

Our Vision

Arts Without Boundaries

Our Mission

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

We deliver this through...

- Showcasing our iconic building
- Building a creative destination for our many audiences
- Collaborating with partners to achieve our ambitions
- Supporting and developing our talented team

In doing this we support the City to achieve its Corporate aims to...

1. Contribute to a flourishing society
2. Support a thriving economy
3. Shape outstanding environments

Our values are...

brave and sometimes provocative
adventurous and sometimes groundbreaking
informed and sometimes intellectual
personal and sometimes bespoke
inviting and sometimes captivating
engaging and sometimes electrifying
rewarding and sometimes transformative

We have agreed on five strategic goals which apply to all our work up to 2021:

1 Visitor Experience

To create an environment that enables and inspires visitors, exceeding their expectations in everything we do.

Lead: Jonathon Poyner

2 Connecting Arts and Learning

To empower artists, participants and audiences to be ambitious and achieve their best.

Lead: Louise Jeffreys

3 Mixed Income Generation

To create sustainable growth through innovation across arts, learning and commercial activities.

Lead: Sandeep Dwesar

4 Culture Mile

To be a lead partner in establishing the City of London's Culture Mile at the heart of the world's creative capital.

Lead: Nicholas Kenyon

5 Audience Development

To build deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre.

Lead: Sean Gregory

We have identified 6 change objectives and a series of projects that will help us support the delivery of our goals:

Objective A: Transform Public Space

transform our public spaces to create a world class sense of destination and welcome within Culture Mile

Destination Management – From October 2018

Create a Destination Strategy with focus on increasing footfall and income from our public spaces.

Lead: Jackie

Goals: 1, 3 Jonathon/Sandeep

Objective: A, C

Corporate Aim: 3 (10)

Foyers Working Group – From July 2018

A group to oversee activity, look + feel, and governance of the public spaces. Including toilet provision.

Lead: Sheree (Chair)/Sidd

Goals: 1, 2 Louise/Jonathon

Objective: A

Corporate Aim: 3 (10)

Space Utilisation – From August 2018

The Art of the Possible: ensure best use of space across the Barbican site, working with architects where necessary.

Lead: Jonathon

Goals: 1 Jonathon

Objective: A, F

Corporate Aim: 3 (12)

Ex-Hall Development – From April 2017

Work with City Surveyors to scope potential uses for the Ex Halls as part of Culture Mile.

Lead: Jonathon/Sean

Goals: 1, 2, 3, 4, 5 Jonathon/Sean

Objective: A, C, E

Corporate Aim: 1 (4), 2 (7)

Business Plan and Concept Design for Centre for Music – From October 2015

In partnership with LSO, GSMD and professional teams, prepare and develop a concept design and Business Plan for the Centre for Music and present to COLC.

Lead: Nick/Sandeep/ Simon

Goals: 2, 4 Nick/Sandeep

Objective: A

Corporate Aim: 1 (4) 3 (10)

Develop Culture Mile – From October 2015

Work with partners and colleagues from the Department of the Built Environment to plan the look & feel, wayfinding and signage of Culture Mile including Beech Street transformation.

Lead: Nick/Jonathon

Goals: 4 Nick

Objective: A

Corporate Aim: 2 (7)

Objective B: Understand and Diversify ourselves and our Audiences

understand and diversify ourselves and our audiences, to serve and reflect the capital

Audience Research & Engagement – From January 2016

Deliver and implement a comprehensive audience research project to inform our engagement and audience strategy.

Lead: Phil

Goals: 5, 2, 3 Louise

Objective: B

Corporate Aim: 1 (3)

Write Our Story – From July 2018

Write a clear story of the Barbican for diverse stakeholders, which reflects and promotes our brand values.

Lead: Lorna

Goals: 3, 5, 2 Nick/Louise

Objective: B

Corporate Aim: 1, 2, 3

Archive – From October 2016

Catalogue, digitise and exploit the opportunities presented by our archive and deliver the Heritage Lottery Fund public archive project.

Lead: Sean

Goals: 2, 5 Sean

Objective: B

Corporate Aim: 1 (4), 3 (9)

Workforce Diversity – From August 2018

In line with our E&I Strategy, further develop our plan to improve diversity in our workforce.

