

Committee(s):	Date(s):
Barbican Centre Board	28 November 2012
Subject: Management Report by the Barbican's Directors	Public
Report of: The Managing Director	For Information

Summary

- The Management Report for November comprises current updates five sections authored by Barbican directors in Programming, Creative Learning, Audiences & Development, Operations & Buildings and Business & Commercial.
- Each of the five sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview & planning'.
- 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.
- The full Business Review which underpins this update report is under 'Management Report Annex' - item 16 in 'non-public business'

Recommendation

It is recommended that Members note the contents of this report.

<ul style="list-style-type: none"> • Partnership The Academy of Ancient Music and Britten Sinfonia have both launched their new Associate Ensemble relationship with the Barbican with successful concerts in the Hall. The London Jazz Festival continues to be a rich partnership. The BBCSO played for the sold out Chilly Gonzales concert. The new cinemas have had a ‘soft’ opening with the London International Animation Festival. Michael Clark’s New Work 2012 attracted huge audiences and featured Jarvis Cocker playing live. Enquirer continued the fruitful relationship with the National Theatre of Scotland. • Innovation Innovation thrives within our programme, usually combined with good ticket sales. In the Hall we saw two staged concerts: Aphex Twin and Where The Wild Things Are, which featured impressive digital animations. Return queues for the Max Richter: Vivaldi Recomposed concert proved the attraction of a contemporary approaches to classical music. Theatre’s Finalists (a showcase for the Oxford Samuel Beckett Theatre Trust Award) gave a performance platform to several emerging artists/companies working across a diverse range of practice. Random International’s Rain Room in the Curve continues to attract between 500 and 700 people a day, providing opportunities for marketing to the queue. • Locally relevant We have worked in partnership with CREATE to make a bid to the London Legacy Development Corporation to deliver the Opening Celebration for the North Park on the anniversary of the Olympic Opening Ceremony in summer 2013. We hope to be able to report the result at the Board meeting. If successful, the event would celebrate cultural activity in east London and is the perfect way to provide a legacy to our Olympic programme. 	<p>Objective 1,2,5,6</p> <p>Objective 1,2,3</p> <p>Objective 1,2,3,5</p>
<p>1.2. Preview and Planning</p> <ul style="list-style-type: none"> • We have submitted evaluations of our Olympic programme to LOCOG and the Arts Council. • Our Arts Council Annual Review meeting took place on 6 November. Their feedback was very positive and they feel we have made real progress in reporting. They praised our partnership working. A report will follow. • We held an Arts Division away day on October 5 with key colleagues from Creative Learning and Audiences attending. The day focused on opportunities for collaboration and our programme for the 2013/14 season onwards. • The official opening event for the new cinemas will be held on 6 December, and this date has been confirmed to the Board. • We were pleased that ACE asked us and CREATE to meet a delegation from the International Federation of Arts Councils and Cultural Agencies, which Alan Davey, Executive Director of the Arts 	<p>Objective 1,2,3,5</p> <p>Objective 1,2,3,5</p> <p>Objective 1,2,3</p> <p>Objective 2,6</p> <p>Objective 2,3,6</p>

<p>Council England, chairs. Their event focussed on culture and the Olympics. They had visited the Legacy List, Theatre Royal Stratford East and Ministry of Stories and we had been chosen with CREATE by ACE as providing an example of world class programming and good partnership working.</p> <ul style="list-style-type: none"> The long list of nominations for the Evening Standard Theatre Awards included Cate Blanchett for Best Actress and Es Devlin for Best Design (for Master and Margarita). Cate Blanchett made it to the shortlist – the ceremony is on 25 November. The nominations for the 13th National Dance Awards Outstanding Company category include Merce Cunningham Dance Company and Tanztheater Wuppertal Pina Bausch. 	Objective 2,
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2. Report: Creative Learning	
	Strategic Objective
<p>2.1. Progress & Issues</p> <p>Within the Barbican</p> <p>October and November have seen two large scale events. The first Battle of Ideas at the Barbican attracted audiences of 1800 over two days and featured 70 debates with 200 high profile speakers on subjects ranging from Equality and the law, the Rise of the Choir, the state of the nation after last summer's riots and the impact and aftermath of the Leveson enquiry. There was a real buzz across the centre and on social media throughout the weekend, and there was a very high quality of discussion, debate and audience contribution throughout the weekend. We will continue to develop this partnership and have already begun planning for the festival in 2013.</p> <p>Natural Circuits further developed our Weekender model by exploring the impact of digital technology on the arts. This led to new and more experimental ways of curating the foyer spaces through a wide variety of drop in events and participatory workshops. There was a close synergy to the arts programme over the weekend too, which included Music's Where the Wild Things Are/ Higglety Pigglety Pop, Theatre's Miss Ophelia and non zero one's The Time Out, the London International Animation Festival and of course The Curve's Rain Room.</p> <p>Beyond the Walls</p> <p>A lot of work this period has taken place at Fellow's Court community centre – cementing this collaborative partnership and building meaningful links in the Hackney Community. The Masters leadership students took part in an exchange with Palestinian and Israeli musicians from Beit Al Musica Music School, which included working with local residents and users of the centre (including their Suzuki String pupils). We returned to Fellow's Court to deliver a project in partnership with St Mungo's homeless charity – working with a number of their clients. This is another developing relationship. From January we will develop an Urban Choir project, also based at this Community Centre as part of our evolving 'Dialogue' strand.</p>	<p>Objectives 1,3,4</p> <p>Objective 3</p> <p>Objectives 2,3</p>

