

Committee:	Date(s):
Barbican Centre Board	26 March 2014
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<p>Summary</p> <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, Arts, 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. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

NB: MD will do a verbal update at the Board meeting	
1. Report: Programming	
	Strategic Objective
1.1 Progress & Issues	
<p><i>United Visual Artists: Momentum</i> is proving to be even more popular than Rain Room, averaging more than 900 visitors a day. Guardian Guide said: <i>"In recent years, the Barbican's Curve gallery has established a reputation for staging modern marvels that people are prepared to queue around the block to experience. This long crescent-shaped space has hosted indoor rainstorms and doubled as an aviary where birds play electric guitars."</i></p>	Objective 1, 2

<p>As part of our commitment to accessibility, the Visual Arts and Customer Service teams collaborated on launching an audio described tour for Pop Art and Design for blind or visually-impaired visitors. This will be rolled out to future shows.</p> <p>Two of our productions have been nominated for Olivier Awards in the Best New Dance Category. Richard Alston Dance Company for Phaedra and Compagnie 111 / Aurelian Bory for What's Become of You? Julie Cunningham was awarded 'Outstanding Female Performance Modern' at the National Dance Awards 2013 for Michael Clark Company's New Work 2012.</p> <p>Following its cancellation at the Barbican (see Director of Audience's report), a version of Just Jam took place, independently of the Barbican, in front of a small private audience on Brick Lane. It happened without incident and was streamed live (reaching approx.. 35,000 people). It will be edited and available online shortly.</p> <p>Box office results are mixed:</p> <ul style="list-style-type: none"> • Theatre is doing well exceeding target on nearly all events. A Midsummer Night's Dream and Opus being particularly successful. • Pop Art and Design fell short of target. However, the show achieved the 6th highest income and the 9th best attendance of the last 20 exhibitions in the gallery. So it did not do too badly in terms of the bigger picture, but our target setting was over optimistic. • In classical music, apart from Theodora and the Vengerov concert with the BBCSO, box office income targets are not being reached. There is a more mixed picture in our contemporary programme, with an overall balanced picture were it not for the cancellation of Just Jam. • Cinema just missed its February target but is on track for March. Our Student Tuesdays offer is proving very popular. 	<p>Objective 1</p> <p>Objective 2</p> <p>Objective 2</p> <p>Objective 1,2</p>
<p>1.2 Preview and Planning</p> <p>We are finalising our ACE NPO application for funding for 2015 to 2018, the deadline is 17th March.</p> <p>We were approached by the Art Fund to apply for the Museum of the Year 2014 Award. The Visual Arts team supported by our Digital Content Producer made an impressive application which I would be happy to share with interested Board members. The shortlist will be announced in April and the winner in July.</p> <p>We have begun a relationship with The Space which will be re-launched soon. We will begin by collaborating on projects connected to Digital Revolution.</p> <p>We have had a very productive meeting with the Museum of London and have identified different projects and opportunities for collaboration, especially in 2016 for the Shakespeare anniversary season.</p>	<p>Objective 5</p> <p>Objective 2</p> <p>Objective 1,2</p> <p>Objective 2,6</p>

<p>The Fashion World of Jean Paul Gaultier is opening on 9th April and is generating abundant and positive media coverage.</p>	<p>Objective 2</p>
--	--------------------

<p>2. Report: Creative Learning</p>	
	<p>Strategic Objective</p>
<p>2.1 Preview and Planning</p> <ul style="list-style-type: none"> <p>• Barbican Box <i>Barbican Box Theatre</i> – 22 schools are taking part in Barbican Box Theatre 2013/14, a programme which aims to ignite and support theatre making in schools and colleges through a process of devising and creating work from scratch. 13 of these will be performing their devised piece of theatre in the Barbican Box Showcase between the 18 – 21 March in the Pit Theatre. A further 9 schools will perform their devised pieces in the July Showcase.</p> <p><i>Barbican Art Book</i> – The Barbican Art Book is created with schools and linked to Barbican exhibitions. This year’s book responded to <i>Pop Art Design</i> and is titled <i>Learning From London</i>. Pupils from 5 schools were involved in the creation of the book this year and it will be launched at the Barbican on the 1st April.</p> <p><i>Barbican Box Music</i> – R&D work into a Music ‘Barbican Box’ offer to schools has been undertaken and we will be partnering with Hackney Music Service for the first year of the project. The current model will work with Secondary School music teachers to inspire and assist them to deliver the national curriculum at KS3 & 4, focusing on composition and performance, linking to the contemporary singer/song writers who perform on the Barbican stage. A pilot will be undertaken with delivery to 2 secondary schools in the period April – July.</p> <p><i>Barbican Box Film</i> – the work for this programme is ongoing and will culminate in a showcase later in the term.</p> <p>• East London Cultural Partnership Project Manager for the East London Cultural Partnership, Sian Bird, started in her role on the 3rd March. There will be a formal launch of the work of the partnership with an away day for all partners at the end of March.</p> <p>• Music Excellence London Barbican Guildhall Creative Learning is a key partner in Music Excellence London, a £500k investment from the Mayor’s office in a professional development programme to develop the skills of Key</p> 	<p>Objective 3</p> <p>Objectives 2,3</p> <p>Objective 3</p> <p>Objective 3</p> <p>Objectives 3,6</p> <p>Objectives 3,6</p>