Lead: Steve/Louise M/Jenny

Goals: 'developing our talented team' Steve

Objective: B

Corporate Aim: 1 (3)

Objective C: Develop a Creative Commercial Operation

grow commercial revenue in ways which reflect our values and enable our vision

Technology Investment Proposal – From August 2018

Develop a proposal for investment in technology to present to COLC and other potential funders.

Lead: Sandeep/Sean

Goals: 3 Sandeep/Sean

Objective: C, F

Corporate Aim: 3 (9)

Review of Level 1 and 2 – From July 2018

Explore the feasibility of developing Level 1 and 2 operations and functionality.

Lead: Adrian/Jackie/Cornell

Goals: 1,3 Sandeep

Objective: A, C

Corporate Aim: 1 (4), 2 (7)

Ticket pricing and opening hours review – From August 2018

Undertake a review of ticket pricing and opening hours to maximise income whilst maintaining access. Scope and cost the potential to engage external consultants to support the process.

Lead: Phil/Sarah

Goals: 3 Louise/Sandeep

Objective: B,C

Corporate Aim: 1 (3), 3 (10)

Objective D: Create Collaborative Programmes

produce an outstanding programme which drives and develops creative partnerships

Creative Vision for the Centre for Music – From June 2018

Develop an arts, learning and digital vision for the Centre for Music.

Lead: Huw/Sean

Goals: 2, 4, 5 Nick/Sean

Objective: A, B, D, E

Corporate Aim: 1 (3), 3 (10)

Culture Mile Programming – From March 2018

Activate the Culture Mile Programming strategy as agreed by the Programme Board.

Lead: Rachel/Louise

Goals: 2, 4 Nick/Louise

Objective: D

Corporate Aim: 1 (3), 3 (10)

BC/GSMD Creative Alliance – From January 2017

Activate the creative Alliance between the Barbican and the Guildhall School.

Lead: Sean

Goals: 2, 5 Sean

Objective: D, E

Corporate Aim: 3 (10)

2020 Programming Theme – From July 2018

Scope and deliver a theme for the arts and learning programme for 2020.

Lead: Sidd

Goals: 2, 5 Louise/Jenny

Objective: D, E

Corporate Aim: 1 (2)

Objective E – Pioneer Learning and Engagement in the Arts

grow an innovative programme of activity which supports young people, artists, art workers and communities

National Schools Programme – From July 2018

Deliver Year 1 of the Esmée funded national schools and community development programme as part of our National Strategy.

Lead: Jenny

Goals: 2, 5 Jenny/Sean

Objective: E

Corporate Aim: 1 (3)

Activate the Community Engagement Framework – From July 2018

Activate the new framework including establishing the Youth Panel and Community Panel.

Lead: Jenny

Goals: 2, 5 Jenny/Sean

Objective: B, E

Corporate Aim: 1 (3)

Creative Careers Pipeline Review – From September 2018

Review and strategise methods for supporting career development for artists and creatives across the arts and learning programmes.

Lead: Jenny/Louise

Goals: 2 Louise/Jenny

Objective: D, E

Corporate Aim: 1 (3)

Funding for Learning Programmes – From August 2018

Research and scope future funding streams for our Learning programmes from CBT and other sources.

Lead: Sean/Sarah/Lynette

Goals: 2, 5 Sean/Jenny

Objective: C, E

Corporate Aim: 1 (3)

Objective F: Develop Organisational Capabilities

improve the tools required for effective organisational operation

Digital Strategy Review – From September 2018

Review and update our Digital Strategy.

Lead: Sean

Goals: 1, 2, 5 Sean

Objective: F

Corporate Aim: 3 (9)

Environmental Sustainability – From August 2018

Develop a long-term strategy for sustainability to provide savings and demonstrate best practice.

Lead: Cornell

Goals: 3 Jonathon

Objective: F

Corporate Aim: 2 (5), 3 (11)

Development Review – From July 2018

Implement the Development Review.

Lead: Sandeep/Steve/Lynette

Goals: 3 Sandeep

Objective: C, F

Corporate Aim: 3 (10)

Data Management and Business Intelligence – From April 2016

Ensure compliant data management processes are in place and use data to create business intelligence reports to help improve performance.

