

Committee(s):	Date(s):
Barbican Centre Board	18 February 2015
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information

Summary

- The Management Report comprises current updates under five sections authored by Barbican Directors.
- As the Director of Audiences and Development has been seconded in her role to drive organisational change there have been some alteration to the reporting lines, with her direct reports temporarily shared between the other Directors.
- Updates are therefore now under the headlines of:
 - Strategy and Cultural Hub
 - Arts Programming, Marketing and Communications
 - Creative Learning
 - Operations and Buildings, including Customer Experience
 - Business and Commercial, including Development.
- Each of the five sections highlights 'progress & issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview & planning'.
- Reported activity is marked, where relevant, against our Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.

Recommendation

Members are asked to:

- Note this report.

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Objective
1.1 Progress and Issues Excellent progress is now being made on the Cultural Hub project, and a meeting of the Cultural Hub Working Party on 21 January endorsed a new Governance and Programme Management model going forward. This will create a Programme Board chaired by the Assistant Town Clerk, with three Steering Groups: Content (i.e. the cultural collaborations of the arts institutions, led by the Director of the Museum of London and the MD of the Barbican), Urban Design (i.e. the public realm, likely to be led by Victor Callister of Built Environment) and Property (i.e. the property strategy for the area, led by a yet to be appointed Programme Director answerable to the Assistant Town Clerk). There will be cross-representation on the three groups, ensuring co-ordination. The Programme Board will report to Members through a continuation of Cultural Hub Working Party of Policy and Resources, so that advice on priorities and timetables can be given before individual projects are then taken to the appropriate Boards and Committees. A report will now go to Policy and Resources Committee in February asking Members to approve the new structure, a continuation of the working party and some funding for the new Programme Director. On a more creative note, the extensive report by Publica into the findings of the consultation on the Barbican Area Strategy was summarized in advance of the finalized document being circulated. This extremely detailed and impressive document is a thorough investigation of the issues of the Barbican area, and will be well worth the attention of this Board. There were 15 Key Findings, which will now be turned into a set of objectives, programmes and projects for the strategy to be published for public consultation later this year. At the same time Publica is writing a summary of the cultural workshops it undertook before Christmas, and the perspective these give will be vital in maintaining the cultural vision in the proposed improvements to the public realm. A fuller report will be given to the Board as these proposals emerge, and it may be appropriate to hold a joint Board and Trust Awayday to discuss them.	
1.2 Progress and planning The Barbican Centre undertook its own internal strategic study during the autumn on the opportunities of the Cultural Hub, and its approach	

was endorsed by the Cultural Hub Working Party. This used the December 2014 report by BOP Consulting that the Corporation commissioned on the impact of Crossrail to investigate the possible impact on its facilities, building, operations and programme of a potentially increased footfall in this area of the City. Members of the Management Team explored the potential under the headings of:

- Marketing (including travel times and footfall)
- Foyers (including improving the day-time offer)
- Families (what should a co-ordinated offer be?)
- Retail (alongside the Barbican offer, what could be outside?)
- Commercial and Business Events (impact of new connectivity)
- Wayfinding and Access (linked to the Barbican Area Strategy)
- Collaboration (with other cultural bodies)

The essential conclusion of the work is that while major opportunities exist that 'could dramatically change the economic impact currently generated', this is only a potential and depends on 'a wider range of ancillary and supporting activities' as well as major improvements to the public realm.

The effectiveness agenda proposed by AEA Consulting is now being taken forward with the initiative reported at the last meeting for the Director of Audiences and Development to be freed to drive managerial change. There have already been several changes in the configuration of the Directors' offices and support, working more closely together on Level 2.

The discussion with the London Symphony Orchestra on its future arrangements and facilities was also advanced during January 2015, and a further update can be provided later in the meeting.

