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| <b>Committee(s):</b>  | <b>Date(s):</b>        |
| Barbican Centre Board   | 18 May 2016            |
| <b>Subject:</b><br>Management Report by the Barbican's Directors  | <b>Public</b>          |
| <b>Report of:</b><br>Managing Director, Barbican Centre   | <b>For Information</b> |
| <b>Summary</b>  |                        |
| <ul style="list-style-type: none"> <li>• The Management Report comprises current updates under five sections authored by Barbican Directors.</li> <li>• Updates are under the headlines of: <ul style="list-style-type: none"> <li>○ Strategy and Cultural Hub</li> <li>○ Arts Programming, Marketing and Communications</li> <li>○ Creative Learning</li> <li>○ Operations and Buildings</li> <li>○ Business and Commercial.</li> </ul> </li> <li>• Each of the five sections highlights 'progress &amp; issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview and planning'.</li> <li>• Reported activity is marked, where relevant, against our Barbican Centre strategic goal areas. For reference, the full list of strategic goals is attached at Appendix A.</li> </ul> <p><b>Recommendation</b><br/>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note this report.</li> </ul> |                        |

### Main Report

| <b>1. REPORT: STRATEGY AND CULTURAL HUB</b>  |                |
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|  | Strategic Goal |
| <p><b>1.1 Progress and Issues</b></p> <p>The progress of the Cultural Hub project has been rapid, with developments in the three areas of content, public realm, and property. In particular a workshop was held at the Barbican led by the Department of Built Environment and introduced by Carolyn Dwyer and NK on the potential of a distinctive 'look and feel' for the area as the hub develops, starting from the principles arrived at in the Barbican and Golden Lane Area Strategy. This was very well attended and produced many ideas for follow-up.</p> |                |

The next stage, subject to approval from Policy and Resources Committee, is to establish a project to arrive at a public-facing identity and brand strategy for the Hub, with the aim that by the autumn we can communicate more widely on the subject (with a hopefully more inspiring name than 'Cultural Hub', which has been useful as an internal working title but is not a public communication). This will require specialist expertise to analyse and align the very strong identities of the partner organisations (including Museum of London, LSO, Guildhall School and Barbican) with an overall concept for the area.

The first meetings of the next stage of the Centre for Music project have taken place under the aegis of Arts Council England, which chairs a new Programme Board. This is a complex process as ACE is acting on behalf of HM Treasury which providing the funding, the DCMS, and the Infrastructure Projects Authority, with the Barbican representing the interests of the three partners, Barbican, LSO and Guildhall School.

Extensive business planning is already taking place, and ACE are keen to see progress in two areas: the appointment of a Project Director, who will be the Senior Responsible Officer of the project, for which interviews have already taken place and it is hoped an outcome can be reported to this meeting; and the establishment of an independent stakeholder engagement process for which BOP Consulting has been retained to gain sector buy-in for the plan.

The progress against the renewed Strategic Goals reported at the last meeting has continued apace, and the Incubator unit has driven forward projects around the foyers which should be ready to view around the time of the next meeting of this Board. This is supported by a major technology input through Development which is close to being agreed.

## **1.2 Preview and Planning**

There is an interlocking sequence of events planned over the coming months, which will lead towards:

- The sign-off of Phase 1 of the Centre for Music planning, timetabled for July, so that Phase 2 which will include an approach to architectural procurement and fund-raising can proceed
- The identity and branding work on the Cultural Hub, which will result in an 'soft launch' of the project in the autumn (by which time the Museum of London plans to have selected its architects for the new Museum in West Smithfield)
- The launch of the Barbican's activities for 2017, planned for June,



Another great artistic success was that of **George Benjamin's *Written on Skin***. We welcomed **Simon Rattle** back to conduct the **LSO** in April, achieving wide spread critical acclaim and 4\* and 5\* reviews across the board.

The Contemporary programme saw sold out shows from **Yann Tiersen** and **Tindersticks**. We look forward to sold-out performances by **Max Richter Ensemble** on 17 and 18 May.

Beth Mae MacDonald is the second graduate to benefit from the **Maurice Adamson Fellowship**, a placement in the Barbican Music Department providing work experience and training the field of Sound Engineering. The Fellowship, generously supported by the Adamson Family, continues to celebrate and commemorate Maurice Adamson; who was a valued member of the Barbican Centre's Music Department.

