

Committee(s):	Date(s):
Barbican Centre Board	9 December 2015
Subject: Management Report by the Barbican's Directors	Public
Report of: Managing Director, Barbican Centre	For Information
Summary	
<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. 	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: STRATEGY AND CULTURAL HUB	
Sceptics of the merits of arts centres should get down to @BarbicanCentre - buzzing with Eames & Peake exhibits, Hamlet, Sound Unbound, movies (tweet by Rupert Christiansen of the Telegraph)	Strategic Objective
1.1 Progress and Issues The feasibility study <i>Towards a World-Class Centre for Music</i> was completed on time in September and submitted by the Barbican, LSO and Guildhall School to the commissioners, the Treasury and the GLA. A review meeting took place with them, the DCMS and Arts Council	

England which provided initial positive feedback on the study. Since then further conversations have taken place, including between the City Corporation and the Treasury, and between us (Barbican, LSO and Guildhall School) and the GLA. All these have moved the discussion forward and we await a formal response from the commissioners in order to publish the feasibility study. There has as a result been an inevitable period of vacuum during which speculation has been rife as to the outcome, but this has equally allowed us time internally after the intense pressure of completing the study, to plan a clear, strong story to announce.

At the same time the commitment of the City of London Corporation has been evident in the comments by the Chairman of Policy and Resources at November's meeting of the Court of Common Council in relation to the current Museum of London site, and this has been followed by a private discussion at Policy and Resources Committee.

The context for the Centre for Music project has very helpfully been set by the ongoing progress around the Barbican and Golden Lane Area Strategy which will have been submitted to the Court of Common Council on 3 December, and the formalisation of the officers' Cultural Hub Programme Board which now meets regularly, reporting to the Cultural Hub Working Party.

Sharon Ament from the Museum of London and the MD of the Barbican were asked to present a lunchtime discussion on the Hub at the wide-ranging Centre for London conference in November, chaired by Sarah Sands, editor of the Evening Standard. Discussions on shared programming continue, as do developments on the property strategy for the area alongside plans for the implementation of the area strategy projects.

The MD of the Barbican spoke at the first City Education Board dinner in November on the central importance of creative and cultural education; this is now on the City's website.

1.2 Preview and Planning

The next phase for the planning of the cultural hub project is to move towards a more public-facing presentation of the concept. To advance this a PR adviser has been retained by the City: Rebecca Driver, already well known as PR for the Guildhall School and the Academy of Ancient Music. She has been co-ordinating and sharpening the messages around the scheme, and in the new year will be co-ordinating discussions to lead towards a public presence, identity and communication of the project. We hope to present to the Barbican Board during 2016 on these developments.

Initial discussions around shared programming are focussing on Shakespeare 400 and the Great Fire project in 2016; the marketing group is establishing common guidelines for researching and developing the shared opportunities of the area. The education and learning group,

<p>operating jointly with the City’s Learning and Engagement Forum, has developed a plan for the hub as a cultural education partnership, and this will be taken forward in the next phase of planning. Enterprise will also feature strongly in the next phase as income generation becomes ever more important to the future of the City’s cultural organisations.</p> <p>A Culture White Paper is expected from the Department for Culture, Media and Sport in the coming months, and the Barbican Centre has been involved in the discussions with the Culture Minister around key subjects such as regional funding, philanthropy, and education, with particular focus on the contribution of the East London Cultural Partnership as a possible model for future development.</p> <p>As reported in 2.2 below, the Barbican Incubator has now been established to take forward the key projects from the Strategic Plan following the departure of Leonora Thomson, and this will be reported on regularly to the Board. This is a very dynamic example of the Centre’s management devising its response to current challenges and those of the AEA report, and will inform future structural plans.</p> <p>Finally as a result of the recent serious incidents in Paris and elsewhere, it is important to recognise that for the first time a cultural venue has been a target. Therefore security has been enhanced and made more visible to staff and attenders, and refresher programmes for all staff have been put in place. So far there have not been signs of audiences being any less willing than before to attend and enjoy what the Barbican and other cultural venues offer –an important element over the Christmas season.</p>	
---	--

