

# Barbican Centre Business Plan 2017 - 18

## Overview

### **We exist to deliver Arts Without Boundaries, our mission is World Class Arts and Learning**

Our commitment to showcasing the very best in world-class arts to a large and diverse local, UK and international audience, whilst providing exceptional arts education and ambitious professional artist development opportunities, remains fundamental to our aims and objectives and is reflected across this business plan.

As well as maintaining our position as Europe's largest multi-arts and conference centre, we are working towards significant cross-City strategic projects such as the **Cultural Hub** and **Centre for Music**. These ambitious projects inform our approach to activities contained within all areas of our business plan from revenue generation to our artistic programming and audience development initiatives.

We will be undertaking a comprehensive impact assessment on Brexit, following the general election in June. This will inform future planning, including budgeting and managing impact on other resources including staff time on account of changes in processes regarding visas and other areas.

Underpinning our work in all areas is the Strategic Plan, now in its second year of implementation. Our five organisational goals inform both new strategic initiatives and our ongoing core business activities. Our commitment to developing our organisational capabilities ensures we are able to achieve our ambitions effectively and efficiently, whilst continuing to ensure our passionate staff perform to the best of their abilities.

## City of London Values

The City of London's **Four Rs** are reflected across the Barbican Centre's five strategic goals. We have embedded these values in the following ways:

- Our world-class arts and learning programme remains **relevant** as a leading cultural provider across the local, UK and international sectors. Examples of how this is demonstrated include the continued meeting of box office targets, wide-spread critical acclaim and growing numbers of Creative Learning participants taking part in the many activities across the programme.
- We hold ourselves **responsible** for delivering our vision of Arts Without Boundaries and the City of London's key priority policy to increase the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation. We do this through our continued commitment to achieving our mission to inspire more people to discover and love the arts; to create an ambitious international programme; and to invest in the artists of today and tomorrow.
- We are well known as a **reliable** source of compelling world class arts and learning. In addition to our cultural offer, our commercial clients return time and again to take advantage of the outstanding facilities available to them for conferences, seminars and events.
- We have taken a **radical** approach to ensuring we deliver our vision of Arts Without Boundaries, through taking our arts and learning programmes into the communities of our surrounding boroughs, so helping to reduce the gap in access to a quality cultural offer. Our pioneering Creative Learning work has led to the development of an innovative cultural education offer, which provides a number of alternative routes into the sector both for audiences and for aspiring professionals.

In addition to the **Four Rs**, the Barbican Centre has demonstrated its alignment with the City's **Four Ps**. Both internally with colleagues and externally through engagement with creative and commercial stakeholders and partners, our staff embody the Four Ps - **Pride, Pace, Passion** and **Professionalism**. To date, this has been evidenced through the extensive consultation with staff across the organisation during the development of the five strategic goals and will continue to be measured through regular staff surveying and future appraisal processes.

## Core Activities

Coupled with our Strategic Plan developmental projects are our core activities. These are the activities which underpin our operations and output across all departments and which constitutes the majority of our work. Below is an overview of the remit and outlined activities for each department:

### Arts and Learning Programming:

- **Arts Programming** - we consistently programme the highest quality Film, Music, Visual Arts, Theatre & Dance, reaching and exceeding audience and sales targets whilst achieving widespread critical acclaim.
- **Film:** We will continue to programme the best international new releases, talks with filmmakers, major curated seasons and leads in the presentation of the performing arts on screen.
- **Music:** We will continue to programme work that cuts across all forms of music including work by contemporary musicians, experimental collaborations and leading orchestras and soloists from around the world.
- **Visual Arts:** Our visual arts programme will continue to present the best in art, architecture, design, fashion, photography and film. Many of our exhibitions explore the interconnections between disciplines, periods and cultures, and aim to imagine the world in new ways.
- **Theatre & Dance:** We will continue to showcase international theatre, dance and performance by auteurs, leading companies and emerging artists that challenge the idea of what theatre can be.
- All art forms are committed to achieving budget, audience and media coverage targets set on a project by project basis.

### Barbican Guildhall Creative Learning:

- **Creative Learning** is a pioneering cultural alliance between an arts centre and conservatoire transforming 21st century creative learning. Our learning activities: • Inspire people of all ages to discover and engage with the arts; Enable audiences to unlock our

world class arts programmes; Empower teachers and students through culture and creativity; Support young people and communities to find their creative voice; Develop the artists and cultural sector workers of today and tomorrow

- Creative Learning activities are evaluated and monitored on an ongoing basis in-line with aims and objectives identified on a project-by-project basis.

### **Commercial Activities:**

- **BIE:** We will continue to realise a range of touring exhibitions with a focus on digital and the moving image. New concepts are launched at the Barbican every two years which then travel to international venues.
- **Catering:** Our cafes, restaurants and bars will continue to offer our visitors contemporary, high quality food and drink served to the highest standards, at a range of price points, in spaces that celebrate our iconic architecture.
- **Retail:** Taking advantage of our new retail space we are committed to promoting the best design-led products which appeal to our diverse visitors, inspired by our artistic programme and dynamic architecture.
- **Business Events:** The Barbican's auditoria, conference rooms and spaces that can be hired for a wide range of events will continue to set an example to the sector for outstanding service and competitive pricing - set in one of the most iconic Brutalist buildings in the world.
- Outlined in the Phase Three Commercial Business planning process, Commercial departments will be working towards a set of new and ambitious agreed targets over the coming twelve months and beyond.

### **Marketing, Communications & Development:**

- Our **Marketing** team will continue to lead on our marketing strategy to bring the Barbican's iconic brand to life and to connect audiences with our vision of Arts Without Boundaries.
- Our **Communications** team will continue to manage the Barbican's relationships with key national and international stakeholders to promote and protect our reputation for delivering world-class arts and learning.

- Our delivery of the Development fundraising strategy supports us to deliver our arts & learning offer through maintaining existing relationships with funders, donors, patrons and corporate sponsorship as well as cultivating new relationships with potential partners, individuals, companies, trusts and foundations.

### **Strategy and Operations:**

- All of the above activities are supported by our HR, I.T., Finance, Audience Experience, Incubator, Technical, Operations & Buildings departments.
- Information Technology supports effective digital & online operations
- Human Resources ensures our teams work to the best of their abilities
- Finance ensures we are well resourced to continue delivering our vision
- Technical teams support us to deliver our artistic and commercial activities
- Operations & Buildings teams maintain our iconic listed building
- Audience Experience ensures visitors encounter world class service in a safe, well presented and welcoming environment
- The Incubator supports the delivery of our Strategic Plan by initiating, facilitating, managing and tracking progress against strategic projects.

