

<b>Committee(s):</b>	<b>Date(s):</b>
Barbican Centre Board	3 December 2014
<b>Subject:</b> Management Report by the Barbican's Directors	<b>Public</b>
<b>Report of:</b> Managing Director, Barbican Centre	<b>For Information</b>
<b><u>Summary</u></b>	
<ul style="list-style-type: none"> <li>• The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Strategy and Cultural Hub, Arts, Creative Learning, Audiences &amp; Development, Operations &amp; Buildings and Business &amp; Commercial.</li> <li>• Each of the six sections highlights 'progress &amp; issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview &amp; planning'.</li> <li>• Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.</li> </ul>	
<b>Recommendation</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• Note this report.</li> </ul>	

## Main Report

<b>1. REPORT: STRATEGY AND CULTURAL HUB</b>	
<p>“The first night of <i>The Five and the Prophecy of Prana</i>, a dance fusion of hip-hop and martial arts at London’s Barbican Centre...was given a standing ovation by an audience that was as ethnically diverse as I have ever seen at a major cultural institution”. Peter Aspden, <i>Financial Times</i>, October 2014</p>	Strategic Objective
<b>1.1 Progress and Issues</b>	
<p><b>Strategy</b> The 2014-2015 season has continued with an outstanding range of events across all the art forms. 5 star reviews from the critics have included</p> <p><b>Theatre</b> ***** Schaubuhne Berlin: Ibsen <i>An Enemy of the People</i>  <b>Music</b>***** Joyce di Donato <i>Stella di Napoli</i>, *****English Concert <i>Alcina</i>  <b>Gallery</b>***** Constructing Worlds exhibition  <b>Cinema</b> ***** Mr Turner, *****The Imitation Game  <b>LSO</b>***** Bernard Haitink conducting Bruckner Symphony No 8  <b>Contemporary</b>***** King Creosote</p> <p>Underpinning these successes has been a high level of creativity throughout the programme, consistently good box office, and exceptional audience response (see Programming)</p> <p>The cancellation of Exhibit B has continued to resonate, with follow-up pieces (including the <i>New York Times</i>, prompting a correction and a letter from the MD) which are being carefully monitored. Discussions and events are being held, some with our involvement, some not. Our position is that we are currently concentrating on assessing the impact of the cancellation and lessons learned.</p> <p><b>Cultural Hub</b> The consultation period on the Barbican Area Strategy has now come to an end, and the results are being analysed on behalf of the Department of Built Environment. We hope to have some indication of preliminary results before Christmas, and then a committee cycle in the new year will hear the results leading to the formulation of the proposed strategy for the area. Informal discussions continue meanwhile, and the MD and the Director of the Museum of London will meet the Barbican Association on 1 December to share thoughts and opinions.</p>	
<b>1.2 Preview and Planning</b>	
<p><b>Strategy</b> The outcome of the Service Based Review and the external consultants’ report by AEA, reported to the Awayday and to be discussed further in this</p>	

meeting, has endorsed our ability to meet the savings and income targets, and raised challenges in terms of our effectiveness as an organisation. Intensive discussion by the Barbican Directors team has resulted in a significant proposal: in order to free up time to drive the management of change in the organisation, Leo Thomson is being seconded from her line management role for six months, with a mid-term review, in order to formulate a renewed strategy and vision, facilitate cross-departmental discussions, improve processes (e.g. data management and meetings), drive digital, and build the Barbican as a destination. The Directors will work more closely together and if possible co-locate in the building, sharing the management of Leo's departments between them on a temporary basis. At the same time Leo will take on a role for the Corporation co-ordinating cross-departmental income generation ideas as the next stage of SBR implementation. This will drive links between the Barbican and the rest of the COL. The immediate next stage for the Barbican is the development of its own income generation plans, to the timetable which will be outlined at this meeting, of which the Development plan is the first.

**Cultural Hub**

The Barbican's internal working groups have made good progress on formulating the benefits to the Centre's operation of the cultural hub developments, and it is intended to draw together and present this work around the time when the Area Strategy is ready for consultation. Discussions are taking place with stakeholders around the proposals for Exhibition Hall 2, and the resulting potential benefits to Beech Street which will form an important part of the integrated set of proposals going forward. It increasingly looks as if the benefits to the north-western area of the City from its residential and cultural emphasis will be key to developments in the future.

