

Committee(s): Barbican Board	Date(s): 24 July 2013
Subject: Management Report by the Barbican's Directors	Public
Report of: The Managing Director	For Information
Summary	
<ul style="list-style-type: none"> • The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Cultural Hub, Programming, Creative Learning, Audiences & Development, Operations & 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 our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A. • The Business Review which underpins this update report is presented under 'Management Report Annex' - item 15 in 'non-public business'. 	
Recommendation	
It is recommended that Members receive this report for information.	

Main Report

1. Report: Cultural Hub	
	Strategic Objective
1.1. Progress & Issues <ul style="list-style-type: none"> • The cultural hub project is now progressing with a clear timetable. Discussions between the Centre and the Museum of London have been especially fruitful, and the new project manager for the Built Environment referred to in the last report has now begun work. By the time of this Board meeting it is anticipated that a proposal will have been put to Planning and Transportation Committee (16 July) to comprehensively update the Barbican Area Strategy in line with these new developments. This work will be undertaken in the autumn and consultants appointed. 	All Objectives

<ul style="list-style-type: none"> • The plan is then to undertake an open consultation process on the issues and opportunities underlining the cultural hub. (NB that this will not present proposals but seek comments on the potential, as was undertaken in the recent consultation on Bank junction.) At the first stage of this process we would envisage a meeting of the Barbican Board, if possible in conjunction with the GSMD Board and the relevant group from the Museum of London. This would be followed by newly co-ordinated plans for resident and other stakeholder consultation. • Analysis is already under way on some aspects including the Beech Street tunnel which has been prioritised by Members, and linked to this are the discussions about the future of Exhibition Hall 2 which will be debated at Resource Allocation Sub-Committee later this week. These are key elements of what will become a larger integrated plan for the area, linking to the opening of Crossrail in 2018. 	
<p>1.2. Preview and Planning</p> <ul style="list-style-type: none"> • This weekend the Open East festival takes place in the North Park of the Queen Elizabeth Olympic Park –a major collaboration between the Barbican and Create supported by the London Legacy Development Corporation. This has been a hugely challenging project but we believe is both a recognition that the Barbican’s relationship with East London is now fully embedded, and a tribute to our expertise in programming such family-friendly, well run events. • A key issue for debate within the Centre at present is the amount of investment and effort going into our Beyond Barbican programme. As reported here (see Programming and Audiences) this programme has achieved real impact this summer especially through the Dalston House installation and a very varied range of arts activities in East London. Much of this is achieved in partnership, raising questions of credit and branding back to the Barbican. But Dalston House has been a spectacular success which has driven great credit back to the Barbican and the Art Gallery team in particular. The development of the cultural hub and the appeal to East London are seen as jointly the key factors in getting the Barbican beyond its walls. 	<p>Objectives 1,2</p> <p>Objectives 1, 2, 3, 6</p>

