

Committee(s):	Date(s):
Barbican Centre Board	20 January 2016
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	
“What’s happened is that the Barbican has gained strength and leapt forward and become this wonderful arts centre – everything is singing all at once.” Rosie Millard, BBC London News, December 2016.	Strategic Objective
1.1 Progress and Issues We were able to report at the end of the year, when we published the Season Review 2014-15, that the Barbican had enjoyed a record-breaking year in terms of both attendance and income (based on the	

season 2014-15 and the financial year 2014-15) and this was picked up by the Daily Telegraph and then by BBC London News before Christmas.

As verbally reported at the last Board meeting of 9 December (after this report was compiled for that meeting), on 25 November as part of his Spending Review the Chancellor of the Exchequer pledged £5.5m for the next phase of the Centre for Music project. The aims of this phase as summarised in the feasibility study are to:

- Procure a design team and move to a concept design (RIBA 2)
- Produce a full business plan based on this design and its costs
- Assemble a team to begin private fund-raising
- Engage the sector in discussion and consultation about the project.

This phase should take 18 months from April 2016 when the funding begins to be delivered.

The Chancellor praised the vision and thoroughness of the feasibility study, and added that there are some key questions to be explored around costs, calls on the private sector in view of other cultural projects, hall usage, and sector support. These are all elements that we are ready to address thoroughly in the next phase.

This enabled us to move towards a public announcement of the next phase in December which emphasised the nature of this project as a forward-looking plan for London's infrastructure and the prospect of the first major concert hall built for the digital age; it avoided criticisms of existing facilities. The Board will have received details of the links to the Feasibility Study and its Executive Summary which were published at this time. Reaction has been widely positive but we expect more criticism.

The stage is therefore set for a further intensive but hugely exciting period of work, and we will be moving immediately to appoint the relevant experts to assist us.

1.2 Preview and Planning

The context of the cultural hub has become ever more important in terms of City policy to support the major undertakings of the new Museum of London and Centre for Music. Following the approval of the Barbican and Golden Lane Area Strategy at the Court of Common Council in December, the Department of Built Environment is producing detailed plans for the implementation of projects in the area over the coming years which will be brought to a future meeting of the Cultural Hub Working Party and to relevant Committees, and will then be subject to further individual consultation.

The £5.5m funding from HM Treasury for the next stage of Centre for Music will be delivered, following the recent precedent of direct Treasury funding for the Factory project in Manchester, through Arts Council

<p>England. The governance arrangements for this grant are currently being developed by HMT, DCMS, and ACE.</p> <p>In collaboration with the City Corporation's procurement services, a first discussion has already taken place about the process for appointing the architects and design team for Centre for Music and this will now be rapidly developed.</p> <p>Initial discussions have also been undertaken with the City about a structure and people to involve in a private fundraising initiative going forward, with the important proviso that this does not damage existing much-needed fundraising activities for Barbican, LSO and GSMD.</p> <p>The welcome progress on funding the next stage of the Centre for Music enables decisions to now be made on the appropriate management structure going forward for the Barbican, bearing in mind 1. the demands of the C4M project on management time and expertise, and 2. the high expectations of income and savings from the SBR exercise.</p> <p>Corporation Members will be aware that the City has diversified its own management structures, with Chief Officers Group supplemented by groups driving collaboration in the areas of Place, People, and Prosperity, and the formation of a Strategic Management Resource Group on which the Barbican Centre is represented.</p>	
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<h2 style="text-align: center;">2. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS</h2>	
<p>2.1 Progress & Issues</p> <p><u>Gallery:</u></p> <p>At time of writing, the Gallery has reached its annual target for attendance and <i>The World of Charles and Ray Eames</i> has now exceeded target. The exhibition and accompanying book also featured in the Guardian's Top 10 Architecture and Top Architecture Books of the Year, and Wallpaper chose the catalogue as one of their top 5 books of the year.</p> <p>A highlight at the end of 2015 was <i>Serious Play</i> - a one day event celebrating the wonderful world of making and play and took place on Saturday 28th November as part of the Creative Learning public programme alongside the exhibition <i>The World of Charles and Ray Eames</i>. More details can be found in the Creative Learning paper.</p> <p>We look forward to welcoming Martin Parr's <i>Strange and Familiar</i> from the 16th March through to 19th June. This exhibition will run in tandem with <i>Unseen City: Photos by Martin Parr</i> from 4th March – 31st July at the Guildhall Art Gallery, which is a fantastic opportunity for joined up activities between the Barbican Centre Gallery and Guildhall Art Gallery during this time. More detail on this can be found in the Marketing section</p>	<p>Objectives 1,2,3,5,6</p>

<p>of this paper.</p> <p>Music: The end of the year saw many mentions in the annual round-ups including the Observer's Fiona Maddocks who selected the Gewandhausorchester Leipzig's Barbican residency and the Boulez at 90 celebrations as two of her top ten classical music highlights of 2015. The Berliner Philharmoniker residency at the Barbican was singled out by Ivan Hewett in his round-up of classical music highlights in 2015 for the Daily Telegraph.</p> <p>Early January saw concerts with Sir Simon Rattle and the LSO, including two performances of Debussy's Pelléas et Mélisande with Peter Sellars mounted as a collaboration between the LSO and the Barbican –an important model for the future.</p> <p>In December, Contemporary Music saw a sold out performance from A Winged Victory for the Sullen as well as a Michael Nyman's War Work: Eight Songs with Film. The start of 2016's season sees Jazz at Lincoln Center and Wynton Marsalis in residence, which is highly anticipated both for its performance and creative learning aspects.</p> <p>Theatre: Told by an Idiot's Get Happy was well received by largely family-focused audiences with younger aged children throughout its run in December. This show, which was commissioned by us, returned with this strong revival which sold extremely well on this second outing. The RSC's Great Cycle of Kings sold well overall, especially the revival of Richard II and Henry V. Meanwhile, Hamlet received nine What's on Stage nominations for the 2016 awards.</p> <p>2016 so far has seen the films Trapeze and The Circus, under the umbrella of the London International Mime Festival before the five live shows arrive, and we look forward to Simon McBurney/Complicite's The Encounter which will play in February and March.</p> <p>Cinema: Star Wars sold particularly well, ensuring that Cinema broke its box office record, with sales on the 21st December reaching the highest figure that Barbican Cinema has ever achieved in one day since it opened in 1982. Other highlights have included RSC on Screen, with live introductions from Vanessa Redgrave, Sir Willard White, Gregory Doran and Janet Suzman. We were pleased to feature two films curated in partnership with the London International Mime Festival as part of their presence at the Barbican.</p> <p>Finally, we look forward to the screenings of silent Buster Keaton films Go West and Pale Face featuring live accompaniments from John Sweeney.</p>	<p>Objectives 1,2,5,6</p> <p>Objectives 1,2,3,5,6</p> <p>Objectives 1,2,5,6</p>
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<p><u>Offsite:</u> Recent conversations with Barking and Dagenham Council have resulted in a slight shift of focus for our activities in the borough in 2016. We are currently exploring a new avenue which will culminate in a large-scale community focused performance onsite following a year of programming and community engagement in Barking and Dagenham. More information will be provided once this has been confirmed.</p> <p><u>Marketing:</u> To maximise opportunity for collaboration with Guildhall Art Gallery around the Martin Parr shows, we have set up a joint ticket offer between the two galleries and both will be sign-posting the exhibitions across e-marketing and social networks prior to and during the runs. Both organisations’ press releases reference each other’s shows and we are coordinating around interviews with Martin Parr where relevant. Both galleries will promote their shows at the two media views and we will invite key Guildhall Art Gallery people to our private view and vice versa, to ensure we present a completely joined-up offer across the two City of London sites.</p> <p><u>Membership:</u> At the time of writing, the 2015 gift membership campaign has sold 186 memberships, 154 Membership and 32 Membership Plus packages, which means that we are exceeding figures from the same point last year. The main focus of the campaign was an A6 postcard, which was used in gift pushes throughout November and December to encourage sales, including a two-stage handout campaign within the local area (Barbican, Moorgate, One New Change) to Barbican Residents, as well as at various markets across the City, London Bridge, Winterville in Victoria Park and Exmouth Market. We secured poster sites for two weeks at two tube stations – Barbican and Moorgate, as well as ads in City A.M and a feature in LondonCalling.com . Alongside this, we promoted membership on social media, within the Centre and at the Barbican Christmas Market. We also ran a number of offers for Barbican Residents, current members and other targeted groups including stall holders at Whitecross St Market and City of London staff.</p> <p><u>Communications:</u> A key focus at the end of 2015 was the publishing of the Centre For Music feasibility study and the successful media management in announcing that the project moving to the next phase. In January 2016 we are launching the new Classical Music Season, and are now beginning work on planning for the 2016 season launches.</p>	<p>Objectives 1,2,3,5</p> <p>Objectives 1,2,5,6</p> <p>Objectives 1,2,3,4,5,6</p>
<p>2.2 Preview and Planning <u>Strategic Plan and Incubator Projects</u> Strategic Project Initiation Forms have been prepared and signed off by Management Team for the Ticket Pricing and Audience Research</p>	<p>Objectives 1,2,3,4,5,6</p>

<p>Capability projects. Both projects commenced in early January. The next Strategic Project Initiation Form to be signed off is for the Intranet Project, which will be discussed at the second Management Team meeting in January.</p> <p>The Foyers project is progressing well, with both the Programming Brief and Design Brief having been completed and signed off.</p>	
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3. REPORT: CREATIVE LEARNING	
	Strategic Objective
<p>3.1 Progress and Issues</p> <p>City Bundle Day We piloted the 'City Bundle Day' in November which allowed families previously unfamiliar with The City, to access a day of activity across the Barbican, Museum of London and Barbican Library. Using the Barbican Ambassadors, we targeted the Learning Centre in Barking Town Square and delivered an outreach workshop to offer families a taster of the day. From this workshop, we recruited 11 families to participate. Feedback tells us that 99% of the families had never been to the City before, however, 100% agreed or strongly agreed that they would come back. The day was a strong example of partnership working and all feedback suggests that this should become a regular part of the City cultural offer to families.</p> <p>Get Happy Schools Performances In December 2016, Creative Learning organised two special schools performances of Told by An Idiot's Get Happy, a children's theatre show commissioned by Barbican Theatre, and returning to us for the second time since the show was created in 2014. Two primary schools in East London participated, and 90 children aged between 6 and 8 had the opportunity to see the show – to much delight all round.</p> <p>Kuumba Youth Music Barbican Guildhall Creative Learning have built a strong partnership with Kuumba – a Community Interest Company based in East London who promote access to high quality classical music making for young people from a BAME background. They delivered a concert to friends, families and our audience in the foyers during the Christmas market. We also held a holiday project in the building for over 30 young people who worked on a new commission.</p>	<p>Objectives 1, 3, & 6</p> <p>Objectives 1, 2, & 3</p> <p>Objectives 1, 2, & 3</p>

<p>3.2 Preview and Planning</p> <p>Five-Year Plan By the end of March, Creative Learning will finalise its five year plan which will detail targets for the period to 2020, and the key initiatives which will enable these. The plan has been developed to address issues identified by our partners and respond to key developments in the arts and education sectors, as well as being designed to address the objectives of both the Barbican and Guildhall School, and in particular the goals identified through the strategic review. Building on the pledges contained in last year’s manifesto, the strategic initiatives include the launch of sustained three year partnerships with clusters of schools, with a whole school offer tailored to their needs. The recently confirmed three year grant from City Bridge Trust will support this work, including the schools partnerships.</p> <p>City Stories As part of the of City of London Education Partnership we will be working with the Museum of London and Tower Bridge/Guildhall Art Gallery Education departments on 2nd February to introduce students from Southwark Academy to the City of London for the second year running. Around 240 year 7 students will visit the Museum of London, the Barbican Centre and explore the City during the day through the theme of ‘City Stories’. We are also delivering a teacher training session with the 20 accompanying teachers on 19th January to introduce them to the activities and themes of the day. This is a project that we will repeat again in the following term with Islington Academy and their year 7 group, building further relationships with the City of London’s Academies.</p> <p>Young Arts Academy Our first ever young artists’ networking session will take place on the 19th February as part of the Young Arts Academy programme. The networking session will take place towards the end of a Careers Day that will focus on the wide range of opportunities available to young people when considering a career in the arts. They will meet staff working behind the scenes at Barbican from Communications to Finance, and crossing all art forms. Young people will hear about how they got into their careers, their work-life and experiences. 20 young people will participate in HR and artist led workshops on CV writing, use of social media, interview techniques and a tour.</p> <p>Jazz at Lincoln Center JLCO will return to the Barbican in February and on 19th Feb we are producing <i>The Next Generation of Jazz</i> in the Concert Hall. This event feeds into our wider strategy around building and strengthening relationships with the East London Music Services, the Guildhall School Jazz Department and the National Youth Jazz Orchestra. We are currently working with these organisations delivering workshops with members of JLCO from 9th – 11th Jan, with a special visit from JLCO</p>	<p>Objectives 1, 2, 3, 5, & 6</p> <p>Objectives 1, 3, 4, & 6</p> <p>Objectives 1, & 3</p> <p>Objectives 1, 2, & 3</p>
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<p>artists from NY, plus also masterclasses, rehearsals and workshops during the residency itself on 15th – 19th Feb.</p> <p>Dialogue An annual event which celebrates the diversity and creative talent of Guildhall students in collaboration with Londoners of all ages. Working with a wide range of East London communities, Guildhall students and staff bring together musicians, poets and visual artists to work with different community groups to produce and create new work, inspired by Martin Parr's Exhibition in the Barbican Art Gallery 'Strange and Familiar'. The project culminates in performances at the Broadway Theatre in Barking and Dagenham on the 25th of February.</p>	<p>Objectives 1, 2, & 3</p>
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<p>4. REPORT: OPERATIONS AND BUILDINGS</p>	
	<p>Strategic Objective</p>
<p>4.1 Progress & Issues</p> <p><u>Security</u> VIP visits during this reporting period included the Queen of Denmark, who attended the Theatre on the 5th December. The Lord Mayor attended University Graduation on the 7th December.</p> <p>As part of Operation Servator, a training day delivered by City Police Counter Terrorism Security Advisers (CTSAs) took place on 11th December on the subject of emergency procedures and “Stay Safe”. The session included a table top mini exercise involving a firearms incident and was attended by 49 members of staff. Four additional “Stay Safe” Sessions arranged for later in January will be presented by the City Police CTSAs.</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 with the provision of a stripped out clear floorplate for a prospective alternative tenant to fit out. The start date for the enabling works programme has now been put on hold pending the results of the feasibility work being progressed by the Cultural Hub Project Director. The retail feasibility project will examine the potential for a retail frontage to Beech Street on the Exhibition Hall sites. Such a development would require a revised enabling works programme to accommodate the structural requirements of the retail proposition, as well as a new solution to the space requirements for the Creative Learning accommodation.</p> <p><u>Engineering</u> Pump and valves replacement/refurbishment works are in progress.</p>	<p>Objectives 1,S/E</p> <p>Objective 4</p> <p>Objective 4</p>

