

Committee(s):	Date(s):
Barbican Centre Board	25 January 2017
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<p style="text-align: center;">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 ○ 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. <p>Recommendation Members are asked to note this report.</p>	

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Goal
<p>1.1 Centre for Music</p> <p>Following the Government's decision in early November not to proceed with funding for the business case work on Centre for Music, discussions took place internally as to the best way forward for the project. A revised programme of work was drawn up which would be achievable in a similar timescale, by December 2018, to carry through the main elements of the planned programme of work, and to arrive at a firm position as to whether the project was feasible. This was costed at £2.5m (a considerable saving on the planned Treasury funding) and a proposal was made to the City.</p>	

It was agreed that a funding bid could be made to Policy and Resources for the sum needed, with the background that it was unreasonable of Government to interrupt the planning of the project and that it needed to be completed. Alongside this, it would be essential to work closely with the City Surveyors in order to enable them to develop maximum commercial income from a new building on the site, with the potential for them to expand that work should the Centre for Music turn out not to be feasible.

A paper was prepared for the Corporation's Policy and Resources Committee in December which was accepted by the Committee without opposition. This includes two check points during the process where progress can be assessed and the project reviewed. The case was then submitted to the Court of Common Council on Thursday 12 January, and once again approved without opposition. An announcement was made that afternoon, coincidentally but not unhelpfully the day after the major opening, widely covered in the British press, of the Elbphilharmonie concert hall in Hamburg.

The result is that the Centre for Music project continues its planning under the direction of Project Director Simon Johnson, and the position in relation to the arts sector is somewhat relieved in that central Government funding is no longer involved. The imperative for the project to provide significant access, educational value and public value, is however unchanged.

1.2. Cultural Hub

With the context of the Centre for Music project continuing, and the development of the proposals for the new Museum of London, the progress of the Cultural Hub becomes ever more significant. It has now been agreed that the aim should be to proceed to a launch for the Hub before summer 2017, with some dedicated activity planned for no later than spring 2018, and some 'quick wins' in the area of visibility and improvements before then.

A restructuring of the Hub project under the leadership of Peter Lisley is now planned, coinciding with the dispersal of the Culture, Heritage and Libraries department of the Corporation on the departure of David Pearson. This is currently in hand and will include a part-role on Partnerships and Cultural Education for Sian Bird, shared with the Barbican, as well as the necessary resourcing of joint activity.

The branding project for the Hub is nearing completion and will be submitted to Members at the Cultural Hub Working Party in the first instance, and then more widely shared and discussed. This brand and the associated messages will be the key to the marketing and programming of the Hub going forward, and these can be developed around such initiatives as the arrival of Sir Simon Rattle as Music Director of the LSO in September 2017.

<p>Further developments include the advancement of the Beech Street improvements, which will now be a project in its own right as it involves traffic, street works, signage, look and feel, retail development, space for Barbican Guildhall Creative Learning, the future use of the Exhibition Halls, the Low Emission Zone, etc.</p> <p>Partnerships will be key to the development of the Hub, and these are being developed informally prior to the formal launch of a Hub identity to ensure buy-in and engagement from the surrounding area.</p>	
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2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS	
	Strategic Goal
<p>2.1 Progress & Issues</p> <p>Gallery: Bedwyr Williams' Curve Gallery commission <i>The Gulch</i> closed on 8th January and has substantially exceeded target (average daily attendance was 445, vs. a target of 250). A number of events have taken place in the exhibition, including Welsh School Disco, which was part of Frieze. Despite excellent coverage ("<i>Dazzling and delightfully subversive</i>" – <i>The Telegraph</i>), attendance for <i>The Vulgar; Fashion Redefined</i> has been below target, averaging 242 paid attendances per day, against a target of 400. However, an increase in sales is anticipated as attendance exceeded targets over the two Christmas weekends and has remained strong since.</p> <p>Previous Art Gallery exhibition Ragnar Kjartansson has enjoyed significant success, attracting close to 150,000 visitors so far in its current installation at the Hirshhorn Gallery in Washington. It was also voted show of the year by Guardian art critic Adrian Searle in his 2016 list.</p> <p>Richard Mosse's Incoming opens on 15 February in The Curve, <i>The World of Charles and Ray Eames</i> is due to open in Genk and <i>The Vulgar</i> will travel to the Winter Palais in Vienna.</p> <p>Music: The <i>Steve Reich at 80</i> weekend earned 4* reviews in the Times, Guardian and FT. The weekend featured a talk from music writer and critic Alex Ross, a Milton Court performance from Guildhall School musicians and an evening concert by Associate Ensemble Britten Sinfonia. All three events surpassed their audience targets. Highlights from the contemporary music programme included Icelandic composer Johan Johansson's performance with the Britten Sinfonia Voices, including material from his score for the acclaimed sci-fi movie <i>Arrival</i>, and <i>Spiritualized</i> giving two sold out performances to 4* and 5* reviews.</p>	<p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p>

