

Committee:	Date:
Barbican Centre Board	13 July 2016
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 five sections authored by Barbican Directors. • Updates are under the headlines of: <ul style="list-style-type: none"> ○ Strategy and Cultural Hub ○ Arts Programming, Marketing and Communications ○ Creative Learning ○ Operations and Buildings ○ Business and Commercial. • Each of the five sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview and planning'. • 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. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Goal
<p>1.1 Progress and Issues</p> <p>The Centre for Music project has completed its Strategic Outline Business Case which has been submitted to the ACE Programme Board, in preparation for the DCMS Finance Committee shortly after this Board meeting. The outcome has then to be taken forward to the Treasury in due course. The project has reviewed the options, costs and benefits and has recommended one option to take forward to the next stage of business planning. Further work has been done on hall utilisation, audience demand, stakeholder engagement and fundraising strategy, and a newly detailed analysis of construction costs and income has been made as part of the study.</p> <p>Shortly after the completion of this work, the referendum result was announced, and it is yet to be assessed what if any impact the outcome will have on the project. It is however a major challenge for all areas of the arts and for the subject of European collaboration and co-production in particular. Our stance is one of confidence that we can continue our work with our objectives unchanged; in the wake of the uncertainty surrounding many areas, and the already serious impact on some arts organisations, we will continue to monitor and discuss the situation. A further important element is to reassure our staff, including EU nationals, as to their future.</p> <p>The identity and branding exercise on the Cultural Hub arrived at a short list of three potential agencies to undertake the work, and one will have chosen shortly before this Board meeting: a verbal update will be provided. This will ensure that by October we have a proposal to bring to the Cultural Hub Working Party, and this can therefore begin the public phase of engagement with the Hub with a compelling identity. Over the summer further work will be undertaken to engage potential partners and to assess their level interest and involvement: this will include groups such as churches, liveries, business and education within the core area of the Hub: any relationships Board members would advise us to explore will be welcome</p> <p>Progress across the strategic goals has continued, and the first fruits of the foyer project are beginning to appear with two installations, and a study of renovation and furniture design options for the spaces. The launch of the 2017 programme (see later under Marketing and Communications) was successful and resulted in newspaper pieces around the Science Fiction exhibition and other these in the Evening Standard, Guardian, etc as fellas a great deal of on-line coverage. Board members should have received a summary and links to this activity.</p>	

1.2 Preview and Planning

Over the summer a significant number of capital projects will be undertaken in the Centre (see Operations and Buildings) of which the most prominent to visitors will be the new Retail Shop in the foyer area and the work on the -1 loos. Both these are extremely important developments for the Centre, and it is worth noting that both were objected to by the 20th century Society but the objections were overcome, in one case by negotiation and a change of design, and in the other by the Society being overruled by the Secretary of State. This is significant as we move forward with proposals to improve the Centre for the future.

When the Cultural Hub identity work is complete, hopefully by October, there will then be a chance to plan public engagement probably for the early part of 2017, supported by marketing, programming, enterprise and education activities. As those involved at present are collaborating on the basis of their existing work, it will be necessary to seek a more professional set-up to take the initiatives forward and maintain momentum.

The Culture, Heritage and Libraries department has set up a consultation process on what should succeed the City of London Festival, which will not take place this year. Relevant Members and officers are being consulted with a view to a proposition being developed for a future meeting of the Committee.

Prominent in our priorities is the continuing review of security and our bid to the central City Corporation fund that has been established for improvements. The outcomes of this will be assessed as soon as available.

2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS

Strategic Goal

2.1 Progress & Issues

Gallery:

Martin Parr's *Strange and Familiar* closed on 19 June, and **Imran Qureshi's *Where the Shadows are so Deep*** closed on 10 July. ***Strange and Familiar*** broke visitor records and is now the best attended photography show we have ever staged. The show will open in Manchester Art Gallery on 25 November. The **Qureshi** show also exceeded visitor targets and received wide-spread critical acclaim throughout the run. The Barbican's event with **The Architecture Foundation, *Architecture on Stage: Papers***, was the subject of a major feature in **The Guardian**. **Ragnar Kjartansson** in Barbican Art Gallery will open to the public on 14 July – the first ever survey show in the UK of this internationally acclaimed Icelandic artist. ***The Vulgar: Fashion Redefined*** which will then open in the Gallery from 13 October has already been featured online in **The Guardian, Dazed** and **i-D Magazine**.

Goals
2,3,4,5

Music:

Although there have been few Barbican classical promotions during this period, we welcomed Sir Simon Rattle's **LSO Discovery** concert, **Peter Maxwell Davies'** children's opera, ***The Hogboon***, and we saw a successful close of the **LSO** and **Academy of Ancient Music** seasons. **Paul Driver** reviewed **Murray Perahia's** recital in the **Sunday Times**, noting that "Murray Perahia's packed-out Barbican recital enshrined classical intensity with its every moment."

Goals
2,3,4,5

The Contemporary programme saw a highly successful **Marathon Weekender** from **Nils Frahm**, which included a complimentary foyer installation, ***Possibly Colliding*** which will remain in place throughout the summer. The **Guardian** newspaper featured **Arthur Jeffes (Penguin Cafe** founder and frontman) in their new feature slot ahead of **Penguin Cafe's** Barbican Hall concert as part of the Weekender. The Barbican also played host to seminal Jamaican artist **Ernest Ranglin's** farewell concert featuring renowned Senegalese and UK artists.

Joleigh Saunders, who previously held the **Maurice Adamson Fellowship** placement, has now been appointed as a technician in the Music Department.

Theatre:

Dark Mirror received strong reviews and exceeded target. We are now planning for it to tour in 2017 and 2018 to Taiwan, Australia and the US. The show received lots of interest from international producers who attended the world premiere here, and it served to further deepen our

Goals
2,3,4,5

<p>England.</p> <p><u>Marketing:</u> At time of writing we will have received pitches from companies for the Audience Research Strategy project initiated as part of the wider Strategic Plan, and hope to have made an offer to the selected provider. This work will be crucial to informing our broader audience strategy across the Centre in the coming months.</p> <p><u>Communications:</u> Our Season Launch took place on the 29th June, focussing on our year of Film in Focus across our 2017 arts and learning programme alongside major programming highlights, including Art Gallery's Japan House. We are focussing now on the campaigns around forthcoming programming throughout the summer and autumn months.</p>	<p>Goals 1,4,5</p> <p>Goals 2,3,4,5</p>
<p>2.2 Preview and Planning</p> <p><u>Strategic Projects</u></p> <p><u>Foyers:</u> The foyers programme is well underway, with Towards The Mean achieving almost 20,000 interactions with the public. Alongside installation of app-based Edgelands which takes users on an audio journey around the centre and Maria Nepomuceno's Cosmic Teta which hangs above and into the lightwell, new installations include Possibly Colliding and David Hunter's Approximate, an interactive sculpture which reimagines itself as the person standing before it through a low resolution grid of lights.</p> <p>At time of writing Witherford Watson Mann architects have met with internal stakeholders to present their initial proposals for refreshed foyer 'look and feel' including ideas around furniture, palette and finishes. Final proposals are expected early to mid-July.</p>	<p>Goals 1,2,3,4,5</p>

3. REPORT: CREATIVE LEARNING	
	Strategic Goal
<p>3.1 Progress and Issues</p> <p><u>Public Events</u> <i>Sound East</i> A unique collaborative concert, Sound East was co-produced by Creative Learning and our East London music hub partners (across all 8 boroughs) to celebrate both the quality and diversity of music-making in East London. Young musicians from all of these boroughs took part in a day-long festival of rehearsals and foyer performances in May which culminated in an evening showcase of the day's activity. The event gave a platform to performers at every stage of their musical education, from a first access group, many of whom have been learning their instrument for a matter of months, to a scratch orchestra of mixed ability students. It also crossed genre boundaries, with jazz/funk performances, contemporary pop and steel pans groups sharing the spotlight with classical performances. The day was a tremendous success, with over 350 students taking part and an audience of close to 500.</p> <p><u>Community</u> <i>Ambassador Recruitment</i> We recently recruited 23 new Community Ambassadors to join the Creative Learning team. The purpose of the Community Ambassadors is to make links between the Barbican Guildhall Creative Learning and the diverse communities of East London that we seek to reach. They do this by championing the Barbican in their local area. In addition, the Ambassadors play a crucial role in collecting data from our audiences to help us measure the impact of our investment into East London communities and to ensure that we are reaching the widest audience possible. The Community Ambassadors were recruited through our community partners and as such, represent the types of communities that we want to reach. Within the cohort we have people who speak more than five languages; have trained as artists, teachers or facilitators; volunteer at community allotments; run social enterprises or creative companies; are studying for their GCSE's; have never visited the Barbican before; are full-time parents; and co-ordinate festivals and art events in their local areas. The youngest is 16 and the oldest is 60, 65% are BAME and 80% are female.</p> <p><u>Schools and Colleges</u> <i>Barbican Junior Poets</i> On 7 June the Barbican Junior Poets marked the culmination of their six-month programme with a celebration of work for an audience of friends,</p>	<p>Goals 2, 5</p> <p>Goals 2, 5</p>

<p>family, teachers, and invited guests. Now in its second year, the programme worked with 25 young people aged 11-14 from 4 schools in Waltham Forest. The students have explored a range of creative writing techniques and genres, and have developed their skills in the performance of their material. The showcase celebrated the work that they have created to date, along with their newly published anthology of work, Spark and Fire.</p> <p><u>Young Creatives</u> <u>Young Visual Arts Group</u> Our new Young Visual Arts Group (YVAG) conceived and curated their first ever showcase, Art Safari: This was the Future in the Barbican's Garden Room and Conservatory on the evening of Saturday 28 May. The event was attended by 254 people, and showcased artworks by YVAG – a collective of like-minded individuals, aged 16 – 25, inquisitive about the world around them and inspired by the visual arts. Taking ideas from around the city as a starting point, the works addressed issues of communication, gentrification, separation, surveillance and togetherness.</p> <p>Junior Guildhall Recruitment Day Creative Learning, with Leadership professor Paul Griffiths, led a highly successful session for young Wind Brass and Percussion players as part of Junior Guildhall's recruitment day. The team led a 2 hour workshop where participants collectively created an original composition which they then performed for parents in a joint concert. Feedback from the session was overwhelmingly positive, with 68% of participants giving it the very highest rating. We are now in conversation with the organisers to suggest future sessions which could be delivered at the Junior School.</p>	<p>Goals 2, 5</p> <p>Goals 2, 5</p> <p>Goal 2</p>
<p>3.2 Preview and Planning</p> <p><u>Public Events & Community</u> <u>Walthamstow Garden Party</u> Our Earthly Paradise tent at the Walthamstow Garden Party will be the focal point for the best of local and Barbican-based young talent, hosting cross-arts work by and for young people. A number of young collectives with a connection to east London, whose work spans poetry, theatre and dance, will showcase their work, with appearances from the Barbican Young Poets, Barbican Junior Poets, and artist associate Boy Blue Entertainment's young dancers. Other highlights include a R.A.P Party from award-winning artist Inua Ellams, short films by Walthamstow emerging young filmmakers, and performances from nitroBEAT.</p> <p><u>Young Creatives</u> <u>Just Jam</u> After a series of intensive training workshops with Tim & Barry of <i>Just Jam</i>, 15 of our Young Creatives have been developing their video, audio production and editing skills in the Just Jam style and will produce the Just Jam: Youth Takeover show at the Broadway Theatre in Barking on 24 June. <i>Just Jam Youth Takeover</i> presents the artists and DJs spearheading the emerging UK afrobeats scene. The genre is evolving</p>	<p>Goals 2, 5</p> <p>Goals 2, 5</p>

<p>up.</p> <ul style="list-style-type: none"> • Review of the cross campus mail service is underway and we are currently working with stakeholders on operational requirements. • Following the loss of our queen bee this winter, a new bee stock has been successfully introduced and they are now busy making honey. <p><u>Ex Hall 1</u></p> <ul style="list-style-type: none"> • Following the withdrawal of the LFS from the lease agreement, an enabling works programme is planned by CSD to prepare the site for future tenancy. • Given the likely long lead time for the implementation of the retail and tenancy proposals, we are pressing the CSD to support the early relocation of the Marketing Team to the space above Côte. Further discussion on this option will take place once the feasibility report that is examining different issues relating to the transformation of Beech Street is finalised in autumn 2016. <p><u>Engineering</u> Recent works include:</p> <ul style="list-style-type: none"> • Repairs and modifications have been reviewed and trialed for the Concert Hall house lights after a reflector fell from the light fitting on to its safety wire during a show in March. Works now complete. • Theatre monitoring/enabling works for the improvements on controls of the AHU/ventilation system and balancing is underway and wiring for new sensors is in progress in readiness for the summer shutdown. <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • Box office turnover for the first quarter is buoyant at just short of £4.5m. The initial sale for the world premiere of Obsession starring Jude Law generated high levels of business contributing to turnover of £1m in one 2-week period. • Work continues on the temporary advance box office and information point relocation. The unit is scheduled to be in place mid-July. • The foyer 'design' sub group have met with the project teams for the summer projects relating to toilets and hospitality spaces. Although these projects had already commenced, the teams have worked collaboratively to enable an element of influence in the final designs. 	<p>S/E</p> <p>Goal 1</p> <p>Goal 1</p> <p>Goal 1</p>
<p>4.2 Preview & Planning</p> <p><u>Projects updated 21/06</u> The following headline projects are at the stage where we are in the process of appointing successful contractors:</p> <ul style="list-style-type: none"> • New retail unit in foyer • Level 4 conference suite improvements • Concert Hall stage and backstage refurbishments including 	<p>Goal 1</p>

<p>installation of a new piano lift</p> <ul style="list-style-type: none"> • Curve Gallery ceiling grid and ceiling improvements, Phase 1 • Replace Theatre and Pit Theatre dimmers • Modifications to Theatre Stage • Installation of a Scissor Lift in the Theatre loading dock <p>Tenders have been received for the projects below and are currently being evaluated.</p> <ul style="list-style-type: none"> • Superloo and toilet refurbishments • Hospitality areas including Fountain Room and Lounge Bar West <p>All the above projects are still on programme to be carried out during the summer 2016 period. Both the Superloo and retail proposals received objections from the 20th Century Society; in the case of the retail design the planners have given approval to the way we have responded to the 20th Century Society observations. In the case of the Superloos, the planners have agreed with 20th Century Society objections to our modular urinal unit proposal but have agreed a modified scheme which retains the slab design but allows the inclusion of modesty panels.</p> <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • The team continue to work collaboratively with the Security Team to ensure the safety of our audiences and teams. A second emergency exercise to evacuate the foyers was carried out in May utilising many of the new initiatives proposed following the February exercise. The exercise was very successful and further foyer drills will now be carried out every six months. Work on phase two continues. • The foyer design group have met several times with the architect who will produce the foyer 'style guide'. The first draft of their proposals is due by end of June. 	<p>Goal 1, S/E</p>
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5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Goal
<p>5.1 Progress & Issues</p> <p>Development</p> <ul style="list-style-type: none"> The 2016 Barbican Ball website is live (http://barbicanball.org.uk/). Committee members are selling tickets and seeking auction items for the event on 24 November 2016. We previously reported that contactless giving would launch in the Curve in April, this has been moved to September. While the Curve is free to all, visitors will be asked to consider a nominal donation of £2. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> Strange and Familiar continued to trade strongly through to its close. The Foyer shop also started the financial year strongly with sales up 46% year on year, and 20% against budget over the first 2 months. <p><u>Catering</u></p> <ul style="list-style-type: none"> Benugo have invested in improvements to the front counter of the Coffee Point on level-1 to facilitate improved product visibility, display and additional tills. Stalls Bar has been closed since 20 April due to a defective shutter, which has had an impact on bar sales and penetration. Our mobile bars are being used but not achieving similar sales levels. Estimated repair date is end of July. In addition, the number of contemporary music performances in the first three months of this year has been less than expected during this period. However, this will even out as there are more contemporary concerts scheduled over the year as a whole than last year. Martini Bar is meeting our ambitious target for 2016-17, achieving a penetration of 4.6% and average spend per transaction 8.4% over budget. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> Customers attending events, trade exhibitions and weddings at the Barbican Centre who pre-book parking, are now able to use the number plate recognition system to easily enter and exit the car parks. Corporate partner UBS purchased an additional 15 one-year car park season passes after being contacted by the Commercial Development team. Additional bicycle racks have been installed in car park 4 as an overflow for the heavily used racks in car park 5 and the Beech Street entrance. 	<p>Goals 2,3,4</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goal 3</p>

<p>Business Events</p> <ul style="list-style-type: none"> • As of mid-June, Barbican Business Events (BBE) have booked and confirmed 85% of the full 16/17 'venue hire' target. • With an increase in event agency business over the past year, we hosted a high profile group of eight senior Agency MD's and CEO's to the opening of BIE's Designing 007 exhibition in Paris • The BBE team also attended The Meetings Show at Olympia which broke all previous records generating over £1.37m worth of enquiries. • BBE supported the Guildhall School and exhibited alongside them at the CIPD Learning & Development Show at Olympia. • Barbican secured and delivered a debate for the UN Ambassador Election candidates in Barbican Hall. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Exhibition Halls are on track to deliver the budgeted income for year 2016-17. • The figures were helped by the extended tenancy taken up by the University of London for their examinations which were held in Exhibition Hall 2 from 21 April to 25 June. <p>BIE</p> <ul style="list-style-type: none"> • <i>Game On</i> was recently de-installed by the team in Miraikan, Tokyo. The exhibition proved a huge success, welcoming a total of 162,000 visitors during its three month run (1 March - 30 May 2016). • <i>Game On 2.0</i> continues its run at Norsk Teknisk, Oslo where visitor numbers are averaging 1,150 per day. • <i>Designing 007</i> remains open in Paris until 4 September. The exhibition has been attracting an average of 900 visitors a day. • <i>Digital Revolution</i> was de-installed by the team at Zorlu Center, Istanbul during the w/c 13 June 2016. The exhibition became the venue's biggest and best-selling show in its history. • The team has made good progress on the science fiction exhibition, confirming major content partners and contributing artists, including Double Negative, Paramount Archives, Warner Bros. Corporate Archive and The Paul G. Allen Family Collection. 	<p>Goal 3</p> <p>Goals 1,2,3,5</p>
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<p>5.2 Preview & Planning</p> <p>Development</p> <ul style="list-style-type: none"> • We are planning an event for current and former Trustees at the BCT Chairman's house in September. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • Contractor appointed for Shop redevelopment (Forcia) 	<p>Goals 2,3,4</p> <p>Goals 3, 5</p>
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<ul style="list-style-type: none"> • Press & PR strategy agreed for new shop - architecture release to be sent out June with product showcases to follow in July to the design press. <p>Catering</p> <ul style="list-style-type: none"> • New menus for Afternoon Tea in the Conservatory and Bonfire launched this month with a primary objective of increasing spend per transaction. Both are exceeding penetration expectations but not delivering the budgeted income as spend is lower than expected. Early signs are positive with Afternoon Tea spend per transaction already increasing. • Martini Bar improvements continue with addition of ambient music and mood lighting. New furniture being considered by Witherford Watson Mann as part of the foyer project planned for end of July. <p>Car parks</p> <ul style="list-style-type: none"> • We are in discussions with JustPark to advertise and sell parking spaces via the JustPark website. <p>Business Events</p> <ul style="list-style-type: none"> • Increased risk of terrorism continues to be a major topic. The BBE team attended two educational events organised by SITE (Society for Incentive Travel Excellence) regarding the challenges the industry is facing. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • There will be 5 events taking place in Hall 2 in September/October period: Landlord and Letting Show, two Freshers' Fairs run by King's College and City Universities, Mortgage Business Expo and British Invention Show. • In addition to Hall 2 events, there will be a 6 weeks long tenancy in Exhibition Hall 1 by the University of London for their autumn examination session. <p>BIE</p> <ul style="list-style-type: none"> • The next venue in the <i>Designing 007</i> tour will be Burj Khalifa in Dubai (1 November 2016 - 31 January 2017). • We are currently seeking future tour venues for <i>Digital Revolution</i>, which is available from summer 2016 onwards. • BIE's upcoming science fiction exhibition, recently retitled <i>Into the Unknown: A Journey through Science Fiction</i> will be announced officially at the Season Press Launch on 28 June. • We are close to finalising a contract for <i>Mangasia's</i> first tour venue. 	<p>Goals 1, 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goals 1,2,3,5</p>
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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