<p style="text-align: center;">Young People</p> <p>Young people are at the heart of our work and this Autumn has seen some major landmarks in our programme. Our second iteration of Barbican Box, in partnership with Complicite and the Wellcome Trust, has launched in 20 schools in Hackney, Tower Hamlets and Islington, as well as 6 community groups who will use the box to create a piece for Islington's Occupied festival, at Platform. Framed also launches along with the new cinemas with much of the programme being curated by the team of Barbican Young Programmers. Finally, Unleashed has been a major moment in the Creative Learning and Theatre calendar with over 150 young people from across our ensembles taking part in this professional theatre performance.</p>	<p>Objective 3</p>
<p style="text-align: center;">2.2. Preview & Planning</p> <p style="text-align: center;">Cultural Education and East London Hub</p> <p>We are working closely with East London boroughs to develop the concept of a cultural education hub for East London which will enhance the work of Music Education hubs and maximise opportunities through sharing resources and working together across art forms. This is serving as a foundation for a major funding bid which will be submitted to the Esmee Fairburn Foundation in the near future.</p> <p style="text-align: center;">Creative Learning in the building</p> <p>A number of trial projects have proven successful in attracting new audiences and participants to the Barbican. We have delivered tours and programming workshops for participants in The Challenge – a nationwide youth engagement programme, a trial schools workshop for 120 pupils who were visiting the Barbican for a matinee performance of the family theatre show Miss Ophelia, and a return visit from the families of business leader members of the Young Presidents Organisation. Our next step is to develop a menu of offers which can be actively promoted and delivered on a regular basis. This type of activity, coupled with the developing concept of an arts and learning hub around level -2 (the subject of a forthcoming bid to the Clore Duffield Foundation) has the potential to develop into a highly visible and impactful manifestation of our mission of World Class Arts and Learning.</p> <p style="text-align: center;">Arts and Neuroscience season</p> <p>Funding from the Wellcome Trust has now been confirmed for an Arts and Neuroscience season, entitled <i>Wonder: Art and Science on the Brain</i>, A season to light up the mind. The partnership includes support for March's Weekender, the Barbican Box project and other arts programming. This partnership model is an exciting new way of supporting our learning and arts programme and developing work in collaboration with our supporters. The season will be launched on 20 November.</p>	<p>Objectives 3,5,6</p> <p>Objectives 1,3,4</p> <p>Objectives 3,5</p>

3. Report: Audiences	
	Strategic Objective
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> <p>Marketing and Communications campaigns: The Autumn Audience Development marketing campaign was rolled out in October, focusing on certain key forthcoming events, and targeted in particular at the “affirmation” culture segment. Communications and Marketing jointly launched the Spring Season, majoring on Dancing with Duchamp. This made a whole page news piece in the Guardian (and a banner on the front page) has generated great interest amongst the press, and has gained us 55 further members.</p> <p>Digital: The new Digital Content producer, Sidd Khajuria started on 8 October. He is getting to know key internal stakeholders, is now devising our overall content strategy and will be making some initial pieces of digital content himself by December. Already his appointment is making a great difference to how we approach digital content.</p> <p>The ticketing/CRM system is half way through the procurement system and the procurement journey will start for the new website shortly.</p> <p>Throughout the second half of September, intensive workshops were undertaken to devise the ontology which will underpin our new website. This will help us to structure our data to help audiences find their way better through our offer.</p> <p>Development: In late October, the Development team hosted a training workshop by Bill Bruty for a group of 20 people across the organisation (both arts and commercial) which introduced them to networking techniques in a fundraising context. This training will be gradually introduced organisation-wide.</p> <p>Customer Experience: The Customer Experience Fire Responder Team have won the “Team Award” Category of the CoL Achievement in Learning and Development Awards held at the Guildhall on 18 October. We were delighted as it showed recognition for the team who spent 4 months learning their new role and have been performing well in it since April.</p> 	<p>Objectives 1, 2</p> <p>Objective 1</p> <p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objective 1, 5</p> <p>Objective 1, 4, S/E</p>
<p>3.2. Preview & Planning</p> <ul style="list-style-type: none"> <p>New Cinemas: All teams have been involved in the preparation for the opening of the new Cinemas. The Marketing campaign – aimed mostly at local City audiences has been delayed until end November</p> 	<p>All objectives</p>