<p>Unfortunately the much anticipated Cecilia Bartoli concert was cancelled due to the artist's illness and sales for the two concerts given by International Associates the Royal Concertgebouw Orchestra achieved only 58% and 70% of sales targets respectively.</p> <p>Looking forward, Simon Rattle and Peter Sellars collaborate on a semi-staged performance of Ligeti's opera Le Grand Macabre, Scottish musician King Creosote gives a sold-out performance of his new album, Astronaut Meets Appleman, and Godfrey Reggio's film The Visitors receives a UK Premiere as part of the Philip Glass at 80 weekend, with Michael Riesman conducting the BBC Symphony Orchestra.</p> <p>Theatre: The RSC winter season has been running throughout November and December. Anthony Sher as King Lear, directed by Gregory Doran, ran at 92% capacity across 30 performances. Unfortunately Cymbeline, directed by Melly Still and starring Gillian Bevan, did not attract the numbers, with an average of 43% of seats sold across 23 performances. In the Pit, Turned On Its Head presented Sponge, a show for babies and toddlers, which enjoyed excellent reviews and also sold out.</p> <p>Theatre and Creative Learning held an Open Evening for prospective applicants to the Oxford Samuel Beckett Theatre Trust Award and Open Labs programmes that allowed new artists to see the Pit Theatre and talk informally with Barbican staff and with past participants. Around 50 artists attended took the chance to ask questions and discuss applications.</p> <p>Looking ahead to the New Year, Artistic Associates Boy Blue Entertainment are giving the world premiere of their triple bill Blak, Whyte, Gray. This will be followed by the annual season from the London International Mime Festival with a main house show from Belgium and three new works in the Pit from France, Italy and Greece.</p> <p>Cinema: The Cheap Thrills season has been a feature of the Autumn, with a full house for John Waters' Female Trouble and a Screen Talk with director Catherine Breillat. Another highlight was the Global Health Film Festival. Cinema and Business Events worked closely to produce this two day festival across the Centre, including an exciting new Virtual Reality experience in the Frobisher rooms and a host of Q&A sessions. Taking into account expenditure savings, the total YTD net contribution from the new release programme is £77k behind target.</p> <p>Upcoming highlights include the launch of 2017 series, Conversations with Women in Film (in collaboration with Women in Film & TV and London Film School) and Ghost in the Shell, shown in the original Japanese with English subtitles, as part of the Cinema Matters series.</p>	<p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p>
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<p><u>Marketing:</u> A campaign to promote Barbican Membership as a gift in the run-up to Christmas was highly successful, delivering an uplift of more than 2% on the current membership base. Work to update the Barbican's external signage is ongoing in consultation with the residents and the City planners, while a new digital display panel has been installed above the Silk Street entrance ahead of further digital sites internally. The design team are now developing ideas for content to explore the potential of these digital sites.</p> <p>A major round of recruitment is almost complete to address significant recent staff turnover across the marketing team in recent weeks and months.</p> <p><u>Communications:</u> At the end of last year, the team ran a press campaign aiming to highlight the Barbican's 2017 arts programme within the media's festive season's '2017's art highlights' pieces. This reaped rewards with significant mentions within these articles, with particular pick up for <i>Le Grand Macabre</i>, <i>Toneelgroep Amsterdam's Obsession</i> (starring Jude Law), Siobhan Davies Dance, Richard Mosse and Basquiat.</p> <p>The autumn also saw a dedicated campaign to support the opening of the new Barbican Shop and its new ranges which generated coverage in design, retail and national press. Next up is the classical music season launch, with close liaison in particular with the LSO in relation to their announcement the same day outlining Sir Simon Rattle's vision for the orchestra. The teams are working on campaigns for the Spring season across the art forms, and are planning a special focus to celebrate the Barbican's 35th birthday in March.</p> <p><u>Foyers:</u> The foyer installations have enjoyed profile and coverage in a range of local, design and national press. Artist Zarah Hussain was interviewed on BBC Radio 4's Woman's Hour on 29 December about her installation Numina, which was also previewed in Aesthetica. The connection between this installation and the Transcender weekend was highlighted by World Music Central and Possibly Colliding was profiled by Uncut magazine in their feature on the Nils Frahm marathon weekend.</p>	<p>Goals 2,3,4,5</p> <p>Goals 1,4,5</p> <p>Goals 1,4,5</p>
<p>2.2 Preview and Planning</p> <p><u>Library:</u> The in-kind support provided to the Barbican Library's exhibitions has helped to raise the profile of their work. Following the success of both the Gerald Scarfe: Scarfe and Music and Chunk of Punk exhibitions, discussions are underway with Manchester's Central Library to develop a partnership for future exhibitions.</p>	<p>Goals 1,2,3,4,5</p>