<b>2. REPORT: PROGRAMMING</b>	
	Strategic Objective
<p><b>2.1 Progress &amp; Issues</b></p> <p><b>Gallery:</b>  <b>Walead Beshty's A Partial Disassembling of an Invention Without a Future...</b> opened on the 9<sup>th</sup> October and will run until 8<sup>th</sup> February 2015. Reviews so far have been good and audience numbers have been strong. Our autumn exhibition, <b>Constructing Worlds: Photography and Architecture in the Modern Age</b> opened on 25<sup>th</sup> September; reception thus far has been excellent with a string of critical, international reviews and over 40,000 tickets sold so far. The exhibition will have reached its target by the time of the Board meeting, with over four weeks of the run still to go. The first of a changing series of foyer displays devoted to the history and life of the Barbican is now in place, currently featuring rare photographs and watercolours by the Centre's architects</p>	Objectives 1,2,4

**Chamberlin, Powell and Bon.** The Barbican book **Barbican: Life, History, Architecture** celebrating the Barbican Estate, with a collection of photographs and essays is on sale now.

**Barbicania**, Ila Bêka & Louise Lemoine's video diary of a month-long immersion in the life of the Barbican, was so popular that we ran two additional screenings in November, and are presenting a third in December.

**Music:**

Our classical season has been underway since 25<sup>th</sup> September receiving particularly good reviews for **Joyce Di Donato's** performance **Stella Di Napoli** and the English Concert's **Alcina**. **Gergiev's Mariinsky Operas** received wide-spread critical acclaim and exceeded attendance targets. **The Academy of Ancient Music's Grand Tour: Handel in London** was a good start to the autumn season, exceeding sales targets. **LSO's Gergiev** season is now underway with a continued focus on **Matsuev** until December. The **BBCSO** continues its season, including **The Sound of Chaplin** on 30<sup>th</sup> November, as does **Britten Sinfonia** with **John Woolrich at 60** on 20<sup>th</sup> November. **Les Arts Florissants** is a critic's choice in the Financial Times. Our production of Britten's **Curlew River** opened at Lincoln Centre NYC to excellent reviews.

Contemporary music has seen a flurry of sold out, highly acclaimed shows including **Nils Frahm** and **King Creosote**. **London Jazz Festival** will be underway as of 14<sup>th</sup> November, opening with a sold out performance for **Jazz Voice: Celebrating a Century of Song**, produced in collaboration with Serious. **Just Jam** focussing on the cream of the underground music scene and featuring Omar Souleyman, JME, Big Narstie and others has been rescheduled for 13<sup>th</sup> December.

**Theatre:**

The **Ibsen** season featuring **Enemy of the People, Peer Gynt and The Wild Duck** received extensive 4\* and 5\* reviews and **Enemy of the People** exceeded audience targets. December sees the beginning of the RSC season, with **Henry IV, Parts I & II** and January will get underway with three exciting productions as part of the **London International Mime Festival** from Belgium, USA and the UK. Toni Racklin and I received the 2014 **Empty Space Peter Brook Awards Special Achievement Award** and the Barbican has been nominated for five **National Dance Awards**.

**Cinema:**

It was an exceptionally strong month for Cinema, **City Visions** included numerous talks and panel discussions, and attracted large audiences; as did the **London International Animation Festival**, the **Met Opera** series and a screening of **The Meaning of Life**, alongside a Screen Talk with Monty Python member **Terry Jones** to celebrate the 30th anniversary of the Directors Guild of Great Britain. **Ida** received numerous 5\* reviews, **Gone Girl, Mr. Turner** and **Interstellar** have all performed exceedingly well, and enabled Cinema to achieve 143% of target in Period 7.

