



Barbican Centre Board INFORMATION PACK

Date: WEDNESDAY, 27 SEPTEMBER 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, GUILDHALL

Part 1 - Public Agenda

7. **BARBICAN CENTRE – CINEMA ANNUAL STRATEGIC UPDATE**

Report of the CEO, Barbican Centre.

For Discussion
(Pages 3 - 6)

8. **BARBICAN CENTRE – COMMERCIAL ANNUAL STRATEGIC UPDATE**

Report of the CEO, Barbican Centre.

For Discussion
(Pages 7 - 82)

Part 2 - Non-Public Agenda

16. **BARBICAN IMMERSIVE FUTURE PLANS**

Report of the CEO, Barbican Centre.

For Decision
(Pages 83 - 124)

17. **BARBICAN CENTRE - AUDIENCE STRATEGY 2023-2026**

Report of the CEO, Barbican Centre.

For Discussion
(Pages 125 - 210)

18. **BARBICAN CENTRE - DRAFT CODE OF ETHICS**

Report of the CEO, Barbican Centre.

For Discussion
(Pages 211 - 214)

19. ***BARBICAN EXHIBITION HALLS ENABLING WORKS**

Report of the CEO, Barbican Centre.

For Information
(Pages 215 - 222)

20. ***RESOLVE COLLECTIVE REPORT**

Report of the CEO, Barbican Centre.

For Information
(Pages 223 - 228)

21. ***ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**

Report of the CEO, Barbican Centre.

For Information
(Pages 229 - 250)

Appendix 1 – Future programming

Film programming tends to be more agile than other art forms and while we plan and confirm our main in-house curated seasons at least 6 months in advance of the next financial year, our one-off events tend to have a much shorter lead time.

The main in-house curated seasons for the rest 2023-24 have been fully programmed, while we're currently finalising our plans for 24-25.

Our last curated season for 2023 is ***Visions of Haiti*** which will take place in October. It looks at how Haiti has been depicted across cinema from playing key roles in artist cinema of Maya Deren, demanding radical political change to exploring colonial legacies through indigenous Vodou culture. It covers some 70 years of material from the 1930s travelogues of Rudy Burckhard to award winning contemporary Haitian filmmakers Miryam Charles, Esery Mondesir and Gessica Généus.

On the same month over October Half Term we will run the successful ***Family Film Week*** with special previews, workshops and a packed international programme of films for our youngest audiences; While in January and February 2024 we will hold ***Artist and the City*** (working title) a collaboration between cinema and public programme presenting a film and talks series that uses artist's film and archive material to explore the unstable relationship between London, making and everyday life.

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Appendix 2 – 2022-23 Press

Our comms team's strategy included targeted media outlets for individual campaigns always ensuring the widest demographic could be reached. For Afro-Futurism we targeted key writers from the global majority (and related media) and Queer 90's key writers from the LGBTQ+ community and tapped into the 90s nostalgia for mainstream media.

There is a constant focus on reaching beyond the mainstream film and arts press to broaden reach and scope.

In addition to media outlets' coverage mentioned above we achieved coverage in: the Independent, i-paper, BBC London Radio, BBC London TV News, BBC World Service, The Voice, Something Curated, Africa Today, Londonist, Dazed, i-D, Burntroti.com, Cosmopolitan, Hoxton Radio, Soho Radio, The Strand and voicemag.co.uk.

Resource and time have been stretched during this time, but this has improved with the appointment of a Communications Assistant, shared with Barbican Theatre.

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THE MEETINGS INDUSTRY ASSOCIATION



BARBICAN CENTRE, LONDON

AIM HIGHER FEEDBACK REPORT

1st December 2022

Content

- Main strengths of the venue
- Commonly agreed weaknesses of the venue
- Main areas of discrepancies between the venues self-assessment and assessors report
- Further evidence required within 3 months
- Recommendations for development / improvement
- Notes
- Scoring sheet

Main strengths of the venue

Opened in 1982 The Barbican Centre is owned, funded, and managed by the City of London Corporation and is easily accessible by rail, road and underground.

Predominantly the Barbican Centre is a performing arts venue, hosting classical and contemporary music concerts, theatre performances, film screenings and art exhibitions. It also houses a library, three restaurants, and a conservatory.

The site has a range of auditoria, rooms and spaces that can be hired for a variety of events, conferences, AGMs, photoshoots and product launches to meetings, receptions and weddings.

The Barbican has several foyer areas also available for event hire, working around the residential arts programs, and meeting spaces including the Barbican Theatre, Barbican Hall, 3 Cinemas, 2 Auditoriums, Frobisher Boardroom, 6 flexible meeting rooms that can be made into 2 large meeting spaces and The Conservatory and Conservatory Terrace and Garden Room.

Searcy's Contract Catering have delivered all the Food and Beverage provision across the site for 20 years, and their operations team are based in the events sale's office ensuring good communication with the sales team.

Throughout the venue sustainability is practiced wherever possible in line with City of London Policies, several sustainability awards have been gained and retained for their sustainable activities and approaches. The venue aims to be Net Zero on scope 1 & 2 by 2027 and on Scope 3 by 2035. A decarbonization scheme costing £3m and lighting efficiencies is being rolled out across the venue.

Over lockdown no one was furloughed, a swift transition to working from home enabled the team to work on updating materials, SOP's, risk assessments for the whole site and working across teams. This has created greater cohesion and understanding of each department's workings.

Since the last assessment many projects were completed, the covid lockdown time enabled areas requiring work to be carried out when there was no public access, this worked in the venues favor in that there was no requirement to close areas as such to the public. The work included a new access control system throughout the venue, Cinema 1 had upgrades to its lighting, wall coverings, carpets, chair upholstery. Carpeting and lighting on the lower ground floor is scheduled to take place, along with the goods lift for the concert hall is being worked on at the end of December 2022, the catering lift A will be worked on December 22/23. The Garden room window glass will be replaced on the lakeside for acoustic and aesthetic purposes in February 2023. The Garden room floor was re-furbished in November 2022.

The Auditorium one project costing @£500k includes a new seating rig, improved accessibility, new carpeting, full wi-fi upgrade, heating improvements.

The Fire Safety project costing @£3.5m will cover the whole site, covering fire door replacement, door springs, gapping and strips. Alarms were upgraded during the previous period.

Post Covid growth target was £3.32M, Actual £3.3m with contract on the books looking at £3.5m to March 2023 showing strong performance across M&E.

The Barbican renewal project has a £2.5m budget for Ideas across spaces to bring the building up to standard for the next 40 years. This will become an 8/10 year project with £50/150m being spent to achieve what is required.

Business Events Awards since previous visit:

Bronze – Best Event Venue – Over 750 Attendees	London Venue Awards	2022
Bronze - The Sustainability Award (venue & catering)	London Venue Awards	2022
Bronze - Sustainable Venue Award	Conference & Events Award	2022
Ethical, Responsible and Sustainable Tourism Award	London Tourism Awards 2022	2022
Best CSR or Sustainability Initiative	London Venue Awards	2021

Commonly agreed weaknesses of the venue

Structural repairs to the glass stairwells could potentially cause some disruption to the flow of visitors in those areas, and the up grading of facilities will need to be carefully managed to reduce the impact on M&E as well as Barbican residents.

Weaknesses

Main areas of discrepancies between the venues self-assessment and assessors report

No discrepancies were found.



Further evidence required within 3 months

All required evidence seen.

Evidence

Recommendations for Development / Improvement

Continue to seek ideas for improvements to the venue environment from all users, including residents, performing arts stakeholders and M&E users to ensure the new "vision" is fit for purpose.

Notes

Staff and management have clear and transparent reporting and feedback procedures highlighting trends and continuous improvements in quality and profits. This should be continued as it was evident this information enabled the sales team to identify areas for growth and operations where to improve standards.

Clear evidence was shown to support a continuous training and review culture within the M&E department and good chains of communication between departments are established which ensure the best outcome for the clients.

All staff information and forms are available on Artifacts, the City of London on-line Portal – DP, Fire, Holiday, Risk assessments, Policies and procedures, and training through 'City Learning'

Staff were approachable and clearly happy in their roles with a clear understanding of the customer needs and where necessary how to suggest changes with facilities the offer available to clients. A strong loyalty was evident amongst the team to the purpose and values of the Barbican.

The venue is outstanding as it continues to improve the quality of its provision to clients, with substantial investment to all areas of maintenance and upgrading being made. This has given the opportunity to make the whole venue embrace the changes required to ensure it is sustainable and has longevity.

Scoring

Minimum Scoring					
	Silver Deployment		Gold Results		Notes
Meetings Code	All 10 MIA Code requirements must be adhered to	✓	All 10 MIA Code requirements must be adhered to	✓	
Legal Requirements	All 10 legal requirements must be complied with by law	/10	All 10 legal requirements must be complied with by law	10 /10	
Criteria Met	Three out of five in every section is ticked 'Yes' for Criteria Met	/10 sections / 50 criteria	Three out of five in every section is ticked 'Yes' for Criteria Met	10 /10 sections 50 /50 criteria	
Deployment	Three out of five criteria in each section must score at least Grade 2	/10 sections / 50 criteria	Three out of five criteria in each section must score at least Grade 3	10 /10 sections 50 /50 criteria	
	80% score overall i.e. minimum score of 120 out of 150	/150	80% score overall i.e. minimum score of 120 out of 150	143/150	95%
Results	n/a		Three out of five criteria in each section must score at least Grade 3	10 /10 sections 45 /50 criteria	
			80% score overall i.e. minimum score of 120/150 (180 out of 225 on old requirements)	145/150	96%
Venue Facilities	A minimum of 60% facilities grading must be achieved	/100		90 /100	
Accreditation Level Recommended					GOLD

Business Name: Barbican Centre Eloise Freeman Event Manager- Business Events	
Assessor name: Suzanne Weekes	Assessor signature: <i>Suzanne Weekes</i>
Date of assessment: 1st December 2022	Report date: 20th December 2023

Jackie Boughton
Head of Sales Business Events
Barbican Centre
Corporate Sales
Silk Street
LONDON
EC2Y 8DS

10 January 2023

Dear Jackie

mia AIM Higher-Gold Accreditation

I am delighted to inform you that your venue has achieved AIM accreditation at Gold level, may I offer you my congratulations. AIM Gold accreditation is the mia's highest accolade and achievement of this level sends a positive signal to potential clients that superior service levels have been achieved.

I have the greatest of pleasure in enclosing your AIM Gold certificate which I hope you will display in a public area with pride to promote your achievement in gaining AIM Gold accreditation.

Yours sincerely



Chief Executive

Event Planner Feedback Venue report, The Barbican, 3 Scores (interim)

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Net Promoter Score

BASE: 19



% promoters (9-10) - % detractors (0-6)

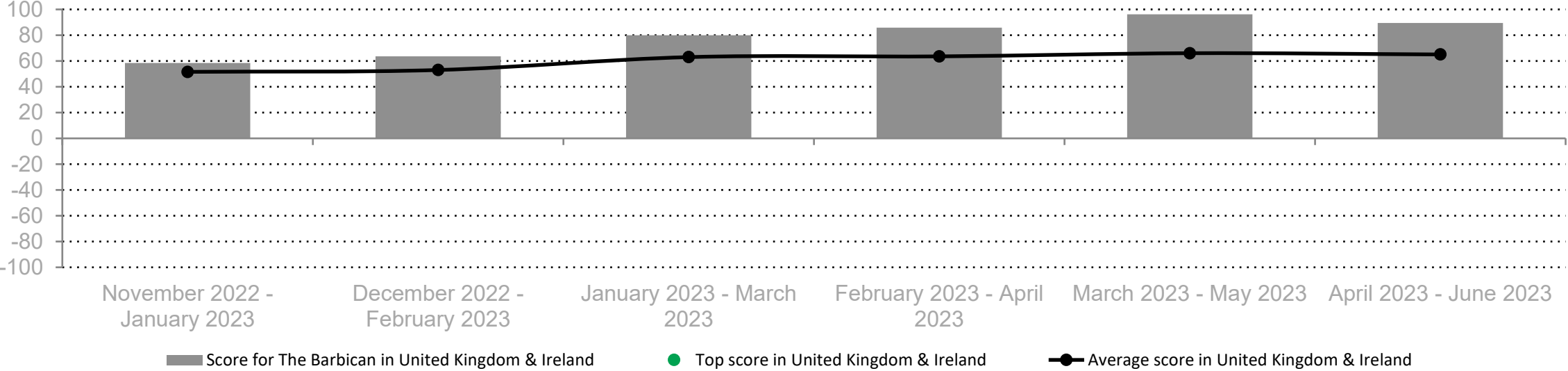
▼ +96.2 vs. last month

Net Promoter Score is based on one fundamental question: ‘how likely would you be to recommend brand/hotel X?’ The responses to this question (marked on the 0-10 scale) are divided into three groupings. Those marking 0-6 are ‘detractors’, those marking 7-8 are ‘passives’ and those rating this question ‘9-10’ are ‘promoters’