2. Report: Programming	
	Strategic Objective
2.1. Progress & Issues	
At the Barbican	
<ul style="list-style-type: none"> ▪ Rain Room won the Prix Ars Electronica 2013 (Austrian annual media arts festival) in the Interactive Art category. 	Objectives 1,2,5
<ul style="list-style-type: none"> ▪ We have announced that the English National Ballet: Lest We Forget will be premiered at the Barbican in April next year. 	Objectives 1,2,5
<ul style="list-style-type: none"> ▪ Our music summer programme is doing well; events such as Laurie Anderson & Kronos Quartet and Beck: Song Reader Live were sold out. Beck received 4* in a review on The Independent: "It's a giddy line-up and hopes are high for a compelling experience... Do they pull it off? Hell, yeah. Right from the get go, with Joan As Police Woman's soulful interpretation of "Eyes That Say I love You", it's clear that this is one concept that's actually going to work... Perhaps this one-off concert gels so beautifully because every single artist involved has wholeheartedly bought into the idea. The diminutive Beck, in his trademark black hat, has never felt so vital." 	Objectives 1,2,5
<ul style="list-style-type: none"> ▪ London Symphony Orchestra's tribute concert to Sir Colin Davis took place in the Barbican Hall. 	Objectives 1,2,4,6
<ul style="list-style-type: none"> ▪ We continue to screen films from a diverse range of partners including recently the East End Film Festival, the Fashion Film Festival, the Palestine Film Festival and for the first time this year we hosted highlights from the 2012 Oberhausen International Short Film Festival. 	Objectives 1,2,5
<ul style="list-style-type: none"> ▪ Our collaboration with Guildhall on The Lost World, a silent movie with live musical accompaniment by the School's Electronic Music Studios was a box office success and sold out. 	Objectives 1,2,3,5
<ul style="list-style-type: none"> ▪ Paul Smith has highlighted the Barbican as one of his favourite day trips in Men's Health magazine: "The Barbican is an amazing, Brutalist building with great exhibitions. It has a really lively atmosphere, with activities and concerts." 	
Beyond the Barbican	
<ul style="list-style-type: none"> ▪ Our Beyond Barbican summer programme season is proving hugely successful: 	Objectives 1,2,6
<ul style="list-style-type: none"> ▪ Sold out and critically acclaimed events so far include Neon Neon Praxis Makes Perfect (Village Underground), Asaf Avidan (Union Chapel), Oxford Samuel Beckett Theatre Trust Award Davy & Kristin McGuire The Paper Architect (Corner of Leytonstone Library), The Gloaming, Theatre-Rites Bank On It (The Rose Lipman Building) and Circa/I Fagiolini How Like An Angel (St Bartholomew the Great). 	

<ul style="list-style-type: none"> ▪ Leandro Erlich's Dalston House is an enormous hit, both on site and online: on 7th July, only 12 days after it opened to the public, more than 13,500 visitors have been recorded and the online reach via Twitter exceeded 1million individuals. ▪ So far, over 20,000 tickets have been sold for our Open East Festival and 7,500 free tickets are being allocated to local community groups in east London. 	Objectives 1,2,3,5
<p>2.2. Preview and Planning</p> <ul style="list-style-type: none"> ▪ The Director of Programming attended a networking event organised by the Arts Council for Arts Producers and Museums and an event aimed at arts, culture and heritage organisations on the government's planning for the First World War Centenary Commemorations. ▪ We are exploring being involved in several collaborative projects, some of which have funding opportunities attached to them: <ul style="list-style-type: none"> - Collaborating with CREATE for various projects in summer 2014 - Collaborating with the British Council on Russian projects and South African projects in 2014, and Mexican projects in 2015 - Collaborating with the Royal Academy in 2017 for their Russian season - Collaborating with the Centenary Partnership (Heritage Lottery funds) on WW1 related projects from 2014 through to 2018 ▪ We have been working on the restructure for the Arts Gallery team. 	Objective 4 Objectives 1,2,3,4

3. Report: Creative Learning	
	Strategic Objective
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> ▪ A freestage performance before the Beck: Song Reader Live show in the Barbican hall bought the spirit of Beck's sheet music based project to life, with people and groups from across our Creative Learning network interpreting and responding to Beck's songs. The performance was directed by Sam Mumford, and included participants from our Connect iD programme, Barbican Young Poets, Tower Gateway Housing Association, and partners from other East London contacts. <p>Feedback from Tower Hamlets partner: '<i>[The young people's] participation in last week's stunning performance on the Barbican FreeStage will be something they will look back on and talk about for years to come... they continue to grow in musical and emotional confidence and they are visibly presenting that they have a right to be in the space and on the stage</i>'.</p>	Objectives 2, 3