Objectives  
1,2,3,6

Objectives  
1,2,6

Objectives  
1,2,6

<p><b>2.2 Preview and Planning</b></p> <p>ACE provided positive feedback on our NPO programme plans for 2015-18 and we are now underway with the planning phase of our large offsite projects for 2015 in Barking &amp; Dagenham and Waltham Forest, including very positive discussions with both local councils.</p> <p>Planning for <b>Station to Station, Doug Aitken's</b> multimedia cross-arts month-long exhibition (summer 2015) is also underway, led by the Visual Arts department. Additionally, we are developing imaginative ideas to utilise and maximise impact of the foyers to drive new and existing audiences to the Barbican.</p> <p>Theatre has met with Nitro and ACE to discuss a series of talks in response to and to open a dialogue around issues arising following Exhibit B. Nitro will apply to Grants for the Arts to support this activity.</p> <p>I was recently invited to Japan to contribute to a conference to discuss and support their plans for the Cultural Olympiad in 2020.</p> <p>The Evaluation Working Group, led by the newly appointed Arts Planning Executive is implementing new systems for measuring impact and capturing learning across the arts and learning programmes.</p>	<p>Objectives 1,2,3,5</p> <p>Objectives 1,2,3,4,5,6</p> <p>Objectives 1,2,4</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,3,4,5,6</p>
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<p><b>3. REPORT: CREATIVE LEARNING</b></p>	
	<p>Strategic Objective</p>
<p><b>3.1 Progress and Issues</b></p> <p><b>Our Manifesto: Helping Young People Find Their Creative Voice</b>  The Barbican and Guildhall School celebrated 5 years of its joint Creative Learning Division with the Launch of <i>'Our Manifesto: Helping young people find their creative voice'</i> and an event at Milton Court. Our Manifesto' sets out our ambitious joint vision for the future of arts education in east London, making a series of pledges to young people, including delivery of "inspirational hands on arts experiences for every 8-16 year old in east London by 2020" and the provision of "arts and training opportunities for over 10,000 young people by 2020". Both the event and manifesto were very well received with coverage in national press and with the attendance of over 130 partners, funders, schools and participants at Milton Court. Performances were given by members of Drum Works, Future Band &amp; Barbican Young Poets, and an inspirational and compelling argument for the value of creative education was given by Complicite Artistic Director Simon McBurney. There was also the opportunity to explore an exhibition in Milton Court foyers of work produced through our Creative Learning programmes.</p>	<p>Objective 3</p>

<p><b>Recent Projects</b>  The start of the new academic year has seen the launch of this year's Theatre Barbican Box and Gallery Barbican Book projects in schools across East London – as well as the pilot of the first Barbican Music Box in Five Hackney Secondary schools. During the half term break, we delivered a number of projects: Future Band – whose work took the Constructing Worlds exhibition as a starting point, and incorporated dance and movement alongside their creative music ensemble approach. The Messengers – working with St Mungo's, who began to explore themes which will be further developed for the Dialogue Festival in February, and the launch of our second BFI film academy which began with an intensive project at the Barbican and continues with weekend sessions until March 2015.</p> <p><b>Battle of Ideas</b>  Battle of Ideas returned to the Barbican over the weekend of 18th and 19th October. With a full programme of over 80 sessions, 350 speakers and 3,000 attendees, the festival further developed this year with several free stage events and other foyer activity including pop up debates, music and readings. We also hosted a Battle of Ideas Satellite event the following weekend and are exploring a wider relationship with The Institute of Ideas as well as planning for next year's festival and beyond.</p>	<p>Objectives 3, 6</p> <p>Objectives 1, 2</p>
<p><b>3.2 Preview and Planning</b></p> <p><b>Framed Film Festival</b>  Framed Film Festival will take place from 22 to 23 November. This annual showcase of the best new international films for young audiences also offers a range of free learning activities, including a drop-in animation area, and a pop-up media studio giving children the chance to take on the roles of camera and sound operators. Participants will have the opportunity to act out film scenes and create their own trailer - using green screen technology to place them in a pre-filmed movie environment on screen.</p> <p>The Barbican Young Programmers will introduce the festival films and assist on workshops and events.</p> <p>The Framed Film Festival is now designed for primary aged children. A new young people's Focus Festival for age 12+ will take place in March 2015. Barbican Young Programmers will consult on and help to programme this festival for their peers.</p> <p><b>Young Arts Academy and Labs</b>  Planning is underway for activity delivered through the Barbican's Arts Council NPO funding from April 2015. A key strategic initiative is the young Arts Academy which will be developed to give the young people we work with in ensembles and other contexts the opportunity to also</p>	<p>Objective 3</p> <p>Objectives 2,3</p>

