

Committee(s): Barbican Board	Date(s): 25 July 2012	Item no.
Subject: Management Report by the Barbican's Directors		Public
Report of: The Managing Director		For Information
<p style="text-align: center;"><u>SUMMARY</u></p> <ul style="list-style-type: none"> • The Management Report comprises current updates in six sections, authored by Barbican directors in Campus, Programming, Creative Learning, Audiences & Development, Buildings and Business & Commercial. • Each of the six sections highlights ‘progress & issues’ for recent/ current activity, then draws attention to upcoming events and developments in ‘preview & planning’. • Reported activity is marked, where relevant, against our revised Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A. • The full Business Review which underpins this update report is under ‘Management Report Annex’ - item 14 in ‘non-public business’ <p><u>Recommendation</u> It is recommended that Members receive this report for information.</p>		

Main Report

1. Report: Cultural Quarter	
<p>“The Barbican...a place that is a constant champion of the good...in the forefront not only of presenting all styles and genres of arts at international standards but of making innovative forays into London communities in education and arts development.”</p> <p>Candace Allen, Evening Standard, 11 July 2012.</p>	Strategic Objective
1.1 Progress & Issues	
<ul style="list-style-type: none"> • The progress of the Cultural Quarter as a concept in the City has been advanced by the planning and writing of the City’s Cultural Strategy for publication (see later in this meeting), where the idea is outlined and endorsed for future action. Further work now needs to take place in the City on defining the Quarter, both as an idea and as a physical area, and the Town Clerk has asked Peter Lisley to take this on with input from Barbican, Guildhall School, LSO and other partners. • The workshop referred to in the last Board report with Arup Associates has taken place very successfully, and a follow-up is planned for the early autumn. This work is being undertaken <i>pro bono</i> to prepare for a discussion with the City Corporation about the way forward. • The Managing Director has met the Headmistress of the Girls School on the opportunities of the Quarter, and has invited the new Director of the Museum of London to meet him and the Chairman. Discussions continue about the possible relocation of the City of London Festival offices to the area. • The Barbican continues to be prominent in the London 2012 Festival (see Programming below) and the current residency by the Jazz at Lincoln Center Orchestra has provided opportunities for Board and stakeholder engagement, highlighting creative learning work. This reaches its climax on the 25th and 26th July with the premiere of Wynton Marsalis’s <i>Swing Symphony</i>, mounted with the LSO and Sir Simon Rattle, a highlight of the London 2012 celebrations. 	<p>Objective 6</p> <p>Objective 6</p> <p>Objective 6</p> <p>Objectives 1,2, 6</p>

1.2 Preview and Planning

- The autumn's highlights will focus primarily on the new cinemas as a first significant and ambitious step in the cultural quarter, extending the Barbican's arts venues beyond the walls for the first time in 30 years. While the Board is aware of the issues that led up to this development, it is being presented as a major development in the post-Olympics period. Extensive consultation with Barbican residents has continued (see Audiences and development below).
- The second main cultural quarter initiative of the autumn is the launch of the Associates Ensembles scheme. The Academy of Ancient Music and the Britten Sinfonia are both launching their association at their first concerts of the season in the Barbican: AAM on Wednesday 26 September and Britten Sinfonia (also their 20th birthday concert) on Saturday 27 October. Board and Trust members will be invited to choose between these two events to attend, inaugurating an exciting new artistic chapter.
- The practicalities of Milton Court planning are now advancing between Music and the Guildhall School, with the aim of establishing a rich and rewarding audience offer from the end of September 2013. The Britten centenary symposium in November 2013 will provide one introduction to the new range of venues, and it is hoped that there will be a link with the Lord Mayor's Appeal in October 2013.

