropriately, continuing to meet the expectations and needs of both organisations;

- **Joint research theme(s)** - exploring and agreeing through further exchange of ideas, potentially bridging our shared interest in the artist/arts organisation and their civic role in society;
- **Cultural change** - sharing learning through the development and implementation of our respective research objectives/strategies through Barbican Incubator, Guildhall Innovation and BG Creative Learning;
- **Culture Mile** - connecting with communities of practice across this partnership, including developments around Ex Halls and the Centre for Music Institute for Social Impact;
- **Research Funding** - agreeing and establishing a frame of reference from which we can apply for funding both jointly and as individual organisations.

#### **Next Steps**

- Appointing a new joint doctoral studentship for 2019-22 and a new research post for Creative Learning's Esmée Fairbairn Foundation funded national cultural education partnership project

### **3. Work with strategic partners to further develop the vision and design for C4M (particularly in relation to Education, Research and Innovation)**

OBJECTIVES: b, i, j

#### **Progress**

- Following the development of a visionary concept design delivering a landmark building, reimagined public spaces and business model that delivers the project's aims and aspirations, the City Corporation backed the project's next phase for completion by December 2019.
- This phase delivers a masterplan for the current Museum of London site, including Bastion House. Additionally, the Centre for Music team will continue to develop the building's design, its business model, project financing including private fundraising. This work is progressing well and is being guided by an 'Oversight Committee', chaired by Chris Hayward and appointed by the City's Policy and Resources committee.
- Exceptional world class venues have been designed to provide access to music of the highest quality to people of all ages and backgrounds. A programme of activities across the Barbican and Centre for Music has been developed in detail to fulfil the project's vision where music and education go hand in hand. Together, these venues will provide new ways to enable the Barbican to present the widest range of music as a single offer to audiences.
- With dedicated learning and participation spaces, education pods as part of the concert hall and a base for the Guildhall school's new Institute for Social impact, the Centre for Music will be an unmissable daytime destination that is inclusive, open, thriving and welcoming. There will be Interactive and immersive experiences via permanent installations and tailored programmes, as well as regular and dynamic programme of participatory workshops, accessible concerts, open rehearsals and backstage tours.

Major programme of placements, apprenticeships and accredited training to diversify and develop the creative workforce will also be implemented, as well as a national centre of training & professional development for music teachers, to redress declining position of music in our schools' curriculum.

#### **Next Steps**

- The team submitted its proposals, including the latest designs improving the overall proposition to the Oversight Committee on 26<sup>th</sup> June. During this period there will be a series of meetings with individual meetings with Members of P&R to update Members on the project's progress and seek their guidance.
- A full report with a finalised design together with a project funding and financial model will be submitted to the City's Policy and Resources committee in December 2019 for decision on the next stage of the project.

#### **4. Connecting and strengthening our joint approach to widening participation, representation, and inclusion**

OBJECTIVES: c, d

#### **Progress**

- Following a series of roundtable discussions in the autumn, a draft Widening Participation (WP) strategy was presented to the Guildhall School's Senior Management Team group in February.
- Further development work on this strategy has been on hold due to more imminent priorities around the submission of a 5-year Access and Participation plan for the Office for Students (OfS) in May (a key strand area within the WP strategy).

#### **Next Steps**

- Now that the Access and Participation plan has been submitted to the OfS, we are in a position to revisit and refine the draft WP strategy for introduction from September 2019 onwards.
- The strategy will set out a 5-year trajectory across a number of priority areas for WP within the School, with suggested phased projects for piloting and development.

**Goal: arts and learning programmes**

**5. Identify opportunities for collaborative projects between Guildhall Drama and Barbican Theatre & Dance**

OBJECTIVES: a, b, e, i

<b>Progress</b>
<ul style="list-style-type: none"><li>– Ongoing discussions to explore collaboration between the School's Performance and Creative Enterprise (PACE) and Acting BA programmes and the Barbican eg: installations, pop-ups, masterclasses.</li><li>– Review of space sharing by the School at the Barbican, and the Barbican at the School, as a fundamental part of the relationship.</li><li>– Agreement to explore artistic collaboration between the School and the Barbican.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– As Guildhall Drama takes over PACE from the next academic year and the Acting programme undergoes a full academic review, the Barbican and the Guildhall are exploring opportunities for collaborative projects.</li><li>– Both organisations see potential for the relationship with Cheek by Jowl to be more collaborative, including the Drama Department being more involved with any Barbican Silk Street Theatre performances over the Easter rehearsal/ performances period. A School-wide review of how/when Guildhall use Barbican performance spaces is now underway.</li><li>– A public production, led by the Guildhall's Director of Drama and programmed at the Barbican Pit Theatre programme, to be further explored for 2020 – potentially a commission around Climate Change by Gary McNair. There is potential here for an interdisciplinary student collaboration that becomes an artistic manifestation of the Creative Alliance.</li></ul>

**6. Identify joint digital learning initiatives**

OBJECTIVES: f, g, j

<b>Progress</b>
<ul style="list-style-type: none"><li>– Significant progress for both the Barbican and Guildhall's Digital Strategies this year, with some useful information sharing and identifying of potential connections and joint working for the future.</li><li>– Barbican and Guildhall School committed to a cultural change where staff (and students) across both organisations embrace new technology, where it is embedded into the way we all work.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– Consolidate thinking and ways of testing income generating online courses offered through the Guildhall School and the Barbican.</li></ul>

**7. Scope potential for collaborative professional development opportunities including Creative Entrepreneurship and Creative Careers**  
OBJECTIVES: a, f