<p>develop other areas of their work with a focus on entrepreneurialism, collaboration and cross arts work. The Laboratory programme will also develop further to include work hosted at partner venues in East London including Rich Mix, and Barking Broadway Theatre.</p> <p><b>Forthcoming Highlights</b>  Spring and Summer includes a number of showcase moments for Creative Learning – key dates for the diary include 12<sup>th</sup> February, when the Young Orchestra for London have their first open rehearsal with Sir Simon Rattle, prior to the Berlin Philharmonic’s concert that evening. This orchestra will feature young people from across East London, and will also perform at the South Bank during the Berlin Philharmonic residency.</p> <p>On 26<sup>th</sup> February Barbican Box Music reaches a climax with a showcase performance in the Barbican Hall, followed by the Dialogue festival showcase around the foyers featuring sharing of work created with groups including St Mungos, Future Band and others. Both projects have taken the work of Alan Lomax, and ‘people’s songs’ as their starting point for creating new songs and music.</p>	<p>Objectives 2,3</p>
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<p><b>4. REPORT: AUDIENCES</b></p>	
	<p>Strategic Objective</p>
<p><b>4.1 Progress &amp; Issues</b>  <b>Membership:</b> on 29 October the refreshed membership tiers were launched with a new visual identity and communications campaign. Membership and Membership Plus replace Yellow, Orange and Red. Orange members have been migrated onto Membership and Red Members onto Membership Plus. Yellow Members have been offered the choice to be upgraded to Membership free of charge for the duration of their membership, and, at the end of that year, choose between renewing at this level and leaving the scheme as the old yellow memberships are no longer sold. The main change in the new scheme is that the Red Room is now available to all members with those in Membership allowed one guest and those in Membership Plus allowed three. This is to ensure that the Red Room becomes a vibrant, attractive space which at least breaks even, and eventually make a profit for us. Since the scheme launched we have had 38 (exc yellow upgrades) new people to Membership, Membership Plus has remained static; 255 yellow members have opted proactively to upgrade to Membership. As we expected some (9) Red Members have requested a downgrade to Membership and we continue to monitor this carefully. This will be reported on further in the Marketing and Communications Board report. Membership forms an important strand of the Service-Based Review work.</p>	<p>Objectives 1, 5</p>
<p><b>Development:</b> The team is working with Marketing and Communications to introduce Emma Kane as the new Chairman of the Barbican Centre</p>	<p>Objectives 1, 5</p>

<p>Trust. We have placed articles about the Trust and her appointment in Barbican publications and the media, and she attended the staff meeting in November and discussed her new role. She is passionate about raising the profile of the Barbican among City audiences. She is galvanizing the Trustees to work very actively with the Development team and Centre more widely.</p> <p><b>Young Barbican:</b> Young Barbican: this scheme launched on 24 September as part of our Manifesto for Young People. Replacing our freeB scheme, this is a scheme for 16-25 year olds offering accessibly-priced tickets (£5, £10 or £15) for events right across the art forms. All 12,000 active freeB members were migrated onto the new scheme and so far 3,200 new young people have joined. We are encouraging partners to take part in the scheme and so far most are doing so. All our associates in music have joined in, and many of our rental partners as well including the RSC and To Kill a Mockingbird. This is core pillar of our approach to providing young people with appropriate pathways through our offer and it will be promoted through creative learning activities in addition to the communications campaign.</p> <p><b>Communications:</b> in September the team delivered the second season launch of the year, which focussed on the 2015 artistic highlights and a new Creative Learning manifesto. A news story was placed with the Independent including an interview with Sean Gregory. The launch also generated news coverage in other national media and within specialist arts and education titles.</p> <p><b>Customer Experience:</b> The team had an unexpected challenge with the last minute cancelled concert on 25 October (owing to a power outage). All went smoothly and is a validation of our contingency plans. All ticketholders have now been transferred to the new date.</p>	<p>Objectives 1,3</p> <p>Objectives 1, 3</p> <p>Objectives 1</p>
<p><b>4.2 Preview &amp; Planning</b></p> <p><b>Website:</b> Following the loss of our preferred bidder, much work has been undertaken to ascertain the way forward on the website and explore the resources needed. We have agreed with colleagues in City Procurement that the OJEU route is no longer an option as following it would be lengthy and offers no guarantee of success.</p> <p>We are working up the plan of action to develop the site incrementally. The major issues we have prioritised are the booking journey and mobile optimisation, removing the immediate risks of being dependent on unsupported software (Flash) and of loss of income generation through lack of mobile. It will also allow us to make some much needed changes and apply our visual identity.</p> <p>This approach capitalises on the experience of the excellent micro-sites built by our Design Team over the past four years, who know how to optimise for mobile and apply our visual identity, and on in-house</p>	<p>Objectives 1</p>



