

Committee(s): Barbican Board	Date(s): 30 May 2012	Item no.
Subject: Management Report by the Barbican's Directors		Public
Report of: The Managing Director		For Information
<u>SUMMARY</u>		
<ul style="list-style-type: none"> • The Management Report comprises current updates in six sections, authored by Barbican directors in Campus, Programming, Creative Learning, Audiences & Development, Buildings and Business & Commercial. • Each of the six 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 the Barbican Centre's 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 17 in 'non-public business' 		
<u>Recommendation</u>		
It is recommended that Members receive this report for information.		

Main Report

1. Report: Cultural Quarter	
	Strategic Objective
<p>1.1 Progress & Issues</p> <p><i>“Performed in the sumptuous cultural haven of the Barbican Centre... it is Blanchett's exceptional performance ... that leaves Gross und Klein lingering in your mind and wishing you could watch it all over again.”</i> Huffington Post</p> <p>Over the last few weeks the Centre and the Quarter have been firing on all cylinders.</p> <ul style="list-style-type: none"> • The topping out of Milton Court was a landmark moment in this vital development, endorsing the plans for the Cultural Quarter, full of dramatic views and surprises. The building is on target and plans are advancing for the opening in September 2013. First collaborative projects include a major Benjamin Britten centenary event in autumn 2013, and initial appearances by the Associate Ensembles. • The public art programme for Milton Court with its associated commissions for the foyer spaces is being run with help from the Barbican Art Gallery. • The performances by the Guildhall School of Britten’s A Midsummer Night’s Dream took place in the Barbican Theatre, highlighting the exchange of spaces which will become increasingly possible with Milton Court; the opera was streamed on the web thanks to a three-way collaboration between GSMD, Barbican, and LSO St Luke’s. • A successful Mansion House launch for the collaborative project Celebrate the City 21-24 June took place in April, and an extensive programme of joint marketing and publicity is now taking place around this one-off initiative. Everyone is invited to the opening event in Guildhall Yard on Thursday 21 June from 6-7pm. • The Managing Director was invited to talk about the Barbican, the City, and arts centres of the future at the City-sponsored Editorial Intelligence conference at Bloomberg, and at a TEDx conference in Calgary, Canada, which will eventually be webcast. In addition the City Companion Guide published this month has been the focus of attention at literary festivals in Oxford, York and Chichester. 	<p>Objectives 2, 4, 6</p> <p>Objectives 2, 6</p> <p>Objectives 2, 3, 4, 6, S/E</p> <p>Objective 6</p> <p>Objective 6</p>

1.2 Preview and Planning

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| <ul style="list-style-type: none">• As we move towards the summer of 2012, the momentum of the Jubilee and the Olympics will increase attention and activity. There has rarely been a more crowded period in the diary, with commercial and arts events from Bauhaus to Bond to Beijing filling the Centre and its associated areas. This will pose exceptional challenges to staff but the results will be rewarding. | All objectives |
| <ul style="list-style-type: none">• A workshop to scope out the potential of the Quarter is to be held next week with Arup Associates, and further discussions will be taking place with the City planners. | Objective 6 |
| <ul style="list-style-type: none">• A joint staff meeting of the Guildhall School and Barbican Centre is planned at which examples of joint projects will be shown and the vision for the future illuminated. | Objective 6 |
| <ul style="list-style-type: none">• The Centre's next contribution to the Cultural Quarter is the opening of the cinemas in the autumn of this year: some delays on the project are evident (see 5 below) which may result in the opening taking place in October rather than September: the Board will be kept informed. | All objectives |