Net Promoter Score Evolution



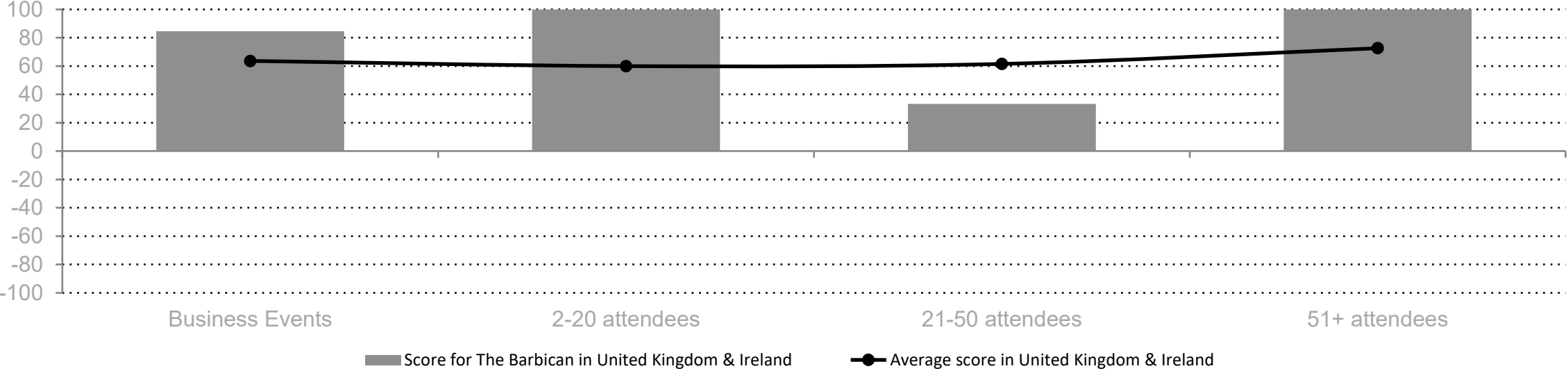
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Net Promoter Score - Business Events



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Net Promoter Score - Personal Events



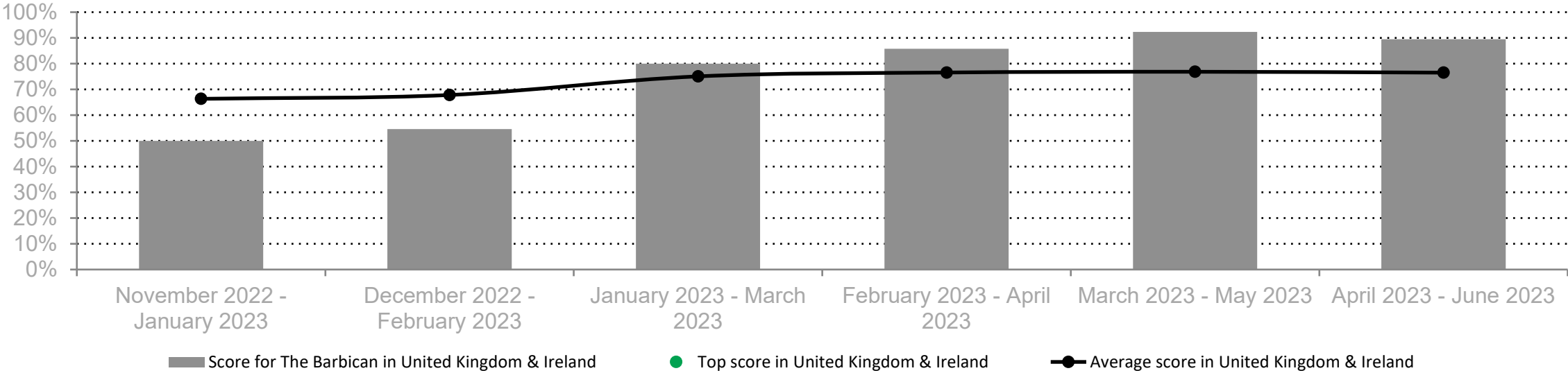
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Likelihood to use in future



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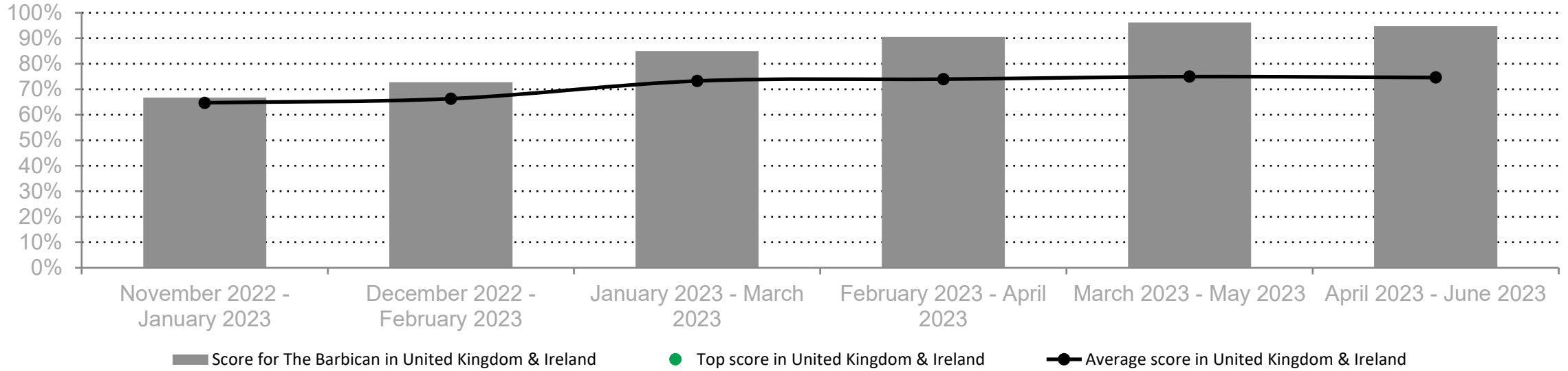


Scores shown are % of respondents awarding 9 or 10 out of ten.

Likelihood to recommend



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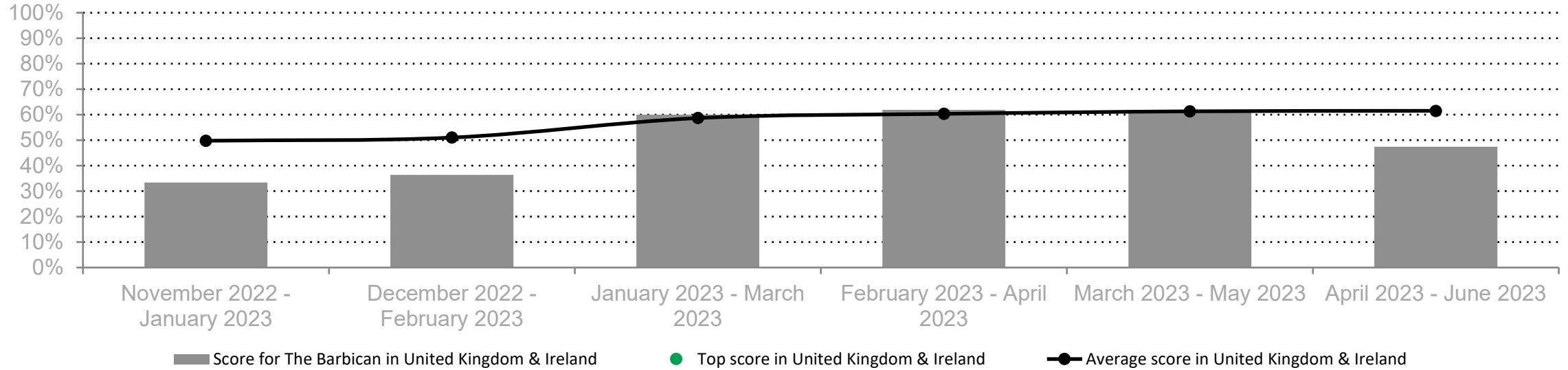


Scores shown are % of respondents awarding 9 or 10 out of ten.

Value for money

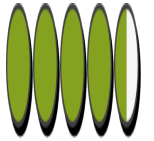


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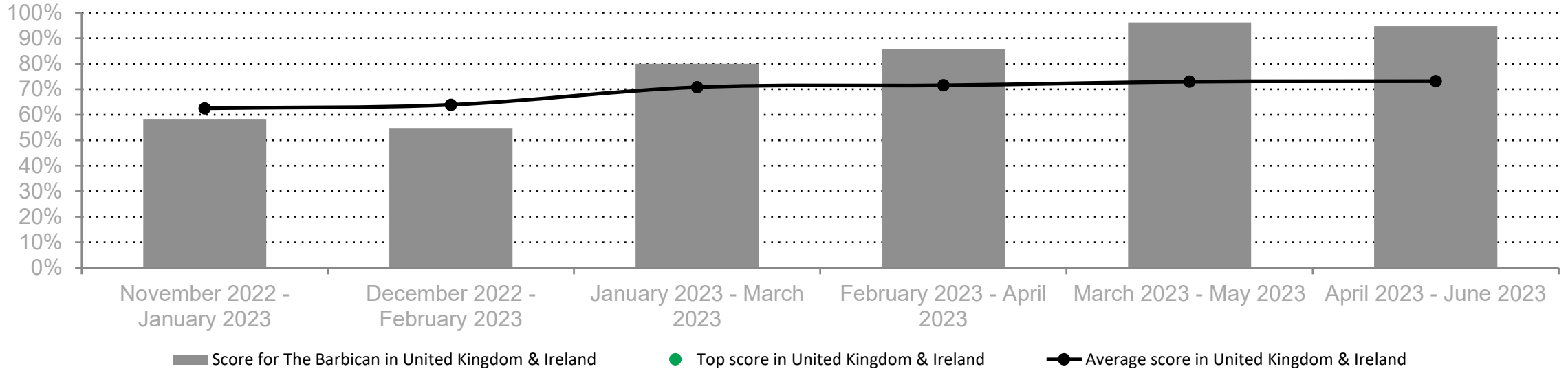


Scores shown are % of respondents awarding 9 or 10 out of ten.

Overall satisfaction



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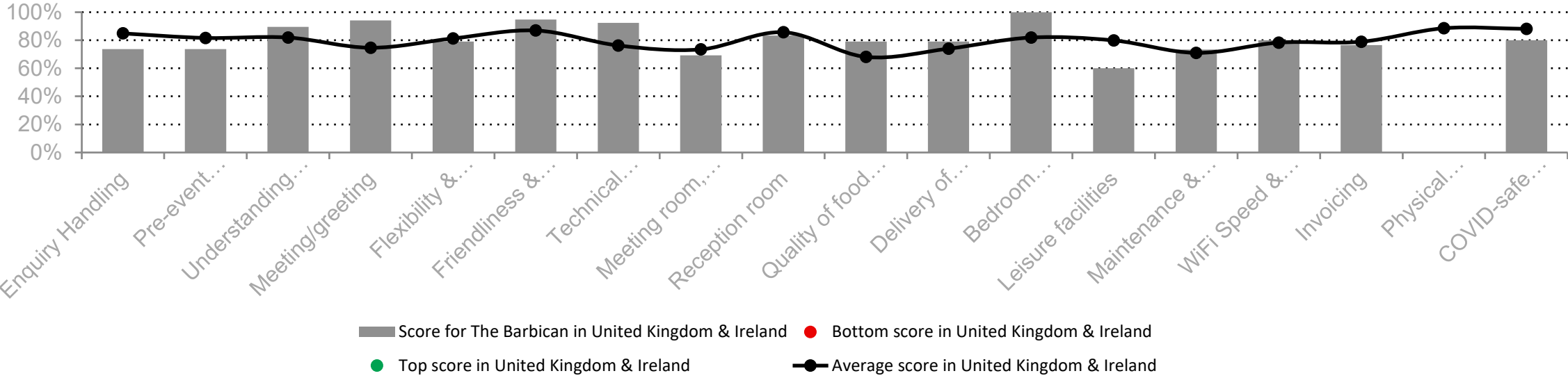


Scores shown are % of respondents awarding 9 or 10 out of ten.

Service Attributes



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Scores shown are % of respondents awarding 9 or 10 out of ten.

