

Committee:	Date:
Barbican Centre Board	21 March 2018
Subject: International Strategy – Barbican Centre	Public
Report of: Louise Jeffreys, Director of Arts Report Author: Nick Adams, Senior Communications and Policy Manager	For Decision

Summary

As part the Barbican's vision of *Arts Without Boundaries*, the organisation is committed to taking its work beyond the walls of its venues and into different contexts in London, the UK and the rest of the world. To support this ambition, three complementary strategies (Local, National and International) are being written, which consolidate the Barbican's existing work, explore emerging risks and opportunities and put forward recommendations for the future.

The Barbican's ambitious international programme brings the finest artists in the world to London for the benefit of audiences in the capital, while in recent years the Barbican has been expanding its work overseas, developing successful international touring and co-commissioning models across theatre, visual arts, music and Barbican International Enterprises, along with implementing a robust overseas commercial strategy driving business tourists to the Centre and the capital.

International work attracts audiences, generates vital funds and increases the Barbican's global reach. To date, the Barbican's international offer and touring has developed organically within departments, both in terms of the international work presented in the Centre's programme and the increasing amount of international touring the organisation undertakes.

The Barbican's draft International Strategy, available as an Appendix to this paper, aims to bring together this offer and to set out opportunities, challenges and areas of potential development in the Barbican's international work.

Recommendation

Members are asked to approve the International Strategy, as set out at Appendix 1.

Main Report

Background

1. The Barbican is committed to bringing audiences the best art, theatre, dance, music and film from across the world. In 2016/17 artists from 37 different nationalities appeared in the Barbican's programme and tickets were booked from 91 different countries.

2. Alongside this, in 2016/17 the Barbican toured work to 16 different countries, ranging from Designing 007 – 50 years of Bond Style, Digital Revolution and Game On toured to cities including Athens, Dubai, Istanbul, Oslo, Paris, Prague, Rio de Janeiro, Rome and Sao Paulo; The World of Charles and Ray Eames, The Vulgar and Ragnar Kjartansson toured to Umea (Sweden), Lisbon, Vienna and Washington DC and the co-produced Obsession, starring Jude Law, touring to Amsterdam, Luxembourg and Vienna and Zender's Winterreise toured to New York, Perth and Taichung.
3. As part of the Barbican's strategic plan, this Strategy aims to analyse the organisation's current approach to international work, to recommend potential areas for development and to explore potential opportunities and risks in the international context in which the Barbican operates.
4. The full Strategy contains details on the Barbican's future plans, including potential expansion of commercial activity, which is commercially sensitive information that could be exploited by market competitors. The document also contains discussion of fees received and approaches to contracts with outside organisations which, if published, could weaken the Barbican's negotiating position or have a negative impact on the Centre's commercial operations. The Strategy is therefore set out in full, for Members' consideration, in the non-public part of the agenda.

Current Position

5. While the Barbican's programme is truly international in scope, to date, the organisation's international offer and touring has largely developed organically within departments, both in terms of the international work presented in the Centre's programme and the increasing amount of international touring the organisation undertakes. This strategy aims to bring together this offer and to set out opportunities, challenges and areas of potential development in the Barbican's international work.

Options

6. We are asking the Board to make comments and suggestions on any further areas of development that could be reflected in the International Strategy before the organisation begins the implementation of the recommendations set out in the document.

Proposals

7. The current draft of the Barbican International Strategy has been approved by the organisation's Directorate and Management Team. It has also been sent to the Chairman of the Policy & Resources Committee, the Economic Development Office and the Guildhall School of Music & Drama for information and to ensure alignment with wider corporate priorities.
8. Headline proposals in the strategy include:
 - the development of new criteria for international partnerships
 - better showcasing of the Barbican's international work on the organisation's website

- defining the organisation's key international assets and further research on how these could be developed
- identifying and researching key areas of potential growth
- pooling information, resources and expertise with the formation of an international working group
- undertaking a number of measures to prepare for the potential impact of the UK leaving the European Union

Corporate & Strategic Implications

9. This strategy supports a number of areas of the City of London Corporation's Corporate Plan, in particular in relation to ambitions reflected in Growing the Economy Strategy, the Cultural Strategy and the Culture Mile Strategy. Full details of how the Barbican's International Strategy will support these areas is outlined in the appendix.
10. The development of the International Strategy was one of the areas of development set out in the Barbican's strategic plan, and is being developed as part of three complementary strategies (Local, National and International), which consolidate the Barbican's existing work, explore emerging risks and opportunities and put forward recommendations for the future.

Implications

11. The current recommendations do not have significant costs or risks attached to them, with proposals focusing on better utilising and joining-up in-house knowledge and expertise. In some areas external consultancy or research may be necessary but costs of this will be met from existing budgets.

Conclusion

12. The Barbican's International Strategy aims to bring together the Barbican's international offer and to set out opportunities, challenges and areas of potential development in the Barbican's international work
13. It is submitted to the board for comment and discussion before the organisation begins the implementation of the recommendations set out in the document.

Appendices

- Appendix 1 – Draft Barbican International Strategy and International Strategy Action Grid (non-public)

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