### **Resource**

Good governance is a key requirement to deliver the newly identified strategic goals. This includes a culture throughout management, supported by the board, of responsible risk analysis and management, to add security to the delivery of the goals. The requirement is for a board that is engaged at the right strategic level and that is both supportive and constructively challenging, with a membership which reflects engaged City of London interest alongside contributions from specially identified external members.

## **Reporting Structure**

Progress against the Strategic Plan and SBR targets are regularly reported at Management Team, Directorate and to the Barbican Centre Board. Topline progress is reported to the Barbican Centre Board at every meeting, with detailed reports on progress against all targets and strategic development once a year.

On a departmental level, Strategic Plan targets are incorporated into the appraisal process of staff, ensuring that the achievement of the five strategic goals is embedded across the organisation.

## **Barbican Centre Budget Timeline**

We are in the process of developing a long term financial plan for the Barbican, due in February 2018. Below is an outline of each stage and anticipated dates. 18/19 budget will be updated for this business plan by November 2017.

- City of London budget assumptions clarified (RA sub late June/early July)
- Operations & Buildings Review (June)
- Draft Commercial Business Plans (Sept with early sight of figures in July)
- 18/19 budget to board (November)
- Five year long term financial plan (Feb 18)

**Our vision is Arts Without Boundaries.**

**Our ambitions are that:**

- We will inspire more people to discover and love the arts
- We remain a world-class arts and learning organisation
- We push the boundaries of all major art forms including dance, film, music, theatre and visual arts through our international programme
- We will invest in the artists of today and tomorrow through our artistic programme and our creative learning activities

**What we do:**

**Arts and Learning Programming:**

- Film, Music, Visual Arts, Theatre & Dance. We deliver Creative Learning activities on and off site
- **Commercial Activities:**
- Barbican International Enterprises deliver internationally touring exhibitions
- Catering, Retail and Business Events supplement our income from artistic activities as well as ensuring our customers experience world class service

**Marketing, Communications & Development:**

- Our **Marketing** team brings the Barbican's iconic brand to life
- Our **Communications** team promotes and protects our reputation
- Our **Development** fundraising activity supports the delivery of our arts & learning offer

**Strategy and Operations:**

- **Information Technology** supports effective digital & online operations
- **Human Resources** ensures our teams work to the best of their abilities
- **Finance** ensures we are well resourced to continue delivering our vision
- **Technical** teams support us to deliver our artistic and commercial activities
- **Operations & Buildings** teams maintain our listed, iconic building
- **Audience Experience** ensures visitors experience world class service
- The **Incubator** supports the delivery of our Strategic Plan by initiating, facilitating, managing and tracking progress against strategic projects.

**Our budget is:**

**Income and Expenditure 2017/18**

**£000's**

Earned Income		25,000
Public Funding		
City of London	16,037	
City Bridge & ACE	603	
		16,640
<b>Total Income</b>		<b>41,640</b>
Arts Programming Expenditure		
Arts Programming	9,971	
Creative Learning	654	
		10,625
Other arts activity		3,165
Salaries		18,191
Commercial, buildings & overhead costs		10,247
<b>Total Expenditure</b>		<b>42,228</b>
Balances brought forward		588
<b>Surplus/(deficit)</b>		<b>0</b>

### Our top line objectives are:

To achieve our vision of Arts Without Boundaries, we will deliver a world class arts and learning programme, alongside undertaking cross-cutting projects to achieve the following goals:

- **Customer Experience:** To create timely, relevant and memorable experiences for our customers, exceeding their expectations in everything we do
- **Connecting Arts & Learning:** To empower artists, participants and audiences to be ambitious and creative;
- **Mixed Income Generation:** To create sustainable growth through innovation across arts, learning and commercial activities
- **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
- **Developing Audiences:** To grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre.
- To achieve our **Service Based Review** savings targets across all departments.

### To (Departmental Programmes):

- **Transform Public Space** – transforming our public spaces to create a sense of destination onsite and in the cultural hub.
- **Understand and Diversify Audiences** - to serve and reflect the capital city.
- **Develop our Creative Commercial Operations** – to maximise commercial revenue from projects true to our vision.
- **Create Interdisciplinary programmes** – to produce an outstanding programme which prioritises collaboration.
- **Develop Learning and Engagement in the Arts** – to create an innovative programme of activity which supports young people, artists, arts workers and communities, including investing in the careers of future artists.

### To (Corporate Programmes):

- Play a role in developing identity, content and communications for the **Cultural Hub**
- Review and refine our Security (AECOM), SAM, FM, AM and BRM2 processes in line with CoL protocols
- Achieve and deliver **SBR savings**
- Develop a new joined-up **apprenticeship scheme**, to include career development and shared learning activities (e.g. workshops, performance visits, invites to CL events)
- Develop a **Common Artistic** and **Operational Platform** between the Barbican & Guildhall School
- Many of our cultural and learning activities support the overarching ambitions for One Safe City and community cohesion
- Supporting the **Cultural Strategy** and **Cultural Education Strategy** for the City
- Supporting the work of the Place, People and Prosperity groups

### To develop our capabilities this year, we will:

- Deliver further training for staff from all teams on equality and inclusion
- Review and refine Management Information systems
- Develop a youth advisory panel to provide insight into our programme & broader offer to young people (14-25 year olds)
- Undertake policy and strategy development such as Equality & Inclusion, Sustainability, Building Management Guidelines, etc.
- Review space utilisation across the building

### What we'll measure across our activities:

#### Customer Experience:

- Visitor satisfaction levels
- Number of visitors to centre

#### Connecting Arts & Learning:

- Artist numbers & satisfaction
- Level of critical acclaim across programme
- Demographics of artists
- Number of young people and depth of engagement of those worked with

#### Mixed Income Generation:

- Income against targets across all arts departments
- Revenue generated across catering and retail offer against targets
- Revenue from business events against targets
- Income from Development Fundraising strategy against targets
- Revenue generated from international activity

#### Cultural Hub:

- Participants in Hub activities
- Participation in all Hub working groups
- Programme in place – number of events, critical acclaim

#### Developing Audiences:

- Audience demographics
- Audience numbers
- Marketing & Comms reach and campaign evaluation against objectives

#### Service Based Review



- Coaching training for Heads of Departments and Senior Management
- Ongoing organisational Risk Management – including financial, reputational, ethical
- Five Year Capital Projects Plan
- Investing in the development of entrepreneurial and commercial opportunities across the organisation

**What we're planning to do in the future:**

- Cultural Hub - including launch, programme development, cultural education, urban realm & marketing
- Centre for Music – next phase of scoping the project including engagement of designers
- Development and implementation of strategy for Barbican Centre as destination
- Explore partnership working in new areas of east London and other surrounding boroughs
- Develop a long term audience strategy, informed by the upcoming audience research project.