Service Attributes

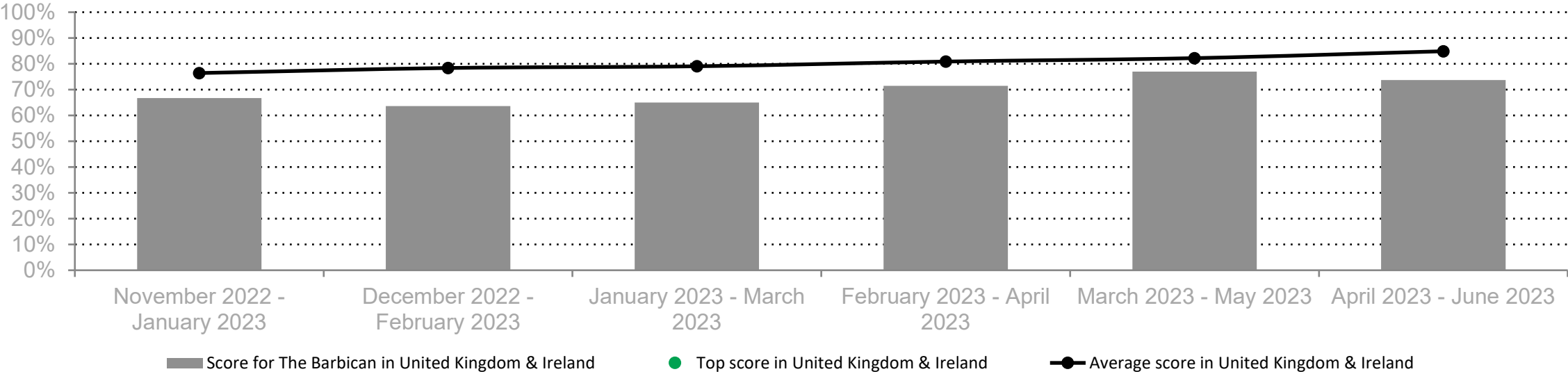


	Last month (June 2023)	Compariso n of last month	Last 3 months (April 2023 - June 2023)	Compariso n of last 3 months	Last 12 months (July 2022 - June 2023)	Year to date (January 2023 - June 2023)
Likelihood to use in future	75		89.47		78.33	84.62
Likelihood to recommend	75		94.74		85	89.74
Value for money	25		47.37		51.67	53.85
Overall satisfaction	75		94.74		80	87.18
Enquiry Handling	50		73.68		72.41	69.23
Pre-event communications	75		73.68		80	76.92
Understanding priorities	75		89.47		83.33	84.62
Meeting/greeting	75		94.12		82.14	89.19
Flexibility & responsiveness	75		78.95		77.97	84.62
Friendliness & helpfulness	75		94.74		91.53	97.44
Technical facilities & support	75		92.31		80.43	83.33
Meeting room, etc	50		69.23		80.49	80.65
Reception room	—		83.33		76.92	87.5
Quality of food & beverage	50		78.95		68.42	71.05
Delivery of food & beverage	50		78.95		76.79	78.95

Enquiry Handling



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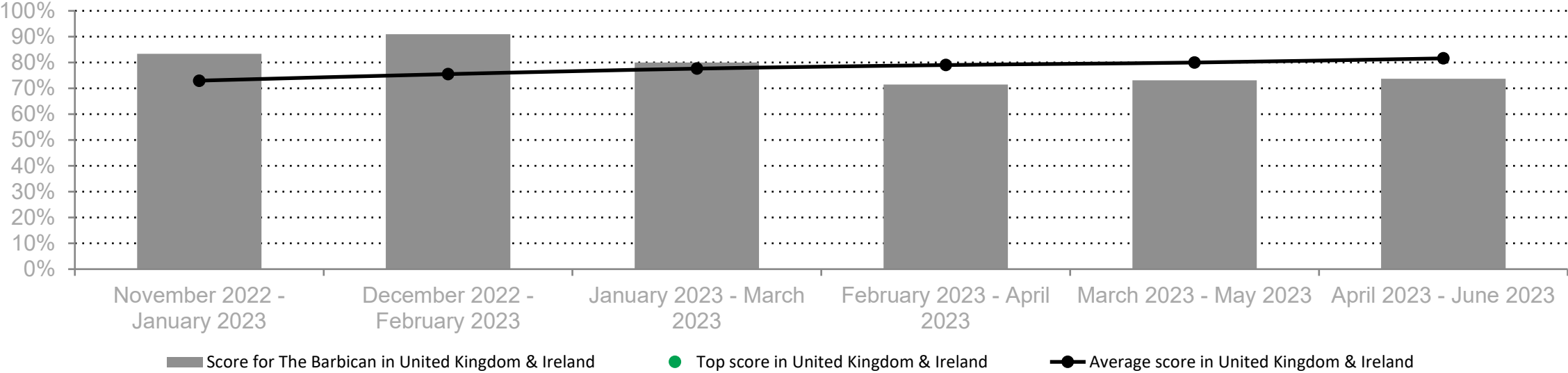


Scores shown are % of respondents awarding 9 or 10 out of ten.

Pre-event communications



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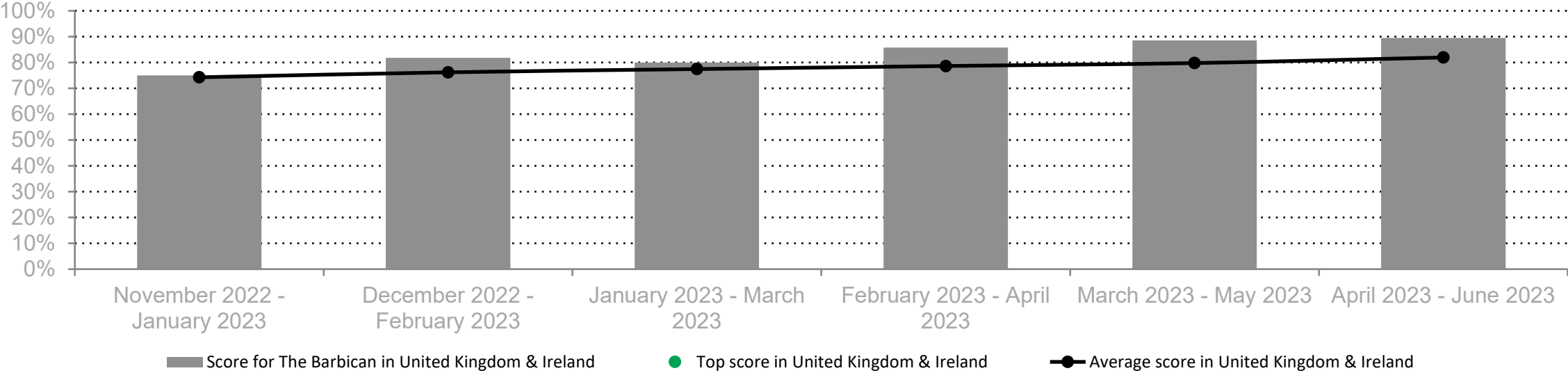


Scores shown are % of respondents awarding 9 or 10 out of ten.

Understanding priorities



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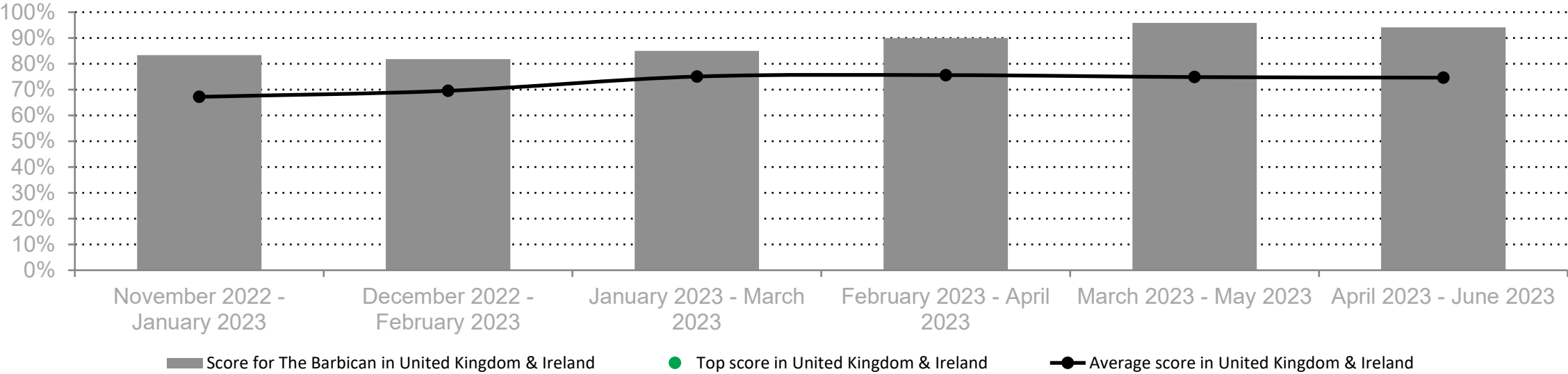


Scores shown are % of respondents awarding 9 or 10 out of ten.

Meeting/greeting



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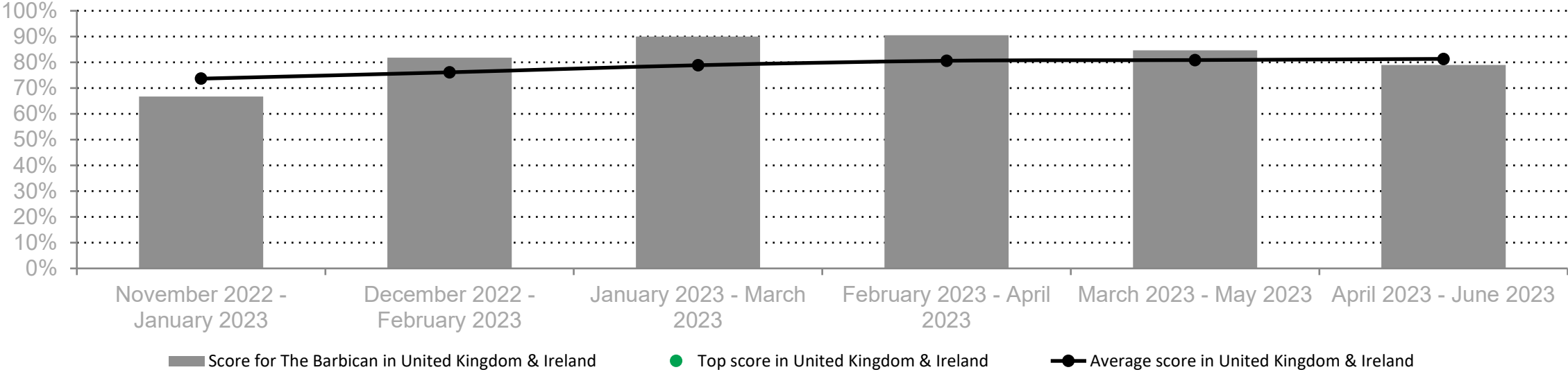


Scores shown are % of respondents awarding 9 or 10 out of ten.

Flexibility & responsiveness



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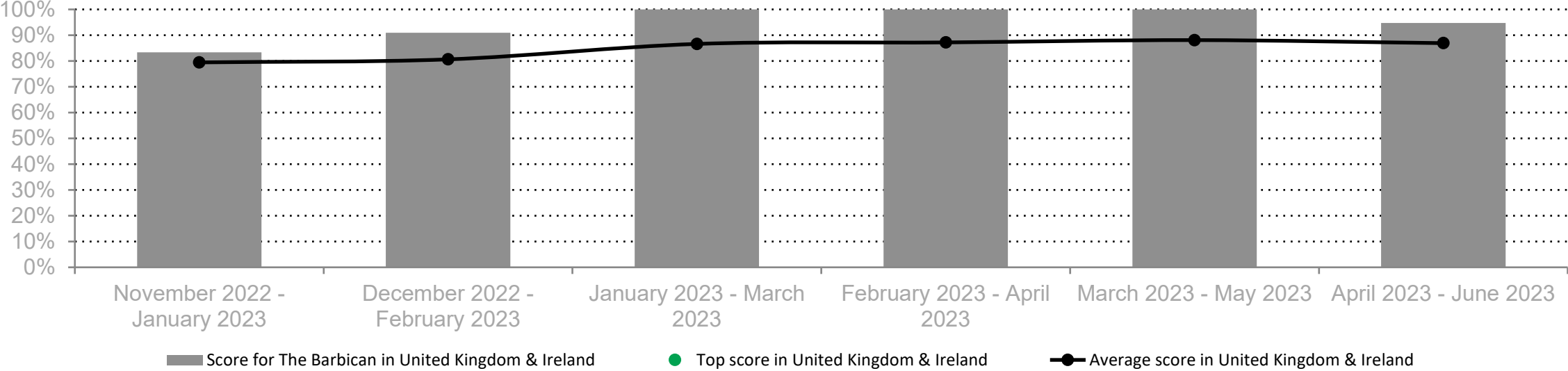


Scores shown are % of respondents awarding 9 or 10 out of ten.