2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS	
	Strategic Objective
<p>2.1 Progress & Issues</p> <p>Gallery: <i>The World of Charles and Ray Eames</i> opened in the Gallery on the 21st October and will run until 14th February 2016. At time of writing the total visitor figure has exceeded 29,000. Figures are performing well against daily visitor targets and look to exceed overall visitor targets by the end of the exhibition. Press response has continued to be very positive and the exhibition is frequently recommended as critics’ choice in publications. Eddie Peake’s, <i>Forever Loop</i> continues to perform well with visitor figures currently standing at 18,756, which exceeds target for this point in the exhibition by almost 7,000. The show has also garnered excellent reviews, including a feature as critics’ choice in <i>GQ Magazine</i> and a feature by <i>Arts Newspaper’s</i> editor Jane Morris in <i>Monocle</i>. There have been some challenges relating to management of the performers in the show and their expectations; however these issues are being dealt with effectively through Gallery Managers, regular meetings with performers and increased security and host staffing.</p>	Objectives 1,2,3,5,6

<p>Shakespeare's Great Cycle of Kings.</p> <p><i>Henry V</i> has opened the season with excellent reviews and the company will go on to perform Henry IV parts 1 and II and Richard II. The season will run until 24th January.</p> <p>Cinema: Framed Film Festival was a huge success with great numbers for all screenings. The Guardian Live partnership Attacking the Devil and screen talk with Harold Evans, sold out, as did our screen talk with Nick Hornby on 10th October. The screening of Hamlet on 15th October was the first live audio description of a performance cinema screening.</p> <p>New releases have done well over the last few months, including new James Bond film Spectre. Other popular titles include The Martian, Macbeth, The Lady In The Van and Suffragette.</p> <p>The UK premier screening of Jaco as part of our curated programme within the EFG London Jazz Festival sold out and garnered great press interest.</p> <p>Our major autumn thematic season The Colour of Money was well attended but did not obtain audience numbers of previous autumn seasons.</p> <p>Digital: A project to digitise the archive of photographs taken when the Barbican was being built is scheduled to go live on the Barbican website for public access in the new year. The photographs provide a fascinating insight into the history of the Barbican's architecture and a rarely seen behind the scenes look at the construction and first uses of the building.</p> <p>Marketing: Young Barbican: Year one of the Young Barbican scheme has almost hit the target with 23,040 Young Barbican members. 85% of which are completely new to the Barbican database and only 40% have previously attended an event here before. 19,252 tickets have been sold through the scheme to date with the majority of these attending Cinema (36%) and Theatre (27%) events. The year two relaunch of the scheme is underway with renewed artwork and taglines.</p> <p>Membership: There are of number of areas the membership team will be focussing on over the next five months in order to maximise acquisition and retention. As well as a Christmas gift campaign, which is currently in progress, there are various campaigns scheduled for 2016 including additional gift, local membership, a calling campaign and promotional offers. The introduction of the new Membership Services Assistant role, as recommended in the SBR Plan, along with a new membership desk will</p>	<p>Objectives 1,2,3,4,6</p> <p>Objectives 1,3,4</p> <p>Objectives 1,3,4,5</p>
---	---