- Savings against targets in each area

<b>Strategic Goal 1 (Director of Operations &amp; Buildings)</b>	<b>Customer Experience – To create timely, relevant and memorable experiences for our customers, exceeding their expectations in everything we do.</b>
<b>Priority and rationale</b>	<ul style="list-style-type: none"> <li>➤ This is one of our five goals identified in the five year Strategic Plan</li> <li>➤ It will ensure that we continue to provide the best possible experience and service to the visitors to the Barbican Centre and Cultural Hub</li> <li>➤ Maintaining excellence across all public spaces and experiences will support wider aspirations around attracting and retaining visitors and customers, supporting us to achieve our audience and mixed income ambitions.</li> </ul>
<b>Supporting:</b>	

Corporate Plan		Corporate Programmes	Impact Assessment <sup>1</sup>	
Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation		Supporting Cultural Hub, Centre for Music, City of London Area Strategy, Cultural Strategy and Cultural Education Strategy	<p>This goal area supports:</p> <p>Our Audience Development objectives – to reach and serve as broad a range of visitors as possible.</p> <p>Our commitment to equality and inclusion by ensuring the Barbican Centre is a welcoming and inclusive space for all.</p> <p>To achieve our income targets by ensuring visitor numbers to the Barbican continue to grow.</p> <p>Us a partner in the development of the Cultural Hub.</p>	
Activities/Projects	Target Date	Measure of Success	Responsibility	Resources
a) Barbican Foyers – We will achieve a definite and welcoming sense of 'having arrived' at the Centre through creative	➤ Redesign of Foyers and other public spaces Phase One complete by end Q3	<p>✓ Customer surveying indicates high levels of satisfaction with the programme in the foyers – measured quarterly 2017/18</p> <p>✓ Customer surveying indicates satisfaction</p>	<p>Director of Arts – LEAD</p> <p>Director of Operations &amp;</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p>

<sup>1</sup> Have the likely or actual impacts of this work been considered? Note whether it has been identified that there will not be any adverse or negative impacts on equalities groups, or Equality analysis (EA) screening or a full EA is planned and the date/stage this will happen.

animation of our public space and implementation of a discernible visual and spatial identity across the site.	<p>2017</p> <p>➤ Curated Foyers programme ongoing (evaluation of year one Q3 2017)</p>	<p>with design and presentation of space – measured Q3 2017</p> <ul style="list-style-type: none"> <li>✓ Greater number of people using the space outside of attending ticketed events (exact increase to be defined by end Q2 17)</li> <li>✓ X number of artist commissions per year in the foyers (numbers TBC Q2 2017)</li> <li>✓ Overall increase in visitor footfall year on year (% TBC by Q3 2017)</li> </ul>	Buildings	Staff training (hosts)
b) Branding - Embed new cohesive and visible branding on the building exterior, all signage and across digital and printed materials. The new branding will serve as a recognisable pathway into and around the Barbican Centre.	<p>➤ Strategy embedded and being delivered by beginning of Q4 2018 (further dates to be added)</p>	<ul style="list-style-type: none"> <li>✓ Fewer requests for directions to hosts within and around the centre (figures TBC)</li> <li>✓ Visitor surveys indicate that visitors find it easy to navigate their way into and around Centre</li> <li>✓ Overall increase in visitors year on year (% TBC by Q1 2018)</li> </ul>	Director of Operations & Buildings - LEAD	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>Co-operation with City of London Planning Department</p>
c) Operations Review – Create a world-class environment within the Cultural Hub that enables and inspires arts without boundaries	<p>➤ Full review of front of house and other operational services, including all security processes and protocols across the</p>	<ul style="list-style-type: none"> <li>✓ Recognised</li> <li>✓ Specific KPIs to be developed by Q3 2017</li> </ul>	Director of Operations & Buildings – LEAD	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>Co-operation with City of London</p>

	site by end 2017			departments
d) Procurement and delivery of a new ticketing system	<ul style="list-style-type: none"> <li>➤ Procurement complete Q4 2017</li> <li>➤ New system in place Q4 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ • Advanced CRM and audience/customer segmentation functionality with more targeted, responsive and precise marketing and fundraising campaigns to raise additional income and increase audience engagement</li> <li>✓ Enable data-led decision making by simplifying, automating and speeding up Business Intelligence reporting across the organisation</li> <li>✓ • Simplify and de-risk compliance with data security frameworks</li> </ul>	Director of Learning & Engagement – LEAD Chief Operating & Financial Officer	Core Barbican staff time Core Barbican budget City Procurement

<b>Strategic Goal 2 (Director of Arts)</b>	<b>Connecting Arts and Learning</b> – To empower artists, participants and audiences to be ambitious and creative.
<b>Priority and rationale</b>	<ul style="list-style-type: none"> <li>➤ This is one of our five goals identified in the Five Year Strategic Plan.</li> <li>➤ This goal is integral to our vision of arts without boundaries and it is core to the Barbican's unique selling proposition as an internationally renowned arts and learning centre.</li> <li>➤ Developing existing and creating new connections between the arts and learning programmes will ensure we remain relevant and competitive.</li> <li>➤ The continued development of this offer supports us to attract investment from public,</li> </ul>

	private and individual funders, donors and patrons.	
Supporting:		
Corporate Plan	Corporate Programmes	Impact Assessment
Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation Maximising the opportunities and benefits afforded by our role in supporting London's communities	Supporting Cultural Hub, Centre for Music, City of London Area Strategy, Cultural Strategy and Cultural Education Strategy	This goal supports us to achieve our vision and is integral to our mission and purpose. Our arts and learning programme is key to achieving our equality and inclusion aims, through producing a programme and learning offer which is accessible to all. Fundamental to our business model is achieving consistently high critical acclaim and generating revenue from ticket sales.