Friendliness & helpfulness



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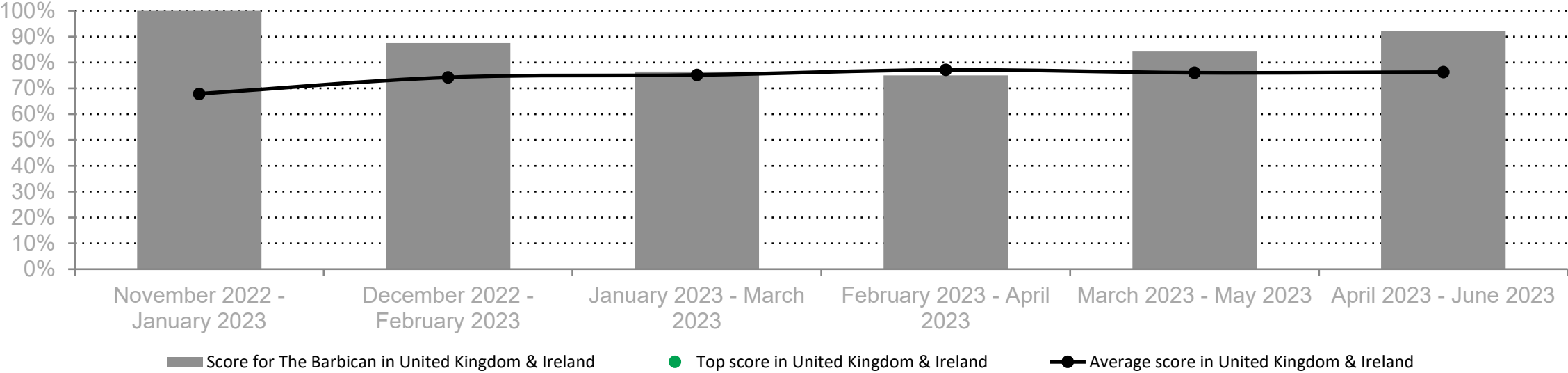


Scores shown are % of respondents awarding 9 or 10 out of ten.

Technical facilities & support



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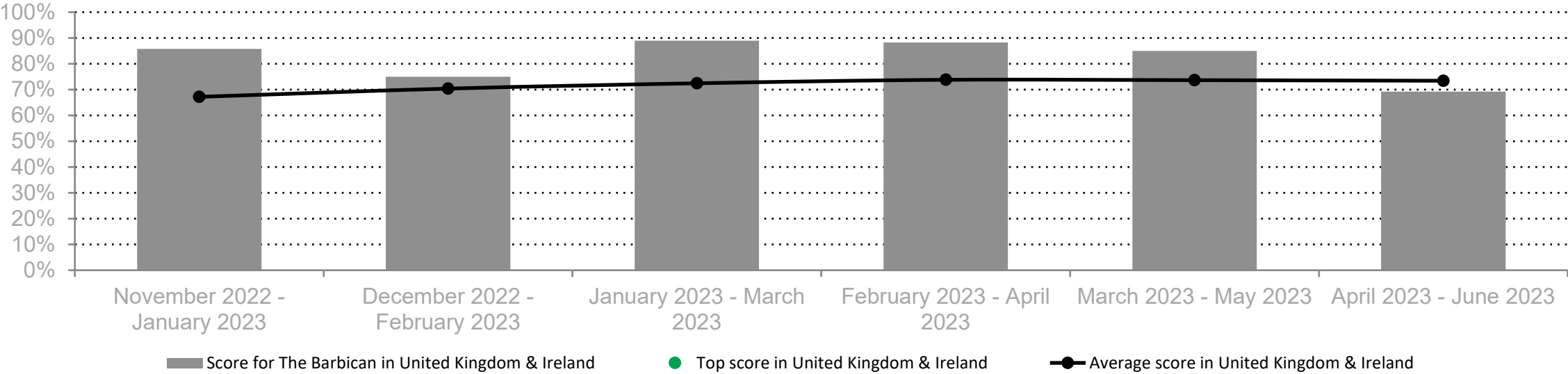


Scores shown are % of respondents awarding 9 or 10 out of ten.

Meeting room, etc



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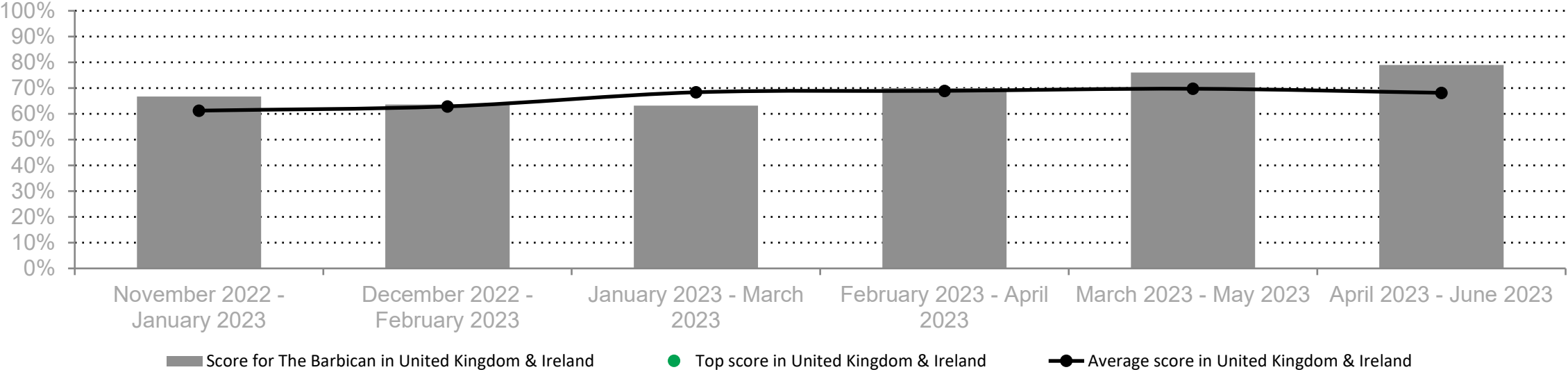


Scores shown are % of respondents awarding 9 or 10 out of ten.

Quality of food & beverage



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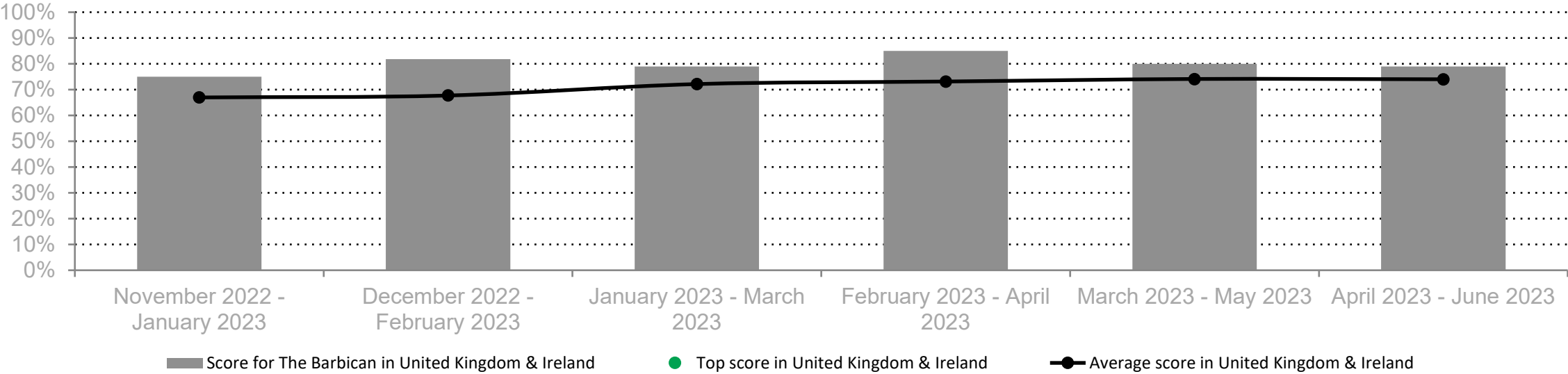


Scores shown are % of respondents awarding 9 or 10 out of ten.

Delivery of food & beverage



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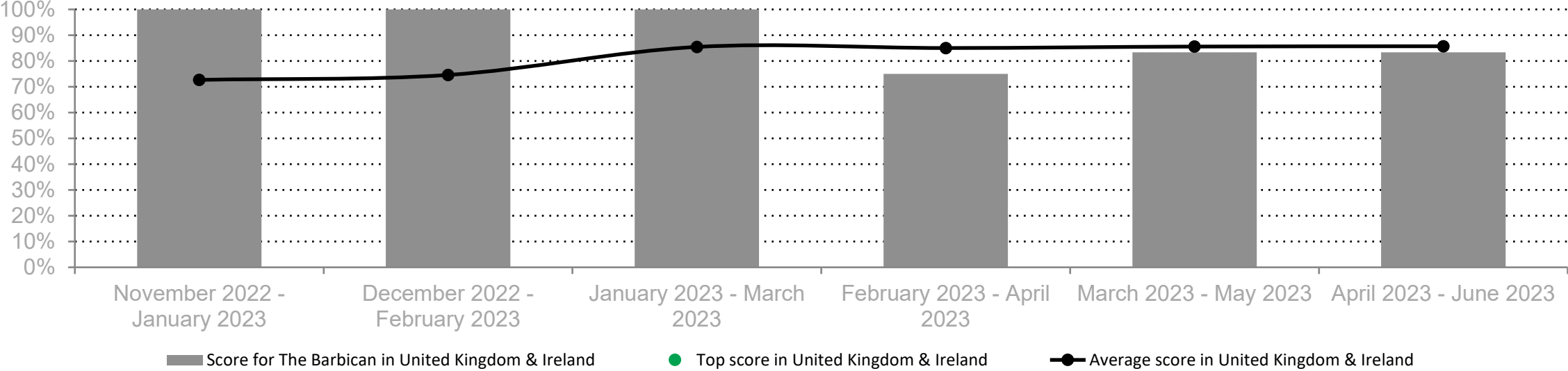


Scores shown are % of respondents awarding 9 or 10 out of ten.

Reception room



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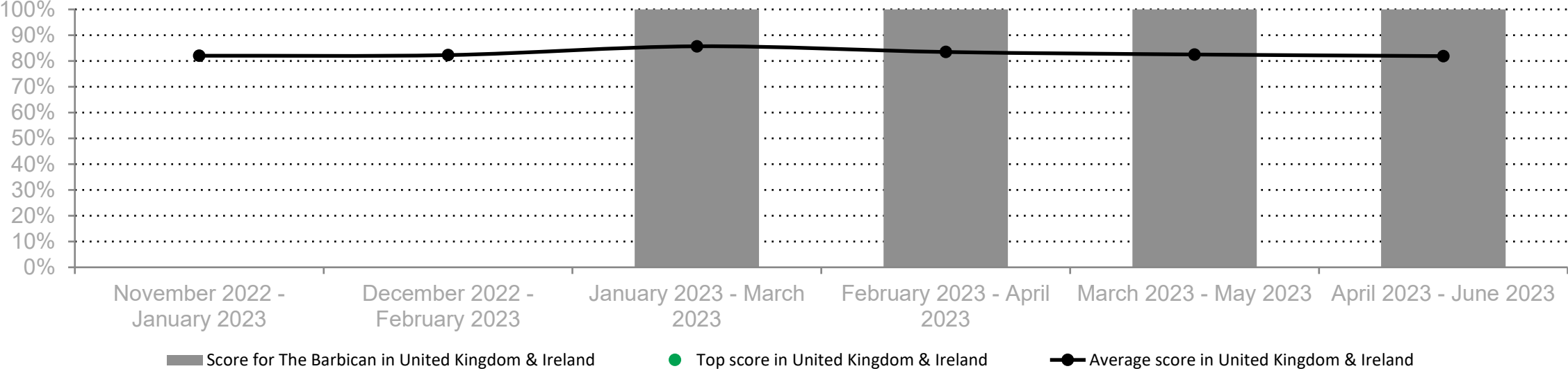


Scores shown are % of respondents awarding 9 or 10 out of ten.