<ul style="list-style-type: none"> ▪ The Curious festival took place in Chat's Palace in Homerton, Hackney and showcased student work from the Guildhall School and Central St Martin's as well as that of our growing community of emerging artists. As a result of this week long residency a similar working relationship to that already established at Fellows Court has begun to be developed with Chat's Palace and surrounding community. ▪ The World Premiere of Mark Anthony Turnage and Paul Muldoon's "At Sixes and Sevens" took place simultaneously in the Guildhall both in the City of London and Derry-Londonderry. The London performance was given by the LSO, Guildhall School Students and the three City Academies as part of the City of London Festival. The Derry-Londonderry performance – given by the Irish Camerata – included the Barbican Young Poets and graduates from the Guildhall School's Leadership Programme. ▪ The confirmation of £210k funding from the Esmee Fairbairn Foundation for a three year project to establish an East London & City Culture Partnership will enable us to consolidate and strengthen our relationship with schools, music hubs and local authorities in our key partner boroughs. This builds positively on the discussions had at the Barbican Board/Trustees away day and the Lord Mayor's breakfast, as well as the government's recently released Cultural Education Document. ▪ In order to develop ideas for a Barbican Arts Workshops Schools offer we held a consultation and networking event attended by around 25 teachers from across primary and secondary schools in East London. ▪ The second Arts School Lab project took place over two weeks in June, working with around 15 artists across different artforms. The programme was inspired by the Black Mountain Summer school and took place offsite, at Fellows Court Community Centre. 	<p>Objectives 3, 2</p> <p>Objectives 6,2</p> <p>Objectives 5, 3, 6</p> <p>Objective 3</p> <p>Objective 3</p>
<p>3.2. Preview & Planning</p> <ul style="list-style-type: none"> ▪ This Summer's Beyond Barbican programme includes a variety of open drop in opportunities including workshops led by Drumworks leaders and participants at Whitecross Street Party on 20th and 21st July, Family Dance Workshops and participatory events around Leandro Erlich's Dalston House exhibition, Open East Festival, Shoreditch and Dance Nations in Gillett Square. ▪ Snapshot Songs is a new, concert-length song cycle being created by composer Stuart Hancock, supported by the SHM Foundation and in collaboration with Creative Learning. This summer we begin the collaborative process of work which will build towards the work's premiere in Milton Court in April 2014. Taking the 'zeitgeist' as its broad starting point, Snapshot Songs aims to build upon – and update – the rich British song-cycle tradition, aiming to be representative of contemporary stories, issues and musical trends of the here-and-now. Each song will be a 'snapshot' of modern life, and the creative process will have a strong 	<p>Objectives 3, 2,1</p> <p>Objective 6,3,5</p>

<p>collaborative aspect, with the planned involvement of several Creative Learning groups and community organisations in both a creative and performing capacity.</p> <ul style="list-style-type: none"> ▪ Following a series of planning meetings and a department away day, we are working on a three year plan for Creative Learning activity, and will be consulting and sharing thinking across the organisation in the coming weeks. ▪ The Barbican Box programme has quickly become established as a cornerstone of our work in schools. As opportunities for expansion and development of the programme continue to arise, we have been working with consultant Annabel Jackson to consider issues around the programme including how it should expand, and the boundaries of the model as interest continues to build from other arts organisations and the commercial and corporate sectors. 	<p>Objective 3,1,6</p> <p>Objective 5,3</p>
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<p>4. Report: Audiences</p>	
	<p>Strategic Objective</p>
<p>4.1. Progress & Issues</p>	
<p>Marketing and Communications: the teams have been working hard on the Beyond Barbican campaign, which has proved a useful mechanism for getting more credit for the off-site summer programme. There is a significant improvement in this area this year. We have generated extraordinary amounts of press and broadcast coverage and gained massive traction from social media for Dalston House in particular. The teams are working intensively with Create and the LLDC on the Open East Festival on 27/28 July, and planning work is taking place for the Autumn.</p>	<p>Objective 1</p>
<p>Box Office: the team continues their offsite work with COLF, St Pauls' events, and Beyond Barbican events. Print at home tickets: In venues that have gone live, over 50% of COBOs (tickets to be collected c/o Box Office) have converted to print at home.</p>	<p>Objective 1</p>
<p>Brand workshops: A series of workshops for mixed groups of staff have taken place led by the Directors of Programming and Audiences and Development. The workshops take staff through a series of exercises to enable them to understand how our brand proposition and values support the organisation to deliver on our vision and strategic objectives. They have been well-attended, and the next step is to ensure that the brand proposition and values are embedded into the Barbican's performance development framework and induction process. Following on from this Customer Experience are also developing their front line core skills training to create a customer focus module suitable for participants from across the centre.</p>	<p>All objectives</p>
	<p>Objectives 3,</p>