<p>when the new release programme starts and the café-bar is fully open. Customer Experience teams have completed their training for the new site paying particular attention to the Visitor Management Strategy. Communications have been sensitively handling the messaging around the issues, aiming to garner interest from press at the most appropriate moments.</p> <ul style="list-style-type: none"> • Membership: The results from the Members’ research programme have been internally shared. Financial modelling for the revised scheme is underway and various internal discussions about the optimum solution. (More in the Marketing presentation) • Residents: The first bi-annual meeting open to all residents took place on November 13, chaired by the Chairman and joined by the Managing Director and Director of Programming. This is focussed around forthcoming programme highlights and offers residents a chance to engage with the thinking behind the arts and learning programme. • Digital: The new digital content producer, in collaboration with marketing colleagues will be launching a new “Tumblr” site for digital content in December. This will provide a channel for a stream of digital content from the Barbican: the ambition is to move towards daily updates (which could include “treats” from the archive, curator/programmer blogs, video interviews, audio interviews, photography) • The Annual Review is in production at the moment and will be launched at the Managing Directors’ Christmas Drinks reception on 17 December 	<p>Objective 1 5</p> <p>Objective 1</p> <p>Objective 1</p>
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4. Report: Buildings	
	Strategic Objective

<p>4.1. Progress & Issues</p> <ul style="list-style-type: none"> • Ex Hall 1 tenant: A draft Heads of Terms for a lease for part of Ex Hall 1 by the London Film School (LFS) has been approved by Court of Common Council and Corporate Asset Sub Committee. Work has now commenced on the space planning and scope of works required to allow for proposed LFS works to commence in early 2014 with a view occupation in the following year. Project will be subject to agreement on lease terms, planning permission, and LFS funding outcomes, and will require extensive consultation. • Cinemas project: The first public opening of the Cinema took place on Friday October 26th. The Cinema café works are due for completion by the 30th November. Negotiations are still underway with a prospective tenant for the Cinema restaurant with a view to the tenant starting works on site in January 2013. In the meantime we are progressing with some enabling works in preparation for the restaurant fit out works. • Citigen heating services: Following the problems in July with the failure of the district heating and hot water service which we receive from Citigen, work has commenced on the commissioning of a back up system based in the Guildhall. The commissioning process is due to be completed by mid December. The new system will provide additional resilience in the event of any future failure of the Citigen system. • Powered Flying System: Recommendations on tenderers proposals and bids are now under review by Barbican and City approval committees. We are currently on track to be in a position to appoint a contractor by 1st December, with works to commence in the main theatre on site in late May 2013, with a view to completion in September 2013. 	<p>Objectives 4, 5</p> <p>All objectives</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 4</p>
<p>4.2. Preview & Planning</p> <ul style="list-style-type: none"> • Capital Cap 2 projects are progressing well: <ul style="list-style-type: none"> ○ The new Building Energy Management System (BEMS) project is now installed and the commissioning of over 2000 actuators and sensors on site is nearing completion. ○ The programme of car park signage and redecoration project is complete. Work is now progressing on additional site signage. ○ The refurbishment of public toilets: the main area of work has been the 'supa-loos' at level -1. Part of the project is now complete. 	<p>Objectives 4/ S/E</p> <p>Objectives 4, 5</p> <p>Objective 4</p>

<ul style="list-style-type: none"> ○ A proposal to refurbish the Garden Room, along with the public toilets at level 3 is being developed by architects with a view to works being programmed to take place in the summer 2103 (to coincide with the programme for the replacement of the Flying System). 	Objectives 4, 5
<ul style="list-style-type: none"> ○ A project to install CCTV security cameras in the Art Gallery is now fully installed and commissioned. 	Objectives 4, S/E
<ul style="list-style-type: none"> ● Creative Learning Bid. A Scheme to refurbish and remodel backstage and performance areas in the Pit Theatre has been developed by the Projects office team This work has been developed to support a grant aided bid to support Creative Learning at the Barbican Centre. 	Objectives 3,4
<ul style="list-style-type: none"> ● Dorothy Annan Ceramic Panels. A project to remove 9 Grade 2 listed ceramic panels, currently installed at Fleet House in 70 Farrington Street, is underway. COL have granted planning permission for the panels to be preserved and relocated in the Barbican Centre near the GSMD. All costs are being borne by Fleet House owners; Goldman Sachs. 	Objective 4