2. Report: Programming	
	Strategic Objective
<p>2.1. Progress & Issues</p> <p>Harper's Bazaar: <i>"The Barbican probably has the strongest programme of any big London arts space this year, with a major exhibition on Bauhaus, the UK premiere of Robert Wilson and Philip Glass' epic opera Einstein on the Beach and a Pina Bausch season"</i></p> <ul style="list-style-type: none"> • Bauhaus: Art as Life has opened to enormous critical acclaim and huge queues necessitating the (planned) introduction of timed tickets. This exhibition is a triumph for the gallery team and, at this time of blockbuster exhibitions across London, ensures that the gallery programme sits proudly alongside the very best. 38% of the financial target had already been achieved at the end of week 2 of a 15 week exhibition period. • Song Dong: Waste Not continues in the Curve until June 12. Whilst some of the critical response has been qualified, it is without doubt an unqualified success with the public. We anticipated 23,200 visitors – we have had over 44,000 to date. • In the theatre Complicite's Master and Margarita, Sydney Theatre Company's production of Big and Small with Cate Blanchett and Einstein on the Beach were presented over two highly impactful months of sold out performances, box office success and critical acclaim (with a few detractors!). <p><i>"I had to drop you a note to say that I spent one of the best evenings of my theatre-going life in your theatre last night. Master and Margarita is a triumph, a colossal celebration of everything that makes one thrilled to be a Londoner."</i> Nick Starr, Executive Director, National Theatre</p> <ul style="list-style-type: none"> • The press night of Einstein on the Beach was technically problematic, there was also an altercation between a journalist and a celebrity over taking pictures during the show which attracted much media attention. • The music programme has also enjoyed a very high profile and successful period across a range of different events. The Nico Muhly, Owen Pallett, Britten Sinfonia concert was a huge success <i>"It was hard to leave the Barbican without thinking that</i> 	<p>Objective 1,2</p> <p>Objective 1,2</p> <p>Objective 1, 2,4</p> <p>Objective 1,2</p> <p>Objective 1,2</p>

<p><i>the show set a new benchmark against which all contemporary-crossover-folk-classical concerts should be judged.</i>” There were glowing reviews for legendary jazz duo Chick Corea and Gary Burton, including 5* in The Evening Standard, The Daily Telegraph, and The Times. Camille’s concert was also a triumph.</p> <ul style="list-style-type: none"> • Gavin Bryars’ The Sinking of the Titanic and Gerald Barry’s The Importance of Being Earnest were highly praised. We are in the midst of the first residency of the Amsterdam Royal Concertgebouw Orchestra – the Harnoncourt Beethoven Missa Solemnis concert and the Maris Jansons Richard Strauss evening (despite illness) have both been highly successful. • The cinema hosted the London Palestine Film Festival and a season of films to complement Einstein of the Beach. A comprehensive programme in response to the Bauhaus exhibition starts at the end of May. There was a piece on the Guardian’s online film blog about Barbican cinema mentioning "<i>the glorious array of films on offer at the Barbican is a feast for all cineastes to enjoy</i>". • There is much highly anticipated programming to come in the next few months including the Pina Bausch season, Back2Black at Old Billingsgate market, the Jazz at Lincoln Center residency and Designing 007: Fifty Years of James Bond Style. Opera North’s production Carousel opened at in Leeds last week to many 4* reviews and will be with us in August. 	<p>Objective 1,2,3</p> <p>Objective 1,2</p> <p>Objective 1,2</p> <p>Objective 5</p>
<p>2.2. Preview and Planning</p> <ul style="list-style-type: none"> • The arts teams have been stretched to the limit to deliver the demanding, but successful, programme over the last few months. The music and cinema teams are still recruiting vacant posts. But we hope that new staff will be in place by the end of August. • The arts team has been pulling together plans for 2013. It is apparent that our more collaborative approach is bearing fruit as some very exciting cross arts projects are emerging. • The Director of Programming visited Rio to explore possibilities for collaboration as part of the British Council led TRANSFORM programme between the UK and Rio 2012-2016. 	<p>S/E</p> <p>Objective 2</p> <p>Objective 2</p>

3. Report: Creative Learning	
	Strategic Objective
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> <p>Barbican Box Showcase</p> <p>The first phase of this year’s Barbican Box project culminated with a number of the participating Hackney secondary schools performing their final work in a showcase in the Pit Theatre. The impact on both the teachers, who received professional development training to deliver the project in their schools, and on the young people who performed was considerable, with a teacher commenting: <i>“I think the whole process of coming, working in different spaces, working with the stage management and technical crew, having access to normally unavailable back stage spaces is invaluable in helping students to feel this performance venue is accessible to them both as future practitioners and present and future punters.”</i> The project continues with the final sharing taking place in July, and planning is in progress for reaching more boroughs in the next academic year.</p> <p>Unleashed Lab week/ Blah Blah Blah</p> <p>The Easter Holidays again saw a busy week of activity, with Creative Learning groups and ensembles continuing the development of material for the Unleashed project. This brought together a community of over 100 young dancers, musicians, drummers, poets and filmmakers – ages ranging from 8 to early 20s - for a week of creative workshops and exploratory collaborations. The material generated will contribute to content for the final performances in November.</p> <p>Also taking place over Easter – the Blah Blah Blah sessions gave young people from Tower Hamlets the opportunity to create and perform new music over a four day period. A participant commented - <i>“I had a great time, I look forward to Blah Blah Blah every year, if there wasn't a Blah Blah Blah, I would not have an opportunity to play music.”</i> A leader from Tower Hamlet’s Leaving Care service commented <i>“Some of the Young People this year have had very unsettled times and emotional upheavals. Those who participated last year were able to return and have a bit of respite from their problems. Others have learning or behaviour difficulties - due to coming back each year, a steady and clear improvement in their behaviour is apparent. Very good for their self esteem!”</i></p> 	<p>Objective 3</p> <p>Objectives 3, 6</p> <p>Objective 3</p>