Bedroom check-in



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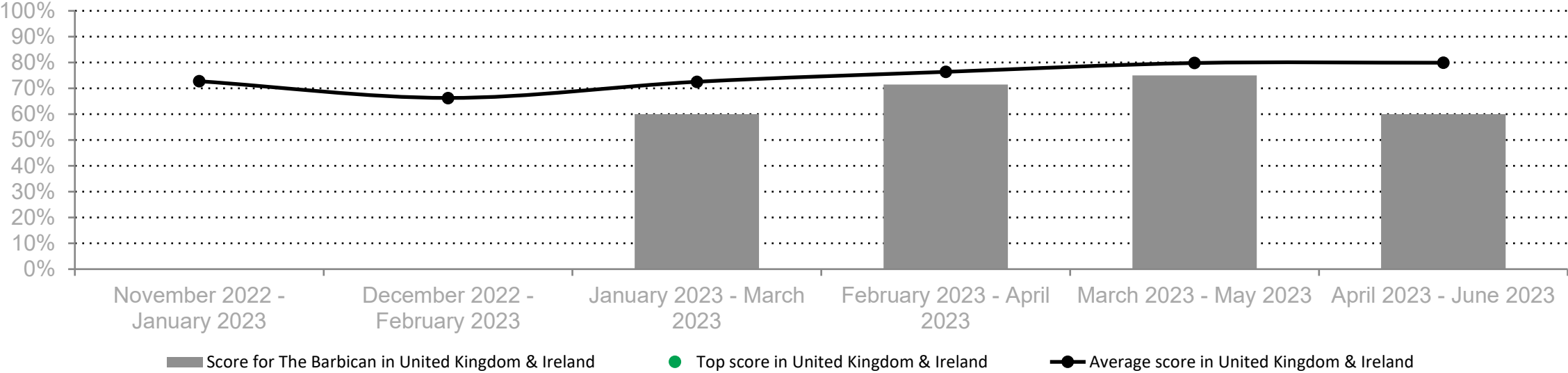


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Maintenance & upkeep



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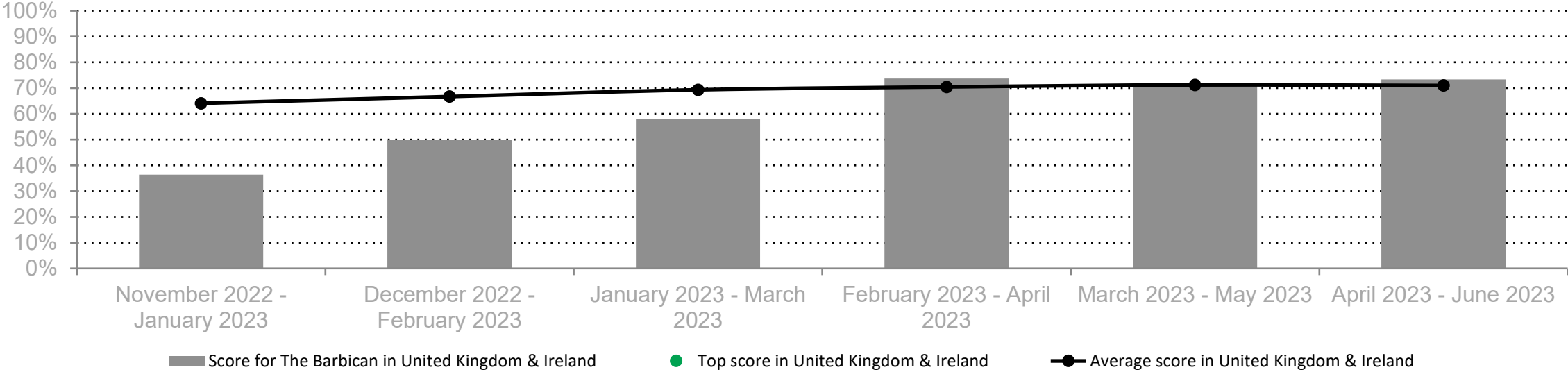


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WiFi Speed & connectivity



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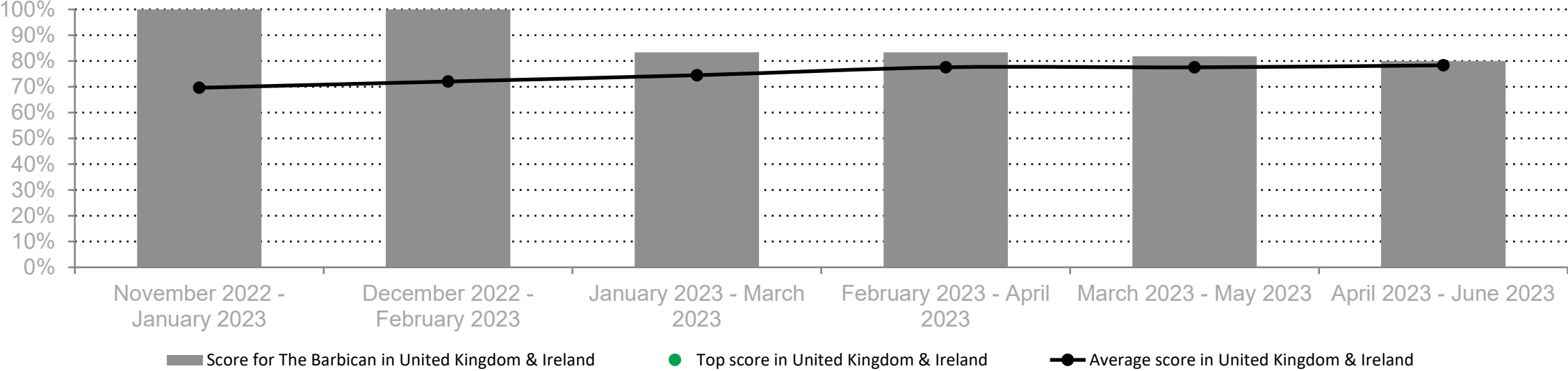


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Leisure facilities



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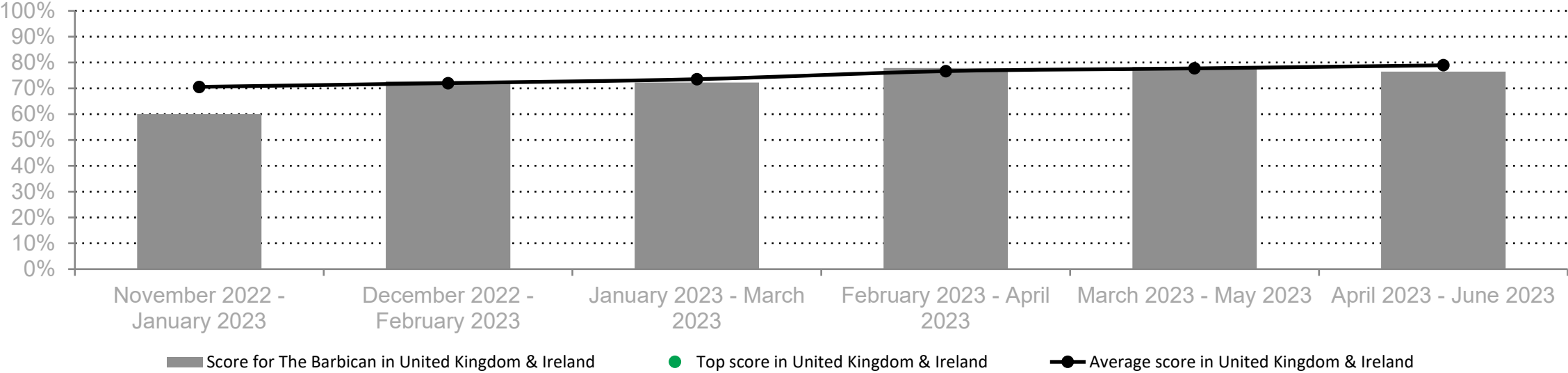


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Invoicing



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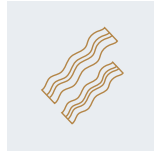
Scores shown are % of respondents awarding 9 or 10 out of ten.

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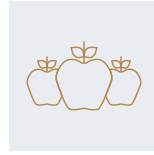
SUSTAINABILITY PLEDGES 2023



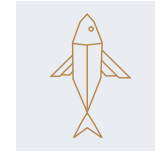
We only source British meat and poultry, and when possible, from regenerative farms.



All our bacon is British-reared and dry-cured to preserve it and reduce wastage.



We hero seasonal English apples on our menus and offer a free bowl with our meetings packages.



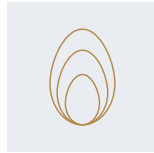
We only use fish from the Good Fish Guide.



Our prawns are sustainably farmed.



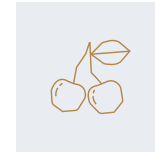
We use British-milled flour and wild-grown wheat from regenerative farms and ancient British grains in our recipes.



All fresh eggs used in our kitchens are British free-range.



Up to 90% of our fruit and vegetables are British, you will always find plant-based dishes on our menus.



We champion local produce, with all fresh fruit, vegetables, cheese and dairy coming from our local supply network.



Our cooking chocolate is organic single source from the Islands Chocolate farm in St. Vincent and the Grenadines.

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We only use British-harvested rapeseed oil for its low carbon footprint.



We've launched a carbon footprint calculator trial to help us reduce the impact of our menus.



Wherever possible we use porcelain crockery, glassware and metal cutlery.



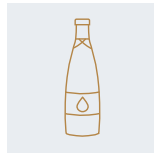
We do everything to minimise food waste, from menu and portion design to food waste separation.



We partner with food waste apps Too Good To Go, Olio and City Harvest.



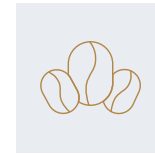
We work with the best English Sparkling Wine producers, and have created our own label with a vineyard in Guildford.



We use Harrogate bottled water. Naturally sourced, it has the lowest food miles in the UK and is B-Corp accredited.



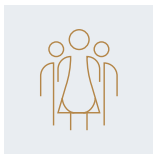
Freedom Brewery (SRA recommended) and Toast (brewed with surplus wheat) supply our house beers.



Our coffee comes from an organic cooperative in Peru and family-run single estates in Guatemala and Colombia.



All our teas are responsibly sourced and Fairtrade, with most also being carbon-neutral.



We have an apprenticeship programme for our people and offer over 40 development programmes for our colleagues.



We celebrate our people's contributions and loyalty with our Long Service awards.



We have been awarded the Disability Confident Employer certificate, which helps ensure all employees can fulfil their potential.



Our charities Hotel School and Beyond Food, help those at risk of unemployment and homelessness gain jobs in hospitality.

In 2022, to celebrate our 175th birthday, we raised £175,000 for social enterprises and charities with continued effort in 2023.

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EST · 1847

SEARCYS

LONDON

SECOND
NATURE

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ESG 3 YEAR STRATEGY

June 2023





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We love what we do, serving our customers fresh, seasonal and local food and great drinks prepared by our exceptional people every day.

Building on our achievements and proud heritage, our Second Nature ESG plan is a roadmap of our actions on sustainability across our business.

INCLUSION *By Design*

We create inclusive workplaces where everyone can thrive.



Diversity, equality & inclusion

PROGRESSIVE *Partnerships*

We partner to drive positive change.



Responsible sourcing
Sustainable supply chain

NURTURING AND *Growing Talent*

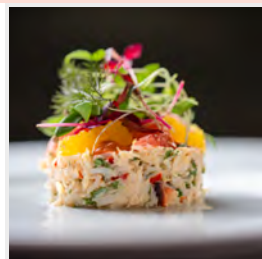
We help our people grow and succeed.



Training & development
Fair & decent work
Employee wellbeing

STEP *Up*

We act to reduce our impact on climate and nature.