<p>Development: The team has secured a significant multi-year grant from the Esmee Fairbairn Foundation for the Creative Learning Division (see Creative Learning, section 3). This is a strategic grant that will support our work with east London music hubs.</p> <p>Residents: One of the regular bi-annual meetings open to all residents took place on 4 June. Residents received an update from the Managing Director, a presentation about Pop Art Design from the Curator, and a short talk from the Digital Content Producer about his work. Feedback was good. The Director of Audiences has been involved in the consultation with residents over the Variation to the Planning Condition for Milton Court. A meeting with the planners is taking place on 9 July.</p>	<p>5</p> <p>Objective 1</p>
<p>4.2. Preview & Planning</p> <p>Ticketing/CRM system procurement: Suppliers have submitted their tenders for the new system. These are now being evaluated and the companies are being invited to present in the last week of July. The projected award date for the contract is 6 September. The Business Systems Manager attended the Risk Committee on 10 June to discuss the procurement-related risks in the project.</p> <p>Website procurement: The Instruction to Tender documents for the open tender were finally published on 27 June. We are pleased that there has already been significant interest shown and will look forward to receiving tenders back by the deadline of 16 August. Once these are evaluated and a supplier appointed it will be easier to define a potential launch date for both new systems but at the moment we are still aiming for the last quarter of 2014.</p> <p>Hack the Barbican: The Digital Content Producer, Head of Learning and Participation together with Customer Experience colleagues have been leading (for the Barbican) on Hack the Barbican. From 5 – 31 Aug, London’s biggest ever experiment in cross-disciplinary collaboration will take place in the foyers, bringing together artists, technologists and entrepreneurs.</p> <p>Donor relationship training: Following the roll out of the Brand workshops, Development are planning to create a training module on donor awareness and relationship building for all relevant staff across the organisation. This will become part of the induction process.</p> <p>Development: The department is in the process of recruiting for three roles in corporate fundraising and supporter communications. The team is working with colleagues in Box Office to introduce Direct Debit as a payment option for individual donors to launch in Autumn. This is part of a wider effort to encourage donations of all sizes to the Barbican Centre Trust.</p> <p>Stakeholder events: A series of cultivation events is being planned for the Autumn season. The board will be invited to the Private View of Pop Art Design on 21 October, the Opening Night of the Gewandhaus Orchester Leipzig residency on 22 October, and a choice of three of the first Barbican concerts in Milton Court (11 October, 23 October and 24 October)</p>	<p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objectives 1, 2, 3, 4</p> <p>Objectives 1, 5</p> <p>Objectives 1, 5</p> <p>Objective 1</p>

5. Report: Operations & Buildings	
	Strategic Objective
<p>5.1. Progress & Issues</p> <ul style="list-style-type: none"> <p>▪ A Period of Visits. Security were commended for their robust but low key arrangements for the visit by HRH Duke of Kent to the Royal Choral Society concert.</p> <p>A visit by the Divisional Fire Officer to examine fire safety arrangements went well, with a good report on the arrangements for the Theatre Project. Discussion with the Fire Officer over concerns about the number of fire service callouts have resulted in a recommendation that we consider going to 5 minutes investigation time from the current 4 minutes to minimise the likelihood of fire tender visits resulting from false alarms.</p> <p>A surprise visit from the HSE inspector was made to examine H&S arrangements and practices at the Theatre Flying Project. This also went well with no adverse reports.</p> <p>▪ Design Group Formation and Development A Design Group has been formed with a brief to promote our new brand values through our design approach to future space planning and building works. This group, made up of the main stakeholder departments and design advisors, will have the task of reviewing and advising on the work of project managers, designers and architects engaged for specific building and space planning project work.</p> <p>▪ IWGB Demonstration Following the last report of a demonstration in the foyer, further demonstrations have occurred by the IWGB on the 8th and 17th June. They have targeted the new cinemas and made attempts to enter the Centre. On Saturday the 22nd June there was a demonstration by the Precarious Workers Union (a student activist group) in solidarity with the IWGB who entered the Centre and proceeded to the foyer areas where they put on masks and mock cleaned the area. The difference here was that they were also demonstrating on behalf of the Gallery Interns and lack of pay as well as the cleaners' LLW issues.</p> <p>▪ Milton Court Mobilisation: We continue to prepare for mobilisation of Milton Court with a new PC date of 5th July. Post PC there will still be a considerable amount of contractors (circa 100) on site and the School will be managing the building and access to it during this time with over 7300 snagging issues identified to date, with a further 20% of the building still to check. It is expected to take up to 12 weeks to de-snag the building. Special arrangements have been made for access on Friday 5th July in order to carry out the stage D acoustic test performance.</p> 	<p>Objective S/E</p> <p>S/E</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 4</p> <p>Objective S/E</p> <p>Objectives 2, 4</p>

<ul style="list-style-type: none"> ▪ Ex Hall 1 LFS Proposed Tenancy A revised draft lease is now with the LFS for review. Our consultant engineers have developed a number of options regarding the retention or relocation of services serving Ex Hall 2 and Cinemas 2 and 3. The cost impacts of the various options are in development. If the retained services reduce the lettable area for the LFS it is proposed to consider the release of some additional space in the retained areas to compensate. ▪ Ex Hall 2 Tenancy Following the last report regarding leaks in the hall, there have been a series of discussions and visits to the podium leak repair works in the Beech Gardens area being carried out by Barbican Estates and the City Surveyors. A couple of successful test areas have informed a proposed solution for a scheme to repair the Beech Garden podium area which is currently out to tender with a budget value of around £4m. If this solution turns out to be successful, it would require a budget in the region of £2m to treat the podium area covering the exhibition halls in a similar way. City Surveyor advises that the Ex Hall 2 space is considered unfit for a commercial tenancy while the leaks continue. ▪ Cinemas Project: Following the opening of the Côte restaurant at the end of March, there have been complaints of cooking smells within the Cinema. A number of revised filtration solutions have been tried with only limited success. Following this, an external extract duct has been fitted as a temporary expedient to mitigate the nuisance. As a more permanent solution a revised extract and fresh air intake scheme has been developed and is now with Planning awaiting scheme approval. 	<p>Objective 4</p> <p>Objectives 4, S/E</p> <p>Objective 4</p>
<p>5.2. Preview & Planning</p> <p>Capital projects are progressing well:</p> <ul style="list-style-type: none"> • Concert Hall Backstage Refurbishment Funding of £150,000 has been granted by the Warburg Foundation for this project. Project scope will include renewing the carpet, redecorations and new improved lighting. Works are scheduled to commence on 5th August. • Garden Room Refurbishment (and adjacent public toilets): Contractor commenced works at the end of May and is scheduled to complete on 19th July. • Theatre Technical Project (Cap 3): A Gateway 5 tender report is scheduled to be received by the PSC on 4th July. If approved works will commence in Mid July and be completed in October. • Powered Flying System: Contractor commenced works at the end of May and is scheduled to complete in September. During the demolition and removal phase of the work, Trekwerk has recycled more than 50 tons of steel, 3 tons of copper and 15km of steel wire rope. • Signage (Phase 2) Following the completion of the phase 1 car park signage scheme, a scheme for new signage for all floor levels of Frobisher Crescent is now in development. The scheme is close to being finalised. 	<p>Objectives 4, 5</p> <p>Objective 4, 5</p> <p>Objectives 4, 5</p> <p>Objectives 4, S/E</p> <p>Objective 4</p>

