

Committee:	Date:
Barbican Centre Board	23 November 2016
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.
- Updates are under the headlines of:
 - Strategy and Cultural Hub
 - Programming, Marketing and Communications
 - Learning and Engagement
 - 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.

Recommendation

Members are asked to:

- Note this report.

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Goal
<p>1.1 Progress and Issues</p> <p>Cultural Hub</p> <p>The Cultural Hub project has progressed in several key areas in recent weeks:</p> <ul style="list-style-type: none"> • The identity and branding work has been taken forward by Jane Wentworth Associates, and following the endorsement by the Cultural Hub Working Party of their approach, they are preparing to make proposals over the coming weeks. This has been an extremely collaborative process, involving key members, officers, and representatives of the Hub partners in a workshop session at the Guildhall and involving the marketing and communications teams from the partners. • The development of a plan for Beech Street has proceeded rapidly, with outline thoughts as to how the layout of the street with reduced traffic could operate with retail development on the north side of the street in part of the current exhibition halls. The remainder of the halls would be reserved for cultural use, and a process for agreeing this is to be agreed. Improvements to the urban realm, lighting and wayfinding, including a reimagining of the entrance from Aldersgate Street, would be part of the project. This would link to the revision of the West Smithfield Area Strategy in preparation for the move of the Museum of London. • The Department of Built Environment is instigating work on the Look and Feel of the hub, and consultants will be appointed in the near future to take this work forward; this is also being taken forward collaboratively with involvement from the hub partners including the Barbican. This work will aim to define aspects of the public realm work which will help to give a distinct character to the projects undertaken for the public realm in the area, a key factor in expressing the brand and identity of the hub. • Potential partnerships for the cultural hub are being developed, and a preliminary series of conversations with other organisations in the area has been undertaken to assess the likely level of engagement in project as it moves forward. Response has been extremely positive, especially where organisations see the opportunity for sharing information and activity in the area. The aim is to progress this early in the New Year and to formulate a set of relationships in advance of the public launch of the hub. • Discussions have continued on the shape and content of the public communication of the hub once the identity work is complete, and it is hoped to link this into the evolving plan for successor events to the City of London Festival, so that the hub can be the focus of some of these events, linking into key moments –for example the arrival of Sir Simon Rattle as Music 	

Director of the LSO in September 2017.

Centre for Music

While planning was continuing for the business case for the Centre for Music, the Culture Secretary communicated to the Managing Director that the new Chancellor had decided that the Government would not invest further in the work. The DCMS remain supportive of the project but the case for public funding on the scale contemplated in the work so far had not been accepted. A letter from the Chancellor was received thanking us for our 'constructive and professional approach to this project', and wishing the Barbican 'the best of luck with developing alternative plans for financing it'. The City issued a statement which said how disappointing it was that the work had been interrupted before the business planning was complete.

The project is now discussing with its stakeholders how best to move forward. Public funding of the Feasibility Study and the Outline Business Case has brought £2.25m of investment into the planning of the project, providing a good basis for possible future work. A further verbal update will be provided at the meeting.

1.2 Preview and Planning

Preview and Planning

A potentially serious incident with carbon monoxide in the concert hall, where two members of staff were exposed to danger, which is the subject of a detailed investigation, has alerted us to the need to review our Fire Safety systems and procedures and this work is now being carried out. Management of safety and security has recently transferred to Customer Experience and this will deliver a more holistic approach. We are also appointing an external consultant with relevant arts venue experience to carry out a health check. The Centre's first Fire Safety Week was held to raise awareness across the organisation (see section 3.1)

The extensive capital works across the Centre during the summer are now bearing fruit (see section 3 for more detail). Among the more visible projects, Board members may wish to visit the newly refurbished Frobisher Rooms on level 4, curated with the help of the Art Gallery, and the long-awaited alterations to the Supaloos on level -1. Backstage in the concert hall has seen improvements especially in the remodelled artist rooms. The Curve gallery has seen major improvements. The retail shop, though behind schedule because of complexities in the project that were not fully anticipated, is planning for opening imminently, and this will be a major enhancement to the foyers. Foyer art installations are continuing to improve the attractiveness of these areas. Finally in an ideal example of private funding supporting the development of the Centre, new digital screens and installations by the technology firm Christie are gradually being installed, for instance in the Silk Street entrance. These will take our marketing and communications within the Centre to a new state-of-the-art level.