<p>be important in increasing membership prominence and recruitment in the Centre. Membership recruitment will also be improved by increasing visibility across print and digital, and through securing a number of key promotions for members.</p> <p>Attendance at member events has been strong over the past few months and we'll continue to build on this, using it as an opportunity to get to know our members better. We are also in the process of developing a more personal set of communications to members to increase loyalty. Introducing the Membership team via email, providing team recommendations for events, and running regular competitions have all been well received.</p> <p><u>Communications:</u> Major autumn campaigns across the art-forms have been successful, with particularly strong media uptake for Eames and Eddie Peake. VIP journalists and editors attended a selection of major events during October which was successful in garnering media support for the season through to Spring 16. Other key activity is focused now on media strategy around Centre for Music feasibility study and on beginning to shape the Spring 16 season launch.</p>	<p>Objectives 1,3,4,5,6</p>
<p>2.2 Preview and Planning <u>Barbican Incubator</u> Following the departure of Leonora Thomson, a new cross-cutting central unit has been established to facilitate, provoke and track progress against the Barbican's Strategic Plan and other cross-organisational projects which will enable us to move towards achieving our vision and mission. The unit is led by Sean Gregory and myself and is run by Sidd Khajuria, Laura Whitticase and Sarah Wall. A detailed reporting system on progress against projects which fall within the unit's remit will be provided at the Barbican Centre Board's next meeting in January.</p> <p><u>Strategic Projects Update</u></p> <ol style="list-style-type: none"> 1. <i>Activation and Design of the Barbican Foyers</i> is underway and the Project Initiation Form has been signed off by Management Team. Current focus is on 'Look and Feel' and 'Programming', with Audience Development plans to follow. 2. <i>Ticket Pricing</i> is another project underway, with the anticipation that the Project Initiation Form for that work strand will be signed off at Management Team in mid-December. 3. The new Head of Marketing has also launched the Capability Project focussed on <i>Audience Research</i> leading to an <i>Audience Development Strategy</i>, which will also be signed off at Management Team in mid-December. <p><u>Theatre Launch</u> The new season, January to June 2016 was launched on 6th October. The main thrust of the season is <i>Play On...</i> our centre-wide commemoration of 400 years since Shakespeare's death.</p>	<p>Objectives 1,2,3,5,6</p> <p>Objectives 1,2,3,4,5,6</p> <p>Objectives 1,2,3,4,5,6</p>

<p>Other highlights include the return to the stage by French film actress Isabelle Huppert in a radical reworking of <i>Phaedra</i> from the Odeon in Paris, and Robert Lepage's seminal production, <i>Needles and Opium</i>, alongside five shows as part of our longstanding relationship with the London International Mime Festival and three shows in collaboration with LIFT.</p>	
--	--

3. REPORT: CREATIVE LEARNING

	Strategic Objective
--	---------------------

<p>3.1 Progress and Issues</p> <p>Film This month has seen a wealth of Film based learning activity across the centre. This year's Barbican- BFI Film Academy, a cohort of 16 young people aged 16-19, have been learning about filmmaking, attending masterclasses with industry guests, writing scripts and planning two short films that they will make in the New Year. They are working towards a NCFE qualification 'Preparing to Work in the Film Industry'. Meanwhile, the Barbican Young Programmers, a group of 25 young people aged 17-25, have been viewing films, attending screenings, meeting critics, film marketing specialists and distributors to develop their film curation skills. They will be programming the 2016 Focus Film Festival in March. Public film events have included a series of free schools screenings from 16-20 November, as part of the nationwide Into Film Festival. Special guests including Christine Langan, Head of BBC Films, gave talks to the pupils attending. 561 children from primary and secondary schools attended the Barbican screenings. Finally Framed Festival – our annual celebration of international children's cinema – took place over the weekend of 22nd and 23rd November, taking over the Cinema and foyers with creative and filmmaking workshops, screenings and drop in sessions. 988 people attended workshops over the weekend and 968 attended films.</p> <p>Teacher Preview Night Fifty teachers from across East London attended our preview night in early November, aimed at providing an introduction to our schools offer and the opportunity to experience the Barbican first hand. Teachers chose to attend a film screening of Brooklyn, a tour of the Eames exhibition or an RSC performance, as well as a reception to network with each other and the Creative Learning Team. We plan to make this a termly offer, as we build and strengthen relationships with schools.</p> <p>Young City Poets This was a pilot poetry project developed with the National Literacy Trust, and carried out with four City of London partners – The Barbican, The Museum of London, London Metropolitan Archives, and Tower</p>	<p>Objectives 1, 2, 3, & 4</p> <p>Objectives 1, 3, 4, & 6</p> <p>Objectives 1, 2, & 3</p>
--	---