#### **Theatre:**

**Ballet Black's** first year performances were both sold out and we now have plans in place to continue working with them for the next two years; both through the main stage programme and Creative Learning collaborations.

The **Royal Opera House's** production of ***The Importance of Being Earnest*** enjoyed great success, critically and in audience numbers. As a result they have already started discussions about possible projects to return with in the future. The three-night run of ***A Night With Boy Blue*** exceeded target and saw over 140 performers take to the stage in a truly joyful show, with the youngest dancer on stage aged 8. This first part of the season has seen encouragingly diverse and young audiences, which we hope to build on in coming seasons.

***Kings of War*** opened on 22 April, coinciding with the unveiling of the **Shakespeare** plaque on the 21<sup>st</sup> and achieved great critical success with 4\* reviews in **The Daily Telegraph, The Times, The Guardian, The Evening Standard** and **The Stage**.

#### **Cinema:**

The **Human Rights Watch Film Festival** saw several successful screenings, with Barbican shows being the highest attended across the festival. A full house was achieved for the **Kinoteka** opening night in the presence of the Polish Ambassador, and veteran Polish director Jerzy Skolimowski.

**John Wyver**, curator of the **RSC on Screen** season has been commissioned to write a book on the strength of the audience response to the Barbican season in January and new releases performed well including **Anomalisa, Hail Caesar!** and **High Rise** (for the latter, the Barbican achieved the highest audiences in the UK over the opening two weeks).

Goals  
2,3,4,5

Goals  
2,3,4,5

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| <p>We look forward to presenting the <b>Green Film Festival</b> in May, to welcoming pioneering UK/Trinidadian director <b>Horace Ové</b> as part of our season <b>Snapshots</b>, in response to the <b>Martin Parr</b> show in the Gallery. From Friday 13 May we have two strong titles, the multi-award winning <b>Mustang</b> and the adaptation of <b>John le Carré's Our Kind of Traitor</b> starring <b>Ewan McGregor</b>. Both are expected to do well both critically and financially.</p> <p><b><u>Beyond Barbican:</u></b><br/>The <b>Walthamstow Garden Party</b> press release has now gone out. There is also additional focus being given to developing the evaluation framework to measure impact on local businesses and organisations engaged with <b>Walthamstow Garden Party</b>, to align with Waltham Forest Council requirements.</p> <p><b><u>Digital Arts:</u></b><br/>The Digital Strategy is well underway and expected to be complete by June 2016.</p> <p><b><i>Building the Brutal</i></b> achieved widespread media attention including features on the <b>Guardian</b> homepage and in <b>Wallpaper Magazine</b> and <b>Dezeen</b>.</p> <p>March also saw the interior of the Barbican becoming available for exploration through <b>Google Maps</b>, enabling the viewer to 'walk' through the public spaces from afar.</p> <p><b><u>Marketing:</u></b><br/>The brief for the Audience Research Strategy project initiated as part of the wider Strategic Plan is now going to market via City of London Procurement. Responses from selected suppliers will be expected in late May. The campaign for <b>Strange and Familiar</b> continues to substantially exceed our projections across the schedule. A new poster campaign around the Centre features work from the <b>Barbican Young Poets</b>, delivering high visibility for the participants and outputs of our learning programme.</p> <p><b><u>Communications:</u></b><br/>The campaign around <b>Strange and Familiar: Britain as Revealed by International Photographers</b> has delivered exceptionally strong results all major publications and broadsheet newspapers. The focus over the coming months will be on development of the Intranet project, internal communications strategy and the communications messaging project, as outlined in the Strategic Plan.</p> | <p>Goals<br/>2,3,4,5</p> <p>Goals<br/>1,2,5</p> <p>Goals<br/>1,2,4,5</p> <p>Goals<br/>2,4,5</p> |
| <p><b>2.2 Preview and Planning</b></p> <p><b><u>Strategic Funds</u></b><br/>The Barbican is exploring three bids to strategic Arts Council England</p>   | <p>Goals<br/>2,3,4,5</p>  |