Stage 3 music teachers across London.	
<p>2.2 Progress & Issues</p> <ul style="list-style-type: none"> <p>Just Jam Workshops Between 17 – 21 February Barbican Guildhall Creative Learning ran a week long cross arts residency with media duo Tim & Barry, which took place in Fellows Court Community Centre, Hackney. Participants aged 14 – 23 years of age took part in workshops in Documentation, Production, MCing & Lyricism, DJing and radio broadcasting. Guest artists joined each session to engage with the young participants as well as deliver Q & A opportunities. Recruitment for these workshops was carried out in partnership with local music hubs, and East London schools. Participants came from Hackney, Haringey, Barking & Dagenham, Newham and Lewisham.</p> <p>The workshops were well received, with the majority of participants rating the experience as excellent.</p> <ul style="list-style-type: none"> “A lot of useful info and guidance combined with insight into the industry. Very interesting.” “... The workshop was amazing. Seeing the talent of others was extremely motivating & inspiring. THANK YOU!” <p>Dialogue The Dialogue festival culminated with more than 150 participants joining Guildhall School Leadership Students to give pop up performances in the Milton Court Foyers and a headline concert in the Milton Court Concert Hall on the 25th February. The event attracted an audience of over 400 people from the local community. Students worked with a variety of groups including Randal Cremer Primary School in Hackney and participants from St Mungos, the Arbour and Mencap.</p> <p>Weekender Barbican Weekender: We Create, took place on the weekend of 1st & 2nd March and saw 14 events programmed across the foyers and public spaces, each exploring the relationship between arts, technology and how to create your own work. Events were free to attend and were linked to music, dance, poetry, visual art, film and theatre. Marketing and Press support for the event was excellent and we reached in the region of 6,000 people; support from Barbican Hosts and Ambassadors was exceptional.</p> 	<p>Objectives 1,3</p> <p>Objectives 1,3,6</p> <p>Objectives 1,3</p>

3. Report: Audiences	
	Strategic Objective

<p>3.1 Progress & Issues</p> <p>Just Jam cancellation: The late cancellation of the Just Jam music event due for Saturday 1 March had a substantial impact. The event was cancelled on police advice on Tuesday 25 February. The Directors of Arts, Creative Learning and Audiences are going to be meet with the Police w/c 17 March to discuss how we can ensure that we are able to programme events like this into the future. The Director of Audiences and the relevant members of the Comms team are meeting the City PRO and police comms people to discuss future media. In addition we are also having an informal internal review of our processes to double-check that they are absolutely fit for purpose. Further to this, on the evening of Sunday 9 March, there was an impromptu “event” staged outside St Giles Cripplegate. This was programmed by Secret Cinema (an arts group) as a protest against the cancellation. The artists in the original Just Jam concert and the Barbican were unaware that this was due to happen. PRO led the response on this as it was a Barbican Estate matter but our Comms team was closely involved.</p> <p>Customer Experience: It has been a busy period for Customer Experience with a record number of tickets being sold during the week ending 2 March. 46,328 tickets were sold, mainly driven by the Classical Music launch to orange members. This is a 3% increase on the previous record that was set last year set by sales for Richard II.</p> <p>Marketing and Communications: The teams have been focussing on campaigns for our major Spring/Summer events including Jean Paul Gaultier, Digital Revolution and the Testament of Mary.</p> <p>Contactless card technology. This is being rolled out and the units are currently available to customers in the cinemas and art gallery. Once the initial connectivity issues are resolved the technology will be available at all ticket desks for any sale under £20. This will greatly help the customer flow during the upcoming Spring/Summer exhibitions.</p> <p>Development: The centre's legacy programme is now launched. We received our first bequest from a Barbican resident who thought very highly of the Centre and the importance of education. We are also receiving our second legacy from a long term concert attender who was passionate about music.</p>	<p>Objective 1, 2 and 3</p> <p>Objective 1, 2</p> <p>Objective 1, 2</p> <p>Objective 1</p> <p>Objective 1, 5</p>
<ul style="list-style-type: none"> 3.2 Preview & Planning <p>Season launch: Comms are also working on the next season launch for the press which will take place on March 26. It will cover our Beyond Barbican activity in the summer, the autumn exhibition on architectural photography and a related season of events, and numerous performing arts projects. In collaboration with marketing, many of these projects go on sale at that time to create the maximum return from the launch.</p>	<p>Objectives 1, 3, 5</p>