<p><u>Arts Council NPO:</u> The application for the next round of Arts Council funding is being led by the Incubator with support from Creative Learning, Finance and Development staff. The application continues to focus on Beyond Barbican activity, artist development programmes Open Labs and Fish Island Labs and commissioning opportunities in the Curve Gallery. The deadline for submission is January 23rd.</p>	Goals 1,2,3,4,5
<p><u>Diversity monitoring:</u> Systems are now in place for an anonymous, online monitoring procedure which is being piloted across all art forms in Q1. This has been developed by the Incubator with support from Music, IT and Marketing.</p>	Goals 1,2,3,4,5

3. REPORT: LEARNING AND ENGAGEMENT	
	Strategic Goal
<p>3.1 Progress and Issues</p> <p><u>Public Events</u> <i>The Vulgar: Workshop Programme</i> <i>The Vulgar</i> exhibition features a learning and event space within the Gallery dedicated to school and family workshops. The schools workshops complement the tours programme, allowing visiting school groups to have both a tour and an artist facilitated workshop to enhance their visit to <i>The Vulgar</i>. By the end of the exhibition run we will have piloted 12 facilitated sessions with 6 school groups. The evaluation of these pilots will inform a comprehensive workshop programme to complement <i>Japanese House</i> opening in March. We are also using the space for family workshops, which will culminate in a Family Day, <i>Dress for Excess</i>, on Saturday 21 January.</p> <p><u>Schools & Colleges</u> <i>Associate Schools</i> Over the last few months we have been establishing a strong relationship with our 3 Associate Schools; Sydney Russell (a large academy in Barking and Dagenham), The Garden (an autism specialist all-through school in Hackney), and Greenleaf (an inclusive primary school in Waltham Forest). The programme started in September with the whole Creative Learning team visiting each school for joint planning sessions, and all staff training sessions will take place at The Garden School in January. Alongside each school's participation in our core programmes, including Barbican Box, we will begin developing a bespoke programme of activity with each school, designed to meet their school improvement priorities. Plans include the development of a recital programme at Sydney Russell with current Guildhall students, a series of photography and poetry workshops at Greenleaf and a termly assembly programme at The Garden for all students and their families to experience and access</p>	<p>Goal 2</p> <p>Goals 2, 5</p>

<p>the arts.</p> <p>RSC Barbican Backstage day On 22 November, the Barbican partnered with the Royal Shakespeare Company on Barbican Backstage: RSC - a day-long event for schools. Programmed in response to <i>King Lear</i> the programme included a bespoke backstage tour led by Barbican staff, an onstage automation demonstration, insight sessions led by the show's assistant director and actors, and three practical workshops in lighting, sound, and soft props & stage management. 87 secondary school students and 10 teachers participated from schools including our Associate School, Sydney Russell.</p> <p>Barbican Box This year's Barbican Box Visual Arts, <i>Too Much Is Not Enough</i>, uses <i>The Vulgar</i> exhibition as the catalyst for students' exploration of style and identity in London. Each of the 7 participating schools have visited the exhibition and had their first school visit with photographer Laura Braun. Combining street and studio photography, and with input from alumni of Barbican Young Poets, the project will culminate in a final publication of the students work and a launch event in the Spring. Meanwhile, schools participating in this year's Barbican Music Box visited the Centre in December for an introduction to the Barbican and Guildhall School and a special performance from this year's Barbican Box curator, Bellatrix.</p> <p>Young Creatives Impossibilities In November ImPossibilities, the ensemble formed of young people and Guildhall School students, performed at the Southbank Centre's Clore ballroom as part of the <i>London Jazz Festival Next Generation Takes Over</i> event.</p>	<p>Goals 2, 1</p> <p>Goals 2, 5</p> <p>Goal 2</p>
<p>3.2 Preview and Planning</p> <p>Public Events: Planning is underway for an ambitious learning project to complement the arrival of Sir Simon Rattle in September 2017 as both LSO Music Director and Associate artist of the Barbican and Guildhall School. Taking initial inspiration from Elgar's <i>Enigma Variations</i>, Portraits of Friendship will be a cross art form project, comprising 14 interpretations of friendship created by communities, schools and Creative Learning ensemble groups.</p> <p>Community February's Dialogue project will again bring together community based groups with Guildhall School students and creative learning ensembles, with work over the Spring term culminating in two nights of performances at the Broadway Theatre, Barking. Taking initial inspiration from Bedwyr Williams' Curve exhibition, <i>The Gulch</i>, this year's festival, entitled Where the water curves, will include projects with St Mungos, and Barking and Dagenham based groups Her Dynamic (a Somali Women;s group),</p>	<p>Goals 1, 2</p> <p>Goal 2</p>

<p>Broadway Playhouse (a group of young people with special needs) and Green Shoes (a mental health support group).</p>	
<p><u>Emerging and Practising Artists</u> Over the last year we have been running a national pilot of the Artworks fellowship – supporting artists and organisations to work together to develop new ways of supporting professional development. This will culminate in a symposium on the morning of 18 January with presentations from the 3 organisations with whom we have worked (national Glass Centre, Literature Wales and Baltic Arts Centre). A wider session in the afternoon will explore the training and development of artists working in participatory settings with case studies from our own work and those of other members of the <i>ArtWorks alliance</i>.</p>	<p>Goal 2</p>
<p><u>Barbican Guildhall Archive</u> Tom Overton and Matthew Harle have now commenced their (job-share) role as Post-Doctoral Research Archivists for the Barbican and Guildhall School. They have begun scoping material already archived through individual departments and will be working closely with the London Metropolitan Archive in order to determine how best to develop a central archive through the recently acquired and fitted space in the Barbican library.</p>	<p>Goals 1, 2</p>
<p><u>CoL Learning & Engagement Forum</u> Funding has now been secured through the Education Board for the scoping and development of a CoL Cultural Education Partnership. This includes a content scoping exercise now underway for Education across museums, galleries, libraries, performing arts, venues, HE institutions, open spaces and heritage buildings funded by the City. A similar process is also underway through the Music Education Co-ordinating Committee, covering CYM, Junior Guildhall, LSO Discovery, and Creative Learning in order to establish a joined-up and more coherent Under-18 music offer for children and young people, as well as their schools and families. Outcomes of these processes will be reported to the Cultural Hub Steering Group and CoL Education Board.</p>	<p>Goals 1, 2, 5</p>

4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Goal
<p>4.1 Progress & Issues</p> <p><u>General</u></p> <ul style="list-style-type: none"> • With the arrival of the new Buildings and Operations Director, the opportunity will be taken to carry out a “holistic” review of the services provided. • We will internationally benchmark all aspects of our work and review KPIs, so as to ensure compliance and consistent world-class outputs. 	<p>Goals 1, 4, S/E</p>