<ul style="list-style-type: none"> • Jazz at Lincoln Center <p>Musicians from Jazz at Lincoln Center visited in April in advance of their major residency in July. Along with UK leaders, they delivered a Bandleader’s training day, and visited each of the UK based youth big bands who will be taking part in the Essentially Ellington project in July. This approach to the residency enables our work to have a truly national reach, and impacts on approaches to Jazz Education across the country. Participating bandleaders commented <i>“The tutors had a great sense of fun, enthusiasm, musical knowledge & positivity that connected very powerfully with the band & inspired & fired their enthusiasm to enable them to learn many new skills & musical concepts. The interest of the tutors kept the band 'cooking' for every min. of the session.”</i></p>	<p>Objectives 2, 3, 6</p>
<p>3.2.Preview & Planning</p> <p>Over the past 3 months, participatory filmmaking company (and a partner in the shift project) Hi8us South, have been capturing the full range of Creative Learning activity, as well as interviews with participants, audiences and leaders. Separately the process towards Unleashed, and the Barbican Box project have been fully documented by filmmakers. This will enable us over the next few months to create a suite of materials which fully demonstrate the impact and reach of Creative Learning’s work.</p> <p>“Curious” in early July is a two day celebration of the work of current Leadership students, graduates and tutors from the Guildhall School of Music & Drama, as well as emerging artists from Shift and the Pit Lab programme. Our community of artists, tutors, students, young participants and members of the public will come together in lively discussions, music jam sessions, presentations, installations and pop up happenings. Spreading into the surrounding cafes and bars, this two day event culminates in a party on the Friday night and takes place at the People Show studios in Bethnal Green.</p> <p>Alongside the arts programme for the London 2012 Festival period, Creative Learning participants will be showcased at Back to Black, on the Americas stage at the BT River of Music, at the Shoreditch Festival and during the Jazz at Lincoln Center Barbican International Associate residency.</p>	<p>Objective 3</p> <p>Objectives 3, 6</p> <p>Objectives 2, 3</p>

4. Report: Audiences	
	Strategic Objective
<p>4.1. Progress & Issues</p> <ul style="list-style-type: none"> • Gross box office turnover for 11/12 was at an all time record, up £4.2M (30.83%) to £17.9M. It is worth noting that regardless of the promoter and owner of the events, this level of income leads to increased workload as the different clients involved require the Box Office team to adjust their approach to servicing the promoter relationship. Customer Experience also analyses audience behaviour and responds by adjusting the experience to maximise income. • In first five weeks of 12/13 despite the increase in turnover for 11/12 we are already up almost £0.5M (51.53%) on the same time last year, with tickets sold up by 23%. This is mainly due to theatre's success. • In addition to increased work through box office-related activity, the Customer Experience team has taken on significant additional work recently; the foyer shop is staffed by them, and fire safety duties have been added to many of their roles (a change which also required intensive training). • Media Relations have continued to gain significant amounts of coverage for the Centre's activities. Highlights include huge coverage for Einstein on the Beach and Bauhaus as noted in a recent email to the Board. Reputation management also came into play for an incident on the first night of Einstein on the Beach. A theatre critic told an audience member off somewhat aggressively for taking flash photos in the auditorium, only realizing afterwards that the said person was a celebrity. The heady mix of conflict and celebrity on a high profile opening night proved too much for other journalists to resist. The Media Relations team, working closely with colleagues, drafted replies to the journalist and linked to this to our website. The journalist was also very vocal about how the Front of House teams behaved and suggested that they did not act proactively enough in the situation. We are reviewing this to ensure that we learn any lessons from the incident. • In general, the last few months have been possibly the busiest time that the teams have ever known and it does not appear that this will let up until the Olympics actually start. 	<p>Objectives 1, 5</p> <p>Objectives 5, S/E</p> <p>S/E</p> <p>Objectives 1</p>

