

Committee(s): Barbican Board	Date(s): 29 May 2013
Subject: Management Report by the Barbican's Directors	Public
Report of: The Managing Director	For Information

Summary

- The Management Report comprises current updates under six sections authored by Barbican directors. Updates are under the headlines of Cultural Hub, Programming, Creative Learning, Audiences & Development, Operations & 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 Barbican Centre strategic objectives. For reference, the full list of objectives is attached at Appendix A.
- The Business Review which underpins this update report is presented under 'Management Report Annex' - item 20 in 'non-public business'.

Recommendation

It is recommended that Members note this report.

Main Report

1. Cultural Hub	
1.1. Progress & Issues <ul style="list-style-type: none">• Milton Court is here. The first acoustic tests of the concert hall have produced superlative results and there is real optimism that this will be a major addition to the London scene. The Barbican is contributing to the public-facing activities of Milton Court with a series of concerts by our Associate Ensembles, the Academy of Ancient Music and Britten Sinfonia, chamber music from International Associates the Leipzig Gewandhaus Orchestra, and a series of rentals. The final delivery of the building has been delayed until mid-June, causing logistical and planning issues, but everything is still on course for the late September opening.• The other new addition to the cultural hub, the new cinemas, continue to flourish and establish themselves as a new venue in the City, and have now been complemented by the arrival of the new restaurant which is doing well and contributing to the improvement of the Silk Street/Whitecross Street junction. Studies continue on the Beech Street Tunnel.• On the wider issues and the potential of the cultural hub, two key steps forward should be noted: 1. there is now a stated aim in the City's corporate plan to develop the culture and heritage offer of the City and 2. the Department of Built Environment has appointed a project manager specifically to take forward the work referred to in the last update of infrastructure development with particular reference to the cultural hub and Crossrail.• The influential BOP report into the Economic, Social and Cultural Impact of the City Arts and Cultural Cluster continues to be cited and referenced, notably by Peter Bazalgette in one of his first articles as Chairman of Arts Council England. Following the Government meetings mentioned last time, meetings have now been held at their request with both Liberal Democrat and Labour representatives (including most recently Harriet Harman, Shadow Culture Secretary as well as Deputy Leader) to consider the current issues surrounding arts funding.	Objectives 2, 4, 6 Objectives 1, 2, 4, 6 Objective 6 Objective 5
1.2. Preview & Planning <ul style="list-style-type: none">• The next steps on the cultural hub development include a meeting on site and walkaround with the new project manager and representatives of the Barbican Centre/Guildhall School, Museum of London and others to clarify the issues and objectives, and to plan a timetable for consultation. There will be then be further discussions led by the MD and the Museum of London with other cultural stakeholders in the area.	Objectives 4, 6