Reducing carbon emissions
Designing out waste
Nature positive



INCLUSION *By Design*



KPIs and targets for 'Inclusion by Design'

Searcys Lead: Denise Allen



OBJECTIVE	GOALS	KPIs	TARGETS
<p>We create inclusive workplaces where everyone can thrive</p>	<p>Ensure diversity and inclusion is represented at all levels of our business</p>	<p>Gender diversity ratio of leadership roles</p>	<ul style="list-style-type: none"> • Increase marginalised gender representation in leadership roles* to 40% by 2026 • Increase female representation in leadership roles C, C-1 and C-2 to 40% by 2027 (GMs, deputy GMs, sales and marketing managers, chefs) • Conduct a refresh and update people ethnicity (75% declared by end of 2023) • Increase the representation of employees from mixed and multiple ethnic backgrounds in leadership roles by 2027 (to reflect regional population demographic)** • Sign up to Race in the Workplace Charter by end 2023 • Publish Ethnicity Pay Gap report in 2024 • Create a network for all the protected characteristics workstreams • Take part in Pride 2023 month • Enrol at least 1 candidate with the WiHTL leadership programme (Women in Hospitality Leadership and Future Ethnic Leaders) • Launch mentoring and reverse mentoring Programme in 2023 with 3 candidates per year • Launch a dedicated Searcys DE&I policy by end 2023 • Ensure DE&I is part of Searcys comms, launch the DE&I Searcys-specific survey in 2023
		<p>% of females in leadership roles promoted from within</p>	
		<p>Ethnic diversity ratio of leadership roles</p>	

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*Leadership roles refer to C-suite minus 1

**Regional ethnic diversity as defined by the UK Government and the Office for National Statistics



NURTURING AND *Growing Talent*



KPIs and targets for 'Nurturing and Growing Talent'

Searcys Lead: David Bevens



OBJECTIVE	GOALS	KPIs	TARGETS
<p>We help our people grow and succeed</p>	<p>To provide learning & development opportunities for all employees</p> <p>To make us an employer of choice within the hospitality industry by providing fair and decent work and to support our colleagues to thrive outside of work</p>	<p>% of employees receiving regular career development and performance reviews</p> <p>Number of training hours provided per employee per year</p> <p>% of management positions filled from internal hires</p> <p>Diversity ratio of employees on management development programmes</p> <p>Diversity ratio of internal promotions within departments to management positions</p> <p>Living Wage Foundation Recognised Service Provider* status</p> <p>Bonus gender pay gap</p> <p>Mean gender pay gap</p> <p>Access to medical, financial and nutritional support mechanisms</p>	<ul style="list-style-type: none"> • Build upon the strong heritage of training at Searcys by providing learning opportunities for all contracted employees, beyond mandatory requirements by 2025 • Increase the % of people from underrepresented groups** on our management development programmes to 30% by 2025 • Achieve the Living Wage Foundation's recognised service provider accreditation by 2026 • Reduce the gender pay gap to <10% by 2027 • 100% of employees have access to medical, financial and nutritional advice • Offer all permanent employees an annual performance review and career development conversation (target 90% of employees by end of 2023) • Offer 15 hours per annum of dedicated training (outside of mandatory training) • Ensure that there is increased representation on the Searcys leadership programmes from underrepresented groups to reach 30% by 2025

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*Recognised Service Providers have committed to paying all directly employed members of staff, not tied to client contracts, the real Living Wage

**Underrepresented groups refer to protected characteristics including gender, race, ethnicity, sexual orientation, religion, age



PROGRESSIVE
Partnerships

KPIs and targets for 'Progressive Partnerships' – 1

Searcys Lead: Richard Oxley/Danny de Ruiter



OBJECTIVE	GOALS	KPIs	TARGETS
<p>We partner to drive positive change</p>	<p>Launch our first 'Supplier Code of Conduct' by summer 2023</p> <p>To continually raise the bar on supplier sourcing standards</p>	<ul style="list-style-type: none"> % of fresh and frozen meat Red Tractor certified % of seafood certified to an independent standards scheme % of shell hen eggs RSPCA Assured and free-range sourced % of liquid milk RSPCA Assured certified Achieve the equivalent of a Global Business Benchmark for Animal Welfare (BBFAW) rating % of cotton for uniforms from certified sustainable sources 	<ul style="list-style-type: none"> • 100% of our strategic and valued partners signed up to the SCoC by the end of 2023 • To achieve Red Tractor standards for all fresh meat by end of 2025 and frozen meat by end of 2027 • Ensure 100% of our seafood is responsibly sourced and certified to an independent environmental standards scheme by end of 2023 • 100% of shell hen eggs RSPCA Assured and free-range sourced by end of 2023 • By 2025 100% of liquid milk directly contracted with UK dairy farmers who are meeting RSPCA Assured standards and committed to achieving Net Zero • Achieve an equivalent of Global Business Benchmark for Animal Welfare rating (BBFAW) Tier 2 by end of 2025 • Source 100% of cotton for our uniforms from certified sustainable sources, such as the Better Cotton Initiative, by end of 2024 • Monitor the adherence to Searcys Sustainability Pledges to drive 100% compliance • Use fish only from MSC certified fisheries and the MCS Good Fish Guide***

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*An example of responsibly sources seafood can include MSC certified.

**Examples of certified sustainable cotton sources could include Better Cotton Initiative (BCI) and organic cotton.

*** Includes green and amber-rated species from the Good Fish Guide

KPIs and targets for 'Progressive Partnerships' – 2

Searcys Lead: Richard Oxley/Danny de Ruiter



OBJECTIVE	GOALS	KPIs	TARGETS
<p>We partner to drive positive change</p>	<p>To source products from areas with no risk of deforestation</p> <p>To ensure fair terms and improve working conditions across our supply chain</p>	<p>% of primary deforestation-linked commodities that are deforestation free</p> <p>% of palm oil RSPO certified</p> <p>% of FSC certified wood and paper product in manufacturing and processing facilities</p> <p>% of suppliers registered on SEDEX with a fully completed questionnaire and a human rights policy in place</p>	<ul style="list-style-type: none"> Achieve no deforestation across our primary deforestation-linked commodities, latest by end of 2030 100% RSPO certified palm oil within nominated lines and manufacturing and processing facilities by end of 2024 100% FSC certified wood and paper products used for manufacturing and processing facilities by end of 2025 Ensure 100% of WSH strategic and valued partners are registered on Sedex with a fully completed questionnaire and have a human rights policy in place by the end of 2024

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* Roundtable on Sustainable Palm Oil (RSPO).



STEP
Up



KPIs and targets for 'Step Up'

Searcys Lead: Kathryn Richmond



OBJECTIVE	GOALS	KPIs	TARGETS
<p>We act to reduce our impact on climate and nature</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59</p>	<p>To significantly reduce our greenhouse gas emissions to achieve net zero across our entire value chain by 2040</p>	<p>Total Scope 1 and 2 GHG emissions (tonnes tCO₂e)</p>	<ul style="list-style-type: none"> Achieve net zero across our entire value chain by 2040 compared with a baseline of 2019
	<p>To remove all avoidable waste across our business</p>	<p>Scope 3 economic intensity GHG emissions (tCO₂e/£Mio turnover)</p>	<ul style="list-style-type: none"> Reduce our absolute scope 1 and 2 greenhouse gas emissions 80% by 2030 and 90% by 2040, from a 2019 baseline year
		<p>% reduction of GHG emissions against 2019 baseline year</p>	<ul style="list-style-type: none"> Reduce Scope 3 economic intensity greenhouse gas emissions 77% by 2030 and 97% by 2040, from a 2019 base year
		<p>Absolute scope 3 FLAG GHG emissions</p>	<ul style="list-style-type: none"> Reduce absolute scope 3 FLAG greenhouse gas emissions 72% by 2040, from a 2019 base year
		<p>% reduction of Scope 3 FLAG GHG emissions</p>	<ul style="list-style-type: none"> Submit net zero and FLAG targets for validation by SBTi latest by end of May 2023
		<p>Status of science-based target SBTi validation</p>	<ul style="list-style-type: none"> Develop and launch Step Up protocol, best behaviours guide and training module by end 2023
		<p>Directly controlled food waste (food waste as % of purchases)</p>	<ul style="list-style-type: none"> Confirm best practice equipment and layout for new openings/refurbishments guide and set minimum desired standards
		<p>Total waste to landfill (tonnes)</p>	<ul style="list-style-type: none"> Understand 2023 baseline of carbon footprint per £ of revenue
		<p>% of packaging formed of single-use material</p>	<ul style="list-style-type: none"> Reduce food waste by 20% by end of 2024 from a 2023 baseline pro-rated
		<ul style="list-style-type: none"> Zero waste to landfill (from directly controlled sources) by 2030 	
		<ul style="list-style-type: none"> Eliminate all avoidable* single use-packaging by 2030 	
		<ul style="list-style-type: none"> Introduce plant-based signature dishes in 2023, with the goal to have 25% of our dishes plant based by 2026 	
		<ul style="list-style-type: none"> Measure Scope 3 emissions of our menus in 2023 to inform our guests about their choices, with the goal to reduce the impact of our dishes by 30% by 2026 	
		<ul style="list-style-type: none"> Shift our sourcing policy towards regenerative farming and select 6 hero ingredients championing this field by the end of 2023 	

*Avoidable single-use packaging in this case refers to packaging that when subtracted will not impact product quality and where a low-impact alternative is available

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barbican

RETAIL BUYING APPENDIX

Cat Sims Barbican Conservatory Range

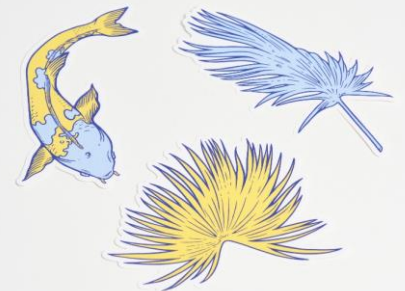
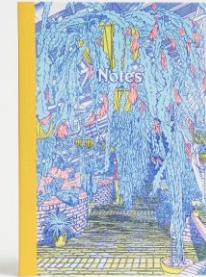
Page 62



Exclusive capsule collection created for the Barbican by London illustrator Cat Sims. The range features three illustrations inspired by the iconic Barbican Conservatory.



The range introduced some brand-new products for bespoke merchandise including lined cosmetic pouches, sticker sets & embroidered patch.



The range of A5 risograph mini prints have been a particular success with over 300 units sold since the range launched in July.

Headway East Submit to Love Studios x Barbican Collection

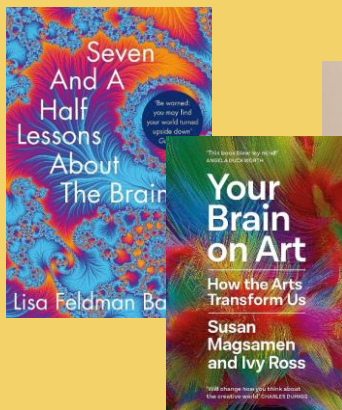
Page 63

Exclusive partnership with Submit to Love Studios to produce a collection of bespoke products, supporting 14 artists living with a brain injury.

We foresee this being an on-going collaboration with plans to refresh the featured artists in Spring/Summer 2024.

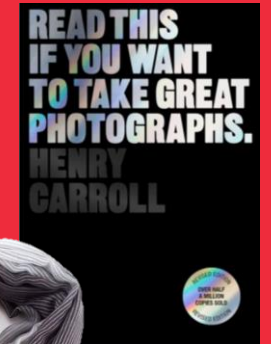
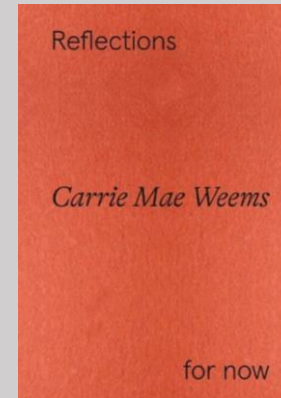
The range introduces some brand-new products for bespoke merchandise including knitted scarves, hair scrunchie & pocket mirror.

During the one week *differently various* exhibition run over 1,000 units of stock were sold across the range.



Carrie Mae Weems: Reflections for Now – Art Gallery Shop

Page 64



Small exhibition offer focusing on prints & a wide selection of book titles around Carrie's work, black artists & authors, and photography.

Custom merchandise featured a screen print reproduction of one of Carrie's wallpaper designs (right), including a new £35 tote bag that has consistently performed well despite lower visitor numbers.

Higher priced book titles have continued to sell very well, with many titles completely selling out at the private & media views.

Alice Neel: Hot Off The Griddle – Art Gallery Shop

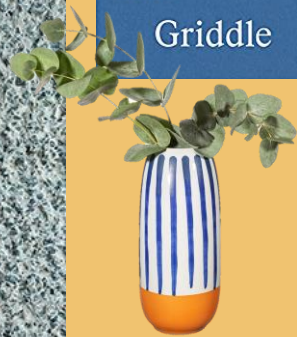
Page 65



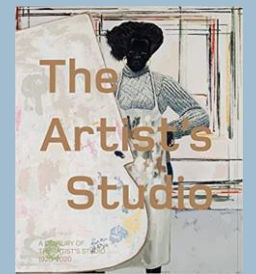
Alice Neel: Hot Off The Griddle – Art Gallery Shop



Alice Neel
Hot
Off
The
Griddle



- Over 5,000 copies of the exhibition catalogue sold
- Over 1,000 exhibition posters & over 2,000 art prints sold
- A mighty £30k gross in postcard sales (almost 40,000 units)
- 350 postcard frames, over 500 scarves and 700 pairs of socks!
- We supported several women-owned small businesses, including a bespoke collaboration of polymer clay jewellery by Love Kiki (below far left), handmade ceramic paint pots by Ruth Pike (below) and hand screen-printed notebooks by Cambridge Imprint (below right), all inspired by the colours & motifs found in Neel's work produced in the 1970s.



Page 06



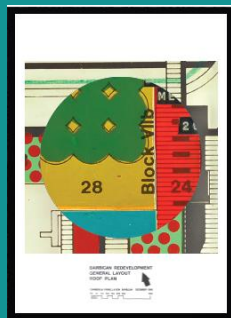
Archive Barbican Range – Barbican Roof Plan Collection

Page 67



Exclusive bespoke collection featuring a redevelopment roof plan print from the Barbican Archives. The A3 art print (top left) is already a best-seller in the Foyer Shop, and the wider range will take inspiration from the master print through clever cropping and use of design elements.