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
a) Talks - Agree and implement a cross-organisational talks strategy and programme.	<ul style="list-style-type: none"> <li>➤ Talks Strategy in place by Q3 2107</li> <li>➤ Public programme being delivered by Q1 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rationalising the initiation and communication of partnerships</li> <li>✓ New talks programming strands to be piloted - Q3 2017</li> <li>✓ Approaches to space utilisation and pricing confirmed - Q3 2017</li> <li>✓ Developing an online presence and archive – Q1 2018</li> <li>✓ A revised marketing and</li> </ul>	<p>Director of Arts – LEAD</p> <p>Director of Learning &amp; Engagement</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>Funding from Arts Council England and other funding bodies where there are opportunities</p>

		<p>communication strategy – Q3 2017</p> <p>✓ Evaluation framework is confirmed – Q3 2017</p> <p>✓ Further specific KPIs confirmed Q3 2017</p>		
<p>b) Interdisciplinary Programmes –</p> <p>i) Research and scope "art x change" as an annual theme to inform the 2018 programme</p> <p>ii) Research and scope "arts x science" as an annual theme to inform the 2019 programme</p>	<p>➤ Season launch for Art x Change Q2 2017 including key programming highlights announced 17<sup>th</sup> May 2017</p> <p>➤ Programme delivered throughout 2018</p> <p>➤ Evaluation complete by end 2018</p> <p>➤ 2019 dates to follow in 2018</p>	<p>✓ Seasons launched and covered by target press and media (specific KPIs contained within campaign plans)</p> <p>✓ Coherent thematic programming in place across both years</p> <p>✓ Full KPIs are contained within each annual theme project plan</p> <p>✓ Evaluation of internal and external outcomes will be undertaken for both years to measure e.g. changes in working practice; audience understanding of themes</p>	<p>Director of Arts - LEAD</p> <p>Director of Learning &amp; Engagement</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>Funding from Arts Council England, Trusts and Foundations where there are opportunities</p>
<p>c) Pit Shakeup - Agree and implement a radical artist development strategy which connects the Open Lab and Theatre programmes.</p>	<p>➤ Pit Programme confirmed and rolled out by Q3 2017 – ongoing.</p>	<p>✓ Pit pilot programme will be in place and active from Q3 2017, ongoing through 2018</p> <p>Specific KPIs contained within project plan, leading to the following</p>	<p>Director of Arts- LEAD</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>Funding from Arts Council England,</p>

		<p>outcomes:</p> <ul style="list-style-type: none"> <li>✓ Test the boundaries of the definition of theatre;</li> <li>✓ Build new audiences (measured in sales and analysis of buyers)</li> <li>✓ Demonstrate a leadership role in making the sector more diverse</li> <li>✓ Create a clear vision for the Pit Theatre that is bespoke to the Barbican and adds to the theatre landscape</li> </ul>		Trusts and Foundations where there are opportunities
d) Creative Learning Five Year Plan - Resourcing and delivery of the new Creative Learning Plan	➤ Plan continues to be delivered and evaluated through to 2021	<ul style="list-style-type: none"> <li>✓ Specific KPIs developed for each of the five strands and projects exist separately</li> <li>✓ Evaluation framework embedded by Q4 2017</li> </ul>	Director of Learning & Engagement – LEAD	Core Barbican & GSMD staff time Core Barbican & GSMD budget Funding from Arts Council England, Trusts and Foundations where there are opportunities
e) Developing a joined up Under-18s offer across Barbican	➤ Joined-up under 18s offer active from Q4	Some broad initial outcomes are as follows:	Director of Learning & Engagement -LEAD	

and GSMD	2018	<ul style="list-style-type: none"> <li>✓ Providing journeys for young people across our CL, Junior Guildhall and CYM offer</li> <li>✓ Increasing diversity of our under 18 cohort</li> <li>✓ Engaging with CoL Education Strategy and championing cultural education</li> <li>✓ Ensuring clear progression to GSMD HE programmes where appropriate</li> <li>✓ Specific KPIs for under-18s offer tbd by Q4 2017</li> </ul>		
f) Common Artistic Platform - Reviewing and developing the creative partnership between the Barbican Centre and Guildhall School.	➤ Common artistic platform strategy in place Q4 2017	<ul style="list-style-type: none"> <li>✓ New five-year GSMD plan in place (Barbican to consult) Q4 2017</li> <li>✓ Shared plan in place by Q1 2018</li> <li>✓ Set of collaborative projects identified and scoped by Q2/3 2018</li> <li>✓ More specific KPIs to be identified 2018</li> </ul>	<p>Director of Learning &amp; Engagement – LEAD (joint)</p> <p>Director of Arts – LEAD (joint)</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>GSMD staff time</p> <p>GSMD budget</p> <p>Funding from Sponsors, Trusts and Foundations</p>



<p>g) Equality &amp; Inclusion - Agree and implement an equality and inclusion strategy which improves inclusivity and access across staff, artists, and audiences</p>	<ul style="list-style-type: none"> <li>➤ Strategy signed off by Q3 2017</li> <li>➤ Full implementation in place by Q1 2018</li> <li>➤ Ongoing progress measured 2018 onwards</li> </ul>	<p>For researching and writing the strategy:</p> <ul style="list-style-type: none"> <li>✓ The organisational strategy is written and signed off by Q2 2017</li> <li>✓ Departmental plans are written and signed off for the July board meeting</li> <li>✓ Tools developed to better understand the demographics of our audiences and improvements made to the collection of artists information</li> </ul> <p>For implementation:</p> <ul style="list-style-type: none"> <li>✓ First research projects are underway in 2017, with potential profile of this and future work in the 2018 Art &amp; Change annual theme</li> <li>✓ Further KPIs are in place – Q1 2018</li> </ul>	<p>Director of Arts – LEAD Director of Learning &amp; Engagement</p>	<p>Core Barbican staff time Core Barbican budget</p>
<p><b>Strategic Goal 3 (Chief Operating and Financial Officer)</b></p>	<p><b>Mixed Income Generation</b> – To create sustainable growth through innovation across arts, learning and commercial activities.</p>			

