

Committee(s):	Date(s):
Barbican Board	15 April 2015
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
<p>Summary</p> <ul style="list-style-type: none"> • The Management Report comprises current updates under five sections authored by Barbican Directors. • Updates are under the headlines of: <ul style="list-style-type: none"> ○ Strategy and Cultural Hub ○ Arts Programming, Marketing and Communications ○ Creative Learning ○ Operations and Buildings ○ Business and Commercial. • Each of the five sections highlights 'progress & issues' for recent/ current activity, then draws attention to upcoming events and developments in 'preview & 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. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
	Strategic Objective
<p>1.1 Progress and Issues</p> <p>On Friday 20 February the Chancellor of the Exchequer, George Osborne, and the Mayor of London, Boris Johnson, jointly announced their development plan for London at Tate Modern. The central cultural announcement was the award of £1m to the Barbican for us to undertake a feasibility study into a new centre for music with our resident orchestra the LSO, to be completed by September 2015. Sir Nicholas Hytner has been asked to advise on the feasibility study.</p> <p>This announcement built on the work undertaken by the steering group of the Barbican, GSMD and LSO, with the City of London Corporation and Arts Council England, and followed an intensive period of negotiation with Government and the GLA following Sir Simon Rattle's visits to the LSO in January and with the Berliner Philharmoniker in February. This took place alongside extensive press coverage and debate around the need for and merits of a new music facility in London. The Barbican and the LSO welcomed the fact that new money was being invested into a feasibility study that could enable London as a world-class city to have a leading world-class music facility.</p> <p>At the same time the Cultural Hub implementation plans have moved forward with the establishment of the Programme Board reported to the last meeting The next Cultural Hub Working Party will meet on 3 June, and by this time the proposed Barbican Area Strategy will be undergoing its public consultation.</p> <p>Coincidentally, the Museum of London's discussion into its future options, which had included redevelopment on its present site or moving to a new site, reached a firm conclusion with its Board's decision to explore a move to Smithfield Market. On Thursday 26 March the Museum announced at its Londoners Dinner that its ambition was to move to Smithfield, an ambition that has been widely welcomed.</p> <p>This could potentially, and on a timescale yet to be determined, lead to the availability of the present Museum of London site, on the corner of the Barbican, for redevelopment.</p>	

1.2 Progress and planning

The process of planning the Barbican/LSO feasibility study has now been begun, and interviews for consultants will have taken place on April 1 with results that can be reported later in this meeting. A feasibility study manager has been seconded from the DCMS to co-ordinate the process, and key Barbican and LSO staff will devote a proportion of their time to the study going forward to the autumn, with these roles being backfilled.

The aim of the feasibility study is to address all the key issues around a potential new facility, scoping the vision, the need, the impact, exploring a site, the specification and the activity, to arrive at a plan, a cost and an operational model. It will be an extremely intensive exercise, and needs to be highly sensitive to the concerns of others potentially affected by the scheme. Its brief is to make the case, and this needs to be achieved in a way that will ensure future support for the project. It thus needs to demonstrate not only the benefit to London, but also the usefulness of such a project to the whole of the UK. Arts Council England have undertaken to receive responses and views from any parties who wish to express opinions on the project.

Clearly the potential for two major building projects associated with the cultural hub will sharply define the concept of the hub and gives the opportunity for an extensive programme of public engagement in the idea over the following years. This will affect the prioritization of the ideas emerging from the Barbican Area Strategy which will be consulted on between May and July. Allied to this consultation by the City, Publica are producing a document around the concept of the Cultural Hub, defining its vision and its objectives, and this could well form one subject for the Barbican Board and Trust Awayday now confirmed for Friday 5 June, and could be the basis for our institution's response to the Strategy.

