

Committee(s):	Date(s):
Barbican Centre Board	21 September 2016
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 (NB: not included in this report as covered in the Performance Review paper) ○ Arts Programming, Marketing and Communications ○ Learning and Engagement ○ Operations and Buildings ○ Business and Commercial. • Each of the five sections highlights 'progress & issues' for recent/current activity, then draws attention to upcoming events and developments in 'preview and planning'. • Reported activity is marked, where relevant, against our Barbican Centre strategic goal areas. For reference, the full list of strategic goals is attached at Appendix A. <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note this report. 	

Main Report

1. REPORT: PROGRAMMING, MARKETING, COMMUNICATIONS

	Strategic Goal
<p>1.1 Progress & Issues</p> <p>Gallery: Ragnar Kjartansson opened to the public on 14 July in the Gallery. It is the first ever survey show in the UK of this internationally acclaimed Icelandic artist. Although slower to start than previous shows this year, it has achieved visitor targets and has enjoyed widespread critical acclaim including being described by Adrian Searle in The Guardian's G2 as "<i>the unstoppable force that is Ragnar Kjartansson</i>".</p> <p>The Vulgar: Fashion Redefined will open in the Gallery from 13 October and Bedwyr Williams' The Gulch, which is a series of theatrical installations in the Curve, opens on 29 September. Williams was featured on Will Gompertz's BBC Radio 5 Live show Heat Map to promote the commission.</p> <p>Music: Both nights with Anohni enjoyed extraordinary success, achieving full houses and four and five star reviews. Hermeto Pascaal and Ragnar & Friends both struggled at the Box Office but Omara Portuondo exceeded target.</p> <p>We look forward to the new classical season, which in October includes a day-long celebration of the music of Sir James MacMillan; Danielle de Niese in recital; and Ukrainian composer and pianist Lubomyr Melnyk and Mexican electronica artist Murcof teaming up with French pianist Vanessa Wagner.</p> <p>Theatre: The spring/summer season ended well with nine performances of Robert Lepage's seminal work Needles and Opium. He had first created this show in 1991 but has recently revised and updated the technology so that it is still groundbreaking whilst remaining a deeply heartfelt work. It received a range of excellent reviews and exceeded target.</p> <p>In the Pit we closed the season with the nitroBEAT Pit Party which featured eight artists from the worlds of music, mixed-media, spoken work and theatre taking a journey into Afrofuturism. The rest of the summer has been taken up with much needed maintenance works.</p> <p>Cinema: June's Return to Rep season She's So Giallo was successful both commercially and with cult cinema fans, accompanied by a run of special edition posters that sold well via the shop.</p>	<p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p> <p>Goals 2,3,4,5</p>