<ul style="list-style-type: none"> • By the time of this meeting a Board, Trust and Management Team Awayday will have been held, focusing on the subject 'What the Barbican can do for London' – a critical issue in view of the emphasis of the Corporation on its work overall for London. The Chairman of Policy and Resources and the Town Clerk will both address the meeting, and outside speakers will be Jules Pipe, Mayor of Hackney and Chair of London Councils, and Darren Henley, Managing Director of Classic FM and author of the Government's reports into music and cultural education. • Over the coming months the entire staff will be taken through our work on the brand and values of the Barbican, which was launched at a very successful all-staff meeting that also included updates on our digital editorial work and our use of social media. This commitment to understanding our brand will be part of future appraisals and objective setting. • The Board will have received the release detailing the Barbican's major summer off-site offer. Beyond Barbican brings together the Olympic Park re-opening weekend now called Open East (see Programming and Audiences) with initiatives beyond the walls including the Art Gallery installation, pop-up projects and theatre work (while the vital project of replacing the theatre flying system takes place). Increasingly we aim to embed both programming and creative learning work in East London as a key part of our artistic development. 	<p>Objectives 1, 6</p> <p>Objective S/E</p> <p>Objectives 1, 2, 3</p>
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2. Report: Programming	Strategic Objective
<p>2.1. Progress & Issues</p> <p>World-class The following events were nominated for an Olivier Award:</p> <ul style="list-style-type: none"> • Best Lighting Design – Paul Anderson for The Master & Margarita • Best Director – Simon McBurney for The Master & Margarita • Best New Opera Production – Einstein on the Beach • Outstanding Achievement in an Affiliate Theatre – Kate Bond and Morgan Lloyd for You Me Bum Bum Train <p>Einstein On The Beach won.</p> <p>Shortlisted nominations for the Royal Philharmonic Society annual Music Awards included:</p> <ul style="list-style-type: none"> • Best Opera and Theatre Production - Where the Wild Things Are • Best Ensemble - Britten Sinfonia • Best Large-Scale Composition: Gerald Barry’s The Importance of Being Earnest <p>Britten Sinfonia and The Importance of Being Earnest won.</p> <p>The Juan Diego Florez residency, Cheek by Jowl’s production of Ubu Roi and Katie Mitchell’s production of Fräulein Julie for Schaubühne Berlin all generated critical acclaim. Geoffrey Farmer: The Surgeon and the Photographer is receiving sustained, positive media coverage and reaching more than 2000 visitors per week on average.</p> <p>Collaboration across art forms On BBC London Radio Alice Rawsthorn described our Dancing Around Duchamp’s season as: “an absolutely wonderful exhibition ...where the Barbican really excels is having the theatre, the cinema... and so, in programming a multidisciplinary exhibition like this... it’s really appealing as a venue in London, because it’s got these amazing performance spaces to call upon. So there’s a really interesting selection of performances, films and live performances accompanying the exhibition.” The dance and music in the exhibition has been particularly exciting. But sadly the show’s attendance has dropped off and it is not meeting its financial target.</p> <p>Partnerships The Cinema team worked with the Critics’ Circle in their centenary year, to programme a season titled ‘The Film That Changed My Life’. Leading critics selected and introduced a screening of each film.</p> <p>Innovation Quizoola!, a 24 hour show in the Pit, was also webcast and attracted 4,541 views from 58 countries across 6 continents, with a reported age range stretching from 7 months (!) to 89 years old. There were 469 people Tweeting, generating 1.8 million impressions.</p> <p>Other Voices performances at Wilton’s Music Hall were captured for broadcast in east London and back to the Barbican as well as for various</p>	<p>Objectives 1,2</p> <p>Objectives 1,2</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,5, 6</p>

<p>media platforms worldwide. An online audience of over 33,000 viewed it on YouTube and through the Guardian website over the weekend.</p> <p>Michel van der Aa's new film opera using 3D imagery, Sunken Garden, enjoyed its world premiere at the Barbican in April; reviews were mixed.</p> <p>A Scream and an Outrage, Nico Muhly's music marathon weekend, brought in a young audience by offering a programme mixing contemporary classical with contemporary popular music.</p> <p>Locally relevant "Beyond Barbican" our offsite summer programme made of a series of pop-up events and collaborations across art form in east London, has been announced this month.</p>	<p>Objectives 1,2,5, 6</p> <p>Objectives 1,2,5</p> <p>Objectives 1,2,3</p> <p>Objectives 1,2,3</p>
<p>2.2. Preview and Planning</p> <p>In the Arts Council report of our 11/12 activity we scored "strong" in the following areas:</p> <ul style="list-style-type: none"> • Excellence and innovation of the programme • Engagement • Financial sustainability • Governance and management <p>The Director of Programming is attending What Next? meetings on a weekly basis; this fast growing alliance of arts and cultural organisations aims to make the case for the arts by engaging the public and politicians.</p> <p>She also attended the "Women and Economic Growth Reception" hosted by the Secretary of State for Culture, Media and Sports and Minister for Women and Equalities, Rt Hon Maria Miller MP.</p> <p>Tickets for our two day festival in the Queen Elizabeth Olympic Park on the first anniversary of the Olympic opening ceremony, Open EAST Festival, will go on sale at the beginning of June.</p>	<p>Objectives 1,2 3,5</p> <p>Objectives 2,3,5</p> <p>Objectives 5</p> <p>Objectives 1,2,3</p>