<p>knowledge and experience of how to optimise the booking journey. We will then build on this and replace our CMS, greatly enhancing our web capabilities, putting us in a position to tell the whole Barbican story to site visitors and to provide really intelligent search. We will be writing a report for the Project Sub-Committee to close down the OJEU process formally and are currently awaiting advice on when and how this needs to happen.</p> <p><b>Development:</b> the team are working on their three-year strategic plan which sets out the team's approach to their challenge over the coming years. This underpins the figures put forward in the Service-Based Review</p> <p><b>Customer Experience:</b> Box office remains busy as the Christmas season, classical music and the RSC residency ramps up. Final preparations are being made to the organisation wide customer focus training that will be rolled out from January. The team are working collaboratively with IT and Marketing colleagues to progress the data collection project.</p> <p><b>Just Jam:</b> Communications, Marketing, Customer Experience and Music are all liaising very closely with the City of London Police and the PRO and Town Clerk's office to ensure the smooth restaging of the Just Jam event (13 December) that was cancelled at the beginning of the year.</p>	<p>Objectives 2,3 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,2</p>
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<h2>5. REPORT: OPERATIONS &amp; BUILDINGS</h2>	
<p><b>5.1 Progress &amp; Issues</b></p> <p><b>Security:</b> The Security team successfully managed ongoing issues related to Exhibit B and the petition, against the event. Additional security arrangements were made for a number of concerts involving Gergiev and the Mariinsky Opera and LSO, but fortunately no issues occurred at any of the events. Security was also provided for a Royal visit with HRH Prince Michael of Kent attending the IOL Educational Trust Event in the Garden Room on the 6<sup>th</sup> November. There was also a visit by the President of Croatia to the Exhibition Halls and to the Centre on 23<sup>rd</sup> October.</p> <p><b>Milton Court:</b> The glass panel to the south face of Milton Court is still to be completed by the tower management. All plaster panel works now signed off.</p> <p>Further works to satisfy Part M of building regulations (access for disabled) have been identified following a visit from the City of London</p>	<p>Strategic Objective</p> <p>Objectives 1,S/E</p> <p>Objective 4</p>

<p>Action Group (COLAG) and are being discussed with the architects on how best to resolve. Some works already undertaken. COLAG to revisit on the 9<sup>th</sup> December.</p> <p>The public address and voice alarm systems issues still exist after 3 abortive visits by the contractor. New date proposed 7<sup>th</sup> December however this may not be possible due to booked activity. Next available dates are in late January 2015.</p> <p>Preparation works are underway for the closure of John Trundle Court and the various office moves that are required before Christmas.</p> <p><b><u>Ex Hall 1:</u></b> The agreement to lease with the LFS is now finalized in draft subject to committee agreement. A well-attended residents meeting with the LFS team and Chair of Governors, Mike Leigh, took place on November 5<sup>th</sup>. The LFS presented their latest design proposals with issues such as noise, constructional working hours and building programme the main issues raised by residents.</p> <p><b><u>Building Repairs, Maintenance and Sustainability:</u></b> The in-house building services maintenance team continues to deliver an increasing number of maintenance tasks, (currently approximately 15,000 per annum). The rolling energy/carbon mitigation works continue, with the retrofitting of high efficiency, long life LED lamps.</p> <p>The internal engineering team continues to sustainably optimise the newly installed Building Energy Management System, (a long term project); the benefits of these works are now being seen with a year on year reduction in the overall utility unit energy consumption.</p> <p><b><u>Crossrail Works at the Barbican:</u></b> The tunneling programme, reported by Crossrail as at first week of November 2014, remains unchanged, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to be entering the vicinity of the Barbican Estate near the end of January 2015 and TBM Victoria (west bound tunnel) due around the end of February.</p> <p>The 'Crossrail' pre tunneling, building condition surveyors are currently on site. The survey process includes the taking of photographic information on all visible fabric elements and the logging of any existing cracks, leaks or evidence of structural defect. It is a two month programme of survey works which will also include the residential estate.</p>	<p>Objectives 1,4 S/E</p> <p>Objectives 4, S/E</p>
<p><b>5.2 Preview &amp; Planning</b></p> <p>Headline projects currently on site are as follows:</p> <p><b><u>Concert Hall Flying System:</u></b> Works programme has been completed successfully within the planned dark period.</p>	<p>Objective 4</p>