<p>The installation of energy saving LED replacement lighting in the Level -1 Foyer is now complete. The refurbishment of the car park carbon monoxide extract fans and work on the roof of the Art Gallery following completion of the roof and skylight works is progressing. Sundial Court heating and hot water is being reviewed for pump and pressurization unit replacement.</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 over £15m at the end of December. Removing the ‘Hamlet effect’ of 14-15, this is currently a record turnover at this stage of the year. The sales and front of house strategies for RSC and Christmas seasons have worked well. Over the Christmas period healthy audiences have helped generate above target income for foyer and auditorium merchandise.</p> <p>Enhanced security is in operation following recent world events. This has had some resource and cost impact on the front of house teams but is working well. A small number of complaints have been handled in relation to stronger enforcement of our ‘large bags policy’.</p> <p>First aid and fire response incidents are down on previous quarters. Box Office are currently working on preparations for the launch of the Classical Music 16-17 season on sale in late January.</p>	<p>Objectives 1, S/E</p> <p>Objective 1</p> <p>Objective S/E</p>
<p>4.2 Preview & Planning Headline Projects re as follows:-</p> <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 at various stages of design development:</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., • Curve Gallery Ceiling Grid and ceiling improvements, • Runway lighting in Art Gallery. 	<p>Objective 4</p>

<p>All the above projects are also programmed to be carried out during the summer 2016 period and will be 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 continue to work 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. Phase one launched successfully in early December and has gone extremely smoothly. We even sold £15k of tickets on Christmas Day. Customer feedback is positive with a 4 out of 5 average rating. Work on phase two continues.</p>	<p>Objectives 1, S/E</p>
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<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"> • Business Events is delighted to confirm that by Christmas the full financial year 2015/16 target has not only been met, but exceeded. A fantastic achievement for all those involved. • Christmas party and evening event hire has resulted in revenue growth of 31% in 2015 year on year. • Milton Court had a strong third quarter with overall business growth of 83% year to date. • Recent trade exhibitions (IMEX USA, ICCA and IBTM) have resulted in over £1.3m of enquiries for national and international business. <p>BIE</p> <ul style="list-style-type: none"> • We have just signed two major new contracts with partners in Istanbul and Paris, who will be hosting <i>Digital Revolution</i> and <i>Designing 007</i> respectively. • <i>Watch Me Move</i> opened in Moscow, November 17 receiving 1,500 visitors in its opening weekend. • We have appointed an Assistant Curator for <i>In a Strange Land: a journey through science fiction</i> (working title) and are continuing to make good progress with the exhibition with three tour venues confirmed and some very high profile content partners interested to take part in the exhibition and tour (tba shortly). • <i>Game On 2.0</i> has come to the end of its very successful run at Life Science Centre, Newcastle where the exhibition attracted 162,000 visitors. • January is a busy time for the team, de-installing <i>Designing 007</i> in Mexico, <i>Game On 2.0</i> in Newcastle and <i>Digital Revolution</i> in Athens. 	<p>Objective 5</p> <p>Objectives 1,2,5</p>