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| <p>embedding high quality cultural provision in schools. Year 1 of Creative Schools (Sept 15 – March 16), focused on the planning and set up of the strategic and operational structures of the programme to enable successful consortium working across 30+ partner organisations. The first schools partnership event was held in April at Redbridge Drama Centre, and involved <b>70 organisations</b> across the day (28 schools from target boroughs of <b>Redbridge, Barking and Dagenham</b> and <b>Newham</b>; and 40+ cultural education stakeholders including local authority partners; music education hubs; HE institutions; funders and arts providers).</p> <p><b>Barbican Box 2016</b><br/>Following a successful book launch event in March, the original photographs produced by students participating in the <b>Barbican Art Box</b> programme are now on exhibition in the Barbican's <b>Cinema Café</b>.</p> <p>In addition, 6 secondary schools from Hackney and Newham performed on stage in the Barbican Hall in April to an invited audience of friends and family, as part of our <b>Barbican Box Music</b> programme. Curated and delivered by jazz saxophonist and hip hop artist <b>Soweto Kinch</b>, this year's Barbican Music Box has been inspired by the theme of 'Identity'.</p> <p><b>Young Creatives</b><br/><b>Barbican Young Poets</b><br/>Following a successful showcase in late March to an audience of 200, the Barbican Young Poets' 2016 anthology, <b>Impossible Things About Optimism</b>, is now available. A selection of the most striking images and poems from this year's anthology have also been turned into A1 posters, which are currently being displayed around the Centre.</p> | <p>Goals 2, 5</p> <p>Goals 2, 5</p> |
| <p><b>3.2 Preview and Planning</b></p> <p><b>Emerging &amp; Practising Artists</b><br/><b>BA PACE</b><br/>Auditions have recently taken place for our second year's intake on the BA (Hons) Performance &amp; Creative Enterprise degree, delivered by the Guildhall School in association with the Barbican. We are pleased to announce that we will be making <b>15 offers</b> for September 16. It is anticipated that we will therefore be highly likely to achieve, or exceed, our target intake number of 10 for the 16/17 academic year. The new cohort will comprise of students practising a range of art forms including music, theatre, poetry and spoken word.</p> <p><b>Community</b><br/><b>Community Masterclasses</b><br/>In the lead up to this year's Walthamstow Garden Party, Creative Learning has teamed up with <b>Waltham Forest Council</b> to deliver a series of monthly Community Masterclasses. These free workshops are aimed at local residents involved in creative projects, who are interested in building their confidence and developing skills. Proving very popular in the local creative community, these dynamic sessions play an important</p>   | <p>Goal 2</p> <p>Goal 5</p>         |

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| <p>role in our continued commitment to supporting local organisations and artists to build capacity and become more self-sustaining.</p> <p><b><u>Strategic Developments</u></b><br/> <b><i>Creative Learning Strategic Plan</i></b><br/> In tandem with the Barbican’s strategic review process, Creative Learning has developed a departmental strategic plan. The plan has been created to support the organisational objectives of the Barbican and Guildhall School, and to provide a strategic framework for our work over the next 5 years. Mirroring the development and design process of the Barbican’s strategic plan, the <b>Creative Learning Strategic Plan</b> process has enabled us to distil the vision, mission and goals of our department, and to organise our work into 5 core areas (now reflected in this report): <b>Public Events, Community, Schools &amp; Colleges, Young Creatives</b> and <b>Emerging and Practising Artists</b>. For each of these strand areas, we have articulated a goal (which links to Barbican and Guildhall School strategic goals), and have identified 3 priority projects that will best enable us to reach that goal over the next five years. Each of these projects link to the Barbican incubator, and (frequently) to Guildhall School widening participation targets.</p> | <p>Goals 2, 4, 5</p> |
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| <p><b>4. REPORT: OPERATIONS AND BUILDINGS</b></p>   |                                     |
| <p><b>4.1 Progress &amp; Issues</b></p> <p><b><u>Security</u></b></p> <ul style="list-style-type: none"> <li>• As part of our post-Paris security response we held a further training day for staff on 26<sup>th</sup> February delivered by City Police Counter Terrorism Security Advisers (CTSAs) on the subject of emergency procedures and the ‘Stay Safe’ film and associated ‘Run, Hide, Tell’ message. Follow up security briefing sessions have begun with all HoDs by the Centre’s Head of Security. The City Police continue to support the Centre by providing ad hoc ‘Operation Servator’ presence around the Centre. Enhanced security remains in operation with the bags policy still being operated.</li> <li>• All planned training sessions have been delivered, we await any requests for additional sessions.</li> <li>• The Stay Safe video is now uploaded to the intranet.</li> <li>• The CTSA Re-review of previous security reports has been completed and is now the basis of our security action plan.</li> <li>• A Barbican security working group is progressing bids for security capital works with the City Security advisor.</li> <li>• A CCTV survey is underway in GSMD and the Centre investigating opportunities for connectivity and improvements in line with Police and Cornerstone recommendations.</li> <li>• The Barbican was the subject of a small gathering of protestors on</li> </ul> | <p>Strategic Goal</p> <p>Goal 1</p> |



23 February 2016 against the performer Idran Raichel. No demonstration materialized as we were well supported by the City Police. HRH the Princess Royal attended the Centre in her capacity as Chancellor of the London University on 8 March 2016.

Goals 2,3

### **Facilities**

- A major programme of deep cleaning was undertaken through March to utilise some additional funding provided for enhancement of customer facing areas.
- We are reviewing opportunities to enhance income from activities in the Conservatory including Gardening Tours in conjunction with Customer Experience and Catering.
- Servest (cleaning contractor) is going to make operational changes to their work on our sites and this will reduce the number of cleaning hours but move timings to better cover Centre requirements – we have not supported Servest or CoL Procurement in the reduction in cleaning hours and will be monitoring performance and following up when appropriate.
- Review of the cross campus mail service has commenced and we are currently working with stakeholders on operational requirements.
- Sadly we have lost our queen bee over the winter and the colony is in decline. We plan to introduce a new queen as soon as we can obtain suitable stock.

Goal 1

### **Ex Hall 1**

- Following the withdrawal of the London Film School from the lease agreement, an enabling works programme is planned by CSD to prepare the site for future tenancy.
- Further development of this project will align with the outcome of a feasibility project that is examining different issues relating to the transformation of Beech Street. These include the potential for a retail frontage to Beech Street on the Exhibition Hall sites, alongside the possibility of pedestrianizing Beech Street and other options.
- Developments therefore would require a revised enabling works programme to accommodate the structural requirements of the retail proposition, and may possibly mean a new solution to the space requirements for the Creative Learning studio and workshop originally planned for the retained Ex Hall spaces.
- We are trying to arrange with CSD the early development of the space above Côte to accommodate our Marketing Department as phase 1 of the enabling works programme.

Goal 1, 3

### **Engineering**

- New radio sets and a repeater station for level -2 (a weak signal area) are in the process of being installed and programmed. The radio roll out to engineering and house managers is now complete.
- Repairs and modifications have been reviewed and trialed for the

Goal 1

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| <p>Concert Hall house lights after a reflector fell from the light fitting on to its safety wire during a show in March. Works planned to be complete early April.</p> <p><b><u>Customer Experience</u></b></p> <ul style="list-style-type: none"> <li>• Box office turnover ended the financial year with a turnover of just over £21. Removing the ‘Hamlet effect’ of 14-15, this is a record turnover for the year.</li> <li>• The sales of customer experience services ended the year just short of £400k, exceeding budget by £110k. Much of this was linked to Hamlet and the RSC where careful yield management helps maximise both Barbican and producer income. The front of house sales strategy continues to work well. More visible sales points, improved product range and new sales techniques have resulted in a record contribution of £200k for foyer and auditorium merchandise, 200% of budget.</li> </ul>   | <p>Goal 1</p>               |
| <p><b>4.2 Preview &amp; Planning</b></p> <p><b><u>Projects</u></b></p> <p>The following headline projects are currently at various stages of design and development:</p> <ul style="list-style-type: none"> <li>• New 300m2 retail unit in foyer</li> <li>• Level 4 conference suite improvements</li> <li>• Superloo and toilet refurbishments</li> <li>• Concert Hall stage and backstage refurbishments including new piano lift</li> <li>• Hospitality areas including Fountain Room and Lounge Bar West</li> <li>• Curve Gallery ceiling grid and ceiling improvements, Phase1</li> <li>• Runway lighting in Art Gallery</li> </ul> <p>All the above projects are still on programme to be carried out during the summer 2016 period. The Superloo and retail proposals received objections from the 20<sup>th</sup> Century Society. In the case of the retail design the planners have given approval to the way we have responded to the 20<sup>th</sup> Century Society observations. In the case of the Superloos the planners have agreed with 20<sup>th</sup> Century Society objections but have agreed a modified scheme which retains the slab design but allows the inclusion of modesty panels.</p> <p><b><u>Customer Experience</u></b></p> <ul style="list-style-type: none"> <li>• Following recent terrorist attacks, the team continue to work collaboratively with the Security Team to ensure the safety of our audiences and teams. An emergency exercise to evacuate the foyers was carried out in February. A verbal report on this was provided at the last board meeting. The situation continues to be</li> </ul> | <p>Goal 1</p> <p>Goal 1</p> |

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| <p>reviewed and further enhancements have recently been introduced.</p> <ul style="list-style-type: none"> <li>• Collaborative work continues with IT and marketing colleagues on the refreshed website. Work on phase two continues.</li> <li>• The foyer design group has recently appointed the architect who will produce the foyer 'style guide'.</li> </ul> |  |
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| <b>5. REPORT: BUSINESS AND COMMERCIAL</b>  |  |
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|  | Strategic Goal   |
| <p><b>5.1 Progress &amp; Issues</b></p> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>• In March, members of the Development team were invited to present the Barbican Patrons programme at the 'Transformers: Radical Change in Museums' conference hosted by the Royal Museums Greenwich. Also, Barbican Board member and Barbican Centre Trust chairman Emma Kane was a plenary speaker at the Institute of Fundraising's first Cultural Sector Network National Conference.</li> <li>• Preparations are complete, and the Barbican is launching contactless giving in The Curve in April. While the Curve is free to all, visitors will be encouraged to consider a nominal donation of £2 to help keep it that way for everyone.</li> </ul> <p><b>Commercial Development</b></p> <p><u>Retail</u></p> <ul style="list-style-type: none"> <li>• Strange and Familiar opened with hugely encouraging sales (double budget in the month of March). Catalogues, and books generally, driving sales - helped by Martin Parr doing regular signings</li> <li>• Gallery Shop finished the financial year up 45% against full year budget. Foyer Shop also up 45% against budget (and last year)</li> </ul> <p><u>Catering</u></p> <ul style="list-style-type: none"> <li>• Both Osteria and Bonfire revenues are growing steadily, especially at lunchtimes, which has traditionally been a very quiet period in these spaces. Investment in large umbrellas, planting and furniture on the Bonfire terrace is hoped to maximize use of this area for the summer</li> <li>• Mobile bars now in operation during busy (mainly contemporary) performances and events.</li> </ul> <p><u>Car Parks</u></p> <ul style="list-style-type: none"> <li>• Work progressed in March on the new online payment portal. Customers will be able to purchase short-term parking through the car parking web page from 11<sup>th</sup> April.</li> <li>• Access members with blue badges can now use the number plate recognition cameras to easily enter and exit the car parks</li> </ul> | <p>Goals 2,3,4</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> |

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| <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>• Full year income target for 15/16 was achieved in December 15 and anticipated overrun is £145k over budget</li> <li>• Looking forward, a strong performance has secured over £1.3m contracted Room Hire, 19% up on last year</li> <li>• Event secured for 'Guardian News' with candidates for the UN Secretary General post in June 2016</li> </ul> <p><b>Exhibition Halls</b></p> <ul style="list-style-type: none"> <li>• The Exhibition Halls have enjoyed a good year end, with the last quarter of 2015/16 delivering 3 events: DataCentre Summit South, Garden Press Event and Landlord and Letting Show. These events have had a large take up of shell scheme stands and additional electrical services, and therefore have delivered better than expected net contract income contribution.</li> </ul> <p><b>BIE</b></p> <ul style="list-style-type: none"> <li>• <i>Game On 2.0</i> opened on 10 March at Norsk Teknisk, Oslo and has become the venue's fastest selling show in its history with 31,894 visitors in just three weeks. The exhibition will be open at Norsk Teknisk for an extended 10 month run.</li> <li>• <i>Game On</i> successfully opened at Miraikan, Tokyo on 1 March and has welcomed a record-breaking 52,858 visitors in the first month.</li> <li>• <i>Designing 007</i> opened at La Grande Halle venue in Paris on 14 April, with over 2,500 visitors during the opening weekend. The exhibition will remain in Paris until 4 September.</li> </ul> | <p>Goal 3</p> <p>Goal 3</p> <p>Goals 1,2,3,5</p> |
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| <p><b>5.2 Preview &amp; Planning</b></p> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>• The next Barbican Ball is set for 24 November 2016. The committee of Trustees and volunteers has chosen the theme and venue, and is working on the fundraising plan.</li> </ul> <p><u>Retail</u></p> <ul style="list-style-type: none"> <li>• Shop relocation project approved by City of London planners and, at time of writing, is with the Secretary of State for final Listed Building Application approval.</li> <li>• Retail have commissioned four up-and-coming designers to develop new &amp; exclusive ranges for launch Autumn 16.</li> </ul> <p><u>Catering</u></p> <ul style="list-style-type: none"> <li>• Benugo will be making improvements to the front counter of the Coffee Point on level-1 to facilitate improved product visibility, display and additional tills in April.</li> <li>• Martini Bar is now open as a destination bar, 5-11pm Monday to</li> </ul> | <p>Goals 2,3,4</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> |
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| <p>Saturday with a view to attracting the after work local business market and post-performance Barbican audiences.</p>  | <p>Goals 1, 3</p>    |
| <p><u>Car parks</u></p>  |                      |
| <ul style="list-style-type: none"> <li>From 11<sup>th</sup> April parkers booking through the website are able to use the car park via the number plate recognition cameras, removing the need to collect a voucher.</li> </ul>  | <p>Goals 1, 3</p>    |
| <p><b>Business Events</b></p>  |                      |
| <ul style="list-style-type: none"> <li>New Menus for Events published from May 2016 with new catering equipment, uniforms and service standards to be implemented by Searcys</li> <li>Planning ahead for a busy July with 13 Hall events, Institute of Fundraising &amp; 4 different graduation clients, Kings College, City University, St Georges &amp; London Metropolitan University.</li> </ul>   | <p>Goal 3</p>        |
| <p><b>Exhibition Halls</b></p>   |                      |
| <ul style="list-style-type: none"> <li>Apart from the regular events, a number of new events are being confirmed for 2016. They include: Homes and Pet Press Events in July, Consultancy Career Fair in October and Medical Schools Council exams in December.</li> <li>New enquiries are still coming in for the latter part of 2016 and the team is on course to deliver income at least 15% in excess of budget.</li> </ul>   | <p>Goal 3</p>        |
| <p><b>BIE</b></p>  |                      |
| <ul style="list-style-type: none"> <li>We are continuing to seek out co-producers for the <i>Mangasia</i> exhibition and have been having some promising discussions.</li> <li>We are currently looking to fill a slot on the <i>Digital Revolution</i> tour after a contract with a producer in Seoul, Korea has fallen through at the last minute due to unstable economic circumstances.</li> <li>Good progress is being made with the science fiction exhibition and visits to the US to meet with major lenders are being scheduled.</li> </ul> | <p>Goals 1,2,3,5</p> |

## **Appendix A:**

**Our vision is: Arts Without Boundaries.**

**Our mission is: world-class arts and learning**

**We exist to:**

- Inspire more people to discover and love the arts;
- Create an ambitious international programme;
- Invest in the artists of today and tomorrow

**Our Strategic Goals are:**

1. **Customer Experience** – to create timely, relevant and memorable experiences for our customers, exceeding their expectations in everything we do
2. **Connecting Arts and Learning** – to empower artists, participants and audiences to be ambitious and creative
3. **Mixed Income Generation** – to create sustainable growth through innovation across arts, learning and commercial activities
4. **Cultural Hub** – to be a lead partner in establishing the City of London's cultural hub at the heart of the world's creative capital
5. **Audience Development** – to grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre

### **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