2. REPORT: ARTS PROGRAMMING, MARKETING AND COMMUNICATIONS

Strategic Objective

2.1 Progress & Issues

Gallery:

London24 reports that according to the 'Twitter Impact Index' analysis conducted by broadband provider Relish, **United Visual Artists: Momentum** was in the top 20 (no.11) most talked about exhibitions on Twitter (**BIE's Digital Revolution** was no. 1) and the Barbican itself is considered the most talked about venue of 2014. 77,624 attended **UVA: Momentum**, exceeding targets.

Walead Beshty's A Partial Disassembling of an Invention Without a Future... received excellent reviews and audience figures and closed on 8th February. **Constructing Worlds: Photography and Architecture in the Modern Age** exceeded its targets - receiving a total of 51,595 visitors - and we sold out two print runs of the exhibition catalogue. New Gallery exhibition **Magnificent Obsessions: Artist as Collector** opens on 12th February and will run until 25th May. Roman Signer's **Slow Movement** will open on 4th March and will run until 15th May. Both exhibitions are expected to be very popular with audiences and critics alike.

Following two successful screenings at the end of 2014, 270 DVD copies of **Barbicania** have been sold.

Music:

It was a successful end to 2014 for classical music, including the critically acclaimed **BBCSO** performance of **Busoni's Piano Concerto**. 2015 is off to an excellent start, beginning with the **LSO's Schumann: Das Paradies und die Peri**, conducted by **Simon Rattle**, who also conducted the **Berliner Philharmoniker** for three outstanding sold out performances as a part of **The London Residency 2015**, the third performance was recorded and broadcast by the BBC. **Ian Bostridge** and **Thomas Ades'** sold-out recital of **Winterreise** was also received very positively. It was critics' choice in The Times and The Sunday Times, and received fantastic reviews from The Guardian (5 stars), The Independent (5 stars), The Daily Telegraph (4 stars) and Financial Times (4 stars). We look forward to **Unsuik Chin's** Alice in Wonderland in March and the **New York Philharmonic** International Associate Residency in April.

Contemporary music ended 2014 with the hugely popular **Sparks**, which received widespread positive reviews. **Just Jam** was also a critical success and attracted large audiences. 2015 sees **Olafur Arnalds** on 22nd February, who was a focus of a feature in The Independent discussing his music for Broadchurch and his performance at the Barbican, followed by **Matthew E. White**, who is the subject of a news story on Stereoboard ahead of his performance here in March. **Bryce Dessner's Marathon Weekender** will take place in May and now features the **Brooklyn Youth Chorus**.

Objectives
1,2,4

Objectives
1,2,3,6

Theatre:

The **Forced Entertainment** family show – **The Possible Impossible House** received a mixed response from both press and audiences but it exceeded box office targets. **Henry IV** started slowly but houses quickly grew and reviews have been very good.

2015 began with the **London International Mime Festival** and **Théâtre de la Ville–Paris’ Six Characters in Search of an Author**. **Antigone** rehearsals also began in January and the European and US tour is now in place. **Antigone** will run between 4th and 28th March. **Kafka on the Shore, Antigone** and **Hamlet** are all included in **Time Out’s** round-up of the top 15 shows of 2015, with **Hamlet** coming in at No. 1. The Barbican Theatre has also been nominated at **The Stage Awards 2015** in the ‘**International**’ category, published on the Stage’s website.

Award ceremony will be on 30 January

Cinema:

We have had a terrific run of titles as part of the new release programme at the end of 2014 (in particular **Mr. Turner, Interstellar** and **The Imitation Game**). We were also delighted to acquire an exclusive London run of the **Björk** concert film **Biophilia Live** which played to packed enthusiastic audiences. In January we also welcomed one of the industry’s greatest practitioners of documentary film making, **Frederick Wiseman**, to discuss his new film exploring the National Gallery. Our new releases for 2015 are also expected to do well at time of writing, and include critically acclaimed **Foxcatcher** and **Theory of Everything**. We are excited to work with Artistic Associates, **Boy Blue** on a co- curated season of films exploring the impact of Hip Hop culture in films - **Hip Hop Matters** which will run throughout March.