<p>In July, we enjoyed a successful and well received screen talk with Lord David Putnam following a special screening of <i>Chariots of Fire</i>. July also saw a near sell-out screening of a live broadcast of Ken Branagh's <i>Romeo and Juliet</i> alongside another near sell-out live broadcast of <i>Richard III</i>. August has brought numerous Glyndebourne and Royal Opera House screenings across an otherwise quieter month.</p> <p>We are behind box office target at time of writing, although we hope to recover the position during the pre-Oscar season. We look forward to particular programming highlights including <i>Girl on a Train</i> and <i>The Light Between Oceans</i>, alongside our key autumn season, <i>Cheap Thrills: Trash, Movies and the The Art of Transgression</i>. October will also see a new monthly initiative where we will be presenting relaxed screenings for adults with autism, Tourette's syndrome and leaning and sensory difficulties</p> <p><u>Beyond Barbican:</u> The Walthamstow Garden Party was very successful, exceeding audience figures from all previous events, with over 36,000 people in attendance across the weekend. We raised over £7,000 in donations to the event as part of the Keep it Free campaign. The learning from this will inform next year's fundraising plans, with the funds raised this year being used to support future WGP activities.</p> <p>The event either met or exceeded our Arts Council England targets. Of particular note was the increase in locally based audiences, which constituted 71% of visitors in 2015 and 78% in 2016, in addition to a noticeable increase in the amount of families in attendance.</p> <p>We look forward to our next event – <i>OpenFest</i> at the Barbican on 8 October. The event will have a particular focus on profiling the work of artists and organisations from Waltham Forest and Barking and Dagenham. The event will target those communities reached through our offsite activities in east London boroughs, alongside our existing audiences.</p> <p><u>Marketing:</u> At time of writing, a likely contractor has been identified to carry out the Audience Research Strategy project and reference checks are now underway. It is anticipated that work will commence on this project by the end of the calendar year, going on to inform a new Audience Strategy and an Engagement Strategy in the following year.</p> <p><u>Communications:</u> Coverage for the Ragnar Kjartansson show has been particularly strong over the summer, with coverage of <i>The Vulgar</i> already starting to gain traction. We have also successfully generated mentions of upcoming programme across the art forms in various newspaper's 'autumn highlights' features. We now look forward to the Autumn Season Launch which will take place in early October.</p>	<p>Goals 2,3,4,5</p> <p>Goals 1,4,5</p> <p>Goals 2,3,4,5</p>
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<p>We are well underway with a new staff engagement project to produce a handbook which will explore our working culture at the Barbican Centre. This will be provided to new starters in the future, and which existing staff will also receive. Its content will be used as part of the launch of the new Intranet project which will go live mid-September.</p> <p>The messaging project is scheduled to be finalised by beginning of September with roll out taking place throughout the autumn and beyond.</p>	
<p>1.2 Preview and Planning</p> <p><u>Foyers:</u> The Barbican's series of foyer commissions continues this autumn with new work from five innovative artists. The new series of installations, which extends the artistic programme beyond the walls of the Barbican's venues, is free for audiences to explore and engage with any time the Centre is open. 44 by Omer Arbel is an intricate light installation descending from the main foyer ceiling; Numina by Zarah Hussain, is a site-specific, sculptural installation that will accompany Transcender - the Barbican's season of ecstatic, hypnotic and psychedelic music; I hope this finds you well by Curve artist Bedwyr Williams, is an audio commission for the foyer playfully imagining the internal dialogues of the people who use the Barbican's public spaces as their office; let's take a walk by non zero one, an interactive audio experience around the Barbican's public spaces that looks at the process of decision making; NowhereSomewhere by Rosalind Fowler, is a bicycle powered film installation inviting the public to ponder ecological themes and imagine a future London. The next phase of the foyers programming project will be an evaluation on the first six months.</p> <p>Wetherford Watson Mann are finalising the plans for the foyer look and feel project, with new furniture scheduled to be in place by Christmas.</p> <p><u>Library:</u> We have provided support to the Barbican Library exhibition of works by Gerald Scarfe; Scarfe and Music from 5 September to 31 October. The Barbican has provided support with hanging of the works (from the Gallery team) and through providing posters, an advert on plasma screens, and Barbican-branded lettering on the Perspex screen which can be seen from the Barbican level G foyer – to promote and market the show. It is set to be one of the most high-profile Library shows to date.</p> <p><u>Great Fire of London:</u> Barbican teams are also providing significant support to Artichoke's London's Burning festival marking the 350th anniversary of the Great Fire of London. Seven kilometres of giant dominoes - featuring 26,000 breezeblocks - will snake through the city's streets, tracing the multiple paths the fire took, and splitting into three main routes. One section will end in front of St Giles' Cripplegate Church, and will be visible from Barbican's Lakeside. We will also host part of the festival talks programme.</p>	<p>Goals 1,2,3,4,5</p> <p>Goals 4,5</p> <p>Goals 4,5</p>