<p>Membership: Detailed work is being done on a proposed Membership programme which is due to launch in August 2014. The new launch will see Marketing and Development working together to deliver a new more relevant three tiered scheme. The choices would be Membership, Membership Plus and Supporting Membership. In keeping with programmes across the sector there would be level that allowed you to bring a guest to enjoy the benefits (Membership Plus) and a level that included a voluntary donation (Supporting Membership).</p>	Objective 1, 2, 5
<p>Young Barbican Membership: The development of this scheme is in progress. The emphasis will be offering tickets across the programme at a reduced rate to grow our under 25 audience. It will replace the current FreeB initiative and is scheduled to launch later this year.</p>	Objective 1

4. Report: Operations & Buildings	
	Strategic Objective
<p>4.1 Progress & Issues</p> <p>Security Security attended an impromptu demonstration by the TUSC which took place at the Landlords and Letting Exhibition in Exhibition Hall 2 in February. The team were also kept busy with two royal visits; HRH Prince Michael of Kent attended an LSO concert, and from UAE His Excellency Sheikh Sultan Bin Zayed Al Nahyan attended the graduation ceremony of his son, the Crown Prince, at the Kings College Graduation.</p> <p>Milton Court Post practical completion works continue and we are now down to under 200 snags from the original 6000! Works planned to take place over the Easter break include the replacement of a glass panel in the atrium roof and it is hoped the issue with the polished plaster panels will be resolved.</p> <p>The Barbican engineers have recently gained visibility of the BEMS for the building so we have an expectation of a higher level of monitoring and control of the building systems for the rest of the year.</p> <p>Ex Hall 1 The agreement to lease with the LFS is still in development, expected to conclude by the end of March 2014. Final details relate to conditional clauses over access times, water mitigation and planning.</p> <p>Building Repairs and Maintenance The in-house building services maintenance team continues to deliver a high level of maintenance tasks, now in excess of 14,000 over a rolling twelve month period.</p>	<p>Objectives 1, S/E</p> <p>Objectives 4, S/E</p> <p>Objectives 4, S/E</p> <p>Objectives 3, 6</p> <p>Objectives 4, S/E</p>

<p>Sustainability The building services team continues to sustainably optimise the newly installed Building Energy Management System. This action will result in further long term reductions in energy consumption, carbon footprint and delivery of the CoL Carbon Mitigation Strategy reduction targets.</p> <p>The in- house engineering team continue to retrofit high efficiency, long life LED lamps, currently the car parks and road areas are being undertaken. Over 30% of the Barbican Centre has now been retrofitted with such units (>10,000 lamps).</p> <p>Crossrail Works at the Barbican The programme, reported by Crossrail as at first week of March 2014, is for Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to be entering the vicinity of the Barbican Estate in mid-January 2015. In the case of the west bound tunnel, TBM Victoria is due around the end of February 2015.</p>	<p>Objective 4</p>
<p>4.2 Preview & Planning</p> <p>The winter programme of capital projects is progressing well.</p> <p>Headline Projects currently on site are as follows:</p> <p>Gallery Roofing Following a small new leak in the Gallery a stop-gap roof recovering measure has been installed. Core roof section samples were taken in late February and once the report has been received it will inform a more permanent roof renewal or repair solution.</p> <p>Theatre Technical Project (Cap 3) Work on this project is now complete with the exception of the final commissioning of the new communication system, which is expected to take place towards the end of March 2014. This remaining action has no impact on the performance programme.</p> <p>Theatre Powered Flying System Technical commissioning has caused delays in the completion of this project. Although Practical Completion has been granted there are still some issues to resolve, and the contractor is working closely with the Theatre's production team to ensure that the shows are not affected by these.</p> <p>In planning and progressing through Gateways:</p> <p>Concert Hall Flying System Planned to take place in Summer 2014 currently approved at Gateway4 subject to conditions on extending the tender list and a review of the technical scope.</p>	<p>Objective 4</p> <p>Objective 4</p> <p>Objective 4</p> <p>Objectives 4 , S/E</p> <p>Objectives 4, S/E</p>