This year we are also very pleased to be officially associated with the **Academy Awards** in LA to present a season featuring all the films nominated in the 2015 Best Film category. This is the first time a cinema in the UK has entered into a working relationship with the Academy and we are looking forward to building on this relationship over the next few years.

Marketing:

Membership: Since the late October refresh, 749 new members have joined the Barbican Membership scheme compared to 611 for the same period in 2013. Renewal rates have dipped slightly, but this is to be expected as people decide whether Membership or Membership Plus is best suited to them. However, there has been no noticeable drop-off for Membership Plus since the Red Room was opened to all members. Perhaps as the research suggests, the main concern is priority booking, not the Red Room.

We’ve received some positive messages about how the Red Room is livelier and the changes are welcome – alongside learning that a few are less keen on the new atmosphere.

Usage of the Red Room has increased by an average of 10 more

Objectives
1,2,3,6

Objectives
1,2,3,6

Objectives
1,5

<p>members (plus their guests) per night since the refresh. Over 400 Yellow Members have opted to take the free upgrade to Membership, with 136 going on to now pay for it. Only 19 Red Members have asked to downgrade to Membership from Membership Plus.</p> <p>Online and Digital: Our online annual fan numbers (Twitter, Instagram and Facebook) grew by over 230,000 between 2013 and 2014 and views across the website and video channels including YouTube and Vimeo also grew substantially. The first ever Barbican digital advent calendar was a massive success with over 55,000 page views in a month and over 4000 emails collected across all the competitions by the end of 2014 (http://www.barbican.org.uk/christmas/). Magnificent Obsessions app launched and was live on iPhone and Android at the end of January, offering free resources to all gallery visitors and to those that cannot make it (www.barbican.org.uk/apps). We are also working closely with Development to identify the best way to present information on the Annual Fund on the website.</p> <p>Communications: Planning is underway for the next Barbican-wide season launch, currently scheduled for the end of March 2015 which will focus on our Summer 2015 programming and highlights for 2016.</p> <p>Headline campaigns, launches and openings for the spring are all going well. They include the Classical Music 15/16 season launch; Berlin Philharmonic Residency including a significant partnership with the BBC; Magnificent Obsessions and Roman Signor exhibitions; Antigone and the international tour; This Made Me Laugh and Sherlock Holmes (a collaboration with the Museum of London) film seasons.</p> <p>Excellent press coverage for the 'best of 2014' and '2015 highlights' pieces over the Christmas and New Year period was achieved by the media relations team.</p>	<p>Objectives 1,2,4,5</p> <p>Objectives 1, 2</p>
<p>2.2 Preview and Planning We have agreed objectives and SMART targets with Arts Council England around our offsite and Creative Learning projects that will be supported through the NPO funding. These targets, finalised in mid-February reflect the objectives of the organisation.</p> <p>We are also currently in negotiation with ACE with regard to a funding agreement clause centered on data protection and data sharing. We are in discussion with other large institutions about forging a possible compromise as a solution to this issue.</p> <p>Following positive meetings with the Council for London Borough of Barking & Dagenham, we have now finalised and agreed our overarching activity there as part of our Beyond Barbican work in the summer.</p> <p>The 2015 Spring season launch will take place in the third week of March and the Stakeholder Strategy is currently being reviewed and refreshed.</p>	<p>Objectives 2,3,5</p> <p>Objectives 1,2</p>