<p>Bridge. 11 schools across London took part in a series of teacher CPD events, student workshops at each of the cultural institutions and in schools. A total of three schools and 100 children came to the Barbican to participate in the Big Barbican Adventure and a poetry workshop led by poetry practitioners including Aisling Fahey, Young Poet Laureate for London 2014-15. Funding is in place to scale up the project and run it with up to 25 participating schools in the coming academic year.</p> <p><u>Young Artists</u> Following the launch of the Young Arts Academy in September, the first monthly session took place, focussing on How to Start a Business, with contributions from theatre companies Fevered Sleep and Fuel Theatre. In October, we began the pilot of the Young Visual Arts Group with 15 young people (16 – 25) led by artist Jordan Mc Kenzie. The group met for an initial weekend in October visiting Barbican exhibitions and exploring contemporary art within the city. The group continues with fortnightly sessions to the end of March 16 and young people will have the opportunity to work with invited artists and curators through talks and workshops; receive mentoring from experienced artists and have the opportunity to collaborate with like-minded young people. Serious Play, a free public event, celebrating the wonderful world of making and play as part of The World of Charles and Ray Eames took place on Saturday 28th November. It included workshops, performances and participatory activities led by a range of artists.</p>	<p>Objectives 1, 2, 3, 4, & 6</p>
<p>3.2 Preview and Planning</p> <p><u>Cultural Hub Partnership Projects</u> Our collaborative working with other City of London Cultural organisations has continued this month. On the weekend of the Lord Mayor's show, we worked with Museum of London on Celebrate the City – a weekend of activity at the museum including performances from Young Poets and Guildhall School Musicians. In the Spring we will further develop City Stories – our joint offer of a day's activity to schools, with the aim of working initially with the City Academies. As part of our community liaison work, a pilot 'Bundle Day' will bring families previously unfamiliar with The City for a day of activity across the Barbican, Museum and Barbican Library. In March the Museum of London will collaborate on the forthcoming Shakespeare themed Barbican Weekender: Play On. We are also beginning to explore ways in which we will collaborate on activity around the Fire of London anniversary.</p> <p><u>Royal Shakespeare Company</u> As part of this winter's RSC season we are collaborating on a range of activity including a series of talks for the public around the King and Country cycle of history plays, a sixth form study day, Exploring Henry V, and a Weekend Lab for emerging artists with RSC assistant director, Owen Horsley.</p>	<p>Objectives 1, 3, & 6</p> <p>Objectives 2, 4, & 5</p>

4. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Objective
<p>4.1 Progress & Issues</p> <p><u>Security</u> There were protests/demonstrations by the United Voices of the World on 17th October and again on 31st October, this time the demonstration was staged inside the Centre and supported by the leader of the Green Party. Security continued to control the early morning Hamlet queues and worked with Customer Experience in controlling the matinee and evening crowd gatherings until the end of the run on 31st October. Various VIP visits: the Chancellor George Osborne attended the Theatre to see Hamlet on 28th September, as did HRH Prince Edward on 29th September. Ed Vaizey MP and Nick Gibb MP attended a conference on 14th October. Prince Mohammed, the Saudi Prime Minister, attended the Exhibition Halls on 21st October.</p> <p><u>Ex Hall 1</u> Following the withdrawal of the London Film School from the lease agreement the City Surveyors are recommending that the enabling works proceed and will be applying to RASC for additional funding to include the light strip out that was previously included in the LFS strip out works. This will provide a stripped out clear floorplate for a prospective tenant to fit out. The revised scheme still includes plans for subdivision of the Creative Learning spaces from the tenanted demise and the development of new office space above Côte to accommodate the Barbican marketing offices relocation. Current plans are for the enabling works to commence in summer 2016.</p> <p><u>Engineering</u> Theatre pump works are ongoing and expected to be completed by early December. Pump and valves replacement/refurbishment works have commenced, but due to asbestos gaskets, works have been put on hold until training has taken place.</p> <p>Energy saving LED replacement lighting is to be installed in the Level -1 Foyer during week starting 16th November. The refurbishment of the car park carbon monoxide extract fans has commenced, and work has started on the roof of the Art Gallery following completion of the roof and skylight works.</p> <p>We are proud to announce that in our entry for the CoL's Celebrating Our People Awards our Assistant Engineering Manager, Tomasz Zielonka, was successful in gaining a place among 2 finalists for the 'Putting Learning into Practice' category. The award recognises and celebrates a</p>	<p>Objectives 1,S/E</p> <p>Objective 4</p> <p>Objective 4</p> <p>Objective S/E</p>