The collection will combine image-based products designed by our internal design studio, including tote bag, pencil case, dinnerware & notebook, and will be supported with exclusive products made by independent designer-makers including UAL alumni Sahiba Saluja (custom candle holders inset left), and textile designer Millie Rothera (above).



Archive Barbican Range – I Found the Barbican



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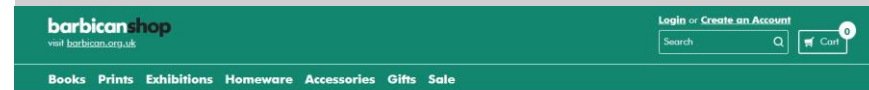
Above: Developed in partnership with the Barbican Archives team, this capsule collection features the design from a much-requested button badge given out to visitors when the centre opened in 1982. Over 500 replica buttons have been sold to customers and staff alike since they launched in May. A mug and notebook will be in store for Christmas.

Right: New collection of fine art prints featuring archival photography by Peter Bloomfield. An expanded offer will be available on our brand-new print on demand service due to launch in September.

Archive Barbican Range – Art Prints & Print on Demand



Above: Hand-made Barbican branded art frames available in three sizes. Below: Screenshot of a print on demand product on the Barbican online store. Customers will be able to choose their image size & frame options.



Home / Elevation of a Terrace Block



Elevation of a Terrace Block
£80.00

Size: small
Frame: natural

Add to Cart

View Wishlist

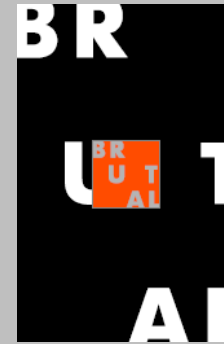
The original drawing illustrates the plans for the terrace blocks, part of the Barbican Estate. From the RIBA Collections.

Frame: Natural ash waxed box. Solid oak finished with a clear lacquer
Size: 32 x 42 cm

Share

Barbican 'BRUTAL' Range Additions – Neon & Grey Colourway

Page 69

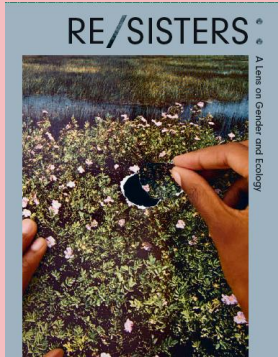


Our black & white 'BRUTAL' range designed internally by the design studio is a perennial best-selling collection online and in store but has been in the shops for nearly 7 years.

We have chosen to breathe new life into the range through the introduction of a new neon & grey colourway that will be used on a variety of textiles: T-Shirt, tote bag, custom knitted scarf & beanie hats.

To develop the range further, we are working with the design studio on a suite of Brutalist inspired graphics (above) that will open up new product possibilities and inspire associated products made by independent UK businesses (Brutalist inspired candle holders by Sahiba Saluja above middle, and our own custom 'brutal' candle designed and hand-poured in the UK).

RE/SISTERS: A Lens on Gender and Ecology – Art Gallery Shop



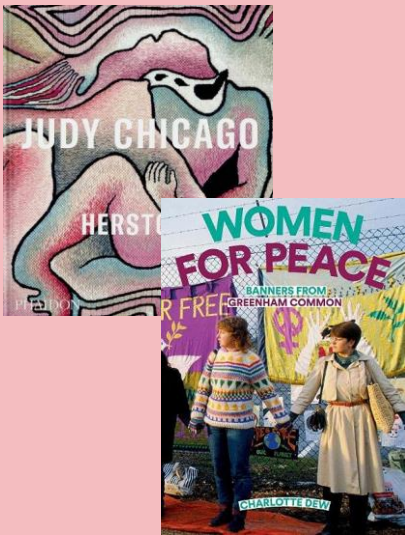
The RE/SISTERS art gallery shop will highlight & celebrate products sourced from independent women-owned businesses, including custom work developed in partnership with all three founders of the Neo-Naturists (artists featured in the exhibition itself – examples below). Product sourcing pays particular attention to suppliers with strong sustainable production, including washable period pants from exhibition sponsor WUKA. The offer is supported with a carefully curated selection of 65 inspiring book titles celebrating all the themes of the show.



Page 70



RE/SISTERS will see the launch of our first exhibition specific Barbican two-tone bags. They will be double-sided with the exhibition RE printed on the reverse, the perfect souvenir.





Vertical text on the left side of the image, possibly a logo or brand name, rendered in a stylized white font.

Examples of Recent Event Feedback



Customers' feedback Supports the teams



Last year the team delivered almost **400 events** ranging from International Congress, Corporate Conferences, Weddings, Film and Photoshoots, Receptions and Social Occasions amongst many others.

The team has received much feedback for these events, both through our Benchmarking Portal 'BVA BDRC' and personally through receiving letters and email feedback.

This feedback supports the recognises the contributions and commitment of all the teams that work tirelessly to deliver the often challenging and complex requirements of Business Events, many of whom have bespoke set up and technical requirements. It truly is like turning to a blank page everyday.

This is a snapshot of the feedback that has been received by the team in recent months.

What a day Tuesday was!

I honestly cannot thank you or your amazing team enough for everything you all did to make our event a success.

In all my years of working with venues, I can hand on my heart say that **working with you has been a thoroughly enjoyable experience.** Normally we are constantly chasing the venues, not getting answers, and on the day it's hit and miss. This has been the best venue that I have ever worked with, and I will gladly tell you why.

The venue itself is such an iconic part of London and easy to get too. The rooms we hired were amazing spaces, the auditorium was a luxury cinema providing everyone with comfort, and the fact that you can change the lights to purple was the icing on the cake as it really added to the branding and atmosphere of the day.

The garden room and conservatory were beautiful spaces to be used for the refreshment breaks and drinks reception, it was lovely that guests had the choice of both areas to use making it truly versatile.

Attention to detail, **you and your team's attention to detail was on point everything was done perfectly** – this never happens in my previous experiences!

1/4

A letter from **Customer**



You – as our main contact, **Business Event Manager**, your attention to detail, communication, helpfulness, ideas, willing to help, were just out of this world, I have never experienced this before. **You thought of and had everything in hand for us, which made our jobs so much easier**, I am never normally relaxed before an event, but I knew that you had it all covered. **You were incredible to work with**, such a lovely person and the fact that you also took the time to help me, unbox banners, and put ribbons round gifts was just something that again was so helpful with everything else going on but just not expected and something I have never come across before. Simply put you are a rockstar and **I can't thank you enough for making our day amazing, memorable and flawlessly executed.**

Team – every single member of your team was amazing. I would like to do a special thank you to the AV team here, they were **so fantastic again genuinely lovely and helpful** and they and you felt an extension of our team and that you were all working with us so this day was perfect. AV is not our strong point, it was truly helpful to do the run-through the day before so again thank you for allowing that to happen, it really was beneficial especially as we identified some issues with our laptops. Please pass on our sincere thanks to all of them they were all wonderful.

A letter from **Customer**



As also was the catering and beverages team, again this ran with no issues, and also thanks to one of the team who also sat at the registration desk for us as well to help. **An absolutely amazing team, who did us all proud to help pull this event off.**

In short, everything was perfect, I know we spoke at the end of the day and **you said to me that whilst you do this all the time with many events, it's your event as well and you want to make it a success** and all I can say that because of that we all felt that and that's exactly what happened.

This is beyond now my favourite venue, I have been singing your praises to all of our team but also others in our industry as I am highly recommending your venue and team to work with and I can rest assure that **if we have another event in the future we will be back,** for all the reasons I have listed above. I don't think I have ever been to an event where there were **no tech issues, issues with sound, or something wrong with a presentation** – it's so very rare and this is why your team is incredibly special. Anna and I literally loved working with you and your team, and we are still on a high (sore feet mind you) after Tuesday's amazing event.

A letter from **Customer**



Thank you to you all for making our 20th-anniversary event special and for it to go perfectly well.

I had numerous people come up to me on the day and congratulate the team on the day that everything was flawless and perfectly planned – and this is really thanks to you and your team and for such a great working relationship that we have built.

I really hope that we get to work with you in the future, thank you once again.

(optional) Please add here with your customer's (company) name or LOGO

A letter from **Customer**





PROFESSIONAL

'You were **responsive** via email in the run up to the day and made yourself available throughout the day itself should we have needed anything, you were great.'

'Thanks so much for everything you've done - **a true event professional**. You make the whole process enjoyable which is what we're all about at the end of the day, right? I've done your feedback survey and of course **we'll be back!**'

First time I haven't had technical issues at a venue.

'Yesterday was brilliant, thank you so much! It was an **absolute joy working with you**, you're ace. Thanks for making the whole process so **easy and calm!**'

'Only feedback is that you and the team are amazing'

RELIABLE

'**Just very reassuring to know everything was being taken care of...**'



'It's great to have an Event Manager from the venue throughout, taking the stress away from the organiser... you were so **responsive** and **organised** and **reliable**, it was **a pleasure to work with you!**'

'The event was a success and you and your team highly commended for the **good service and attention to detail!**'

'I wanted to say an enormous thank you to you and your team for all of your support with our staff day last week. You were all brilliant from start to finish and **massively helpful in both planning and delivery** of the day'

'Just wanted to say thanks again for helping us run our company meeting and social. Everything ran without a hitch from my perspective and our tech team in particular were very grateful for the prompt set-up and organisation'

'The event was excellent, you and the team were fantastic'

Excellent Team

'It was beautifully done, all the staff were amazing and the catering was lovely. Your help throughout the planning has been brilliant'

'The team is buzzing this morning and, as I mentioned last night, our CEO was very impressed and received in turn lots of positive comments about the food and setup from our guests. It was super working with you both, and your wider team'

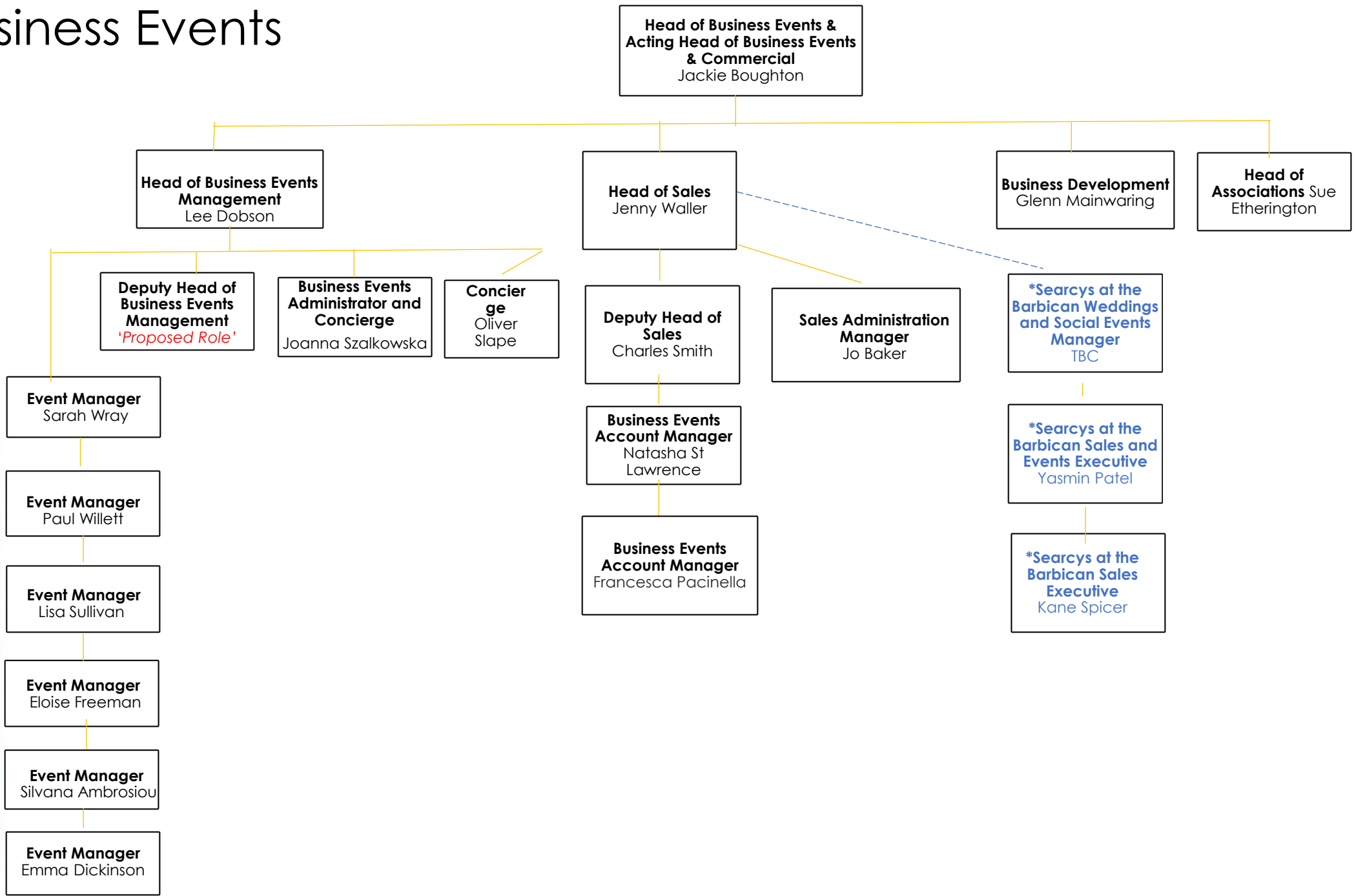
'We had a fabulous night at the Barbican and feedback from the guests was all good .Food was excellent and you can't beat the venue'