<p>3. Report: Creative Learning</p>	
	<p>Strategic Objective</p>
<p>3.1. Progress & Issues</p> <ul style="list-style-type: none"> • Produce an Outstanding Programme <p>Highlights of the LA Philharmonic's residency included "Discover Dudamel", bringing together over 100 young musicians from across London and Los Angeles to work with Gustavo Dudamel. The weekend curated by Nico Muhly, "A Scream and an Outrage", included Guildhall School students, Junior Guildhall, and emerging artists who we have supported through our Laboratory strand.</p> <p>As part of the programme around the Duchamp exhibition a weekend</p>	<p>Objectives 2, 3</p>

<p>Puppet making workshop attracted over 140 people.</p> <ul style="list-style-type: none"> Maximise Value and Impact The first half of this year's Barbican Box theatre project culminated with performance 'sharings' in the Pit Theatre from participating schools. This year's project, in partnership with Complicite, is working in 20 schools, engaging over 250 young people and 20 teachers. Several community groups, including Islington Community Theatre, also used the box as starting points for performances which took place as part of Islington's Platform festival. <p>The pilot of the Barbican Film Box will culminate with a screening in July – a number of AS Media Studies students from Skinner's Academy have used this project as part of their course, with their teacher stating "The films they made turned out to be excellent, and the majority of the students scored really high grades."</p> <ul style="list-style-type: none"> Build Partnership working The ArtWorks project has enabled the development of a wide partnership network. Events in this period have included two seminars for Higher Education and Further Education organisations, and a symposium delivered in partnership with Trinity Laban Conservatoire of Music and Dance and Lewisham's Older People's Arts Network. This explored ways of supporting artists to develop creative practice in participatory settings with older people. Build visibility With the Marketing team, Creative Learning have launched a Monthly e-newsletter with details of forthcoming activity, and reports on past events – the newsletter is sent to partners, participants as well as being available for anyone to subscribe to through the website. <p>The team delivering Open School East are currently undertaking in-depth local engagement with communities who live and work in and around the De Beauvoir Estate in Hackney, these include the Crib Youth Centre, The De Beauvoir Tenants Associations and a local church – this will ensure the project is fully embedded within the local community prior to its formal launch in September.</p> <ul style="list-style-type: none"> Pioneer Future Learning models The Future Play symposium brought together an extraordinary group of music education professionals for three days of presentations, practice sharing and discussion. Many key issues in music education were discussed – we are exploring ways to continue the dialogue and build on several of the ideas which came out of the event. <p>As part of ArtWorks London we have begun a pilot of an informal learning pathway, the ArtWorks Fellowship, a model which focuses on the development of a bespoke learning pathway for artists working in participatory settings. The ArtWorks Fellows will engage in training, CPD and Lab activity. ArtWorks London will test the impact of this experience and explore sustainability beyond the current programme.</p>	<p>Objectives 1, 3</p> <p>Objectives 1, 3</p> <p>Objectives 1, 3</p> <p>Objective 3</p> <p>Objective 6</p>
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<p>Barbican Box is attracting attention from a range of diverse organizations and companies, including Sir Robert McAlpine and Museum of London Archeology. Creative Learning is exploring practical ways to extend this tool for use across arts and non arts groups.</p>	<p>Objective 5</p>
<p>3.2. Preview & Planning</p> <p>Creative Learning is supporting Hack the Barbican; creating new partnerships with creative and digital commercial start ups and entrepreneurs in Tech City East. Hack the Barbican is a mechanism through which we can interact with local communities who we currently don't access. A Queen Mary University PhD researcher is working with us to identify new ways of using technologies to bridge these gaps. Our input into digital activities across the centre is providing platforms for new cultural partnerships, including Culture Tech and Digital Shoreditch.</p> <p>We have begun planning for one of our first major events in Milton Court. Snapshot Songs will be a new song cycle by composer Stuart Hancock, involving participants from Creative Learning ensembles. The premiere performance in April 2014 will include local community performers alongside the LSSO. This project is supported by the SHM Foundation, where Stuart Hancock is Composer in residence.</p>	<p>Objectives 3, 4</p> <p>Objective 3</p>