Alongside the organizational review of the Barbican's effectiveness currently taking place, and the adjustment of our goals and objectives resulting from the AEA review that was part of the SBR process, these linked pieces of work will potentially lead to a redefinition of the Barbican's entire future existence and scope.

celebrations received warm praise and 4-star reviews from critics including *The Financial Times*. In contemporary music **The Gloaming** played to a sold out hall and high critical acclaim, including 4-star reviews in *The Financial Times* and *The Evening Standard*. **Strata-East Live with Gilles Peterson** was also well received by critics and audiences, and featured performances led by the Strata-East label's founders, trumpeter **Charles Tolliver** and pianist **Stanley Cowell**. Numerous contemporary music artists have now been confirmed for **Station to Station** including **Suicide, Terry Riley, Lonelady, Savages** and **Boredoms**.

Following an incident which jeopardised crowd and performer safety during a **Live Nation** promotion of Swedish rapper, **Yung Lean**, we have revised our art form planning procedures.

Theatre:

Antigone garnered several four-star reviews (including *Guardian, Financial Times* and *The Express*) and played to sold-out houses from 4th – 28th March. The production has been televised by BBC Arts for transmission on BBC Four as part of its *The Age of Heroes: Ancient Greece Uncovered* season this spring 2015. BBC Four cameras captured the production at the Barbican, across the 19th and 24th March to a specially invited audience of approximately 300. Kirsty Walk recorded a piece to camera on 25th March here at the Barbican which will introduce **Antigone** to the television audience on the date of transmission.

The live show is now on an international tour to Antwerp, Amsterdam, Paris, the Ruhrfestspiele festival in Germany, the Edinburgh Festival, and finally a series of dates across the US.

An **NT Live** performance has now been confirmed for **Hamlet** and screenings will be broadcast live from the Barbican to cinemas around the world on Thursday 15th October 2015.

Cinema:

February was a solid month for us with sold-out screenings across the **Oscar Season**, a very strong opening week for **50 Shades of Grey**, plus a lot of press interest and excellent audience numbers for our "alternative" Valentines film offer – **Twisted Valentine**.

In March we ran **Hip Hop Matters** curated by Artistic Associate **Boy Blue**. The season attracted a younger, more diverse audience compared to other seasons. The **Human Rights Watch Film Festival** has been a tremendous success –the audience has built significantly since last year, including a succession of sold-out houses, alongside a very high level of discussion amongst the panel and public. We also successfully piloted a working relationship with the **Guardian Masterclass** series as part of the festival.

April sees the BFI re-release of **Blade Runner** which we expect will do well plus we have our Spring season – **This Made Me Laugh** – a hand