2. REPORT: LEARNING AND ENGAGEMENT	
	Strategic Goal
<p>2.1 Progress and Issues</p> <p><u>Public Events</u> <i>The Things They Do</i> An experimental symposium inspired by the Ragnar Kjartansson exhibition, <i>The Things They Do</i> was curated by Joe Kelleher and Nicholas Ridout and took place on 29 July. The day-long event comprised of performances, presentations and conversations from and with artists, writers and academics exploring the theme of appropriation, and was inspired by Kjartansson's interest in making art out of the things that other people do. Taking place in the Garden Room and Conservatory, 100 audience members watched, participated and conversed throughout the day. Prior to the event, 14 young artists aged 18 – 25 participated in a series of workshops led by artist Simon Vincenzi which led to a durational performance alongside the symposium. The feedback from the young participants was very positive, with many of them keen to apply for our Young Visual Arts Group in 2016/17.</p> <p><u>Community</u> <i>Walthamstow Garden Party</i> This year's free community focused festival, Walthamstow Garden Party, involved over 70 local community organisations - all contributing to its successful delivery. The festival would not have been possible without the input of our 25 Community Ambassadors, who worked in the lead-up to engage local residents and community groups, and on the day to capture data and feedback from audience members. The Earthly Paradise Tent, programmed by Creative Learning, featured youth focussed performances from 138 young and emerging artists, 66 of whom were local residents aged under 18 years. The programme also showcased 4 Waltham Forest based youth arts organisations (some of whom will be performing at the Barbican OpenFest on Saturday 8 October), and also the first winner of our new Ideas Kitchen programme (a new micro funding community arts initiative).</p> <p><u>Young Creatives</u> <i>BBC Radio London</i> Jenny Mollica (Head of Creative Learning) and Kieron Rennie (Barbican Young Poet) discussed young people and creativity on BBC London Radio on 23 August. Jenny and Kieron discussed the Barbican's Creative Learning offering, the challenges facing young people today and how the Barbican Young Poets scheme has helped Kieron move forward with his life. The segment ends with Kieron performing a poem about</p>	<p>Goal 2</p> <p>Goals, 2, 5</p> <p>Goal 5</p>

<p>experiencing the arts.</p> <p><u>Emerging and Practicing Artists</u> <i>Curious</i> Our annual festival showcasing new work produced by students, graduates and professional artists (from the Masters in Leadership, Masters in Composition, BMus Electronic Music and BA PACE courses at the Guildhall School) took residency at the Rose Lipman Building in Hackney from 4-8 July. The first two days of this year's showcase gave a platform to <i>We Astronomers</i>, a performance installation piece which was the result of a three-month collaborative project between Guildhall musicians and visual arts students from the Central St Martins' BA Graphic Design course. The final days of the showcase comprised of an eclectic mix of performances and open workshops, ranging from acoustic and electronic sound pieces through to spoken word, audio-visual work and site-specific installations.</p> <p><u>Enterprise</u> <i>Summer Arts Camp 2016</i> As part of our ongoing enterprise work with the Guildhall School, Creative Learning curated its first summer school for young people aged 11-14 years. Based at Milton Court from 1-5 August, participants had the opportunity to try a range of creative sessions led by artists from the Barbican and Guildhall School, including animation, film making, creative music, street dance, drama, drumming and sculpture. Artists delivering the sessions included Barbican associates Boy Blue Entertainment and Drumworks, Young Film Academy, Impossible Works and acclaimed poet and Barbican Young Poets tutor Jacob Sam La Rose.</p>	<p>Goal 2</p> <p>Goals 2, 3</p>
<p>2.2 Preview and Planning</p> <p><u>Schools & Colleges</u> <i>Barbican Box Music</i> Barbican associate Serious and artist Bellatrix have been announced as our Barbican Box Music partners for 2017. Bellatrix describes herself as a musical explorer and songwriter and she is primarily a double bass player and vocalist. She also holds many world and UK wide titles for her beatboxing and unlike most beatboxers has a degree in jazz double bass from the Guildhall School of Music & Drama. She is keen to encourage the students to explore 'the power of the voice' in this year's Barbican Box Music.</p> <p><u>Emerging and Practising Artists</u> <i>Open Lab Festival</i> The 2016 Open Lab Festival will take place on the weekend of 24 and 25 September, at Rich Mix in Bethnal Green. The event will showcase performances from 8 groups who have taken part in the Open Lab programme during the past year, with an after party on Saturday evening, involving theatre, music and stand up, hosted by Open Lab alumni <i>mingbeast</i>. On Sunday, performances will come from the four companies who participated in this year's inaugural Young Open Lab programme.</p>	<p>Goal 2</p> <p>Goals 2, 5</p>