3. REPORT: CREATIVE LEARNING	
	Strategic Objective
<p>3.1 Progress and Issues</p> <p>Recent Activity</p> <p>Young Orchestra for London: Following an extensive recruitment drive, all 350 applicants for this project attended a series of workshops. The final orchestra of 100 young musicians has been selected to provide to form an ensemble with representation from every London borough, as well as a wide range of abilities and experience. The ensemble met for the first time in early January to work with rising conductor Ben Gernon, and amateur Rachel Leach, as part of the lead in to working with Sir Simon Rattle in February 2015.</p> <p>Pop up Performances: In December we worked with 360 pupils in Redbridge Primary schools to deliver an interactive performance inspired by the work of Alan Lomax. A set, designed by a Guildhall School Design Realisation student provided the backdrop for the pupils to journey through the spaces, collecting Gospel, Folk and Blues songs along the way. They were taught about sampling and electronic music and created and recorded their own version of the songs.</p> <p>Open Labs give artists the use of the Pit Theatre as an environment for research, ideas development and exploration. In this period we have worked with: film maker Eelyn Lee, who led a cross arts week exploring the idea of how fear manifests itself in different forms; Chris Avis, who worked with the notion of Art and Age, the language used to describe older artists, their position in society and how best to change attitudes to improve equality; Rachel Bagshaw – who explored the concept of living with chronic pain and how it affects our senses.</p>	<p>Objectives 1, 2</p> <p>Objective 3</p> <p>Objective 6</p>
<p>3.2 Preview and Planning</p> <p>East London and City Culture Partnership</p> <p>We continue to develop our cultural education partnership across 8 East London boroughs, funded for 3 years by the Esmee Fairbairn Foundation. 3 strands of activity are underway:</p> <p>1) Creative Learning putting ELCCP principles into practice working with the 8 music hubs/boroughs – a multi-artform plan has been developed for delivery over the 14/15 academic year, including 4 Catalyst Programmes (Guildhall Student engagement in East London, New York Philharmonic Family</p>	<p>Objectives 1, 3</p>

<p>Concert, a Jazz Learning strategy and an East London showcase)</p> <p>2) Strategy Task Group – an initial meeting has been held with strategic representatives from East London boroughs to help develop a broader framework for extending the partnership beyond music hubs and incorporating the wider cultural education ecology (to enable joint planning and stop duplication)</p> <p>3) Cultural organisations – a small group of key partners are being identified to work with us, beginning with our resident orchestra (LSO) and Associates.</p> <p>An external evaluation team has also been recruited to help capture the impact and learning from the partnership and we are delighted that the ELCCP has already been referenced as example of good practice in the new book by Darren Henley, John Sorrell & Paul Robertson ‘A Virtuous Circle: Why Creativity and Cultural Education Count’</p> <p>Following its validation in November the BA in Performance and Creative Enterprise (PACE) is now recruiting for students to start this new course in September 2015.</p> <p>Barbican Young Poets</p> <p>A satellite Barbican Young Poets programme being developed this year to work with younger poets in Waltham Forest. This work is integrated with current poetry initiatives in Waltham Forest, as well as our wider Beyond Barbican activity and the East London and City Culture Partnership. Through the learning from this young poets pilot, we hope to roll our similar satellite ensemble/ group models across East London in the future.</p> <p>Forthcoming programme highlights for February</p> <p>Young Orchestra for London – 12th February, 6.30pm Barbican Hall Debating Matters Regional Final – 23rd February Barbican Box Music Showcase – 26th February, 3.45pm, Barbican Hall Dialogue – East London Community Festival – 26th February, 6pm, foyers</p>	<p>Objectives 2, 3</p> <p>Objectives 3, 6</p> <p>Objectives 2, 3</p>
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4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Objective
<p>4.1 Progress & Issues</p> <p><u>Security:</u> Additional security arrangements were made for the reconvened Just Jam concert on Saturday 13th December 2014, but fortunately no issues occurred at the event.</p> <p>Security was also provided for a number of Royal visits, with HM The Queen of Denmark visiting the Theatre on the 1st and 2nd December, HRH Prince Charles visiting the Theatre on the 3rd December and also attending the Donatella Flick Conducting Competition on the 8th Dec. Also attending this concert were HRH The Duke of Kent and HRH Prince Michael of Kent. All events went well.</p> <p><u>Ex Hall 1:</u> London Film School – Enabling Works – the principal lease terms with the LFS have been finalised and a report seeking approval for the revised and updated Heads of Terms has been prepared by the City Surveyor and submitted to Property Investment Board and the Resource Allocation Sub-Committee (RASC) on 22nd January 2015. In accordance with the instructions of the Projects Sub-Committee, no expenditure against the enabling works budget is to be incurred until the agreement for lease has been executed. This is now planned to take place on the 22nd after the RASC.</p> <p><u>Building Repairs, Maintenance and Sustainability:</u> The festive period is always operationally busy; this year being no exception, with an increased number of commercial events as well as the normal high level of arts activity requiring support, the in-house building services maintenance team delivering over 1700 tasks in a thirty day period.</p> <p>The internal technical team continues to optimise the newly installed Building Energy Management System, (a long term project); the benefits of these works are now being seen with an annual reduction in overall utility unit energy use. The on-going energy/carbon mitigation works continue, with the retrofitting of high efficiency, long life LED luminaires.</p> <p><u>Crossrail Works at the Barbican:</u> The tunneling programme, reported by Crossrail as at first week of January 2015, has changed from previous report, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to be entering the vicinity of the Barbican Estate second week of February 2015 and TBM Victoria (west bound tunnel) due at the beginning of March.</p> <p>The ‘Crossrail’ pre tunneling, building condition surveyors have</p>	<p>Objectives 1,S/E</p> <p>Objectives 4, S/E</p> <p>Objective 1</p> <p>Objectives 4, S/E</p>