4.2. Preview & Planning

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| <ul style="list-style-type: none">• The Marketing team is engaging with the Guardian to discuss possibilities around digital distribution of high profile events. Other digital activity being planned by the team includes a major Instagram photography competition linked to the Barbican's 30th birthday, a productive relationship being forged with iTunes around classical music and work progressing with Google to develop Google maps for the internal floors of the centre to aid navigation and wayfinding. Planning is in progress for some audience development activity around classical music. The Heads of Marketing and Communications are extensively involved in planning for the Designing 007 exhibition. They have just confirmed following weeks of negotiations both The Telegraph and GQ magazine as media partners for the exhibition. | Objectives 1, 4 |
| <ul style="list-style-type: none">• The Development team is organising a breakfast and evening private view of Bauhaus: Art as Life, tentatively on 12 and 13 June, respectively. These are designed to introduce the Barbican to City business leaders, and to form stronger ties to current and prospective supporters. The Board will be invited to the event on 13 June, and members are welcome to bring guests, particularly those who may be interested in becoming involved with the Barbican. Another opportunity to introduce the Barbican to people will be Unleashed on Friday, 23 November. | Objectives 1 |
| <ul style="list-style-type: none">• Membership: current membership stands as follows, a total of 13,710 members (966 Red, 10,337 Orange, and 2407 Yellow), with 74% migrating from the previous scheme. We are working on a small research project to better understand the value of membership both to audiences and the organisation. Recognising the contribution members make through their loyalty we will look at ways to further enhance links to individual giving and options to integrate gift aid into the scheme. The strength of the programme in 2012 has helped drive membership sales and sees the scheme enter a sustained period of growth in members' retention and acquisition. It will be important to manage any transition carefully. | Objectives 1, 5 |
| <ul style="list-style-type: none">• Customer Experience and IT are working closely with internal stakeholders on initial procurement stages of the new ticketing/CRM system. In the summer we will also begin the procurement schedule for the website. We will shortly undertake workshops to define an "ontology" for the organisation, which will provide a clear structure for our data, enable intuitive searching and make links to outside data easier. It will also help us ensure that we "future-proof" the new systems. | Objectives 1, 4 |

5. Report: Buildings	
	Strategic Objective
<p>5.1. Progress & Issues</p> <ul style="list-style-type: none"> • Ex Hall 1 tenant: Negotiations are progressing with the potential commercial tenant. Due diligence has progressed and draft Heads of Terms of the lease have been agreed. We still await finalisation of the prospective tenant's project management and funding proposals. • Cinemas project: the main contractor ISG is indicating that works are running five weeks behind programme, but have not substantiated this with a formal application. At this stage we aim to stick with original opening date, but by the end of May we will have a firmer idea of the delay and any knock on effect. The Board will be kept fully informed on progress. • Cap 3, our next five year capital expenditure plan (Cap 3) which will be the subject of a forthcoming paper to the July Barbican Finance Committee and Board. • The Theatre's Powered Flying System project is at design stage. It is anticipated that tenders will be invited in late summer with a view to works commencing in May 2013. 	<p>Objectives 4, 5</p> <p>Objective 4</p> <p>All objectives</p> <p>Objective 2, 4</p>
<p>5.2. Preview & Planning</p> <ul style="list-style-type: none"> • Capital Cap 2 projects are progressing well: <ul style="list-style-type: none"> ○ The Building Energy Management System (BEMS) project is due for completion in November this year (a Progress Report is on the agenda at today's meeting). ○ the car park signage and redecoration project has commenced on site and is due for completion in September. Each of the Centre's four car parks will be completely closed in turn, commencing with car park 5, then 4, 3 & 2. 	<p>Objective 5, & S/E</p> <p>Objectives 4, 5</p>