<p><b>Progress</b></p> <ul style="list-style-type: none"> <li>– Creative Learning (CL) has been exploring cross-over and collaboration points with the Guildhall Enterprise team’s work. This has including delivering 4 Creative Careers events open to Young Barbican members and all Guildhall School students.</li> <li>– Alongside these events CL have piloted a Young Enterprise Lab (YEL) pathway that acts as a potential feeder for enterprise work at Guildhall. On 25 June 4 YEL members pitched for a £2k prize alongside pitches from this year’s Creative Entrepreneurs, and CL are supporting up to 4 participants to take on subsidised places on next year’s course.</li> </ul>
<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>– The pilots have been successful, and with 4 of our young creatives on the course we hope to collaborate further and deepen our work together in the 2019-20 academic year.</li> </ul>

**8. Manage and deliver a joint archive, produce research and present our combined heritage offer to the public**  
OBJECTIVES: a, f, i

<p><b>Progress</b></p> <ul style="list-style-type: none"> <li>– Major funding applications being submitted to NHLF and AHRC</li> <li>– The <i>Barbican Archive Mixtape</i> screening -- created to celebrate the Estate’s 50th Anniversary -- was a success with future screenings planned.</li> <li>– The Archive’s current HF bid has included the Young Curators launching an exhibition in the Fountain Room on Saturday 22 June.</li> </ul>
<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>– The Archive Curators are looking at financial sustainability in their department, with discussions underway exploring the possibilities of the Archive offering arts and heritage summer schools, and a 2022 archive range to be sold in the shop.</li> <li>– Planning underway with the Barbican’s Managing Director for Barbican Centre Book, to be published with Batsford books in 2022.</li> <li>– The Guildhall School’s archive survey is underway as part of the current HF bid.</li> <li>– The £600,000 bid to the Arts &amp; Humanities Research Council is in the final editorial stages before submission, with partnership letters, a case for support and budgeting now all completed.</li> </ul>

**Goal: combined assets**

**9. Develop a collaborative proposition for the Ex Halls**

OBJECTIVES: f, i

<b>Progress</b>
<ul style="list-style-type: none"><li>– The City’s Fundamental Review has meant that projects are on pause until the autumn. Preparation continues for a Gateway options appraisal for the Exhibition Halls, with the options including: Do Nothing; Mixed Use; Purely Commercial.</li><li>– The Barbican and Guildhall School have continued to liaise with anchor tenants and other tenants to ensure that the preferred option, (Mixed Use), supports the business case and, crucially, supports the City’s Corporate Plan.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– A space review is currently happening underway across the Estate in order to ensure that that both organisations are making efficient and appropriate use of its space. The resultant need will be cross-referenced with the existing designs that are being put forward in the Gateway 3 options appraisal.</li></ul>

**10. Ways of operational working / doing business together to deliver world class services that are compliant, efficient and appropriate**

OBJECTIVES: e, f, g, i

<b>Progress</b>
<ul style="list-style-type: none"><li>– The Barbican and Guildhall School continue to work with our colleagues at the City to ensure that its prioritised lists of work to be done to deliver compliance are delivered.</li><li>– Circa 93% of the ad hoc list has been audited and delivered, with a particular focus at the School on Sundial Court and Silk Street stage area. Significant training in the areas of compliance, including fire safety, mental health first aiders and security has been delivered.</li><li>– All policies have been reviewed, including BCP and Health and Safety to ensure alignment with with the City.</li><li>– Legacy issues continue to be addressed through servicing of equipment and closer monitoring with the client groups and are moving more towards PPM (planned and preventative maintenance) and away from reactive works.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– Both organisations aim to move from 20% planned / 80% reactive to 80% planned / 20% reactive.</li><li>– Work continues through the Joint Directorate and the City to ensure that future funding needs and capital planning are aligned with both organisational Strategic Plans, as well as the City’s Corporate Plan.</li></ul>

## 11. Bring our operations fully in line with the City's Responsible Business Strategy

OBJECTIVES: e, k

<b>Progress</b>
<ul style="list-style-type: none"><li>– The Responsible Business Strategy focuses on the outcomes of creating a future where Individuals and communities flourish and the planet is healthier.</li><li>– Evaluation of our operations continues against the City of London's Responsible Business Strategy, ascertaining what is aligned, as well as identifying and addressing any gaps in associated policies and procedures.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– Directly applying relevant aspects of the strategy to centralised services e.g. HR, Procurement and Finance.</li><li>– However, there are a number of areas that relate to the operations of both the Barbican Centre and the Guildhall School particularly environmental management and health and wellbeing activity, as well as the work that both organisations undertake to create opportunities for people to participate in the arts.</li></ul>

## 12. Develop a combined Estate Strategy

OBJECTIVES: e, f

<b>Progress</b>
<ul style="list-style-type: none"><li>– Working with the City Surveyor, AM and FM (Asset Management and Facilities Management) strategies are now developed for both the Barbican and Guildhall School, aligned to the City's Corporate Strategy.</li><li>– The CAFM (Computer-aided facility management) system is now shared across the Barbican and Guildhall School, forming a key part of the supporting background information to support a professional strategy moving forward.</li></ul>
<b>Next Steps</b>
<ul style="list-style-type: none"><li>– Work continues with Audit and Risk to develop the strategy and supporting documentation to satisfy the ultimate need for the Estates Strategy. Phases 3 and 4 (Engineering, Projects and Front of House) continue and are working towards the structures that are required to deliver the combined Estate Strategy.</li></ul>



## **Conclusion**

- The Barbican Guildhall Creative Alliance bridging document will be reviewed again at Joint Board level in autumn 2019. Strategic projects will be updated to reflect progress made and, where relevant, new ones will be agreed and implemented with appointed Project Leads for 2019/20.

## **Appendices**

- Appendix 1 – Creative Alliance bridging document

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