<p>completed their work on the Barbican site and residential estate. The survey process included the taking of photographic information on all visible fabric elements and the logging of any existing cracks, leaks or evidence of structural defect.</p> <p><u>Customer Experience:</u> The fire alarm responder team has been under additional pressures during the period of the fire alarm replacement project with additional assistance from the security team. The interim responder team arrangements have coped well and mitigated risks successfully.</p>	Objective S/E
<p>4.2 Preview & Planning Headline Projects currently on site are as follows:</p> <p><u>Theatre Powered Flying System (non-Cap):</u> Some 'physical' defects and software issues are still to be completed. Completion is only being held up because of heavy usage of the theatre. It should be noted that none of these issues are causing operational or safety concerns.</p> <p><u>Fire Alarm Replacement Programme</u> The works programme to replace all Barbican Centre fire alarm panels and about 2,600 associated detectors, call points and controls is underway. To minimize the impact of the works on the BC arts programme, the majority of works are taking place overnight.</p> <p><u>Ex Hall 2 Feasibility:</u> In the previous update it was reported that a final report and recommendations (re a potential future joint City Business, GSMD & Barbican Centre performing art and community library) was to be presented to the Resource Allocation Sub Committee in December 2014. This did not take place and at time of writing it is now scheduled to be presented to the Cultural Hub Working Party at the January 21st 2015 meeting.</p> <p><u>Customer Experience</u> The Customer Experience Box Office team remains very busy following a healthy Christmas period, excellent attendance for the art gallery and with the RSC season remaining buoyant as the season comes to an end. Weekly turnover remains high, around the £0.5M mark with year on year sales up by 68% in value and 48% in volume of tickets sold. The team are currently preparing for the Classical Music launch at the end of January. Some small and temporary changes to the team structure have been made in the event management area. Changes to the customer feedback and satisfaction process are progressing well and will be recommended to management team in February together with the Customer Focus training plans. The team is working collaboratively with IT and Marketing colleagues on improvements to data management and collection and early results are very encouraging.</p>	Objective 4, S/E Objectives 4, S/E Objectives 2, 3, 4, 6 Objectives 1, 2, S/E