<p><b><u>Exhibition Halls</u></b>  September and October have been the busiest months in the Exhibition Halls calendar, delivering a number of regular and brand new events: the Landlord and Letting Show, King’s College Welcome Fair, City University Freshers’ Fair, Mortgage Business Expo, KIOSK Expo and the British Invention Show. The remaining part of Exhibition Hall 1 was also used over 8 continuous weeks by University of London for their exams.</p> <p><b><u>Commercial Development:</u></b>  Our Head of Commercial Development is leaving the Barbican at the end of the year. We have appointed an interim role for 6 months, a Head of Catering Operations who will oversee key catering projects linked to the mobilisation of in-house bars operation, commercial projects linked to the service based review and the new catering contracts.</p> <p><b><u>Retail</u></b>  Constructing Worlds in the Gallery has achieved 91% of its target with 7 weeks of the exhibition to run. The catalogue is performing extremely well with 1,535 sold to date.  In this months’ round of interviews we have been unsuccessful in recruiting a Head of Retail, and will be reviewing this role with a view to starting the process again at the end of November.</p> <p><b><u>Catering</u></b>  The Catering procurement which started in June has been halted since we have become aware of changes in the status of some of the bidders for our catering contracts contract after the pre-qualification questionnaires were submitted and the shortlist agreed. In order to mitigate the risk of the procurement being compromised and in the interests of fairness and transparency we cancelled the current procurement process. We have restarted the process which is on track to deliver a recommendation to appoint to the Barbican Board in February.</p> <p><b><u>Car parks</u></b>  The tenders submitted under the joint procurement exercise to tender the Barbican's car parks with the Department of the Built Environment are being reviewed and we hope to have concluded our evaluation by the beginning of December.</p>	<p>Objective 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 4, 5</p>
<p><b>6.2 Preview &amp; Planning</b></p> <p><b><u>Business Events</u></b></p> <ul style="list-style-type: none"> <li>• Four Hall events are scheduled for November &amp; December including new client, Pixl Club.</li> <li>• The Business Events Sales team is attending the EIBTM in November in order to drive business after a successful IMEX America trip with over £200K of enquiries.</li> </ul>	<p>Objectives 4, 5</p>

<p><b>BIE</b></p> <ul style="list-style-type: none"> <li>• We are signing with Onassis Cultural Centre, Athens as the next touring venue for <i>Digital Revolution</i>. We are also close to agreement with partners in Shanghai and Taipei for Summer 2016 and a leading Media company in Korea to stage the exhibition in April 2017.</li> <li>• <i>Watch Me Move</i> will open on 20 November 2014 at MARCO in Monterrey, Mexico as part of the Mexico/UK Year of Culture 2015.</li> <li>• We have interest from partners in Jakarta, Indonesia who would like to take on <i>Watch Me Move</i>.</li> <li>• We will be touring <i>Game On</i> to Montreal Science Centre in April 2015.</li> </ul>	<p>Objectives 1, 5</p>
<p><b>Exhibition Halls</b></p> <p>A number of additional exam dates by University of London have been scheduled for November and December. Edinburgh Business School, part of Heriot-Watt University in Edinburgh, will be holding a full week of examinations in Hall 2 in the first week of December.</p>	<p>Objectives 1,5</p>
<p><b>Retail:</b> we are developing our range of Barbican linked products and publications. With the Gallery, <i>Barbican: life, history, architecture</i> edited by Jane Alison and Anna Ferrari, a book which compliments the Barbican exhibition display in the Foyer, and also a DVD of the film <i>Barbicania</i>; a video diary of a month-long immersion in the life of the Barbican. We have also developed two ranges around Shakespeare Tower and the Barbican Yellow line.</p>	<p>Objectives 4, 5</p>

## **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