Objectives
1, 2, 6

Objectives
2, 6

Objectives
1, 2, 6

2. Report: Programming	
	Strategic Objective
<p>2.1. Progress & Issues</p> <p>Our London 2012 Festival programme continues with huge success:</p> <ul style="list-style-type: none"> • The Barbican Theatre has averaged over 95% capacity since February – with returns queues for many shows! Cymbeline brought Ninagawa back to his favourite London theatre. The Pina Bausch season has been a triumphant critical success and created a very positive partnership with Sadler’s Wells. You Me Bum Bum Train opens soon following an extensive search for the right venue. • Murray Perhaia and the Vienna Philharmonic with Sir Simon Rattle were both well received and exceeded target. • The music team has begun to deliver its key cultural Olympiad projects. 3 Rokia Traore concerts (Wilton’s Music Hall, Barbican & Village Underground) attracted a 5 star review in the Guardian. Staging Back2Black at Old Billingsgate Market stretched the team to its limit – but resulted in 3 wonderful days of vibrant music and talks from Brazil and the African Diaspora. Audiences have booked late for these events (1/3 of tickets for Back2Black sold in the week of the event) and, despite the extensive and positive media coverage, we are not achieving targets (more detail at meeting). • To date, over 55,000 people have attended Bauhaus: Art as Life. The income target was reached in week 6 of a 14 week run. The Bauhaus film season and contextual programme are going well. The shop is also selling far in excess of budget. Song Dong: Waste Not has now finished and attracted 58,324 visitors – the 2nd best attendance for a Curve exhibition ever. • The cinema is hosting a film season for the Tate’s Picasso exhibition. The average attendance for the Pina Bausch film season was 187 people. • The Jazz at Lincoln Center residency began this week, and Designing 007: Fifty Years of James Bond Style launched earlier this month. 	<p>Objective 1,2,3,5</p> <p>Objective 1, 2</p> <p>Objective 1,2,3,5</p> <p>Objective 1,2,3</p> <p>Objective 1,2</p> <p>Objective 1,2,5</p>

2.2. Preview and Planning

- **Visual arts autumn exhibitions** have been announced.
 - Gallery- 13 September 2012 - 13 January 2013 **Everything Was Moving: Photography from the 60s and 70s** featuring work by photographers from across the globe (including Bruce Davidson, William Eggleston, David Goldblatt, Graciela Iturbide, Boris Mikhailov, Malick Sidibé, Shomei Tomatsu, and Li Zhensheng) all working during two of the most memorable and turbulent decades of the 20th century.
 - Curve - 4 October 2012 – 28 February 2013 **Rain Room** by **rAndom International**. Visitors hear the sound of water and feel moisture in the air before discovering the thousands of falling droplets that respond to their presence and movement. The rain falls around them but they don't get wet!

Objective 1,2,5

- **The theatre's autumn season** has been announced and includes Juliette Binoche in **Mademoiselle Julie**, **Enquirer** from National Theatre of Scotland, **Michael Clark Company** in a double bill of new works, TR Warszawa's production of **Nosferatu**, based on Bram Stoker's *Dracula*, **Forests** from Calixto Bieito and **Unleashed** featuring young people of Barbican Guildhall Creative Learning with Boy Blue Entertainment.

Objective 1,2,3

- An **Arts Administration Manager** has been appointed who will assist with gathering and sharing information about the arts programme across the organisation; and support evaluation and reporting.

S/E

- Ingo Reinhardt has been appointed Senior Technical Manager and will manage a technical team delivering music and commercial events.

S/E

- Cinema 1 will be closed from 3 to 23 August for new carpets and seating to be installed.