<p>Exhibition Halls</p> <ul style="list-style-type: none"> The Exhibition Halls enjoyed a good year end, with the last quarter of 2015 delivering four exhibitions: one wine tasting and three sets of examinations. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> All shops had very strong trade leading into Christmas – the foyer shop had its strongest month ever and is currently +48% year on year, Eames is still trading strongly +61% up against budget, and online continues to achieve around five times last year’s sales. The Christmas Market featured more than 150 different traders, was very well attended and garnered considerable press coverage and largely favourable comments; it is set to be the most profitable one to date. <p><u>Catering</u></p> <ul style="list-style-type: none"> A strong performing month in the catering outlet. Bonfire penetration has increased from 2.4% (pre-refurb) to 6.6% with a growing lunch business, especially at weekends. Bar revenues fell short of budget expectations but this is mitigated by significantly better than budget contribution year to date. The Stalls bar display units have now been fitted, which will help drive spend by promoting premium and performance related products. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> New equipment is operating well and the increased reporting is enabling more in-depth analysis of parking trends. Negotiations are ongoing with Indigo (Vinci) concerning who is responsible for credit card charges under the new contract. <p>Development</p> <ul style="list-style-type: none"> The Barbican took part in Giving Tuesday on 1st December 2015 to raise awareness of ways of giving to the Barbican Centre Trust. We saw a healthy increase in donations from people purchasing tickets. Two honorary giving campaigns went live on the website: seat naming for the Theatre and piano key naming for the Hall. 	<p>Objective 5</p> <p>Objectives 1,5</p> <p>Objectives 5</p> <p>Objectives 1,5</p> <p>Objective 5</p> <p>Objective 1,5</p>
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<p>5.2 Preview & Planning</p> <p>Business Events</p> <ul style="list-style-type: none"> Forward planning for 2016/17 highlights that we have secured approximately 35% of budgeted room hire to date, a healthy margin considering the volatility in the markets. In conjunction with London & Partners, the first bids are now in for hosting two association events - the World Music Expo and Knowledge Discovery & Data Mining – both of which incorporate 	<p>Objective 5</p>
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<p>various aspects and facilities of the City of London and East London, and align with our arts and creative business principles.</p> <ul style="list-style-type: none"> Plans for developing the Frobisher Level 4 environment and operating model are progressing. <p>BIE</p> <ul style="list-style-type: none"> We are delighted to announce that we have agreed terms to stage <i>Designing 007</i> at La Grande Halle in Paris, opening April 16. The exhibition will run for an extended four and a half month run. Our partner is the French TV channel, TF1 who will use their various media outlets to ensure the largest media campaign for the exhibition to date. <i>Digital Revolution</i> will move from Athens to the Zorlu Center, Istanbul where it will open 16 February. We have instigated a second partnership with Miraikan Museum in Tokyo who will host <i>Game On</i> in spring 2016. <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: Data Centre Summit, which falls into the current financial year, Homes Press Event in July and Consultancy Career Fair in September. The team is on course to deliver an excellent year end result, significantly ahead of budget. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> Shop relocation project at initial design stages with architects in order to go to planning/listed building consent late Jan 16. Expecting a 16 week consultation period. Retail and the Project Team are working with the foyer design brief team to link in the design work for shop fixtures and fittings and advance box office furniture to ensure consistency across the Centre. <p><u>Catering</u></p> <ul style="list-style-type: none"> The issues preventing the refurbishment of the Level 2 restaurant have now been resolved and works are scheduled from 25 - 31 January 2016. The new restaurant will now be called Osteria by Searcy's and will be based on an Italian inspired menu created by Anthony Demetre. Benugo will be making improvements to the front counter of the Coffee Point on Level-1 to facilitate improved product visibility, display and additional tills. The display merchandising for Circle bar and Theatre bar will be completed in January and although the mobile bars were delivered in December, they have had to be returned due to a manufacturing defect. <p><u>Car parks</u></p> <ul style="list-style-type: none"> Discussions continue with Just Park and with Your Parking Space to 	<p>Objectives 1, 2, 5</p> <p>Objective 5</p> <p>Objectives 1, 5</p> <p>Objectives 4,5</p> <p>Objectives 1, 5</p> <p>Objective 5</p>
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<p>promote increased use of the car park spaces; particularly during the daytime.</p> <ul style="list-style-type: none">• We are exploring alternative uses for Car Park 2 to generate increased income from over-capacity. <p>Development</p> <ul style="list-style-type: none">• We are planning a fundraising dinner with one of the 'Barbican Presents' classical music artists in spring 2016, and have started work on further plans for fundraising events.	Objective1,5
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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