5. Report: Commercial	
	Strategic Objective
<p data-bbox="220 1220 566 1254">5.1. Progress & Issues</p> <p data-bbox="172 1294 438 1328">Business Events</p> <p data-bbox="172 1332 1093 1366">October/November has been busy with many large scale events.</p> <ul style="list-style-type: none"> ● SIOP (Congress for the International Society for Paediatric Oncology) was our first major 'International Association' event bringing a global and diverse new audience to the Barbican. This was the single largest Business Event that we have managed in recent times, utilising all of the centre's event spaces and foyers for a week-long event. There were initial issues over the foyer set-up with the LSO but these were addressed. ● A large event for the Internet Advertising Bureau: The IAB has now booked for 2013 on the basis of this year (at triple the revenue). ● Skyfall (James Bond) private screenings were held for Linklaters and Swiss Re, plus a corporate screening for Electra Partners LLP (a new client). All events contributed through catering revenue. ● Events for the Guildhall School, Puppet Centre and the British Arts Festival Association (BAFA). ● 2 graduation ceremonies for Kings College ● Rule Financial continue to use the Frobisher Rooms regularly. 14 events in October & November. 	Objective 5

<p>Exhibition Halls</p> <ul style="list-style-type: none"> Exhibitions halls have further improved their Hall Rental forecast for the year end thanks to a few additional rental days required by the British Inventions Show held in October. The forecast is nearly £80,000 better than 2012/13 budget of £260,000. <p>Barbican International Enterprises</p> <ul style="list-style-type: none"> Designing 007 has now begun the first leg of its global 3 year tour at Tiff Bell Lightbox, Toronto (26 October - 20 January 2013). Watch Me Move has just ended two successful exhibitions in Taiwan and now moves to two venues in Brazil in Rio and Sao Paolo. Game On 2.0 has also just opened at VAM Design Centre, Budapest. <p>Commercial Development</p> <p>Catering: The Martini Bar continues to operate after the end of the Bond Exhibition with sales of £18,000 in the first five weeks. It provides a destination drinking place on the foyers we have not had before and we hope to grow sales from both audiences and City workers. - Compass's Food Hall and Costa Coffee continue to perform above budget, reflecting the public demand for informal lower spend meals and coffee. The Arts programming in both Curve and Gallery have supported catering spend over the past months particularly at the weekend.</p> <p>Retail: We have reconfigured the shop with new signage and improved fittings. Sales in the foyer shops are healthy, running above our budget. Our focus is on improving our gross profit margin and streamlining stock management systems across retail operations in the organisation. We have renegotiated our discounts from Tate and Phaidon publishing to improve our return on books sales.</p>	<p>Objective 5</p> <p>Objective 1, 5</p> <p>Objective 1, 5</p> <p>Objective 1, 5</p>
<p>5.2. Preview & Planning</p> <p>Business Events</p> <p>A short lead event for 'Mace' in December has sold our last Hall date for 2012. Lead times for events continue to be very short which is putting both planning and operations teams under constant pressure to deliver events. Budget 2012/13: Of our income budget target of £1.7m (room hires) we are currently at £1.5m contracted.</p> <p>Commercial Development</p> <p>Retail: The team is in the process of employing their own casual shop staff to ensure that customer care is supported by retail sales skills. They will be in place for the opening of our Christmas Pop up shop (open from 29th November on the Ground Floor foyer).</p> <p>Catering: Searcy will open the Camera Café in the new cinemas at the start of December. This will be open all day with a menu offer designed to attract City workers and Cinema audiences. They plan to re-launch the menu in the Restaurant in the early New Year in tandem with some physical improvements to the environment.</p>	<p>Objective 5</p> <p>Objectives 1, 5, S/E</p> <p>Objectives 1, 4, 5</p>

Searcy are also exploring the idea of building on the success of the Martini Bar in creating a distinct bar offer by changing the generic nature of the performance bars to more focused ranges for different parts of our audiences.

Objectives
1,4, 5

Exhibition Halls: The next event to be held in the Exhibition Halls is a 2 day examination in December, organized by Membership of the Royal Colleges of Physicians of the United Kingdom, followed by our regular January event - The Remainder Book Fair, 20-21 Jan 2013.

Objective 5