<p>Young Open Lab was open to artists and companies aged 14-25, and based in our 8 east London partnership boroughs.</p>	
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<p>3. REPORT: OPERATIONS AND BUILDINGS</p>	
	<p>Strategic Goal</p>
<p>3.1 Progress & Issues</p> <p><u>Security</u></p> <ul style="list-style-type: none"> The City Police continue to support the Centre by providing ad hoc ‘Operation Servator’ presence around the Centre, and going forward there will be greater participation in future deployments with Security Officers supporting the Police. The Centre’s Head of Security now sits on the City Police Project Servator Working Group and this group is assisting the City Police with revised training for security personnel. Enhanced security remains in operation with the bags policy still being operated (large bags and rucksacks must be deposited in a cloakroom). <p><u>Facilities</u></p> <ul style="list-style-type: none"> Theatre periodic and deep cleaning works have been completed following the refurbishment during the summer. The Conservatory Tours have encouragingly increased in number, now being sold as a separate package, recent tours have included up to 20 customers. Income will be used to improve our fish stocks and enhance aspects of our sustainability programme. The bees, reintroduced in June, have now produced two batches of honey. <p><u>Ex Halls 1 & 2</u></p> <ul style="list-style-type: none"> Plans for retail units in the Ex Halls, led by the Town Clerk and City Surveyor, are progressing with a feasibility report expected in autumn 2016. Discussions around the future use of the exhibition halls will be informed by the report. <p><u>Engineering</u></p> <p>Recent works include:</p> <ul style="list-style-type: none"> Repairs and modifications have been reviewed and trialed for the Concert Hall house lights and should be complete mid-September 2016. Theatre monitoring/enabling works for the improvements on controls of the AHU/ventilation system and balancing are nearing completion ready for the first show in September 2016. <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> Box office turnover remains buoyant at just short of £6.1m. August has been quieter, as expected, for the team. In response, the box office opening hours were reduced to deliver additional efficiency 	<p>Goal 1, S/E</p> <p>Goals 1, 3</p> <p>Goal 3</p> <p>Goal 1</p> <p>Goal 1</p>

<p>savings and to accommodate noisy summer projects work.</p> <ul style="list-style-type: none"> • The relocated advance box office/information point opened as scheduled. Monitoring of audience flow will continue during the Autumn. • Line management of the security operation was transferred to Customer Experience in August with the Safety and Security Manager now reporting to the Head of Customer Experience. 	
<p>3.2 Preview & Planning</p> <p><u>Projects update</u> The following projects are taking place on site-</p> <ul style="list-style-type: none"> • New retail unit in foyer • Level 4 conference suite improvements • Concert Hall backstage refurbishments • Curve Gallery refurbishment • Supaloo refurbishment • Replacement of Theatre and Pit Theatre dimmers • Modifications to Theatre stage • Installation of a scissor lift in the Theatre loading dock <p>The installation of a new piano lift in the Concert Hall stage has been postponed to 2017.</p> <p><u>Customer Experience</u></p> <ul style="list-style-type: none"> • Over the coming months the team will be reviewing operations with the view to link Security and Customer Experience in a modern, customer focused way. • A new EPOS system has now been installed throughout the foyer sales points in readiness for the new season. 	<p>Goal 1</p> <p>Goal 1, S/E</p>

<p>4. REPORT: BUSINESS AND COMMERCIAL</p>	
<p>4.1 Progress & Issues</p> <p>Development</p> <ul style="list-style-type: none"> • Tickets for the 2016 Barbican Ball (http://barbicanball.org.uk/) have been selling very well, and we have many fabulous auction items for the event on 24 November 2016. • Corporate Member and Barbican Patron renewals are strong, and we are offering more giving opportunities for visitors and audience members to build awareness and raise funds. The autumn appeal is live in Osteria and the Martini Bar. 	<p>Strategic Goal</p> <p>Goals 2,3,4</p>