<p>4. Report: Audiences</p>	
	<p>Strategic Objective</p>
<p>4.1. Progress & Issues</p> <ul style="list-style-type: none"> • Digital: ITT for Ticketing and CRM system has now been published. The three suppliers who passed the PQQ stage are preparing their responses and the deadline for submissions is 28 June. The projected award date for the contract is 30 August. • Marketing and Communications have been working closely in partnership with the LLDC on the Open East Festival campaign. A Beyond Barbican campaign launched on 14 May, which pulls together all our offsite Summer events, and includes the Open East Festival as a highlight. • Work has commenced on the Customer Experience, Facilities and Commercial collaborative workstream looking at how we can further improve our interface with the public in the public areas of the building. • Box office: they are now coming out of an exceptionally busy sales period handling sales in excess of £6M in the last 3 months. • Website success: our website has moved up in the Experian UK top websites charts (from 6th to 4th in the "Entertainment – Arts" category and from 8th to 6th in "Entertainment - Performing Arts"). This lists the most visited UK sites from UK visitors. 	<p>Objectives 1, 5</p> <p>Objectives 1, 2, 3</p> <p>Objectives 1, 4, 5</p> <p>Objectives 1, 5</p> <p>Objectives 1</p>

<ul style="list-style-type: none"> • Attitude is Everything: By “demonstrating an ongoing commitment to improving accessibility, going beyond equality law and achieving best practice” we have been awarded the Charter of Best Practice at Silver Level by “Attitude is Everything” (an organisation that aims to improve deaf and disabled people's access to live music) • Development: The team have secured a new £100,000 grant from J Paul Getty Jnr Charitable Trust for Creative Learning in 2013/14 and 2014/15. 	<p>Objectives 1</p> <p>Objectives 1, 5</p>
<p>4.2. Preview & Planning</p> <ul style="list-style-type: none"> • Marketing, HR and Customer Experience have been working together to complete the first 2 stages of the brand values rollout across the organisation. This is due to be introduced to all staff at a meeting on 16 May, and workshops will follow. • E:ticketing Following the soft launch of print@home tickets in the cinemas in the Autumn we recently trialled for Fraulein Julie in the main Theatre. The trial was a success and the option will now be rolled out across all theatre performances. Testing is now commencing for events in the Barbican Hall. • Residents: The next Quarterly meeting with Resident representatives and the Chairman and Deputy Chairman will take place on 20 May. The next bi-annual meeting (open invitation to all residents) takes place on 4 June. • Digital: Website procurement. This is running later than originally planned. A very disappointing number of agencies came through the Pre-Qualification Questionnaire of the Closed Tender we started earlier this year. Following much discussion both internally amongst key managers, and with colleagues in CoL Procurement, it was agreed that the restricted tender had not delivered the correct result for us, and that we should move to an Open Tender. The ITT documents are ready, and the draft contract is due to be ready in mid-June. Based on this date, tenders would be due in on 28 August and we would look to award the contract by 1 November. Whilst it is disappointing that it is somewhat delayed, it is also vital that we have a robust process in place for the procurement of such a business-critical asset. • Development: The Head of Development and Director of Audiences and Development will be asking to meet up with individual Board members in order to ask about potential contacts they may have in particular fields of work. 	<p>All Objectives</p> <p>Objectives 1, 5</p> <p>Objective 1</p> <p>Objectives 1, 5</p>

5. Report: Operations & Buildings

Strategic
Objective

5.1. Progress & Issues

Environmental Sustainability Policy: A revised and updated draft Environmental Sustainability Policy and action plan is under development as a combined cross platform School and Barbican Centre Policy. In terms of environmental reporting the policy is being developed to meet the requirements of the Arts Council, Commercial clients, HEFCE and People & Planet.

Objectives
4, 5

IWLB Demonstration: A further demonstration by the Barbican cleaners' London Living Wage campaign has occurred on Saturday. Barbican cleaners are provided by Mitie as part of the COL Mitie contract. This time the demonstrators entered the Foyer to make their protest. Security were in attendance immediately and COL Police escorted the demonstration from the Building. Although noise levels from the demonstration were high Barbican performances and activities continued unaffected during this event.

Objectives
4, S/E

Milton Court mobilisation: With the imminent completion of the Guildhall School Milton Court facility, being of an ultra high technology design, there is a need to familiarize & train operational staff to run the site. As a consequence the building services teams have been undertaking site tours and intensive specialist training courses. This will enable a smooth transition from construction to operational phase

Objectives
2, 4

CrossRail: CrossRail have advised that a revised project plan is being developed for tunneling activity at the Barbican site, the revised plans will take the program into early 2015. Firmer dates are to be advised when available.

Objectives
4, S/E

Ex Hall 1 LFS tenant: A number of enabling measures are required to allow the LFS tenancy to proceed. A Gateway 2 report has been approved by the PSC and Consultants have been appointed to assess the scope of the enabling works. Negotiations with LFS continue.

Ex Hall 2 tenancy: Following the deterioration in the waterproofing integrity of the Ex Hall expansion joints the development of commercial tenancy interest has been put on hold pending further investigation into the expansion joint leaks. Remedial works –in the shape of bigger and better drip trays have been installed. This measure has allowed the Exhibition Hall to continue in business without undue impact on operations. Our consultants are still engaged in a search for a solution to the root cause of the leaks. City Surveyor advises that the space is considered unfit for a commercial tenancy while the leaks continue

Objectives
2, 4

<p>Green Room. The newly refurbished Green room opened on schedule on 25 March following the introduction of a renewed service by a newly appointed catering contractor. The Green Room will now be a cross platform service available for all staff and students.</p> <p>Konica MFD Printer Installation As part of the City wide installation of MFD printers the Barbican install took place over 4 days at the end of April and the beginning of May. This has generally been well received with the advantages of 'follow me' printing being of particular interest. As part of the project Konica are still ironing out a few issues and in some special cases the direct print queue has had to remain. Following on from this we will be able to reduce the amount of desk top printers across the Centre, increasing desk space and reducing heat gain, maintenance and toner costs.</p>	<p>Objective 4</p> <p>Objectives 4, S/E</p>
<p>5.2. Preview & Planning</p> <p>Capital projects are progressing well:</p> <ul style="list-style-type: none"> • Concert Hall Backstage Refurbishment Funding of £150,000 has been granted by the Warburg Foundation for this project. Project scope will include renewing the carpet, redecorations and new improved lighting. • Garden Room Refurbishment (and adjacent public toilets): Tenders have been received for this project and we are in the process of appointing a contractor who is scheduled to commence works on site at the end of May. • Theatre Technical Project (Cap 3): A Gateway 4 report has been approved by the PSC and tenders will be invited during May. Works are planned to run alongside the Theatre Flying system works during the summer. • Powered Flying System: The appointed contractor is due to commence on site on 28 May, with works scheduled to be complete in September. • Signage (Phase 2) Following the completion of the phase 1 car park signage scheme, a scheme for new signage for all floor levels of Frobisher Crescent is now in development. 	<p>Objectives 4, 5</p> <p>Objective 4, 5</p> <p>Objectives 4, 5</p> <p>Objectives 4, S/E</p> <p>Objective 4</p>