Priority and rationale		<ul style="list-style-type: none"><li>➤ This is one of our five goals identified in the five year Strategic Plan</li><li>➤ It is crucial to our organisation's financial sustainability alongside maintaining recommendations made following the Service Based Review</li><li>➤ It has been identified that there are significant opportunities to grow income through initiatives which require well defined projects to be realised</li></ul>			
Supporting:					
Corporate Plan		Corporate Programmes		Impact Assessment	
Improving the value for money of our services within the constraints of reduced resources  Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation		Supporting Cultural Hub, Centre for Music, City of London Area Strategy, Cultural Strategy and Cultural Education Strategy		An Equality Impact Assessment will be completed by mid-2016  Impact on the Barbican Centre has been identified as being significant	
Actions / Milestones	Target Date	Measure of Success		Responsibility	Resources
a) Phase Three of Commercial Business Planning – five year business plans developed and activated across all commercial departments (including Business Events, Catering, Retail, Barbican International Enterprises, Development)	<ul style="list-style-type: none"><li>➤ All Commercial business plans signed off by Q4 2017</li></ul>	<ul style="list-style-type: none"><li>✓ Sign-off and agreement across Directorate, Management Team and Commercial departments Q4 2017</li><li>✓ Individual objectives set reflecting the new plans within specific teams Q1 2018</li><li>✓ Further KPIs inc. new income targets, defined by Q4 2017</li></ul>		Chief Operating & Financial Officer - LEAD	Core Barbican staff time  Core Barbican budget

<p>b) Operations Review - Create a world-class environment within the Cultural Hub that enables and inspires arts without boundaries. The project will include full review of front of house and other operational services, including all security processes and protocols across the site, as well as finding ways to improve audience experience and wayfinding throughout the building.</p>	<p>➤ Review active throughout 2017 with new/revised strategies inc. AM &amp; FM Review and BRM2, in place by Q2 2018</p>	<ul style="list-style-type: none"> <li>✓ "One Team" culture and even more efficient practice with accountability</li> <li>✓ Organisational structures in place</li> <li>✓ Financial targets – revenue</li> <li>✓ Capital investment requirements identified and sourced</li> <li>✓ Internationally benchmarked standards across all operations</li> <li>✓ Plan for evolution towards world-class awards to celebrate achievements</li> <li>✓ A cross-organisational world-class customer experience</li> </ul>	<p>Director of Operations &amp; Buildings – LEAD</p>	<p>Core Barbican staff time Core Barbican budget Additional capital budget where required</p>
<p>c) Common Operational Platform - Reviewing and developing the operational partnership between the Barbican Centre and Guildhall School.</p>	<p>➤ Review active throughout 2017 with new/revised strategies in place by Q2 2018</p>	<ul style="list-style-type: none"> <li>✓ Shared GSMD/Barbican objectives identified by Q3 2017</li> <li>✓ Common Operational strategy delivered to achieve KPIs (TBD Q3 2017) e.g. financial targets, internationally benchmarked standards, new organisational structures etc. by Q1 2020</li> </ul>	<p>Director of Operations &amp; Buildings – LEAD</p>	<p>Core Barbican &amp; DSMD staff time Core Barbican budget Additional capital budget where required</p>

<b>Strategic Goal 4 (Managing Director/Director of Operations &amp; Buildings)</b>	<b>Cultural Hub</b> – to be a lead partner in establishing the City of London’s cultural hub at the heart of the world’s creative capital	
<b>Priority and rationale</b>	<ul style="list-style-type: none"><li>➤ This is one of our five goals identified in the five year Strategic Plan</li><li>➤ This is also a key focus of the local area strategy which will be in place for the launch of Crossrail in 2018, ensuring that the area and its cultural offer are easier to access for more people across London and the surrounding areas</li><li>➤ This has impact on our income targets, audience experience, arts and learning, and audience development goals</li></ul>	
<b>Supporting:</b>		
<b>Corporate Plan</b>	<b>Corporate Programmes</b>	<b>Impact Assessment</b>
Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health Maximising the opportunities and benefits afforded by our role in supporting London’s communities Increasing the outreach and impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation Barbican Area Corporate Strategy	Supporting Cultural Hub, Centre for Music, City of London Area Strategy, Cultural Strategy and Cultural Education Strategy	Equality impact analysis complete by Q3 2017  The Cultural Hub strategy will have measurable positive impact across all business objectives by ensuring we reach and serve as wide an audience as possible upon the opening of Crossrail, as part of a joined up offer across the City.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
a) Champion the creation of a coordinated approach for Cultural Hub partners and taking advantage of the opening of Crossrail, with a view to increasing overall visitor numbers, awareness and income	<ul style="list-style-type: none"> <li>➤ Public launch of Cultural Hub July 2017</li> <li>➤ This is Rattle Season launched in September 2017</li> <li>➤ Public programme in place by end Q1 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase in visitor numbers by x% (tbd) from 2018</li> <li>✓ Public programme in place</li> <li>✓ Partnerships defined and aligned with broader Cultural Hub Strategy –end 2017</li> <li>✓ Visitor surveys at the Barbican and other Cultural Hub venues indicate increased awareness of the Centre and Cultural Hub</li> <li>✓ Visitor surveys indicate high satisfaction levels</li> <li>✓ Income increases (measured by 2019)</li> </ul>	Managing Director - LEAD  Chief Operating & Financial Officer Director of Arts Director of Learning & Engagement Director of Operations & Buildings	Core Barbican staff time  Core Barbican budget Funding from Sponsors, Trusts and Foundations City of London Planning
b) Be a driver for change and creative design solutions during the process of developing the Barbican Area Strategy and the emerging Cultural Hub masterplan	<ul style="list-style-type: none"> <li>➤ Public launch of Cultural Hub July 2017</li> <li>➤ Outcomes measured from Q1 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ Plans in place for creative design solutions by mid/end 2017</li> <li>✓ Cultural Hub Marketing, Comms, Look &amp; Feel strategies in place by end 2017</li> <li>✓ Further measures of success identified by 2017</li> </ul>	Director of Operations & Buildings – LEAD (joint)  Director of Arts – LEAD (joint)	Core Barbican staff time  Core Barbican budget Funding from Sponsors, Trusts and Foundations City of London Planning