2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS

	Strategic Goal
<p>2.1 Progress & Issues</p> <p>Gallery: Bedwyr Williams' new commission <i>The Gulch</i> opened in the Curve on 29 September and has been tremendously successful, with 22,069 visitors as of 7 November against a target of 9,500. <i>The Vulgar: Fashion Redefined</i> opened on 29 September to excellent reviews but is currently averaging 337 paid attendances per day against a target of 400. Total attendance per day is on target at 436, meaning that members and corporate partners are using their entitlement to free access. <i>Basquiat: Boom for Real</i> has already begun selling tickets, despite not opening until September 2017.</p> <p>There have been three further sellout talks in the Magnum Photography series and all of our exhibition catalogues have either exceeded sales targets or sold out. Internationally, <i>The World of Charles and Ray Eames</i> exhibition opened in Lisbon on 4 October, welcoming over 11,000 visitors in its first week, and the Ragnar Kjartansson exhibition opened at the Hirschhorn in Washington on 13 October.</p> <p>Music: Mogwai returned to the Barbican to perform their score to a screening of Mark Cousins' acclaimed documentary <i>Atomic: Living in Dread and Promise</i>, giving two sold-out performances in the same evening. Terry Riley was joined by members of the London Contemporary Orchestra to perform his 20th century classic composition <i>In C</i>, also to a full house. The James Macmillan Weekender was marked by the world premiere of his <i>Stabat Mater</i>, which received four stars from The Guardian and FT and was described as a '<i>perfect world premiere of a spiritual masterpiece</i>' by The Arts Desk.</p> <p>Upcoming highlights include Spiritualized giving two sold out performances of their album <i>Ladies and Gentlemen We Are Floating in Space</i> on the 20th anniversary of its release and Australian violinist Richard Tognetti beginning the first part of his artistic residency at Milton Court.</p> <p>Theatre: Michael Clark Company had a very successful two week run of new choreographic work which well exceeded target, garnered unanimously positive reviews and was featured on Channel 4 News.</p> <p>This was followed by the annual Dance Umbrella season featuring Indian choreographer Aditi Mangaldas. This was the company's debut visit to the Barbican and, though much admired by audiences and the</p>	<p>Goals 1,2,3,5</p> <p>Goals 1,2,5</p> <p>Goals 2,5</p>

<p>press, the performances only achieved 61% of the box office target, returning a deficit of £10,200.</p> <p>Up next, the RSC return with <i>Cymbeline</i> directed by Melly Still, where the eponymous king is played as Queen Cymbeline by Gillian Bevan, and the eagerly anticipated <i>King Lear</i>, directed by Gregory Doran with Anthony Sher taking on this career defining role.</p> <p><u>Cinema:</u> What London Watches received 435 submissions. The promotional video received more than 60,000 views online and the hashtag was used over 1 million times. The run of Louis Theroux's <i>My Scientology Movie</i> was amongst the top-performing in the country and was opened with a live Q&A with the film-maker. New release income is currently £69k under target. On a positive note, we expect that this can be relieved in part by upcoming titles such as <i>Fantastic Beasts</i> and <i>Star Wars</i>.</p> <p>Coming up are the first screening with new partner Underwire, championing short and feature-length films by up-and-coming women filmmakers, and the opening gala of the London International Animation Festival.</p> <p><u>Beyond Barbican:</u> OpenFest took place at the Barbican on 8 October. The event had a particular focus on profiling the work of artists and organisations from Waltham Forest and Barking and Dagenham and targeted those communities reached through our offsite activities in east London boroughs, alongside our existing audiences. The event included activity across all public spaces and the cinemas and featured performances from Drum Works and Barbican Young Poets as well as Boy Blue in the Hall. Overall, the event exceeded expectations, with between four and five thousand people attending throughout the day - many of whom had not been to the Barbican previously.</p> <p><u>Marketing:</u> The core campaign for The Vulgar is now live, with major outdoor, digital and press activity and further major above-the-line activity planned through late November to the end of the year. A focused burst of marketing activity to support an expanded programme of dance across the Centre in the coming year has been developed to provide additional stand-out for this strand of our programme.</p> <p>Membership continues to go from strength to strength, with the launch of a refreshed set of supporting imagery and upcoming Christmas gifting campaigns activity set to deliver on-target income for the year.</p> <p><u>Communications:</u> Last month's season launch was a great success, focusing on further highlights of the 2017 season including <i>Basquiat: Boom for Real</i>, the first large-scale UK exhibition of the work of Jean-Michel Basquiat, and</p>	<p>Goals 2,4,5</p> <p>Goals 1,2,4,5</p> <p>Goals 2,5</p>
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<p>an ambitious cross-arts dance programme. The key piece of coverage was placed with the Guardian which ran in the Saturday paper and online – where it was shared 8000 times. In total, 62 pieces of coverage were generated across 15 countries. Website traffic increased a third in the week of the launch, and there was a 63% increase in online purchases compared to the previous week.</p> <p>Press coverage and reviews generated for the autumn season have been very positive, with highlights including Michael Clark Company's new piece, the Steve Reich at 80 concerts and The Vulgar exhibition and the related film programme Cheap Thrills. Planning is currently underway for the January classical music season launch.</p>	
<p>2.2 Preview and Planning</p> <p><u>Retail marketing:</u> Work is under way to develop new branding for the Barbican's retail offer to support the opening of the new and expanded retail space, which will not only provide a compelling retail environment within the Barbican, but also provide a toolkit for potential design collaborations and retail partnerships in the future.</p> <p><u>Foyers:</u> The Barbican's series of foyer commissions has continued over the autumn, with new work from five innovative artists which were outlined in the previous report. Three of the commissions, Numina by Zarah Hussain, let's take a walk by non zero one and NowhereSomewhere by Rosalind Fowler were unveiled to coincide with OpenFest, adding another layer of interest to the event. Evaluation on the first 6 months of the project is now taking place, with an external evaluator appointed and preliminary data collection underway.</p> <p><u>Level 4:</u> The Gallery team supported the development of designs for the Frobisher Auditoria and Rooms, which reopened after their renovation, featuring new, colour-zoned carpets and mid-century furniture throughout the spaces, a redesigned foyer area and a selection of 50 photographs from Magnum Photography to enliven the space further.</p>	<p>Goals 1,2,3,4,5</p> <p>Goals 1,2,4,5</p> <p>Goals 1,3,4</p>