<p>6. Report: Commercial</p>	
	<p>Strategic Objective</p>
<p>6.1. Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> • We finished the year with income of £3.009m, breaking all records. • 25 events were held in March including new clients, Kenes UK (a major Association PCO) and Sainsbury's. • In April we hosted the British Neuroscience Association (BNA). This was a major collaboration between Business Events, Creative Learning, Arts Departments and The Wellcome Trust which brought over 10,000 people 	<p>Objective 5</p> <p>Objectives 1,3,4,5</p>

<p>through the centre's doors over a 4 day period. The event received lots of positive press coverage, and was the focus of several industry case studies. In the same month we hosted over 20 other events and graduations, and welcomed 7 new clients.</p> <ul style="list-style-type: none"> • In May we started the AGM season with the Aviva AGM. Later this month we will host the RNLI AGM and HSBC. • We also hosted the Critics Circle Awards; The Arts Council held their Cultural Olympiad review with Lord Sebastian Coe in attendance and the Royal Television Society returned for their annual event. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The last month of 2012/13 delivered The Landlord and Letting Show and Music Education Expo, which contributed to the total Exhibition Income for 12/13 of £491k. <p>Commercial Development: Retail</p> <ul style="list-style-type: none"> • We are continuing to launch Barbican branded merchandise, including 'eco' and artist stationery lines, postcards and bags. These are performing well in both foyer and gallery shops. We have also launched a range of designer furniture with colours exclusive to Barbican. • Retail has now taken on the management of visiting artist and event merchandise. We are working with colleagues across art forms to recognise as much of the Barbican's programme as possible through our product range. The Wonder Season provided a clear opportunity for this. <p>Commercial Development: Catering</p> <ul style="list-style-type: none"> • Cote restaurant opened on time in late March and completes the development of the new cinemas • We have refined our performance bars offer by the introduction of draught beers, designed to build sales for our contemporary concerts. <p>BIE</p> <ul style="list-style-type: none"> • Following the success of Watch Me Move in Rio (averaging 5,000+ visitors a day) the exhibition has now opened at CCBB Brasilia. • Designing 007 is exhibiting in Shanghai, China. And Game On 2:0 is currently at Ontario Science Centre, Toronto. 	<p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1, 4, 5</p> <p>Objectives 1, 5</p>
<p>6.2. Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> • For 2013/14, we have contracted £1.040m - on par with last year. • The Garden Room refurbishment is taking place over the summer and we are working on our opening strategies in September. • Forthcoming key events include Deutsche Bank and graduation ceremonies for Kings College, London Met University and City University. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The first quarter 2013/14 is dominated by a 7 week long tenancy taken by University of London for their end of year examinations. <p>Commercial Development: Retail</p> <ul style="list-style-type: none"> • Over the summer we will be focusing on product development to fill in the lowest and highest price point gaps in our range. Impulse buys as well as more aspirational gifts will provide a more complete shopping experience 	<p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 4, 5</p>

<p>to our wide range of customers. We are exploring ideas with a number of designers and aim to have merchandise ready for sale in the run up to Christmas.</p> <ul style="list-style-type: none"> • To supplement our plans for a Christmas market we intend to run a dedicated retail point for the RSC's Richard II adjacent to the Theatre. <p>Commercial Development: Catering</p> <ul style="list-style-type: none"> • Plans for the refresh of Searcy's restaurant are progressing well with the closure for refurbishment due in August. It will reopen in early September with a new menu, based around a grill concept and with a clear brand proposition and dedicated marketing campaign. • Milton Court Bars are being mobilized over the summer. <p>BIE</p> <ul style="list-style-type: none"> • Designing 007 will open in Melbourne this autumn, with exhibition interest from Moscow, Las Vegas, Taipei, Azerbaijan and Seoul • Our summer 2014 exhibition, Digital Revolution, is in development, Artists including United Visual Artists, Universal Everything, Usman Haque, Marshmallow Laser Feast have been proposed commissions around the Barbican. • Game On will be traveling to Buenos Aires this summer. 	<p>Objectives 1, 4, 5</p> <p>Objectives 5, 6</p> <p>Objectives 1, 5</p>
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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 hub**

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