<ul style="list-style-type: none"> ○ A project to refurbish the public toilets has just been put out to tender. The main area of work will be the supaloos at level -1. ○ A proposal to refurbish the Garden Room, along with the public toilets at level 3 is at design stage and is being scheduled to take place early in 2103. ○ A project to reduce any consumption in some high energy usage areas of the Centre is in progress. ○ It is intended that the Cinema 1 seating will be refurbished in August 2012. ○ Tenders for the replacement of the Centre's radio microphones (ahead of the digital switchover), have been received. 	<p>Objective 4</p> <p>Objective 4</p> <p>S/E</p> <p>Objective 4</p>
<ul style="list-style-type: none"> ● We continue to work closely with the City Surveyor's department regarding a number of workstreams as part of the overall PP2P procurement programme. 	<p>S/E</p>
<ul style="list-style-type: none"> ● New Cinemas restaurant and cafe <ul style="list-style-type: none"> ○ We are currently marketing the restaurant area to secure a suitable tenant. Draft heads of terms have been received from a prospective tenant and these are currently being considered. ○ Tenders for the operation of the café-bar have been received and are currently being evaluated. ○ The furnishing and fitting out requirements of the café-bar are being finalized and will be installed prior to the successful operator taking possession. 	<p>Objective 1, 4, 5, 6</p>

6. Report: Commercial

Strategic
Objective

6.1. Progress & Issues

Business Events

The Business Events 2011/12 budget was a challenging target. Although we did not make target, in terms of performance it was our second best year to date. Final outturn for 2011/12 financial year:

	<i>Budget £K</i>	<i>Actual £K</i>
Corporate hires	1,688	1,423
Secondary income	703	676

Key events delivered since we last reported are as follows:

- CFA Institute; a 5 day event in March utilised the conference spaces including a live web stream of the event to several countries
- Publicis Chemistry; a software development conference with a full week of events attended by over 700 people. The event was the first real test for our upgraded Wi-Fi connection with the Cloud, which coped very well.
- Guildhall School of Music & Drama hosted their 5 day research lab event 'The Reflective Conservatoire' across our spaces.
- We hosted 4 Graduation Ceremonies for the Open University & City University in April.
- Aviva's AGM took place at the beginning of May

Ex Halls Business

The current Hall Rental forecast stands at approx. £300,000 against the budget of £260,000.

Retail

We are in the process of recruiting two permanent staff to develop our Retail offer, meanwhile phasing out the casual contracts which supported our in-house offer during the Christmas-Spring period. The permanent structure will help us to drive income in this area.

BIE:

The following exhibitions are currently touring:

- **Watch Me Move** is currently in Taiwan, moving from Taipei to open in Kaohsiung on 23 May
- **Game On** is at the Museum of Popular Art, Lisbon, Portugal until 30 June, and at KINOKINO Art Centre, Sandnes, Norway to 9 June

Objective 5

Objectives 4,5

Objective 5

S/E

Objectives 1, 5

6.2.Preview & Planning

Business Events

Budget 2012/13: Of our income budget target of £1,812k (room hires) we are currently at £1,060k contracted.

Key events:

- In May we have RNLI, HSBC and Royal Dutch Shell AGMs
- Deutsche Bank return for their 4th Women in European Business Conference in June.
- Intelligence Squared will host a debate in the Hall on the influence of rap music – this will also be streamed out to an audience of ½ million people with Google.
- An event to raise the profile of the Elders Foundation and to celebrate its fifth anniversary will take place in late July. The Elders is an independent group of global leaders who work together for peace and human rights, chaired by Archbishop Desmond Tutu. The evening will comprise a panel discussion (topic still to be confirmed) followed by a drinks reception. Widespread press coverage is expected.

Ex Halls Business

The list of forthcoming events include the following:

- Hall 2 is being used until 15 June by University of London for their end of year and final examinations.
- Comms Expo is returning to the Barbican at the end of June 2012 and will be accompanied by IT Decisions event, which has relocated to the Barbican from the QE II Conference Centre.
- During the Olympic period both halls will be used by the Beijing delegation for an exhibition of sports and Olympics related Chinese art. Barbican Business Events will also host a number of events for the delegation during Beijing Culture Week.
- Autumn will see the return of the Landlord and Letting Show, University of London Welcome Fair and The British Inventions Show.

BIE

- **Designing 007** opens at the Barbican on 5 July. It will then commence a global tour, the next venue being the TIFF Bell Lightbox, Toronto, Canada (autumn 2012). We are also exploring other options in Asia
- Watch Me Move will commence a 2-venue Brazilian tour (Rio de Janeiro and Brasilia) in winter 2013
- Game On 2.0 will be exhibited in Ontario, Canada in 2013

Objective 5

Objective 5

Objective 5

Objectives 1,
2, 5

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