3. REPORT: LEARNING AND ENGAGEMENT	
	Strategic Goal
<p>3.1 Progress and Issues</p> <p><u>Public Events</u></p> <p><i>OpenFest</i> On 8 October our new pilot festival, OpenFest, attracted approximately 5,000 visitors. Presenting work from east London communities, the festival aimed to engage diverse audiences from Waltham Forest and Barking and Dagenham. A range of free workshops, performances and activities were programmed across the Barbican Foyers. Creative Learning highlights included: free Framed Film Club children's screenings and workshops, Ideas Kitchen winner Mrs H and the sing-along-band, Barbican Young Poets and Barbican Junior Poets, Pop Up Parks (a specially commissioned multi-textured play space for under 5's) and DrumWorks. In addition, Boy Blue Entertainment worked with Creative Learning to programme 7 community based dance groups to perform in the Barbican Hall. On the day, 4 coaches brought in people from Barking and Dagenham (around 200 participants and community members), and 46 families from Tower Hamlets.</p> <p><i>Battle of Ideas</i> On the weekend of 22 and 23 October we hosted Battle of Ideas for the 4th time, with over 1,600 attending over the two day festival. With Mark Boleat and Nicholas Kenyon both appearing on panels, Guildhall School Musicians providing music at the opening reception, and the festival's 100 plus sessions taking over venues ranging from the Pit Theatre to the Garden Room, the event was a genuine partnership endeavour. As ever, the event provided a platform for passionate and informed debate from both the audience and 400+ speakers appearing over the weekend.</p> <p><u>Schools & Colleges</u></p> <p><i>Associate Schools</i> In September, we launched our new Associate Schools programme. The initiative sees 3 schools sign up to a 3 year in-depth partnership with the Barbican and Guildhall School of Music & Drama. The Associate model involves a school-wide approach that aims to inspire teachers to harness the power and value of creativity within educational settings, and to widen access to the arts to all. Participating schools will have the unique opportunity take part in a range of tailored arts and learning projects over the course of the next 3 years. Research and evaluation will underpin this programme, and for its pilot phase we will work with 3 schools from 3 distinctly different educational and geographical contexts: Greenleaf Primary school in Waltham Forest, Sydney Russell secondary school in Dagenham and the Garden School in Hackney, for learners with autism.</p>	<p>Goals 2, 5</p> <p>Goals 2, 5</p> <p>Goal 2</p> <p>Goal 2</p>