c) Drive consistent, creative utility of our spaces, increasing uptake of catering and retail, alongside the introduction of compelling destination uses	<ul style="list-style-type: none"> <li>➤ Public launch of Cultural Hub July 2017</li> <li>➤ Outcomes measured from Q1 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ Plans in place for creative design solutions by mid/end-2017</li> <li>✓ Clear measures of success identified by mid/end 2017</li> <li>✓ Full impact assessment of utility of our spaces, catering and retail in place by mid-end 2017</li> </ul>	Director of Operations & Buildings - LEAD Director of Arts Chief Operating & Financial Officer	Core Barbican staff time Core Barbican budget Funding from Sponsors, Trusts and Foundations City of London Planning
d) Development of a Cultural Education Partnership for the City of London	<ul style="list-style-type: none"> <li>➤ Strategy in place by Q3 2017</li> <li>➤ Rolled out Q4 2017 onwards</li> </ul>	<ul style="list-style-type: none"> <li>✓ A new joined-up approach to learning and engagement across the City of London active by Q3 2018</li> <li>✓ Increased access to the Corporation's cultural venues for London's learners (specific KPIs tbd Q4 2017)</li> </ul>	Director of Learning & Engagement – LEAD	Core Barbican & GSMD staff time Core Barbican & GSMD budget Funding from Sponsors, Trusts and Foundations

<b>Strategic Goal 5 (Director of Learning &amp; Engagement)</b>	<b>Audience Development</b> - To grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre.
<b>Priority and rationale (why are you doing it?)</b>	<ul style="list-style-type: none"> <li>➤ This is one of our five goals identified in the five year Strategic Plan</li> <li>➤ This is integral to ensuring that the Barbican remains a leader in its field, providing a</li> </ul>

	world class arts and learning programme to the widest possible audience				
	<ul style="list-style-type: none"><li>➤ It will support us to reach potential new audiences whilst remaining committed to our existing audiences</li><li>➤ This goal area impacts upon all of our Strategic Goals and will enable us to ensure we achieve our vision of Arts Without Boundaries and our core mission of reaching audiences</li></ul>				
Supporting:					
Corporate Plan		Corporate Programmes		Impact Assessment	
Maximising the opportunities and benefits afforded by our role in supporting London’s communities Increasing the outreach and impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation		Supporting Cultural Hub, Centre for Music, City of London Area Strategy, Cultural Strategy and Cultural Education Strategy		Equality Impact Assessment complete by mid-2016 All audience development projects will respond to our quality and inclusion policy. Other impacts of these projects include increased ticket revenue and are linked to success of achieving our other strategic goals.	
Actions / Milestones	Target Date	Measure of Success		Responsibility	Resources
a) Audience Research and Engagement - Commission comprehensive audience research to inform our engagement and audience	<ul style="list-style-type: none"><li>➤ Audience research delivered with selected consultants by end of 2017</li><li>➤ New audience</li></ul>	<ul style="list-style-type: none"><li>✓ New audience research complete – end 2017</li><li>✓ New audience strategy complete – Q2 2018</li><li>✓ Specific audience KPIs to be defined</li></ul>		Director of Learning & Engagement - LEAD Director of Arts	Core Barbican staff time Core Barbican budget

strategy.	<p>strategy developed by Q2 2018</p> <ul style="list-style-type: none"> <li>➤ New strategy is embedded and rolled out by Q3 2018</li> </ul>	<p>within the audience strategy – Q2 2018. This will be a combination of growth of new audiences and retention of existing customer base, including growth projections for regular and Young Barbican memberships.</p>		
b) Evaluation and Research – development and implementation of two strategies, to inform our evaluation of projects across the organisation and to define how we prioritise, fund and manage our research initiatives and partnerships.	<ul style="list-style-type: none"> <li>➤ Both strategies in place and signed off by end Q3 2017</li> <li>➤ Specific KPIs for both programmes agreed by Q3 2017</li> <li>➤ Both strategies embedded and being delivered by Q4 2017</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluation methodology in place and used by arts and learning teams and others as appropriate</li> <li>✓ Methodology in place to share and report on outcomes on a regular basis</li> <li>✓ Methodology in place to ensure key learning outcomes can help to inform areas of future programming</li> <li>✓ Research KPIs TBC Q3 2017</li> </ul>	<p>Director of Arts and Director of Learning &amp; Engagement – LEAD (joint)</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p>
c) Development of long term Audience Strategy	<ul style="list-style-type: none"> <li>➤ Strategy in place by Q3 2018</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increases in all target audience and visitors year on year from end of 2018 (detailed KPIs to follow upon completion of strategy in 2018)</li> </ul>	<p>Director of Learning &amp; Engagement - LEAD</p> <p>Director of Arts</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p>
d) Complete Phase three of redesign and rebuild of our	<ul style="list-style-type: none"> <li>➤ Website complete Q4 2017</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased online sales</li> <li>✓ Customer surveys indicate high</li> </ul>	<p>Director of Learning &amp;</p>	<p>Core Barbican staff time</p>



website and underlying CMS		satisfaction and usability ✓ Further specific KPIs contained within project plan.	Engagement - LEAD	Core Barbican budget
e) Development of a Barbican archive - Catalogue, digitise, and exploit the opportunities presented by our archive, in partnership with GSMD	➤ Barbican archive open to the public online and in-person dates for completion TBD by Q3 2017	✓ Build concurrent proposals for a capital investment project (HLF) and research fellowships (AHRC) - projected to begin Q3 2018 ✓ Complete Archiving of Barbican Art Gallery – Q4 2017 ✓ Longer terms outcomes and objectives are being developed subject to response from HLF in Q3 2017.	Director of Learning & Engagement - LEAD	Core Barbican & GSMD staff time Core Barbican & GSMD budget Additional Funding where required e.g. HLF
f) Delivery of the Digital Strategy	➤ Delivery of projects within the Digital Strategy, from Q3 2017 – ongoing through to 2021	✓ Details on the delivery of projects to achieve our ambitions contained within the digital strategy will be provided in the September 2017 board paper ✓ Further KPIs and timelines TBD Q3 2017	Director of Learning & Engagement - LEAD	Core Barbican staff time Core Barbican budget Additional Funding where required

## Developing Capabilities

### Priority and rationale (why are you doing it?)

- These are capabilities to ensure the organisation is best able to deliver its long term goals and ambitions