6. Report: Commercial	
	Strategic Objective
<p>6.1. Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> ▪ We are on track with the 2013/14 budget and currently stand on £1.35M for the year, slightly ahead of this time last year (£1.31M). ▪ May highlights: The RNLI and HSBC hosted their AGMs here. HSBC cited their event as their most successful to date, and are in contract negotiation for the next few years. A further 17 events were hosted in May including new client Phoenix Datacom, Slaughter & May, Royal Television Society, Aviva, DLA Piper, Rule Financial and All Saints Retail. ▪ June highlights: Deutsche Bank Women in European Business event returned for another successful year. The Proclamation Trust hosted a 3 day event in the Hall. A further 16 events were hosted in June including new clients, Gorkana Group Ltd, Patients Create Ltd, Datachoice Solutions Ltd, Charterhouse Voice and Data, 9 Gough Square and Create ED. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • An extended tenancy was taken up by the University of London for their examinations which were held in Exhibition Hall 2 from 1 May to 21 June. In addition to the space in Exhibition Hall 2, the client has hired office space in the remaining part of Hall 1, increasing the total Hall Hire income to £122,500 in 2013. <p>Commercial Development:</p> <ul style="list-style-type: none"> ▪ Retail: The management of Event / Artists Merchandise is now fully operational and we have had three successful events in June/July. The performance of Final Symphony with LSO in the hall, delivered £5,000 of business (of which we receive 20%) from the related merchandise. Concerts by Marcel Khalife and Beck followed in July with similar success. ▪ Catering: Contemporary music audiences have been strong during this period which promotes bars revenue. We have also introduced draught beer to the Theatre and Stalls bars and sold over 7000 pints in this period. <p>BIE</p> <ul style="list-style-type: none"> ▪ Designing 007 has been de-installed in Shanghai, next venue will be Melbourne from 1st November, where they are anticipating the exhibition to be very popular. ▪ Howard Hodgkin Prints is opening in Galway for Galway Arts Festival on 15th July ▪ Watch Me Move is being de-installed in Brasilia. 	<p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p>
<p>6.2. Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> ▪ The Garden Room refurbishment is underway and planning for our re- 	

<p>launch is in progress, with many exciting initiatives being developed including collaboration with the Guildhall school to showcase digital projection mapping for our commercial clients.</p> <ul style="list-style-type: none"> ▪ July highlights: 9 graduation days and a further 8 business events are scheduled, including a number of Art Gallery hires during the period that the Garden Room is being refurbished. The space has been well received by event organisers. The Guildhall School are also using the space for their regular fundraising dinners and have incorporated their student exhibition into their events to maximise the opportunity. ▪ Key autumn events include the Royal Collage of Radiologists, CH2MHILL - hosting a large Hall event for the Thames Tideway Tunnel Project, AGI (Alliance Graphique Internationale) hosting a major International conference and the Internet Advertising Bureau. <p>Exhibition Halls</p> <ul style="list-style-type: none"> ▪ After a quiet summer, September will see the return of the Landlord and Letting Show and University of London's Welcome Fair during the University's Freshers' Week. <p>Commercial Development:</p> <p>Retail</p> <ul style="list-style-type: none"> ▪ Plans are underway for some higher end product development with Kit Grover - a specialist retail design company which has worked with Tate and the National Theatre among other cultural organisations. ▪ We have commissioned a new mobile shop unit which will be used around the Barbican for various pop-ups and event related merchandise opportunities. ▪ We are working with a market curator on plans for a Barbican Christmas Market to be held across the foyers in December. We have approached a number of designers/makers and had some enthusiastic feedback from them about the possibility of trading during the event. <p>Catering</p> <ul style="list-style-type: none"> ▪ Searcys Restaurant closes for refurbishment on 5th August to reopen at the end of the month as Gin Joint. With the most extensive gin list in the City and brasserie dining, Gin Joint will offer pre and post-concert cocktails, bar snacks and regionally sourced meat and seafood from the new grill menu. <p>Car Parks</p> <ul style="list-style-type: none"> ▪ We are reviewing the specification of services as part of our negotiation with our contractor to extend their agreement for a year from November 2013. We have identified some cost savings via restructuring staffing levels in the Barbican Car parks, and also by reviewing the deep cleaning schedules at a time when the car parks have recently been refurbished. <p>BIE</p> <ul style="list-style-type: none"> • Game On opens in Argentina 12 July; • Game On 2.0 continues to break records for attendance in Ontario, where the show ends 2 September. To date it has had 187,500 visitors, and has contributed to a 30% annual increase in visitor numbers in the museum. 	<p>Objectives 4, 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,4,5</p> <p>Objectives 1,4,5</p> <p>Objective 5</p>
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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 hub**

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