<p><i>Barbican Box Primary</i></p> <p>To celebrate the 350th anniversary of the Great Fire of London, Creative Learning produced the first primary school edition of our flagship Barbican Box programme. Pupils have received a portable box full of ingredients that aim to encourage an imaginative and adventurous approach to learning and the arts. The pupils are working with artists to create their own creative responses to the Great Fire, each grounded in stories the pupils will create. In total, 5 classes from 3 primary schools are taking part in the project. Two schools are located close to the start of the Fire (Sir John Cass Primary School in the City and Shapla Primary School in Tower Hamlets) and the third school is Greenleaf Primary School in Waltham Forest, our new Associate School.</p> <p><i>Teacher Preview Night</i></p> <p>We had a successful Autumn Teacher Preview Evening on Wednesday 2 November, with 25 teachers attending from 16 different schools. Teachers had time to network and learn about Creative Learning's wider programmes before attending a choice of either a performance, film screening or exhibition tour in the Barbican venues. The event attracted teachers from a mix of new and existing school contacts, as well as some PGCE students from the Institute of Education.</p> <p><u>Young Creatives</u> <i>Young Reviewers</i></p> <p>Our 2016/17 Young Reviewers programme is now up and running. Four young people (aged 14-25) will meet every Monday with their mentors Griselda Murray Brown (Financial Times) and Christopher Bingham (University Lecturer and YouTube comedian/actor). The Reviewers will each produce three vlogs reviewing moments from the Barbican's programme.</p> <p><u>Digital</u> <i>Web / CMS Project</i></p> <p>We are now in phase three working as an integrated project team with an appointed technical agency called Cameron and Wilding. Good progress is being made through website planning workshops for taxonomy, information architecture, technical design, governments and content.</p> <p><u>Archive</u></p> <p>The Barbican and Guildhall School have just appointed Archivists Tom Overton and Matthew Harle to curate a new School and Centre-wide archive. This will be situated in a newly created archive space situated in the Barbican Library. Tom and Matthew will commence their roles – which is being delivered as a job share – on 14th November 2016.</p>	<p>Goal 2</p> <p>Goal 2</p> <p>Goal 5</p> <p>Goals 2, 5</p>
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<p>season. The Gardeners have also captured a swarm on the School and now have a small colony in a second hive.</p> <p><u>Ex Halls 1 & 2</u></p> <ul style="list-style-type: none"> Plans for retail units in the Ex Halls, led by the Town Clerk and City Surveyor, are progressing with a feasibility report expected in autumn 2016. Discussions around the future use of the exhibition halls will be informed by the report. <p><u>Engineering</u> Recent works include:</p> <ul style="list-style-type: none"> Repairs and modifications were reviewed and trialed for the Concert Hall house lights and completed mid-September 2016. Theatre monitoring/enabling works for the improvements on controls of the AHU/ventilation system and balancing were completed in time for the first show in September; this project is still being monitored and reviewed with minor repairs still in progress. Car park and roadway extract fans are being reviewed Review of the AHU and extract system for the Concert Hall is taking place. Review and monitoring of all risers, engineering areas and plantrooms of the Barbican for fire stopping breaches is under way to enable a maintenance plan to be drawn up. <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> Box office turnover remains buoyant and is now in excess of £10m. The number of tickets sold is up by 1.5% compared to 15/16. Monitoring of the audience flow relating to the relocated advance box office/information point continues. Customer Experience designed and delivered the Barbican's first Fire Safety Week across the Centre. The objective was to increase fire awareness for all colleagues. The week included refresher training for fire marshals and activities to encourage the identification of risks in each department and has delivered increased engagement in fire safety across the organisation. The annual Battle of Ideas weekend took place in October. A huge logistical challenge for the CEX event and front of house teams. 	<p>Goal 3</p> <p>Goal 1</p> <p>Goal 1</p> <p>Goal 1</p> <p>Goals 1, S/E</p>
<p>3.2 Preview & Planning</p> <p><u>Projects update</u> The following projects are taking place on site-</p> <ul style="list-style-type: none"> Level 4 conference suite improvements Concert Hall backstage refurbishments Curve Gallery refurbishment 	<p>Goal 1</p>

<ul style="list-style-type: none"> • Supaloo refurbishment • Replacement of Theatre and Pit Theatre dimmers • Modifications to Theatre stage • Installation of a scissor lift in the Theatre loading dock • Fountain Room refurbishment • Auditoria 1&2 lighting and power refurbishment • New Retail Unit in Foyer <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • Since the transfer of the line management of the security operation to Customer Experience in September, good progress is being made on several strands. The fire safety responsibilities related to the transfer have provided an opportunity to identify improvements. 	Goal 1, S/E
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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"> • Agent Provocateur sponsored the new exhibition, The Vulgar. • Donations are being received in the Curve Gallery with the current exhibition, via a new contactless device (set at £2) and a coin box. • Tickets for the 2016 Barbican Ball (http://barbicanball.org.uk/) are nearly sold out, and we have fabulous auction lots for the event on 24 November 2016. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • New book 'Residents' launched on 10 October with a well-attended launch event, and has attracted significant press coverage. • Sales continue to be encouraging; Foyer Shop revenue is +27% on budget, Gallery Shop revenue +63% on budget and online shop revenue +46% on budget (all year to date) <p><u>Catering</u></p> <ul style="list-style-type: none"> • New roving staff have been introduced in the foyer pre-performance using mobile technology to encourage guests to order interval drinks and maximize penetration on busy nights. • Barbican Kitchen continues to perform well exceeding budgeted income and penetration. An additional 40 covers have been incorporated into the seating area to ensure enough capacity during the winter months and maximize penetration at peak times. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> • The contract has now been signed with YourParkingSpace to 	<p>Goals 2,3,4</p> <p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goal 3</p>

<p>advertise and sell parking spaces via their website.</p>	
<p>Business Events</p> <ul style="list-style-type: none"> • Full year 16/17 target has been achieved, with excess of £1m during the year for Hall bookings alone • Business on the books is currently standing at 14% increase year on year from 15/16 to 16/17 • The Sales team attended and exhibited at many trade events over the last few months, with over £1million worth of enquiries generated • Extremely successful launch of the refurbished Frobisher meeting spaces to Business Event Clients took place on 31st October for 250 guests with many enquiries on the night, generated as an immediate result. The launch included an opportunity to showcase other divisions of the Centre, including the new shop, tours & Art of Development. 	<p>Goal 3</p>
<p>Exhibition Halls</p> <ul style="list-style-type: none"> • September and October have been the busiest months in Exhibition Halls' calendar, delivering a number of regular events: the Landlord and Letting Show, King's College Welcome Fair, City University Freshers' Fair, Mortgage Business Expo and The British Invention Show. • Exhibition Hall 1 was also used for a period of 6 weeks by University of London for their exams. 	<p>Goal 3</p>
<p>BIE</p> <ul style="list-style-type: none"> • <i>Designing 007</i> was successfully de-installed in Paris, where total visitor figures reached 93,600. The exhibition is currently being installed at Burj Khalifa, Dubai, and will open to the public on 14 November 2016. • <i>Game On 2.0</i> continues its run at Norsk Teknisk, Oslo where visitor numbers are averaging 1,050 per day, breaking all previously held visitor figure records for the venue. • We have appointed a group of international advisors for <i>Mangasia: Wonderlands of Asian Comics</i>. The advisors will support the exhibition's curator, Paul Gravett, with content selection. 	<p>Goals 1, 2, 3, 5</p>

<p>5.2 Preview & Planning</p>	
<p>Development</p> <ul style="list-style-type: none"> • We are developing plans to increase promotion of the Barbican Fund, legacies and memorial gifts. Attendees are enquiring about legacies, gifts in memory and gifts in honour of loved ones. 	<p>Goals 2,3,4</p>
<p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • Works continue on the new retail unit with most landmark elements- 	<p>Goals 1,3,5</p>

<p>stairs, lift, flooring, and balustrades - now in place. We are currently planning to open at the beginning of December, which is some weeks behind schedule; this delay may have an adverse impact on the retail income budget.</p> <ul style="list-style-type: none"> • Press features are beginning to appear with several more scheduled- including Monocle, Living Etc. and the Guardian. <p><u>Catering</u></p> <ul style="list-style-type: none"> • A major 3-month social media campaign and participation in London Restaurant Festival to promote Bonfire and Osteria as destinations to a wider London market is in progress, resulting in increased bookings at the target lunch and dinner services. <p><u>Car parks</u></p> <ul style="list-style-type: none"> • We are in now discussions with JustPark to advertise and sell parking spaces via their website. • We are undertaking marketing activity focusing on promoting season tickets and flexi passes to local businesses throughout November and December. <p>Business Events</p> <p>New winter event menus will shortly be introduced.</p> <ul style="list-style-type: none"> • We are planning targeted 'offers' to generate new business to aim for a strong final quarter when demand is typically lower <p>Exhibition Halls</p> <ul style="list-style-type: none"> • A couple of new bookings have been secured for the first quarter of 2017, Smart Buildings Show and Hugo Boss Sample Sale, and the team is on course to deliver the budgeted income for 2016/17. <p>BIE</p> <ul style="list-style-type: none"> • Discussions continue with potential future venues for <i>Digital Revolution</i>, which is currently available for touring. • A new contract has been signed for Game On 2.0 and the exhibition will open in Rome in March 2017. • <i>Designing 007</i> is scheduled to travel from Dubai to the Oscar Neimeyer designed Ciccillo Matarazzo Pavilion in Sao Paolo, where the exhibition will open in May 2017. 	<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