'We've had lots of positive feedback about the venue... everything ran like clockwork'



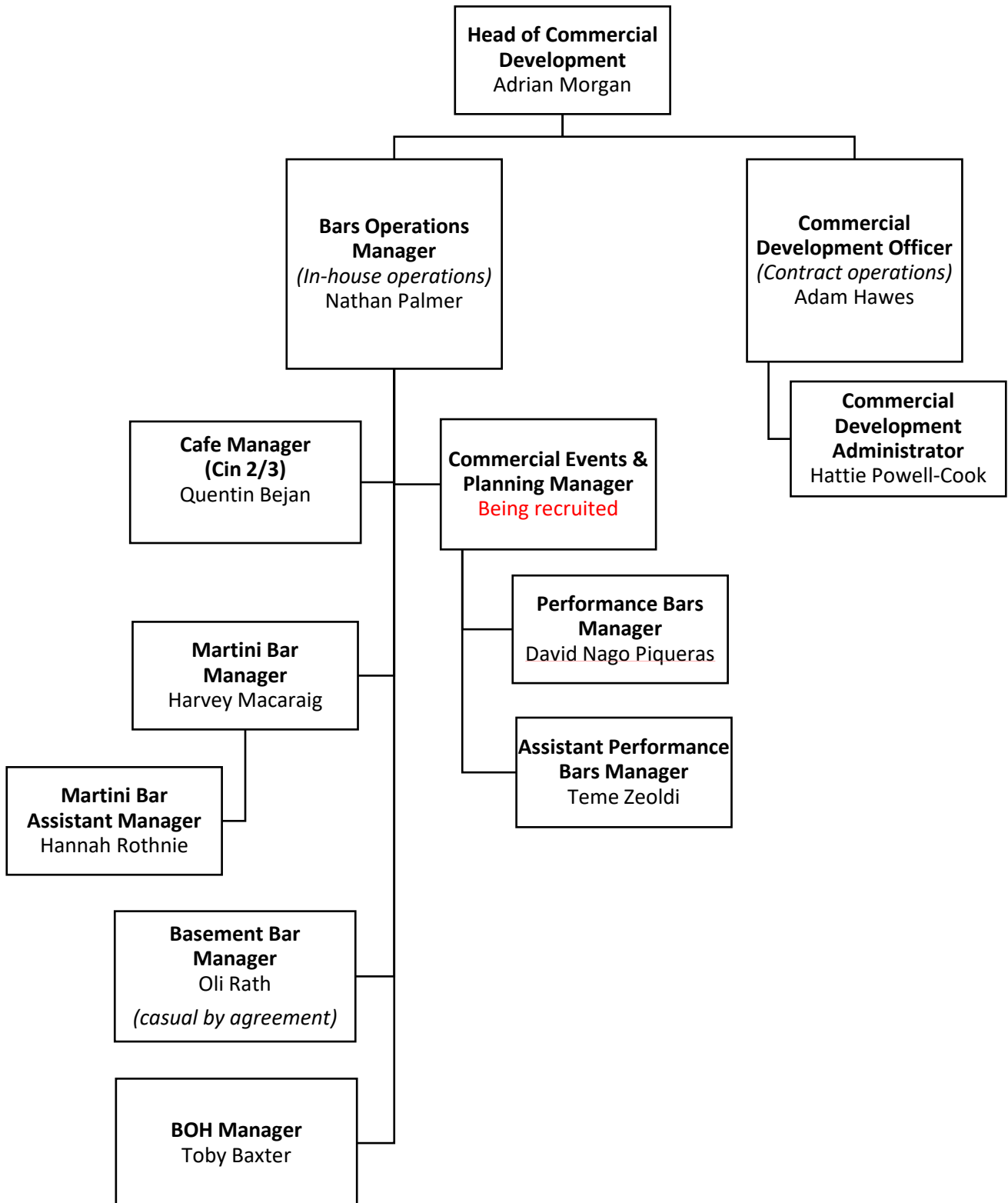
Amazing Venue

Business Events



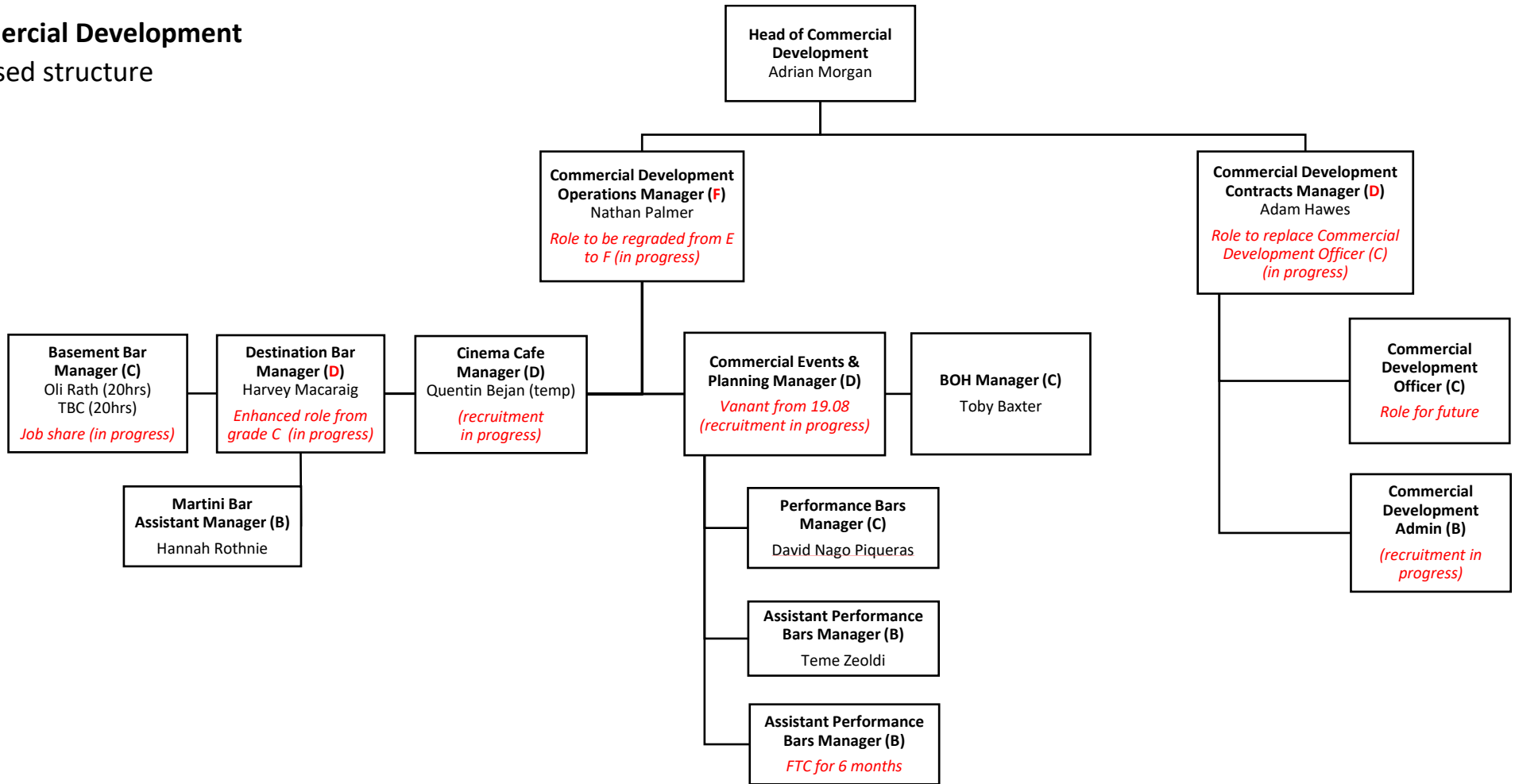
Commercial Development

Current Organisational Chart



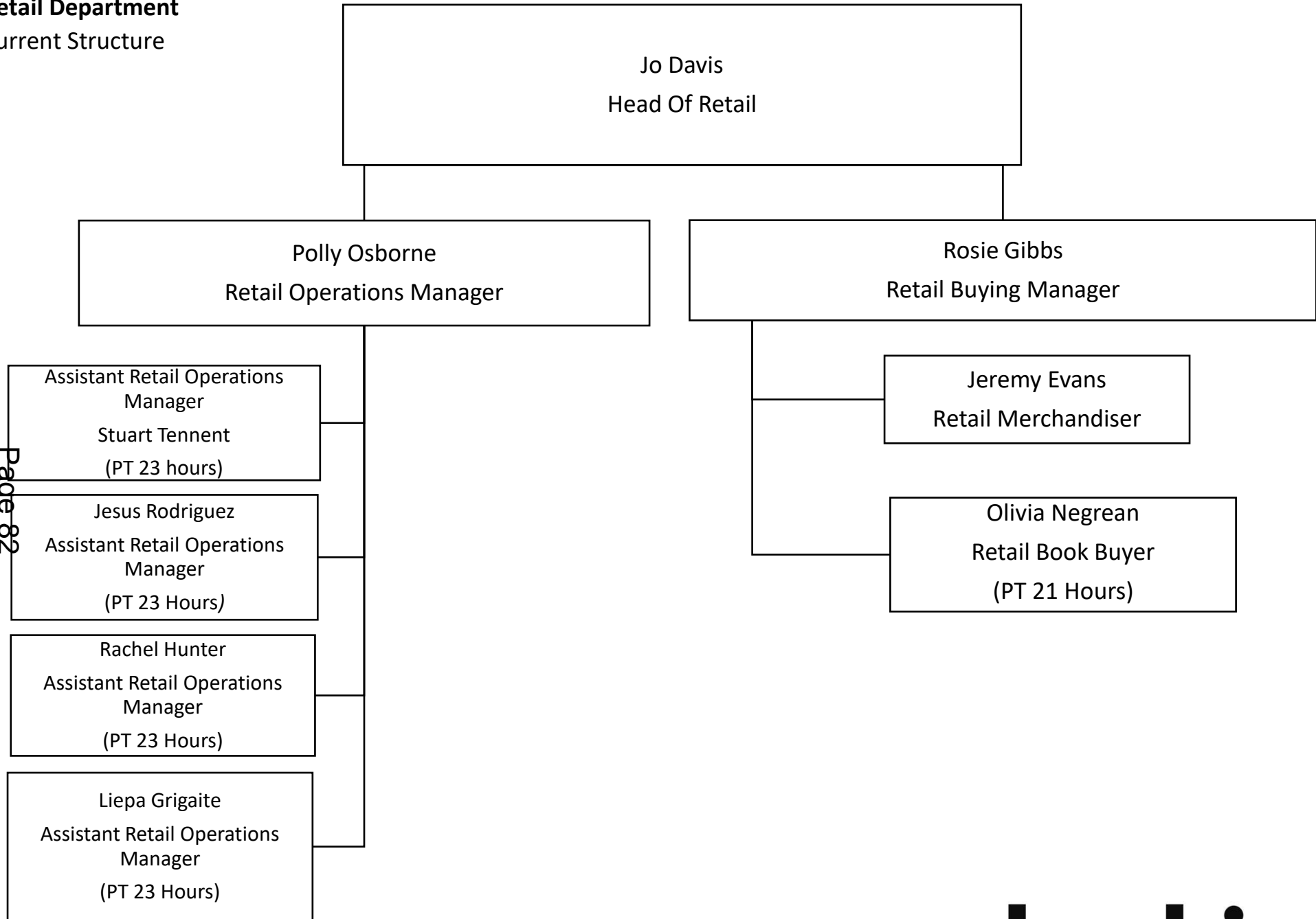
Commercial Development

Proposed structure



Retail Department

Current Structure



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