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
a) Deliver further training for staff from all teams on equality and inclusion	➤ Training delivered by Q2 2018	<ul style="list-style-type: none"> <li>✓ Staff training delivered to high standard (measured through staff feedback)</li> <li>✓ Staff feel better equipped to manage broad range of issues facing them</li> </ul>	Head of HR - LEAD	Core Barbican staff time Core Barbican budget
b) Review and refine Management Information systems across the business	➤ New processes implemented by Q3 2018	<ul style="list-style-type: none"> <li>✓ Project groups deliver specific plans across all areas of the project by Q4 2017</li> <li>✓ New processes identified and scoped by Q1 2018</li> <li>✓ New systems live by Q3 2018</li> </ul>	Chief Finance & Operations Officer - LEAD	Core Barbican staff time Core Barbican budget Funding from Sponsors, Trusts and Foundations
c) Develop a youth advisory panel to inform our programming and broader offer to young people (14-25)	➤ Youth Advisory Panel pilot launched in Q4 2017	<ul style="list-style-type: none"> <li>✓ Advisory Panel action plan agreed by Q3 2017</li> <li>✓ Cohort of young people aged 14-25 recruited to Advisory Panel by Q3 2017</li> <li>✓ Youth Advisory Panel pilot launched Q4 2017</li> <li>✓ Evaluation framework developed in Q2 2017 and will be ongoing throughout 2018 onwards</li> <li>✓ Further KPIs regarding outcomes of the programme tbd Q3 2017</li> </ul>	Director of Learning & Engagement – LEAD	Core Barbican staff time Core Barbican budget
d) Conduct a phased	➤ Complete Q4 2018	✓ Satisfying all the storage and archive space of	Director of	Core Barbican staff

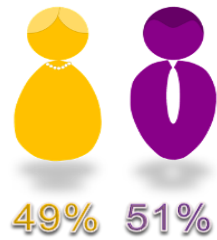
improvement of space utilisation across the building, ranging from office and storage space, to a strategy for the Exhibition Halls		<p>all departments as soon as possible</p> <ul style="list-style-type: none"> <li>✓ Re-designing the layout of a few departments to optimize their useful space</li> <li>✓ Identify new office spaces within the centre and build these, so teams in need of a more suitable space will be able to move in</li> <li>✓ Achieving the current British Standards in space per person at the workplace.</li> <li>✓ Improving working relationships by taking a sensible approach to each department's workplace and placing related departments together</li> </ul>	<p>Operations &amp; Buildings - LEAD</p> <p>Chief Financial &amp; Operations Officer</p>	<p>time</p> <p>Core Barbican budget</p> <p>Capital budget where required</p>
e) Coaching training for Heads of Departments and Senior Management	➤ Complete Q2 2018	<ul style="list-style-type: none"> <li>✓ Heads of Departments and Senior Managers (initially across Arts, Learning, Comms &amp; Marketing teams) trained and qualified in Level 3 coaching</li> <li>✓ Improved staff management and development (specific KPIs to be developed Q2 2017)</li> </ul>	<p>Director of Arts – LEAD</p> <p>Head of HR</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p> <p>GSMD staff &amp; budget</p>
f) Policy and strategy development including Sustainability, Building Management Guidelines, International, National and	➤ Ongoing	<ul style="list-style-type: none"> <li>✓ Comprehensive policies and strategies in place covering all areas of the Barbican's work</li> <li>✓ New projects and initiatives delivered to achieve strategic aims of the organisation</li> </ul>	<p>Director of Arts – LEAD</p> <p>All Directors</p>	<p>Core Barbican staff time</p> <p>Core Barbican budget</p>

Local strategies, etc.				
g) Organisational Risk Management – including financial, reputational, ethical	➤ Ongoing	✓ Organisational risk register including mitigation and action points with completion dates maintained and reported to each Board meeting	Director of Director of Operations and Buildings - LEAD All Directors	Core Barbican staff time Core Barbican budget Capital budget where required
h) Five Year Capital Projects Plan	➤ Five year plan delivered in line with the 20-year plan objectives set out in 2011- Q3 2017	✓ Approved Capital Projects Plan signed off Q2 2017 ✓ Plan delivered up to 2022	Director of Operations and Buildings - LEAD	Core Barbican staff time Core Barbican budget Capital budget
i) Investing in the development of entrepreneurial and commercial opportunities across the organisation	➤ A strategy for developing our entrepreneurial capabilities centre-wide delivered through to 2020	✓ A strategy for developing entrepreneurial capabilities in place by Q3 2018. Further, specific KPIs TBD.	Chief Operating & Financial Officer – LEAD	Core Barbican staff time Core Barbican budget

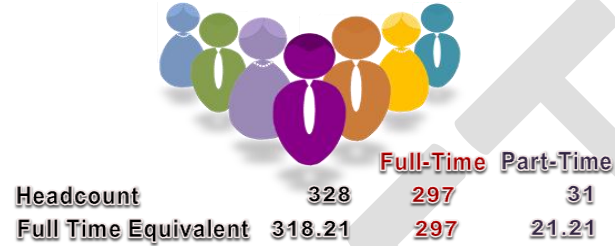
## **Appendix 1 – HR Information**

There is very little change in our staff numbers, demographics, retention and new hires since last year's report. Updated graphs are attached overleaf. Our staff make-up is broadly comparable to the City of London's as a whole, however Barbican has a slightly higher proportion of staff working at the Barbican for 11-20 years and 21-31+ years; a slightly younger workforce exists within the Barbican when compared to the age percentage breakdowns of City of London employees on the whole; ethnicity break down indicates Barbican staff are as diverse as employees of the City as a whole. The Barbican employs almost exactly the same number of men and women, whereas other City departments show a tendency to employ more men overall. Both the Barbican and City of London as a whole tend to employ more men than women at the higher grade levels, with the split often reaching above twice the number of men holding senior positions as women in grades higher than E.