<ul style="list-style-type: none"> • The Kaizen continual improvement review approach will be applied to all areas and services provided. • We will be reviewing our submission for papers so as to ensure that they provide the appropriate level and amount of information. • A “one team” approach, with accountability, will be encouraged. • We will seek to work even closer with key partners in the area, including with the relevant City departments and the Police. Relationships, both internal and external, and two-way communication will be further encouraged in the future. • We will aim to create an environment that enables and inspires arts without boundaries • We will ensure that the Barbican also takes an operational and buildings leadership role as being one of the world’s most iconic buildings at the heart of the financial capital of the world. 	
<p><u>Security</u></p> <ul style="list-style-type: none"> • The team continue to work closely with the City Police, including on Operation Servator. • We are reviewing the cover provided and will be increasing the amount of training. • There were private visits to the Theatre where protection was provided by the Centre’s Head of Security to HM The Queen of Denmark on 6th December and HRH the Prince of Wales, Prince Charles, on 12th December. 	Goals 1, S/E
<p><u>Facilities</u></p> <ul style="list-style-type: none"> • An improvement plan had been established with the cleaning contractor Servest to improve the standard of cleaning in the conference area(s) of level 4. Improvement has been achieved by Servest’s re-mobilisation of the cleaning team to ensure thorough coverage of this area. This area continues to be monitored by the management team. • The Conservatory Tours are continuing to sell well. The income generated from the tours is being used to improve and increase fish stocks and enhance aspects of our sustainability programme. The income is also now being used to purchase large plant pottery and equipment to support the bee colony. • The postal services review is nearing completion and the revised service and is due to be implemented within the Centre and the School. 	Goals 1, S/E Goals 1, 3 Goal S/E
<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. 	Goals 1, 3
<p><u>Engineering</u> Recent works include:</p>	

<ul style="list-style-type: none"> • Car park and roadway extract fans continue to be reviewed • Review of the AHU and extract system for the Concert Hall is continuing. • Review and monitoring of all risers, engineering areas and plantrooms of the Barbican for fire stopping breaches is still under way to enable a maintenance plan to be drawn up. • The contract process review of the new M&E/Fabric contract is due to be completed by February. 	Goal 1
<p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • Box office turnover remains buoyant and is now in excess of £14m. A busy RSC and Raymond Gubbay Season has generated healthy booking fees income that is now £70k better to budget. • Monitoring of the audience flow relating to the relocated advance box office/information point has identified some major challenges. A new location is currently being investigated. 	Goal 1
<p>4.2 Preview & Planning</p> <p><u>Projects update</u></p> <p>The summer projects have all been concluded and planning and programming is taking place for the forthcoming Cyclical Works programme.</p> <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. • Work is progressing well with the City of London Fire Safety Team. A workshop for Directors and Senior Managers to explore the recommendations of the recent CO incident has been scheduled for 17 January. 	<p>Goal 1</p> <p>Goals 1, S/E</p>

5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Goal
<p>5.1 Progress & Issues</p> <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Exhibitions Halls enjoyed a good year end, with the last quarter of 2016 delivering 2 exhibitions: Mortgage Business Expo and British Invention Show, a month of University of London Exams in October and an unexpected Hugo Boss Sample Sale in November. <p>BIE</p> <ul style="list-style-type: none"> • <i>Designing 007</i> launched successfully at Burj Khalifa, Dubai, opening to the public on 14 November 2016. 	<p>Goal 3</p> <p>Goals 1, 2, 3, 5</p>

- *Game On 2.0* continues its run at Norsk Teknisk, Oslo where the total number of visitors has reached 209,343, breaking all previously held visitor figure records for the venue.

Development

- The Barbican and Christie®, a global leader in visual and audio solutions, have announced a major five-year partnership. The partnership will transform our public spaces, providing new platforms for its rolling programme of artistic commissions and focal points to communicate with the public in visually innovative ways.
- The piano music appeal is proving popular with classical music audiences; we now plan to promote to contemporary music audiences.
- Curve Gallery audiences are generously contributing via the new coin box and contactless device (set at £2).
- The 2016 Barbican Ball (<http://barbicanball.org.uk/>) was a great success, and planning is underway for the 2017 event.

Goals 2,3,4

Business Events

- 2016/17 target has twice been stretched due to ongoing successful sales drives, currently hovering at 100% of stretched target to realise 109% of original target.
- Business Events have been accredited with the Meetings Industry Association 'AIM Gold' standard, an assurance of excellence standard that symbolises exceptional levels of service from the venue.
- Industry events continued to be attended in the third quarter, and included ICCA, IBTM and a 20/20 event for Unique Venues, together generating over £625K worth of enquiries.
- ICCA congress allowed the team to participate in and be part of international debates re Trump and Brexit effect on worldwide meetings and events industry. Consensus is that the industry must continue to be as resilient as possible, particularly in light of terrorist attacks, however, there is uncertainty causing different trends to begin to appear. Traditional markets such as North America and Europe are still be nurtured, whilst emerging markets such as China are beginning to demonstrate signs of showing greater growth in the meetings sector.
- Banqueting income continues to be strong; a reasonable Christmas Party season was delivered, considering the minimal dates on offer.

Goals 1, 3

Commercial Development

Retail

- Following further delays the new Foyer shop opened on December 7. Sales up to Christmas were very encouraging.
- Significant press coverage in The Guardian, Daily Telegraph and others contributed to the most successful few months trading of the online shop since launch. Sales were up more than £10k on last year's equivalent period.

Goals 1, 3

<u>Catering</u> <ul style="list-style-type: none"> Barbican Kitchen has increased its seating capacity by 30 covers which will help maximise penetration at peak times, as this is believed to be one of the reasons penetration drops in the winter months. 	Goals 1, 3
<u>Car Parks</u> <ul style="list-style-type: none"> JustPark are now set up to advertise and sell our parking spaces via the JustPark website during off-peak periods to maximise use throughout the day. They have initially taken 25 spaces and expect this to grow in the coming months. 	Goal 3

5.2 Preview & Planning	
Exhibition Halls <ul style="list-style-type: none"> Apart from the regular annual exhibitions, a number of new events are being confirmed for the first quarter of 2017. They include 2 separate tenancies from film location companies, planning to use Exhibition Hall 2 for “crowd/extras holding areas”, providing make up and costume facilities, one new trade show: Smart Buildings Exhibition, and a repeat of the Hugo Boss Sample Sale. The team are on course to deliver a solid end of year result, slightly ahead of budget. 	Goal 3
BIE <ul style="list-style-type: none"> <i>Designing 007</i>'s run at Burj Khalifa, Dubai is due to be extended by another two months. 2017 is set to be a busy year for <i>Game On</i> and <i>Game On 2.0</i> with the exhibitions scheduled to tour to Rome, Rio, Sao Paulo and Riyadh. 	Goals 1, 2, 3, 5
Development <ul style="list-style-type: none"> We are planning a fundraising dinner to celebrate the production of <i>Obsession</i> on 9 May 2017, with Jude Law and the cast of the play. We are planning to fundraise for the Conservatory during the public Sunday hours, offering opportunities to donate cash or via a contactless device. 	Goals 2,3,4
Business Events <ul style="list-style-type: none"> Business on the books for 17/18 currently at 41% - a healthy position to be in at this time of year for the following financial year. A busy final quarter is ahead with many repeat Hall clients (13 events) & Theatre (4 events) as well as several events for new key clients in Frobisher spaces. New venue photography is planned to drive the Level 4 Frobisher spaces. 	Goal 3
Commercial Development	
<u>Retail</u> <ul style="list-style-type: none"> Works continue to finish the new retail unit with the outstanding jobs of vitrines with enhanced lighting at the entrance, wayfinding internal 	Goals 1, 3

<p>and external signage, jewellery cases at the correct height and glass replaced on the stairwell due to be completed mid-end January.</p> <ul style="list-style-type: none">• Once completed the retail team will continue work on layout, ranges, lighting and other details based on initial findings and feedback. <p><u>Catering</u></p> <ul style="list-style-type: none">• New furniture for the Martini Bar has been selected.• A new lunch menu is being developed for Beech Street Café Bar, aimed at the local office and resident community rather than the Cinema audience. The trial of a 'call order' menu has not proven successful and a food offer based on counter sales is being considered. <p><u>Car parks</u></p> <ul style="list-style-type: none">• A marketing campaign aimed at driving Corporate and Private Season Tickets will begin in February. This will include poster sites adjacent to targeted local offices, Google Adwords and leaflets.	<p>Goals 1,3</p> <p>Goal 3</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