<p>range of exceptional and high-performing achievers across the City of London Corporation.</p> <p><u>Facilities</u> The new centrally procured cleaning contract has been awarded to Servest with the new contractor starting on site on 1st November. The contractors have introduced a number of new cleaning machines which are already helping to raise the cleaning standards in the public areas. The new contract arrangements will provide overnight cleaning for critical areas for the first time.</p> <p><u>Customer Experience</u> Box office turnover remains buoyant with a turnover of just under £13m in the first 8 months of this financial year.</p> <p>The sales and front of house strategies for Hamlet proved extremely successful with feedback from customers and producers being exceptionally positive. The team handled an audience of 105,000 customers throughout the run ensuring their expectations were exceeded at all times.</p> <p>Plans in place to minimise secondary market ticketing and use of digital devices in the auditorium proved very effective. Since the run ended, management of SF Productions have met with the Head of Customer Experience to gain advice on ticketing and front of house strategies for a major production opening in the West End in 2016.</p> <p>The Customer Experience Team first responders together with a Security colleague were awarded with the Town Clerk's Award at the recent CoL 'Celebrating Our People Awards'. Originally considered for the 'Excellence in Customer Service Award' the judging panel decided that their life saving actions went way above and beyond the standard award categories.</p>	<p>Objective 4</p> <p>Objective 1</p> <p>Objective S/E</p>
<p>4.2 Preview & Planning</p> <p>Headline Projects are as follows - currently on site :</p> <ul style="list-style-type: none"> • Art Gallery Roof Works - the works to waterproof the Art Gallery roof and skylights are now complete. <p>Currently in planning and development:</p> <ul style="list-style-type: none"> • New 300m2 Retail Unit in Foyer; • Level 4 conference suite improvements; <p>Both projects have business case proposals currently in the committee cycle, with start on site planned for summer 2016.</p> <p>The following projects are currently in design development:</p>	<p>Objective 4</p>

<ul style="list-style-type: none"> • Superloo and toilet refurbishments, • Concert Hall stage and backstage refurbishments including new piano lift , • Hospitality areas including Fountain Room and Lounge Bar west. <p>All projects in development are subject to planning and heritage consent.</p> <p><u>Customer Experience</u></p> <p>The Customer Experience teams continue with an exceptionally busy season for Classical Music, the RSC residency and Christmas. Following recent terrorist attacks, the team are working collaboratively with the Security team to ensure the safety of our audiences and teams. Collaborative work continues with IT and marketing colleagues on the refreshed website, with phase one due to launch in November.</p>	<p>Objectives 1/ S/E</p>
--	------------------------------

<p>5. REPORT: BUSINESS AND COMMERCIAL</p>	
	<p>Strategic Objective</p>
<p>5.1 Progress & Issues</p> <p>Business Events</p> <ul style="list-style-type: none"> • Short lead events continue to pose challenges. Business Events has now implemented an external 'pool' of professional event managers who will be utilised according to the demands of the business. • Opportunities received to bid for events such as WOMEX, supported by London & Partners, which could contribute not only to the ethos of the Centre, but also tick the box for City-wide bids raising the profile of the Cultural Hub. • The Barbican has been awarded at 4-star rating by Venue Standard following a rigorous assessment process. The certificate acknowledges high standard in operational processes and procedures whilst delivering excellence as a quality venue. • Business Events won the Mark of Excellence for 'Best Event Venue for over 1600 Attendees' in the London Venue Awards. <p>BIE</p> <ul style="list-style-type: none"> • The relaunch of <i>Designing 007</i> in Mexico City was a huge success, coinciding with the release of the latest Bond movie <i>Spectre</i>. • <i>Digital Revolution</i> has ended its run at Tekniska Museet, Stockholm, attracting around 260,000 visitors. This proved to be Tekniska's best-selling exhibition of all time. • We are making good progress assembling the team for our latest planned exhibition <i>In a Strange Land: a journey through science fiction (working title)</i> and are continuing to have regular meetings with the Guest Curator. 	<p>Objective 5</p> <p>Objectives 1,2,5</p>