Objectives
1,2,6

Objectives
1,2, 5, 6

<p>selected season of comedy titles by people including John Cleese, Lenny Henry, Miranda Hart , John Lloyd, Jon Ronson and David Sedaris. This month sees the launch of new regular strand Science on Screen as well as a short season of films ReCollections – which references the gallery exhibition Magnificent Obsessions. The Silent strand continues with a 1927 title Annie Laurie – and a live accompaniment by fiddle player Shona Mooney.</p> <p><u>Digital Content:</u> The first cohort of Fish Island Labs residents will be showcasing their work in a group show in the Barbican Centre foyers. This is the first annual showcase of art from the cohort, which is a unique partnership between the Barbican and The Trampery. Located in Hackney Wick, Fish Island Labs is a new centre to kick-start the careers of a new generation of emerging talent whose work spans technology and the arts. Following the success of the pilot year, both organisations look forward to establishing a permanent home for the Labs, including a state-of-the-art auditorium, fabrication facilities, studio spaces, and lab programmes for the local community.</p> <p><u>Marketing:</u> Membership: We have had 1,629 new members join the scheme since the re-launch – 6% up on the same period last FY. Renewal rates are once again on the increase following the initial drop following the change with Membership renewal rates almost at their pre re-launch levels. The Red Room continues to receive positive feedback. Over 549 Yellow Members have opted to take the free upgrade to Membership, with 232 going on to now pay for it.</p> <p>Young Barbican: Young Barbican membership is standing at nearly 20,000, with an aim to reach 30,000 by end of the first year. We are currently recruiting about 300 new members a week (80% of which are new to the Barbican) and selling around 500 tickets a week to Young Barbican members.</p> <p>Online and Digital: Social media figures continue to grow and new audience-engaged content (including behind-the-scenes tours and interviews) is being developed to enrich our online offer.</p> <p>Data capture for free/un-ticketed/offsite events: We will be commissioning a market research agency to carry out data capture at the free events that are part of Station To Station. Phase 1 of the exhibition microsite also has a field to capture email addresses from those interested in hearing more about Station To Station events as they are unveiled. The plan is then to automatically convert these subscribers to regular email subscribers. Once tested, this methodology will be rolled out across other un-ticketed/offsite events to maximise data capture for new audiences.</p> <p>Media Partnerships: Dazed & Confused Magazine is confirmed as a media partner for Station To Station together with FACT.</p>	<p>Objectives: 1,2,3,6</p> <p>Objectives 1,3,5</p>
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<p>2.2 Preview and Planning</p> <p><u>Communications:</u> The Barbican-wide season launch was very successful and took place on 25th March. It focused on our Summer 2015 programming, including details of Station to Station, Beyond Barbican and Moog Concordance, alongside providing details of the Barbican Classical Weekender taking place in October, and the new gallery exhibition for Spring 2016 curated by Martin Parr. Other highlights for 2016 include International Shakespeare celebrating the playwright's work 400 years after his death, and a range of new and exciting commissions taking place across the programme. Details including copy for the announcement, season grid, and listing has been circulated to Board members.</p> <p>There is a new Marketing Executive (Audience Development & Learning) focussed on connecting Creative Learning and the Arts Programme alongside pursuing our Audience Development aims, including outreach in support of the Beyond Barbican programme and Young Barbican.</p> <p>We have resolved our negotiations with ACE around data sharing and are now in discussion with other organisations around developing best practice in relation to this going forward.</p> <p><u>Additional activities across the sector:</u> As a member of the London Cultural Strategy Group, Louise Jeffreys was asked to chair a meeting on the issues and challenges of presenting work in site specific venues. In addition to this, she spoke at Southbank Centre's Women of the World Festival at the Women In Creative Industries Day, and interviewed Sir Nicholas Hytner prior to him receiving the Freedom of the City of London at the Guildhall.</p> <p>Louise also judged the Debating Matters competition for Battle of Ideas and the talent contest at Priory Court in Waltham Forest, which formed part of a community 'taster session' for Walthamstow Garden Party – the winners will perform at the event in July.</p> <p>Finally, we have been asked to comment on the Index on Censorship Public Order legislation.</p>	<p>Objectives 1,2,3,6</p> <p>Objectives 1,3</p> <p>Objectives 1,2,3,5</p>
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3. REPORT: CREATIVE LEARNING	
	Strategic Objective
<p>3.1 Progress and Issues</p> <p>Barbican Box Many of the Barbican Box projects culminated in this period with a series of impressive showcases of young people’s work professionally presented across Barbican venues. Barbican Box Music culminated in an afternoon of performances from 100 young people in the concert hall, and 153 students from 8 schools shared their theatre pieces over three afternoons in the Pit Theatre. The third Barbican Art Book “Bridging Worlds” was launched with an evening event in the Fountain Room, as was the installation of a new exhibition of the young artists’ work in the Camera Café.</p> <p>In total this year’s iterations of the Barbican Box projects are working directly with over 750 young people from 35 schools across the City, Barking and Dagenham, Hackney, Newham, Tower Hamlets and Waltham Forest, and bringing many more students, families and teachers into the building for performances and sharings.</p> <p>Dialogue The annual celebration of the work Guildhall School students create with East London communities took place across the Barbican Foyers. It featured collaborations with Core Arts, St Mungo’s and Haggerston School, as well as a community choir built as a legacy of last year’s Snapshot Songs project. The event also coincided with the school’s Reflective Conservatoire Conference and was well received by the international delegates.</p> <p>Focus/ BFI To launch this year’s Focus festival we hosted a screening of work created across the BFI’s national network of Young Film Academies – including the films produced by the participants in our own programme. 14 of the 18 Film Academy participants were also successful in achieving Arts Award Silver through their work on the scheme – a nationally recognised qualification. The festival itself was curated by the Barbican Young Programmers and featured a range of films and workshops aimed towards a teenage and young adult audience.</p> <p>Beyond Barbican In preparation for the Walthamstow Garden Party a taster event was held at Priory Court Community Centre with art, film, coding and sports workshops, drumming performances and participatory taster sessions. The day culminated in a talent performance featuring young people from across the borough – four of whom were selected by a panel led by the Waltham Forest Young Advisors to perform at the Garden Party in July. The Barbican Younger Poets programme also continues working in partnership with schools in Waltham Forest as part of the build up to the weekend in July.</p>	<p>Objectives 3</p> <p>Objectives 3,6</p> <p>Objectives 2,3</p> <p>Objectives 1, 3</p>

<p>3.2 Preview and Planning</p> <p>LABS/Curious Two events in summer will showcase work which has been produced through our commitment to supporting emerging artists. The Curious Festival, taking place at the Rag Factory on Brick Lane, is a celebration of the work of the Guildhall School's Leadership students and includes the results of their cross arts collaborations with students Central St Martins.</p> <p>The first Open Lab Festival will take place at Rich Mix and will feature the work of artists who have been supported through our Open Lab strand.</p> <p>Young Arts Academy Following a series of pilot sessions bringing together young participants with artists from across genres and artforms, we are now planning for the full launch of the Young Arts Academy programme. The Young Arts Academy is a new initiative which will provide an opportunity to create a network of artists aged 14-25, who would be able to meet regularly to collaborate artistically in different contexts.</p> <p>East London and City Culture Partnership The ELCCP is now firmly established with the following four strands of activity well underway.</p> <p><i>Applying the ELCCP Principles to what we do at the Barbican:</i> The Creative Learning Team is delivering a cross-arts plan (agreed with the 8 music hubs) strengthening our practice in each of these areas (eg strengthening Guildhall school engagement in East London and jointly programming pre-performance activity for the New York Philharmonic concert with the music hubs - 19 Apr)</p> <p><i>Testing these Principles collaboratively with Cultural Partners:</i> Key partners have committed to working with us on these (LSO, RSC, Create, Serious, East London Dance, Studio 3 Arts) and a collaborative East London bid to A New Direction's 'Cultural Education Challenge' fund is being developed to support this.</p> <p><i>Developing a Sustainable Partnership:</i> Key advisors from across East London have formed a Strategy Task Group and are providing support and challenge in developing the ELCCP.</p> <p><i>Capturing the learning to influence the national approach to cultural education:</i> A full evaluation framework has now been agreed and is being implemented with a particular focus on Hackney and Redbridge as case studies.</p>	<p>Objectives 2,3</p> <p>Objective 3</p> <p>Objective 3,6</p>

4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Objective
<p>4.1 Progress & Issues</p> <p><u>Security:</u> Security was provided for a number of VIP visits, with visits by Prince Abdul from Brunei attending a graduation on the 13th January, the Mexican Ambassador visiting the Art Gallery on the 11th February, the Swiss Ambassador visiting the Curve Gallery on the 3rd March, HRH The Princess Royal, Princess Anne, attending the London University Graduation on the 11th March and 3 members of the Belgium Royal Family attending a concert on the 12th March.</p> <p><u>Ex Hall 1:</u> London Film School – following approval for the Agreement to Lease by RASC pre contract works have now commenced for the enabling works programme. Work on site is programmed to commence during October 2015 with completion and handover to the London Film School for their tenants fit out in March 2016. The LFS works programme will commence at this point with the intention to complete the fit out and open for students in September 2017.</p> <p><u>Crossrail Works at the Barbican:</u> The tunneling programme, has changed from previous report, with Tunnel Boring Machine (TBM) Elizabeth, on the east bound tunnel, expected to start tunneling at Moorgate on 6th April and be entering the vicinity of the Barbican Lakeside adjacent to the Concert Hall around the 15th April followed by TBM Victoria (west bound tunnel) at the end of April.</p> <p>In order to assess and measure baseline ambient noise levels within the Concert Hall, Crossrail engineers have taken acoustic readings during the "silent" night time hours on 26th March. Further readings will be made when the TBM is passing and during the period of the constructional railway works which follow</p>	<p>Objectives 1,S/E</p> <p>Objectives 4,</p> <p>Objectives 4, S/E</p>

<p>4.2 Preview & Planning Headline Projects currently on site are as follows:</p> <p><u>Theatre Powered Flying System (non-Cap):</u> There are still some software issues to be resolved but it may not be possible to action these until a suitable dark period in the Theatre becomes available.</p> <p><u>Fire Alarm Replacement Programme</u> Works to replace all Barbican Centre fire alarm panels and about 2,600 associated detectors, call points and controls installation continues on programme and is scheduled to be completed in May 2015.</p> <p><u>Ex Hall 2 Feasibility:</u> A final report and recommendations regarding a potential future joint City Business, GSMD & Barbican Centre performing art and community library, was presented to the Cultural Hub Working Party at the January 21st 2015 meeting. The scheme, as presented, was not supported by the CHWP largely due to affordability and the need to consider and align the proposal with other area strategic developments (e.g. Beech Street and MOL) which were currently at very early stages of development. Further work and proposals on activity within the ExHALL2 space and adjacent public realm that aligned with the Cultural Hub development of the area was advised, while proposals for tenancies not aligned with cultural hub activity (a storage depot was cited as example) were to be rejected.</p> <p><u>Customer Experience</u></p> <p>The team remains very busy with a sold out run of Antigone and the launch of the 15-16 Classical Music launch. The NT live screenings of Hamlet have proved very popular, selling out within a few hours. Weekly turnover remains high, averaging just over the £0.5M mark since last reported. Year on year turnover is up by 64% in value and 38% in volume of tickets sold. It is anticipated that the year will end with an all-time record, even when excluding the Hamlet effect, of c £25M. A temporary change to the team structure has been made in the box office area in order to provide resource for the website development project. Changes to the customer feedback and satisfaction process are now complete and will be recommended to Management Team in April together with the Customer Focus training plans.</p>	<p>Objective 4, S/E</p> <p>Objectives 4, S/E</p> <p>Objectives 2, 3, 4, 6</p> <p>Objectives 1, 2, S/E</p>
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5. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Objective
<p>5.1 Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> Approaching year end, the team have exceeded income expectations delivering results 9% over budget and representing a 22% uplift from the previous year. 32 events were scheduled since mid-February including a London Fashion Week catwalk show for '1205' in the Conservatory which headlined on the London Fashion Week website. 5 Hall events were delivered, including two graduation ceremonies for University of London & Open University, a 'variety entertainment' show for Bart's & The London as well as a conference for PixL Club. <p>BIE</p> <ul style="list-style-type: none"> <i>Watch Me Move</i> has now finished its run at MARCO in Monterrey, Mexico with 35,292 visitors. <i>Digital Revolution</i> continues to receive impressive visitor numbers (currently 123,673) and media coverage at Tekniska Museet in Stockholm (24 October 2014- 30 August 2015). <i>Designing 007</i> has now ended its run at the Kunsthal, Rotterdam after a great success with more than 135,000 visitors. <i>Richard Hamilton Prints</i> has now opened in Nottingham at the Djanogly Art Gallery (7 – 19 March 2015). <p>Exhibition Halls</p> <ul style="list-style-type: none"> The Exhibition Halls are enjoying a good year end, with the last quarter of 2014/15 delivering four large events: CIANA Remainder Book Fair, Music Education Show, Garden Press Event and Landlord and Lettings Show. These events have had a large take up of shell scheme stands and additional electrical services, and therefore have delivered better than expected net contract income contribution. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> The set up and opening of the Magnificent Obsessions exhibition shop was very successful, with strong sales in the first weeks. Healthy sales in the foyer shop were supported by popular artist merchandise pop up stands and a successful staff sale, all contributing to Retail achieving 132% of its February target. <p><u>Catering</u></p> <ul style="list-style-type: none"> The Catering tendering process is complete with Benugo appointed for the ground floor restaurant, cafes and coffee points, and Searcys for event catering and Level 1 & 2 restaurants. Both have proposed new and exciting food and drink offers that will enhance the visitor experience and drive destination sales with 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objective 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p>