5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Objective
<p>5.1 Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> • The team have achieved budget for the year and currently stand at +1.55% of target and +29.2% above the same time last year, a great achievement. • Banqueting revenue for the period remained strong with good Christmas party conversions to maintain track of target for the year. • 16 events were scheduled during December, the largest of which was the Centre for Investigative Journalism for a 3 day 'tech heavy' event with over 500 journalists attending. • 2 Hall 'business events' were delivered, both graduations for London Metropolitan University. <p>BIE</p> <ul style="list-style-type: none"> • <i>Watch Me Move</i>, MARCO in Monterrey, Mexico opened on 21 Nov 2014 and will be on show till 1 March 2015. So far 17,574 visitors have attended the exhibition. • <i>Digital Revolution</i> continues to receive impressive numbers and media coverage at Tekniska Museet (24 Oct 2014- 30 Aug 2015), 58,000 people have attended the exhibition in just under 2 months. • <i>Designing 007</i> at the Kunsthall, Rotterdam (12 Oct 2014- 8 Feb 2015) has received 120,638 visitors with three weeks left to run. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Exhibition Halls are on track to deliver the budgeted income for 2014/15, and hopefully exceed it by at least 15%. This increase was helped by an unexpected tenancy taken up by the University of London for their examinations which were held in Exhibition Hall 1 at the end of November/beginning of December. In addition to this booking, three other events took place in Hall 2: Chartered Institute of Taxation exams, International Wine Challenge and Herriot Watts University exams. <p>Commercial Development</p> <p>The Interim Head of Catering Operations has started and will oversee commercial projects linked to the Service Based Review and the new catering contracts.</p> <p>Retail</p> <ul style="list-style-type: none"> • Exceeded Constructing World exhibition target by £30,755. Excellent catalog sales of over 3000 copies, including a 1000 copy re-print. 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objective 5</p> <p>Objective 5</p>

<ul style="list-style-type: none"> • Very successful Christmas period in the shops, with the inclusion of two newly developed Barbican products. Christmas sales exceeded target by £15,245 <p>Catering</p> <ul style="list-style-type: none"> • The catering contract tender process is progressing on schedule with 7 industry-leading companies scheduled to present to an evaluation panel. Recommendation to appoint a contractor is submitted at this meeting. <p>Car Parks</p> <ul style="list-style-type: none"> • The car parking contract was awarded at the end of December. However, subsequently one company appealed regarding part of the process, and therefore the tender must now be re-evaluated. <p>Development</p> <ul style="list-style-type: none"> • Development, Marketing and Customer Experience are working together on the Annual Fund, and preparing for a phased launch in this last quarter, January to March 2015. 	<p>Objectives 4, 5</p>
<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> • January is a busy graduation month with nine days of ceremonies for Kings College, City University & Open University, proving the potential for growth in this key market for Business Events. • Just 2 Hall dates remain unsold for the year, with one being currently provisionally held. • Short lead enquiries and conversions continue to be the norm. <p>BIE</p> <ul style="list-style-type: none"> • <i>Richard Hamilton Prints</i> will be touring to Nottingham in March 2015. • We will be staging <i>Game On</i> at Montreal Science Centre in April 2015 and <i>Game On 2</i> will travel to the Centre of for Life, Newcastle in May (22 May 2015- 1 Nov 2015). • <i>Designing 007</i> opens at Fernan Gomez Cultural Centre, Madrid in May '15 (7 May 2015- 31 Aug 2015). <p>Exhibition Halls</p> <ul style="list-style-type: none"> • There are four more events to take place before the end of the current financial year: the regular CIANA Remainder Book Fair which takes place in January, Garden Press Event and the Landlord and Letting Show in February, and the Music Education Expo in March. Enquiries are coming in for the new financial year so Exhibition Halls should deliver another strong year. <p>Commercial Development</p> <p>Retail</p> <ul style="list-style-type: none"> • The Magnificent Obsessions exhibition shop will begin set up in 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,5</p> <p>Objectives</p>

<p>February. The range includes exhibition postcards and some exclusive products inspired by the exhibition.</p> <ul style="list-style-type: none"> The position of Head of Retail has been offered subject to acceptance. 	4,5
<p>Catering</p> <ul style="list-style-type: none"> A paper is being prepared, as part of the Service Based Review, to approve the funding for improvements to the coffee points and new foyer mobile units. 	Objectives 4,5
<p>Car parks</p> <ul style="list-style-type: none"> The new tender will now be re-awarded by end of January 2015. As the current contract expires on 1st April 2015 we are currently considering if a further contract extension will be necessary. 	Objective 5
<p>Development</p> <ul style="list-style-type: none"> The Barbican Centre Trustees are developing plans for a large fundraising event in autumn 2015. 	

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