Lead: Sarah/Phil/Andrew

Goals: 3, 5 Sandeep

Objective: F

Corporate Aim: 2 (5)

Contracts Review – From June 2018

Update base contracts cross the organisation to ensure they are fit for purpose (GDPR, behaviour, Modern Slavery etc)

Lead: Sarah/Nick A/ Laura

Goals: 2, 3 Sandeep/Louise

Objective: F

Corporate Aim: 2 (5)

Embed Brand Values – From August 2018

Activation of brand values for audiences, visitors and staff.

Lead: Phil, Sheree, Lorna

Goals: 1, 2, 5 Jonathon/Louise

Objective: A, F

Corporate Aim: 3 (10)

Projects no longer on project list:

Came off summer 2017:

•Cultural Hub – adapted •Equality & Inclusion – adapted •Art of Change 2018 – BAU •Common Artistic Platform – adapted •Website – BAU

Came off summer 2018:

•Foyers – adapted •Branding – adapted •Equality & Inclusion – BAU •Commercial Phase 3 – BAU •Operations Review – BAU •BC/GSMD Operational Alliance – BAU •Talks – BAU •Arts & Science 2019 – BAU •Pit Shakeup – BAU •Under 18s Offer – BAU •National School Programme – adapted •Culture Mile Learning – BAU •Data Management – adapted •Ticketing System – BAU

* BAU = Business as Usual

Barbican strategies, policies and reports

Finance & Commercial

Completed

- **Commercial Phase Three**
Commercial Phase Three business plans for BIE, Business Events, Catering, Retail.
Contact: Sandeep Dwesar/Jackie Boughton
Last updated: Autumn 2018 - Reviewed annually

Buildings & Operations

Completed

- **Major Incident Business Continuity Plan**
A plan to outline the Centre's approach to continuing business in the instance of a major incident.
Contact: Jonathon Poyner
Last updated: July 2018 – Reviewed annually
- **Listed Building Management Guidelines**
New listed building management guidelines forming the second part in a three-part series initially commissioned by City of London.
Contact: Jonathon Poyner
Last updated: Summer 2017 - Reviewed in 2019
- **Environmental Sustainability Strategy**
An action plan which outlines the centre's ambitions and activities which support our commitment to environmental sustainability.
Contact: Jonathon Poyner
Last updated: December 2018 - Reviewed annually
- **Estate Strategy**
A strategy which outlines the Centre's approach to Estate Management.
Contact: Jonathon Poyner
Last updated: Autumn 2017 - Reviewed annually
- **Health, Safety and Wellbeing Policy**
A policy outlining the Barbican's commitment to Health, Safety and Wellbeing across all areas of our operation.
Contact: Jonathon Poyner
Last updated: January 2019 – Reviewed annually

In Progress

- **Organisational Risk Register**
This is in place to manage risk to the organisation, including financial, buildings, programming, etc.
Contact: Jonathon Poyner
Last updated: Ongoing
- **Staff Guide to Making Changes to the Building**
A presentation-style guide to inform the process for requesting and making changes to the building.
Contact: Darrell Lunt/Nick Adams
Due: April 2019 – Reviewed annually
- **Buildings & Operations Divisional Plan**
A plan setting out the priorities and focus of the Buildings & Operations division for the next 1 -3 years.
Contact: Jonathon Poyner
Due: June 2019 – Reviewed annually

Arts, Marketing, Comms, Incubator

Completed

- **How We Do Things - 'Barbican Manual'**
A 'how to' guide for all areas of the organisation, outlining processes, protocol and working culture for the Barbican.
Contact: Lorna Gemmell
Last updated: Autumn 2016 - Reviewed annually
- **Stakeholder Strategy**
This will shape how we work with stakeholders across the organisation.
Contact: Nick Adams
Last updated: December 2016 - Reviewed annually
- **Internal Communications Plan**
As part of the new intranet project, this plan will present a structure through which internal communications will be delivered.
Contact: Lorna Gemmell / Steve Eddy
Due: Summer 2017 - Reviewed annually
- **Communications Messaging**
This forms part of a larger body of work around communicating the remit and responsibilities of all departments across the Barbican.
Contact: Lorna Gemmell
Last updated: December 2016 - Reviewed annually
- **Equality and Inclusion Strategy**
A new five-year Equality & Inclusion strategy and associated departmental plans have been developed for 2017 - 22

Contact: Laura Whitticase/Steve Eddy
Last updated: September 2018 - Reviewed annually