<p>increased levels of commission.</p> <ul style="list-style-type: none"> The recruitment of a Bars Operations Manager and the procurement process to support the taking of the performance bars in-house in August is underway. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> Vinci Park will take over the car parking contract from 1st April 2015 and all current staff are transferring over. <p>Development</p> <ul style="list-style-type: none"> The Barbican Fund went live on 25 March 2015. Visit http://www.barbican.org.uk/donate. 	<p>Objectives 1, 5</p>
<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> The new financial year has started very positively; we currently stand at 50% of budget income, which is above the same time last year as a comparison. A further 8% is accounted for in contracts to be returned. Some large Hall 'daily delegate rate' events have been contracted which provides a healthy catering and room hire yield to support our targeted sales focus in this area. Summer party bookings and weddings are a key focus area over the coming months as well as selling and converting business for the Level 4 Frobisher spaces. <p>BIE</p> <ul style="list-style-type: none"> We will be staging <i>Game On</i> at Montreal Science Centre in April 2015 and <i>Game On 2</i> will travel to the Centre for Life, Newcastle in May (22 May 2015- 1 Nov 2015). We will have two exhibitions touring this May to Madrid. <i>Designing 007</i> opens at Fernan Gomez Cultural Centre (7 May 2015- 31 August 2015) and <i>Watch Me Move</i> opens at Fundación Canal de Isabel II (20 May 2015 - 23 August 2015). We have now agreed terms to continue the partnership with EON Productions, to tour <i>Designing 007</i> for a further 3 years. We are in talks with Mexico's Cineteca National to stage the exhibition there in November 2015 in conjunction with the next Bond movie release. Our next major exhibition will be <i>Sci-Fi: A Space Odyssey</i> (working title). The exhibition will be co-produced with external partners and will launch at Barbican over summer 2017. <p>Exhibition Halls</p> <ul style="list-style-type: none"> Apart from the regular events, a number of new events are being confirmed for 2015. They include: Homes Press Earth in July, Virgin Wines tasting in October and the Recruiter Show in November. We have also secured another event for November 2015 – Diabetes Professional Care 2015, a new conference and exhibition launched to deliver the very latest information to help healthcare professionals and scientists focus their approach and understanding of diabetes. 	<p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 1,5</p>

<p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • After reviewing proposals from architects, business models are being forecasted for a potential relocation of the foyer shop. The new Head of Retail will take the lead on this. • Planning for Hamlet and Station to Station is underway, and early planning for the Eames exhibition shop has also started. <p><u>Catering</u></p> <ul style="list-style-type: none"> • Designs for improvements to the display, merchandising and draught beer service in the performance bars have been approved and quotes to complete the work are being sought. • Opportunities within the Barbican performance schedules have been identified and discussions are underway with the new caterers to complete as much refurbishment work as possible in time for the start of Henry V and the end of the year. <p><u>Car parks</u></p> <ul style="list-style-type: none"> • A potential issue concerning credit card payments has been resolved, however to achieve this a commitment has been made to install the replacement equipment by September 2015. <p>Development</p> <ul style="list-style-type: none"> • The Barbican Centre Trustees are developing plans for a large fundraising event on Halloween, 31 October 2015. 	<p>Objectives 1,5</p> <p>Objectives 1,5</p> <p>Objective 1</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