<p>Ex Hall 2 Feasibility The second project board took place in February with progression on workstreams on space planning, library systems, funding model and commercial model reported. A critical requirement stipulated for the project is for dry space; to provide this the City Surveyor has recommended commencement of a Gateway project related to a Phase 2 podium waterproofing project for the area above Ex Hall 2.</p>	Objectives 2,3,4,6
---	-----------------------

5. Report: Business & Commercial	
	Strategic Objective
<p>5.1 Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> We have hosted 34 events in this period, including several new clients: Market Access, Music Mark and Data Dynamics, highlighting our links to the creative industries. Lead times for events continue to be a challenge on resources, with several late events taking place including using the Barbican as a film location and for photo shoots. The Barbican Conservatory features prominently in the spring and summer edition of the <i>Harrods Home and Property</i> magazine. Four graduation ceremonies were held in the Hall for Kings College. Recruitment for a new Head of Business Event Sales is underway. <p>Exhibition Halls</p> <ul style="list-style-type: none"> The Exhibition Halls are enjoying a good year end with the last quarter of 2013.14 delivering four large events: CIANA Remainder Book Fair, Music Education Show, Garden Press Event and Landlord and Letting Show. These events have had a large take up of shell scheme stands and additional electrical services which has helped increase net contract income. <p>Commercial Development:</p> <p>Retail</p> <ul style="list-style-type: none"> Richard II continued to perform well for Retail until its final performances in late January. The Weekender in early March provided a strong audience for the foyer shop and sales were strong. This family market is proving a valuable customer base for Barbican Retail and the range of creative and digital themed products we bought in especially for this event were particularly popular. <p>Catering</p>	<p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 1,5</p> <p>Objectives</p>

<ul style="list-style-type: none"> The strong pre-Oscar season helped build sales in the Camera Café. In addition we have invested in some improvements to Barbican linked branding and signage on the street frontage to promote the café The martini bar was themed for the Pop exhibition and proved very popular. <p>Car Parks</p> <ul style="list-style-type: none"> The joint procurement exercise to tender the Barbican's car parks with the CoL has started, and we aim to advertise the opportunity in April 2015. <p>BIE</p> <ul style="list-style-type: none"> <i>Designing 007</i> has ended its run at Melbourne Museum. The final visitor number was 137,000 over four months, surpassing the museum's own target. The exhibition is now en route from Melbourne to Moscow where it is due to open in June. <i>Game On 2.0</i> is enjoying a very successful extended run at Tekniska Museet, Stockholm. Visitor numbers are averaging 1,600+ per day. 	<p>1,5</p> <p>Objectives 1, 5</p> <p>Objectives 1, 5</p>
<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> Bookings for Milton Court are steadily picking up with the International Artists Management Association (IAMA) hosting a 4-day event with collaboration from the Guildhall School and Barbican Music. The Future Lab and Blinkbox also have events in Milton Court during this period. Four events are scheduled in the Barbican Hall, including three graduation ceremonies and a variety show. The BBC is hosting a Commissionaires meeting at the Barbican in March. Confirmed and contracted forward bookings are looking healthy for 14/15, with sessions sold in the Hall up 20% on 13/14. <p>Exhibition Halls</p> <ul style="list-style-type: none"> Apart from the regular events, a number of new events are being confirmed for 2014. They include: new exams from the Chartered Insurance Institute, Empty Homes Property Expo and City University Freshers' Event. <p>Commercial Development:</p> <ul style="list-style-type: none"> Retail: For the Gaultier exhibition opening on 9th April we will be operating the Gallery shop with a range including Jean Paul Gaultier designer products and fragrances, and a range of complementary exhibition inspired gifts. This exhibition provides an opportunity for a strong commercial offer with good margins. Our next focus will be the shop for Digital Revolution, for which bespoke products using images from featured artists are being developed. We are recruiting a new Shop Manager. Catering: We are focused on maximizing the benefit over the summer of a strong exhibition programme with catering promotions linked to both the Gaultier and Digital Revolution exhibitions. 	<p>Objectives 4, 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1, 5</p>

BIE

- *Watch Me Move* opens at the Frist Centre, Nashville in June 2014. From Nashville we have confirmed a new venue – MARCO Museum, Monterray, Mexico.
- We have had a flurry of new signed agreements, including six-month runs for both *Game On* exhibitions in Newcastle and Montreal.
- Digital Revolution is progressing well; the design plan is finalized and catalogue production on schedule. We have a major component developed in partnership with Google.

Objectives
1, 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 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