<p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • Works on the new retail unit started in earnest on August 1. Programme is likely to be extended beyond the original date of early October and should be complete by mid-November. • Gallery Shop performing well - currently achieving revenue +34% against budget for this exhibition. Foyer Shop +30% in July against budget and performing better than anticipated during the quiet month of August. <p><u>Catering</u></p> <ul style="list-style-type: none"> • Stalls Bar has been closed since 20 April due to a defective shutter and throughout August due to the dark period. The shutter has now been repaired and the bar will re-open from 2nd September. • Barbican Kitchen exceeded forecast income by 54% in July and has continued to trade well at lunchtimes throughout August. • Bonfire also did well in July, beating forecast income for the first time and also better than expected in August. Osteria has maintained a steady lunch trade during the week but very quiet in the evenings and weekends: Building this venue into a 'destination' restaurant continues to be a challenge that will take time. <p><u>Car Parks</u></p> <ul style="list-style-type: none"> • The Car Parks were given a deep clean by the car park staff during the quiet period in August. <p>Business Events</p> <ul style="list-style-type: none"> • Financial outcome to date for 2016/17 – 92% of annual target booked and confirmed with a buoyant period for events. • The first annual Institute of Fundraisers (IOF) event was a great success for all involved, resulting in an immediate extension and a rolling contract put into place for 3 future years. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • Summer months are generally quiet in the Exhibition Halls' calendar but the team has been getting ready for a busy Autumn period, with 6 events taking place during September - October period. <p>BIE</p> <ul style="list-style-type: none"> • We have begun developments with our latest touring exhibition titled <i>Mangasia: Wonderlands of Asian Comics</i>. The exhibition will launch in Bologna and then tour to Nantes. Paul Gravett, author, curator and specialist in comic art, has been appointed as the exhibition's curator • <i>Game On 2.0</i> continues its run at Norsk Teknisk, Oslo where visitor numbers are averaging 1,050 per day, breaking all previously held visitor figure records for the venue. • <i>Into the Unknown: A Journey through Science Fiction</i> was announced at the Season Press Launch on 28 June and received positive write- 	<p>Goals 1, 3</p> <p>Goals 1, 3</p> <p>Goal 1</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goals 1,2,3,5</p>
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<p>ups in the Guardian, BBC and Evening Standard.</p>	
<p>4.2 Preview & Planning</p> <p>Development</p> <ul style="list-style-type: none"> • There is a strong programme of events this autumn to meet current and prospective supporters. • We are developing a guide to the biodiversity in the Conservatory which will be available with a voluntary £1 donation. <p>Commercial Development</p> <p><u>Retail</u></p> <ul style="list-style-type: none"> • We have appointed a PR company to promote new shop ranges and Christmas gifts on a three month retainer. • New ranges will be launched in the current shop to original schedule pending confirmed dates on completion of new unit <p><u>Catering</u></p> <ul style="list-style-type: none"> • After a successful trial in June, staff will be deployed using mobile technology to take interval drinks orders and payments around the foyers <p><u>Car parks</u></p> <ul style="list-style-type: none"> • We are in discussions with YourParkingSpace to advertise and sell parking spaces via the YourParkingSpace website. <p>Business Events</p> <ul style="list-style-type: none"> • September sees the Royal College of Nursing returning for their annual conference for the final time before moving to Liverpool. • BBE's launch event for the refurbished Frobisher Crescent is scheduled for late October. <p>Exhibition Halls</p> <ul style="list-style-type: none"> • The end of year is looking strong, with new enquiries still coming in for the last quarter of the current financial year. • September will see the return of the Landlord and Letting Show, King's College Welcome Fair and City University's Freshers' Week. The whole of October will be taken up by University of London's examinations in Exhibition Hall 1 while Mortgage Business Expo 2016 and British Inventions Show will be held in Hall 2. <p>BIE</p> <ul style="list-style-type: none"> • <i>Designing 007</i> will be de-installed in Paris from 5 September where it has welcomed 90,000 visitors to date. The next venue for the exhibition will be Burj Khalifa, Dubai (10 November 2016 - 10 February 2017). • Discussions are being had with potential future venues for <i>Digital Revolution</i>, which is available from summer 2016 onwards. 	<p>Goals 2,3,4</p> <p>Goals 1, 3, 5</p> <p>Goals 1, 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goal 3</p> <p>Goals 1,2,3,5</p>

Appendix A:

Our vision is: Arts Without Boundaries.

Our mission is: world-class arts and learning

We exist to:

- Inspire more people to discover and love the arts;
- Create an ambitious international programme;
- Invest in the artists of today and tomorrow

Our Strategic Goals are:

1. **Customer Experience** – to create timely, relevant and memorable experiences for our customers, exceeding their expectations in everything we do
2. **Connecting Arts and Learning** – to empower artists, participants and audiences to be ambitious and creative
3. **Mixed Income Generation** – to create sustainable growth through innovation across arts, learning and commercial activities
4. **Cultural Hub** – to be a lead partner in establishing the City of London's cultural hub at the heart of the world's creative capital
5. **Audience Development** – to grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre

Staff & Efficiency (S/E)

Underpinning these we also have a commitment to operate efficiently, and to employ and develop skilled staff within the appropriate management structure