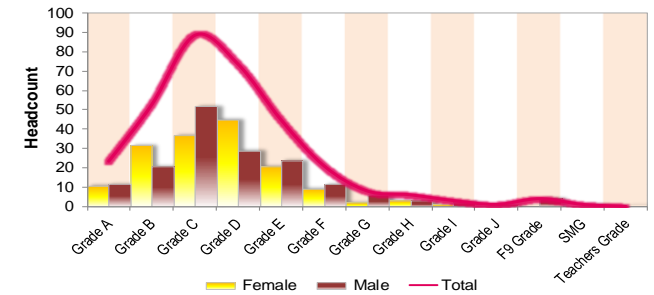
### Gender Profile



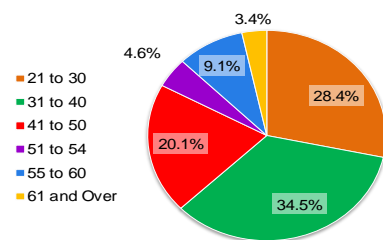
### Workforce Breakdown



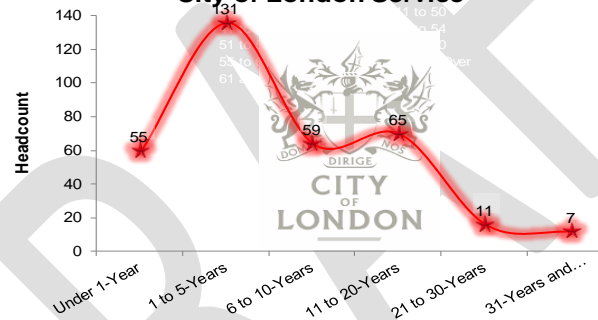
### Grade Breakdown



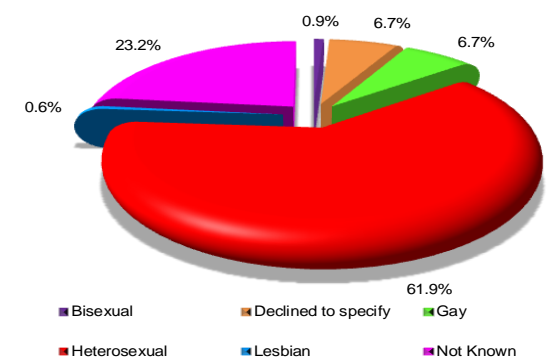
### Age Groups



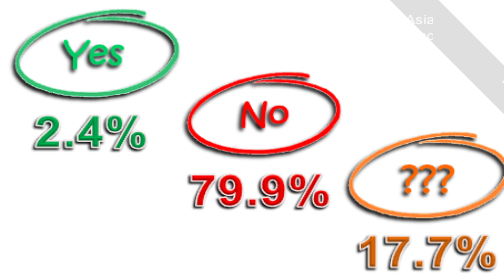
### City of London Service



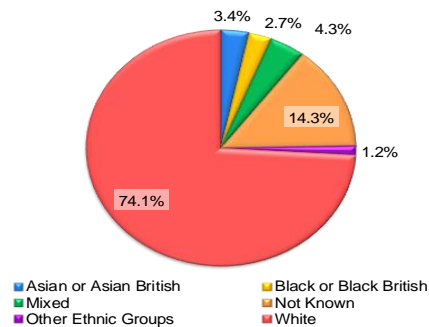
### Sexual Orientation



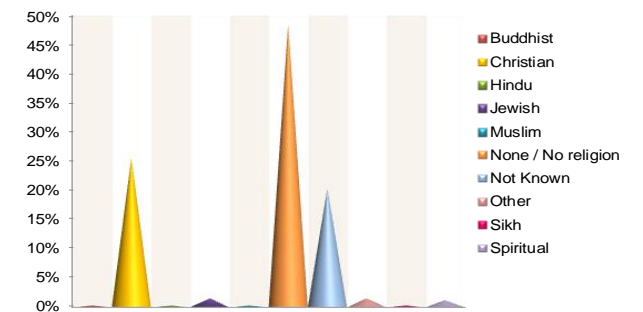
### Stated Disability



### Ethnic Groups



### Religious Beliefs



## **Appendix 2 – Budget – to follow (November 2017)**

## **Appendix 3 - Papers**

### **Strategies and Plans**

These strategies and plans apply for 1-5 years

#### ***Directorate Five Year Plans***

Five-year plans outlining departmental activities, objectives and goals (where these do not currently exist). – in process

#### ***Arts Council England NPO Application and Activity Plan***

Submitted in 2017, this outlines our funded activities from 2018 until 2022. – in process

#### ***Commercial Departments' Five-Year Plans***

Departmental 5-year business plans identifying goals and objectives and activities which will ensure these are achieved. – in process

#### ***Listed Building Management Guidelines***

New listed building management guidelines will form the second part in a three-part series initially commissioned by City of London. – in process

#### ***Business Information Strategy***

This will identify systems and processes to support improved information management across the centre. – in process

#### ***Destination Strategy***

This is being scoped and will serve as an organisation-wide approach to support the Barbican's ambitions to become a key destination in the City of London. – being scoped

#### ***Evaluation and Research Strategy***

A strategy outlining our ambitions and approach to evaluation and research across the Barbican. – in process

### ***Foyer Style Guide***

A guide to inform aesthetic decisions made which impact the non-structural elements of the foyers. – in process

### ***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. - complete

### ***Internal Communications Plan***

As part of the new intranet project, this plan will present a structure through which internal communications will be delivered. – in process

### ***International Strategy***

A strategy to join-up international work across all departments. – in process

### ***National/Regional Strategy***

A strategy to set out our existing and future ambitions for working across the UK, including our approach to working offsite across the arts and learning programme, building on work to date in communities and schools. – in process

### ***Residents Management Plan***

A plan defining how the Barbican engages with and responds to the needs of the residents. – being scoped

### ***Stakeholder Strategy***

This will shape how we work with stakeholders across the organisation. - complete

---

### ***Policies***

These policies exist in perpetuity, reviewed periodically as appropriate.

### ***Communications Messaging***

This forms part of a larger body of work around communicating the different arts and learning departments. - complete

### ***Equality and Inclusion Plan***

This is being updated for the Barbican Board in July 2017, and will be reported at regular intervals thereafter. – in process



### ***Ethical Policy***

This will inform the Barbican's approach to code of conduct for Barbican staff, our approach to programming and partnerships and our approach to fundraising. – in process

### ***Sustainability Action Plan***

An action plan which outlines the Centre's activities supporting our commitment to environmental sustainability. – in process

---

### ***Reports***

These reports are produced as required across the organisation.

#### ***Organisational Risk Register***

This is in place to manage risk to the organisation, including financial, buildings, programming, etc. – ongoing

#### ***Service Based Review Roadmap***

This details progress against the SBR targets and is reported to the Finance Committee and Barbican Centre Board regularly. - ongoing

#### ***Strategic Plan Reporting***

This is the regular update to the Barbican Centre Board on the progress of the Strategic Plan. - ongoing