Objective 4

3. Report: Creative Learning	
	Strategic Objective
<p>3.1. Progress & Issues</p> <p>Summer Music Programme/ East London Communities</p> <p>Creative Learning has worked closely with Barbican Music on two major 2012 events - the Back2Black festival and the Jazz at Lincoln Center residency. In preparation for Back2Black, Barbican/ Guildhall drummers worked with visiting young musicians from Brazil's Pracatum school. This project took place at Fellowes Court community centre in Hackney and incorporated open workshops for community members. At the festival itself the group performed in the main spaces, with great success. Similarly work with Jazz at Lincoln Center incorporated an open community concert, alongside work with the East London Creative Jazz Orchestra and, with Essentially Ellington UK, 10 youth big bands from across the country.</p> <p>Barbican Box</p> <p>The Barbican Box pilot year concluded with two afternoons of performance sharing in Barbican Theatre. In total 12 secondary schools from across Hackney have taken part in this year's project. Feedback from teachers and students has been very positive - the evaluation of the full pilot year will examine impact on employability skills in more detail, as we continue with plans to develop the project across art forms in future years.</p> <p>Arts School Lab</p> <p>The Bauhaus inspired Arts School Lab, a professional development programme supported by the Paul Hamlyn Artworks funding, brought together a group of 25 artists from a range of disciplines for two weeks. The research around the programme examines the impact on the artists' own professional development through this type of intensive project. This will continue to be measured over time, with the artists receiving continued support through the ArtWorks programme, as they develop their skills as leaders working in participatory settings.</p>	<p>Objectives 1, 2, 3, 6</p> <p>Objective 3</p> <p>Objectives 2, 3</p>

3.2.Preview & Planning

Staffing

Following the approval of the revised structure, the Division is currently in the professional consultation stage. Depending on the outcome of professional and personal consultations we expect this process to be completed in the Autumn. We have also completed recruitments for maternity cover at officer level, as well as for the projects assistant position.

Weekender Programming

Weekenders will continue to be major moments in the centre - in Autumn 2012 the focus will be on the arts and digital technology, whilst in Spring 2013, with support from the Wellcome trust and through links to their neuroscience conference, the Weekender will explore the connections between arts and neuroscience.

2012-2015 planning

As well as finalising programme plans for the coming season, our business planning has focused particularly on our positioning in East London and links with the Music/ Cultural hubs. A bid to the Esmee Fairbairn Foundation is in preparation which would assist us in joining up provision in our target boroughs. We will also shortly be commissioning a feasibility study to support a forthcoming capital project bid to develop the Pit Theatre, and its surrounding spaces at level minus two as well as some foyer areas as joint arts and learning spaces.

S/E

Objectives 3,
4, 5, 6

Objectives 3,
5, 6

4. Report: Audiences	
	Strategic Objective
4.1. Progress & Issues	
<ul style="list-style-type: none"> All teams have been working at full tilt to support the programme in this high profile, exciting time (see Programming section). The Comms team have achieved significant amounts of press – with particularly strong campaigns around Back to Black, Pina Bausch and Jazz at Lincoln Center. The teams have worked together – and with the rest of the Centre - in an unprecedented way to bring the Bond exhibition to fruition, and the press has been extraordinary with major news coverage (including the home page of the BBC website), and Time Magazine most recently. Marketing campaigns are running for the major music projects. All teams made a massive contribution to getting the Bond show up and running. This stretched us in new ways as we could not rely on the usual infrastructure for events. Box office has been particularly busy handling record 'in person' sales for the gallery, preparing for Bond, managing the date changes for You Me Bum Bum Train and taking the box office out to B2B and all City of London Festival venues. 	Objectives 1, 2
<ul style="list-style-type: none"> Audience Surveys: plans are now in place for regular surveying of audience reaction to our key events. This information will be fed back to programmers and will also allow us to work further in our segmentation. 	Objective 1
<ul style="list-style-type: none"> Digital: Pre qualifying tender documents for the Ticketing/CRM system have gone onto the CoL procurement portal and expressions of interest and the pre- qualifying stage documents are due back by 23 July. These will be technically assessed by the Barbican Project Team and the Chamberlain's Dept for financial evaluation. The full brief will then be sent to the companies who pass this stage. 	Objectives 1, 4
<ul style="list-style-type: none"> Interviews for the Digital Content Producer took place w/c 9 July. The Lord Mayor's breakfast - focussed on digital 	Objective 1, S/ E

<p>stakeholders - took place on 13 July. Stage 1 of the improved payment processing at box office and retail counters has now gone live. Stage 2 touch and pay is awaiting accreditation.</p> <ul style="list-style-type: none"> • Development has held a number of cultivation events as part of the summer programme with more to come. Development and Customer Experience have collaborated to train staff up to start gift with ticket purchase for telephone bookers. 	<p>Objectives 1, 5</p>
<p>4.2.Preview & Planning</p> <ul style="list-style-type: none"> • Membership: We have now achieved over 100 Red Members for the first time. Our membership research programme has started and will take an in-depth look at motivations of members (and lapsed members). This is the building block which will enable Marketing and Development to create a more gift-aid focused programme and plan new levels of individual giving while still encouraging member loyalty. • Residents: the Cinemas and Cinema cafe- bar licence application has been submitted following full consultation with Barbican residents. The Management Plan for Visitors is at final stages of consultation and will be published shortly. The second meeting with Barbican Chairman and Deputy Chairman took place and will continue to take place quarterly. • Planning is underway for the launch of the new cinemas with Marketing, Communications and Development. The focus on the 2013 season will increase in September. This will link to work on the audience segmentation. 	<p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objective 1</p>

5. Report: Buildings	
	Strategic Objective
<p>5.1. Progress & Issues</p> <ul style="list-style-type: none"> • Ex Hall 1 tenant: The due diligence has progressed regarding a prospective tenant. The draft Heads of Terms of the lease have been provisionally agreed. The project management and funding proposals have been checked. A paper for Board approval will be submitted at this meeting. • Cinemas project: the main contractor ISG is indicating that the project is running behind programme and that the revised completion date is the 22nd August, 2012. The contractor has submitted a claim for an extension of time which is currently being considered. The Board will be kept fully informed on progress. • Cap 3, our next five year capital expenditure plan (Cap 3) is an agenda item on this meeting. • The project to replace the Powered Flying System in the Theatre is ready to go out to tender with a view to works commencing in May 2013. 	<p>Objectives 4, 5</p> <p>Objective 4</p> <p>All objectives</p> <p>Objective 2, 4</p>
<p>5.2. Preview & Planning</p> <ul style="list-style-type: none"> • Capital Cap 2 projects are progressing well: <ul style="list-style-type: none"> ○ The Building Energy Management System (BEMS) project is due for completion in November this year and remains on programme. ○ the car park signage and redecoration project has commenced on site and is due for completion in September. Each of the Centre's four car parks will be completely closed in turn, commencing with car park 5, then 4, 3 & 2. The project is on programme. 	<p>Objective 5, & S/E</p> <p>Objectives 4, 5</p>

<ul style="list-style-type: none"> ○ A project to refurbish the public toilets is about to commence. The main area of work will be the supa- loos at level -1. ○ A proposal to refurbish the Garden Room, along with the public toilets at level 3 is at design stage and is being scheduled to take place in the summer 2103 (to coincide with the programme for the replacement of the Flying System). ○ It is intended that the Cinema 1 seating will be refurbished in August 2012. ○ Tenders for the replacement of the Centre’s radio microphones (ahead of the digital switchover), have been received. The equipment has been received. 	<p>Objective 4</p> <p>Objective 4</p> <p>S/E</p> <p>Objective 4</p>
<ul style="list-style-type: none"> ● We continue to work closely with the City Surveyor’s department regarding a number of workstreams as part of the overall PP2P procurement programme. 	<p>S/E</p>
<ul style="list-style-type: none"> ● Following the completion of the main contract with ISG to build the new cinemas work on fitting out the new restaurant and café/ bar will commence. <ul style="list-style-type: none"> ○ We have been marketing the restaurant area to secure a suitable tenant. A paper outlining a proposed deal will be submitted to this meeting for approval. ○ Tenders have been received for the operation of the Café/bar – a report paper will be presented to this Board meeting. ○ The furnishing and fitting out requirements of the café-bar are finalized and will be installed prior to the successful operator taking possession. 	<p>Objective 1, 4, 5, 6</p>

6. Report: Commercial	
	Strategic Objective
<p>6.1. Progress & Issues</p> <p>Business Events</p> <p>A number of interesting commercial events have taken place in June and July to date:</p> <ul style="list-style-type: none"> • Deutsche Bank Women in European Business: This 5th Annual event, entitled, ‘Tomorrow starts today: Agile minds shape the future’, looked to identify opportunities instrumental to economic growth and the re-invigoration of business. Speakers included <i>The Tipping Point</i> author Malcolm Gladwell and Guler Sabanci, Chairwoman and Managing Director, Sabanci Holding. • Hip-hop on trial: Hip-hop doesn't enhance society, it degrades it: Intelligence Squared and Google teamed up for a global debate on hip-hop with hip-hop pioneer and legend KRS-One, celebrated civil rights activist Jesse Jackson, computer scientist and composer Jaron Lanier, and many more stars. This event maximised the technological resources of our venues, with speakers streamed from around the world to take part in the debate. The debate played to an estimate audience of millions over the web and a sell-out audience in the hall. • The Elders Event: To celebrate the Elders’ fifth anniversary, Intelligence Squared hosted four of the Elders on stage in London at the Barbican Centre. Richard Branson and Peter Gabriel, whose original vision of The Elders was translated into reality by Nelson Mandela, made a special guest appearance. Channel 4 News presenter Jon Snow chaired the event, which was a sell out. <p>BIE</p> <ul style="list-style-type: none"> • We have just launched Barbican's Designing 007: Fifty Years of Bond Style exhibition at the Centre. This is an unprecedented major exhibition that extends across the building working across artforms and departments in a variety of gallery spaces, the Pit Theatre, foyer and corporate spaces. The response to-date has been astonishing, with a huge amount of international media attention – all of which has been wonderfully positive. We sold 10,000 tickets for the exhibition in the first 5 days of opening. There is considerable interest 	<p>Objectives 1, 5</p> <p>Objectives 1,4,5</p> <p>Objectives 1,5</p> <p>Objectives 1,4,5</p>

<p>from overseas venues for the tour, with Toronto confirmed as the next venue to host the exhibition.</p> <p>Commercial Development</p> <ul style="list-style-type: none"> • Our new Head of Commercial Development, Robyn Lines, has now taken up post. An outcome of the Peer Review recommendations, this post will be responsible for improving our offer across catering, retailing, car parking and other commercial initiatives • Our foyer shop performance has remained level, with a slight uplift at the weekend, demonstrating that 007 shop sales are additional rather than displaced from other outlets. <p>Retail</p> <ul style="list-style-type: none"> • Our 007 Shop is doing extremely well, taking £8.5k in its opening weekend (Saturday and Sunday). The pop up Martini Bar to accompany the exhibition is also proving very popular, with sales of £5.1k in the same period. Both sites are adding to the buzz in the foyers, and are a positive demonstration of how we can further enliven our spaces, and add value to the visitor experience. <p>Exhibition Halls: Rentals</p> <ul style="list-style-type: none"> • Events since the last Board meeting: University of London examinations, Comms Expo and IT Decisions. • Exhibitions are still on course to exceed the budgeted income for year 2012-13. The current Hall Rental forecast stands at £265,000 against the budget of £260,000. 	<p>Objectives 1,4,5</p> <p>Objectives 1, 5</p> <p>Objective 5</p>
<p>6.2.Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> • Budget 2012/13: Of our income budget target of £1.7m (room hires) we are currently at £1.3m contracted. • China Events – July/August 2012: Barbican Business Events will host a number of events for the Beijing delegation across the centre during the Olympic period, centering on a ‘Creative Cities’ exhibition of Chinese arts. <p>Exhibition Halls: Rentals</p> <ul style="list-style-type: none"> • September will see the return of the Landlord and Letting Show and University of London’s Welcome Fair during the University’s Freshers’ Week. 	<p>Objective 5</p> <p>Objective 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 quarter**

Staff & Efficiency (S/E)

Underpinning these we also have an objective to operate efficiently, and to employ and develop skilled staff within the appropriate management structure