<p>Exhibition Halls</p> <ul style="list-style-type: none"> September and October have been the busiest months in the Exhibition Halls' calendar delivering a number of regular and brand new events: the Landlord and Letting Show, King's College Welcome Fair, Mortgage Business Expo, CIPA Exams, Virgin Wine Tasting and The British Invention Show. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> The Foyer Shop is continuing its run of trading strongly and is currently up 50% year on year to date. The Gallery Shop has been transformed to an Eames Shop with positive feedback and strong opening sales. <p><u>Catering</u></p> <ul style="list-style-type: none"> Benugo and Searcys found the run of Hamlet challenging in attracting the new audience to the new venues within the catering block. However, both the Barbican Kitchen and Bonfire are building a strong lunchtime business. Revenues in the foyer Benugo outlets are significantly ahead of budget and performing consistently well across all audiences and performances. The Barbican performance bars are showing spend per transaction is well above budget but penetration is similar to last year, which is slightly disappointing. Delayed improvements to the back bar merchandising and mobile bars are partly responsible, but are now imminent. However, effective management of the controllable costs are resulting in better than budget contribution. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> Discussions have recently started with Just Park who have expressed an interest in purchasing 25 annual passes. <p>Development</p> <ul style="list-style-type: none"> Barbican Centre Trustees organised our inaugural Barbican Ball on Halloween. It was a great success raising funds and introducing the Barbican to new people and potential supporters. We hosted two private views of the Eames exhibition for potential supporters. Trustees attended both. 	<p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 5</p> <p>Objectives 1,5</p> <p>Objectives 1,5</p>
--	--

<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> Current confirmed business to date is 92% of budget, which is 2% ahead of last year. With a dedicated sales person, Milton Court has vastly improved with 60% of its budget confirmed, an increase of 68% from 2014. High levels of exposure in the international marketplace saw two successful trips: IMEX USA yielding over £550k worth of enquiries 	<p>Objective 5</p>
--	--------------------

and ICCA from the Business Exchange section of the conference, yielding over £500k in potential international association business.

BIE

- *Designing 007* will travel from Mexico City to La Grande Halle in Paris where it will be open for a six month run.
- *Watch Me Move* opens in Moscow on November 17.
- We have instigated a new partnership with Miraikan Museum in Tokyo who will host *Game On* in spring 2016.
- The tour for *In a Strange Land: a journey through science fiction* is looking promising with plans for the exhibition to travel to Athens, Denmark and Melbourne after its run at the Barbican.

Objectives 1, 2, 5

Exhibition Halls

- A number of additional exam dates for University of London have been scheduled, as well as for Edinburgh Business School during December.
- New bookings are still coming in for the first quarter of 2016 and the team is on course to deliver income at least 15% in excess of budget.

Objective 5

Commercial Development

Retail

- The Barbican Christmas Market takes place over the first 3 weekends of December in the Level G foyers. A co-ordinated marketing campaign will hopefully lead to strong footfall.
- The online shop is to have a press and marketing push as a design-led gift destination in the run up to Christmas

Objectives 1,5

Catering

- Searcys will now refurbish the level 2 restaurant in late January. This was scheduled in November but delayed due to issues in the kitchen that needed to be resolved. The new restaurant will be a partnership with Anthony Demetre (of Arbutus and Wild Honey) and will be called Béton Brut.

Objectives 1,5

Car Parks

- Recent promotional work with local venues is starting to pay dividends with a number of bookings coming from referrals - especially The Brewery, who now provide our details for their wedding bookers.
- Signed an agreement with Vallie, a valet parking start up, to use our car parking space for their new City-based service.
- Discussions are ongoing with Indigo (Vinci) concerning who is responsible for credit card charges under the new contract.

Objective 5

Development

- We are planning a series of Barbican Fund fundraising appeals for mid-December, and are launching two honorary gift programmes.

Objectives 1,5

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