- **Ethics Policy**
This informs the Barbican's approach to code of conduct for Barbican staff, our approach to programming and partnerships and our approach to fundraising.
Contact: Nick Adams
Last updated: September 2018 - Reviewed annually
- **General Data Protection Regulation (GDPR) Policy**
A policy outlining the organisation's data protection policy and processes.
Contact: Phil Newby, Lynette Brookes, Andrew Hayes
Last updated: Summer 2017 - Reviewed annually
- **Local Strategy**
A strategy to set out our existing and future ambitions for working offsite locally building on work to date in communities and schools.
Contact: Laura Whitticase
Last updated: Summer 2018 - Reviewed annually
- **National Strategy**
A strategy to set out our existing and future ambitions for working offsite locally building on work to date in communities and schools.
Contact: Laura Whitticase
Last updated: Summer 2018 - Reviewed annually
- **International Strategy**
A strategy to join up international work across all departments.
Contact: Nick Adams
Last updated: February 2019 - Reviewed annually
- **Evaluation Strategy**
A strategy outlining our ambitions and approach to evaluation across the Barbican.
Contact: Laura Whitticase
Last updated: Autumn 2018 - Reviewed annually
- **Research Strategy**
A strategy outlining our ambitions and approach to evaluation across the Barbican.
Contact: Laura Whitticase
Last updated: Autumn 2018 - Reviewed annually
- **Arts Division Strategy**
A strategy outlining our approach to delivering our ambitions across the Arts Division.
Contact: Laura Whitticase
Last updated: Autumn 2018 - Reviewed annually
- **Cinema Consultation Report**
A report presenting the findings of a commissioned piece of research into the Cinema offer and surrounding issues and opportunities to support increased ticket sales and secondary income generation.
Contact: Gali Gold
Completed: Autumn 2018
- **Arts Council England NPO Application**
Developed in 2016/17, outlining our funded activities from 2018 until 2022. Award confirmed in June 2017.
Contact: Laura Whitticase
Last updated: Submitted January 2017. Reported on to ACE in June annually.
- **Links to Corporate Plan and City Strategies**
A paper outlining the connection between the Barbican's Vision, Mission and Goals with the City's Corporate Plan and associated strategies (e.g. Culture Mile and Cultural Strategy)
Contact: Laura Whitticase
Last updated: March 2019 – Reviewed annually

In Progress

Foyers Guidelines/Guidebook

A guide to inform aesthetic decisions made which impact the non-structural elements of the foyers and management guidelines for how to work in the foyers.
Contact: Sidd Khajuria/Sheree Miller
Due: Spring 2019 – Reviewed annually

- **Strategic Plan Reporting**
This is the regular update to the Barbican Centre Board on the progress of the Strategic Plan.
Contact: Laura Whitticase
Due: Ongoing – twice a year
- **City Business Plan**
The Barbican produces a business plan which aligns with City of London departmental business planning processes and templates, aligning Barbican Strategic Goals, business as usual priorities with the City's Corporate Plan and other key strategies.
Contact: Laura Whitticase
Due: Ongoing – reviewed annually
- **Strategy and Policy Review Process**
A process to implement and track progress against strategies and policies, including how and when they need updating.
Contact: Laura Whitticase
Due: March 2019 – Reviewed annually

Creative Learning

Completed

- **Creative Learning Strategic Plan**
A strategic plan for the development of all of our Creative Learning work.
Contact: Jenny Mollica
Last updated: Summer 2018 – reviewed annually
- **Community Engagement Framework**
A framework setting out how the Barbican can best engage Communities across all of our activities.
Contact: Jenny Mollica
Last updated: Summer 2018 – reviewed annually

Engagement

Completed

- **Residents Management Plan**
A plan defining how the Barbican engages with and responds to the needs of the residents.
Contact: Sean Gregory
Last updated: January 2019 - Reviewed annually

In Progress

- **Creative Learning Business Plan**
A plan setting out the priorities and focus of the Creative Learning department for the next 1 -3 years.
Contact: Jenny Mollica
Due: June 2019 – Reviewed annually

Human Resources

Completed

- **Safeguarding Policy**
New policy outlining our approach to safeguarding across the organisation.
Contact: Steve Eddy
Last Updated: Winter 2017 - Reviewed annually

In Progress

- **Workforce Development Plan**
Wording TBC.
Contact: Steve Eddy
Due: