

Committee: Barbican Centre Board	Date: 23 January 2019
Subject: Update on the Barbican Strategic Plan	Public
Report of: Nicholas Kenyon - Managing Director, Louise Jeffreys - Artistic Director	For Information
Report author: Report author: Laura Whitticase Senior Manager (Organisational Development and Policy), Incubator	

Summary

This report provides an update on Strategic Plan projects, the progress made against our Strategic Goals and how we continue to support the delivery of the City of London's corporate aims and objectives. It is the first report in the new Strategic Plan update format (following a shift from reporting on progress to every Finance Committee meeting).

Alongside identifying progress against individual projects within the Strategic Plan, this report also details progress made against challenges identified at the last update to the Board in July.

The report is structured in the following way:

1. Background
2. Progress on projects
3. Progress on strategies, policies and reports
4. Process improvements
5. AEA Update
6. Conclusion

Appendix 1: Strategic Plan

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

This is the first report using the new structure of detailed reporting on progress made against the Strategic Plan to the Barbican Board every six months. This new format replaces the top-level reporting on projects at every Finance Committee meeting and follows on from the last full update to the Board in July 2018, which also included a

review of the new Strategic Plan projects (replacing those that have been completed).

The first section of this paper provides an overview of the Goals and projects contained within the Strategic Plan and an overview of where we are at the beginning of 2019.

Each of the projects has a director responsible and a designated project manager.

The five goal areas underpinning the Strategic Plan, as agreed by Directorate and the Barbican Board are:

1. **Audience Experience**
2. **Connecting Arts & Learning**
3. **Mixed Income Generation**
4. **Culture Mile**
5. **Developing Audiences**

There are six change objectives which support us to achieve the goals and into which the projects are organised. These objectives are as follows:

- A. Transforming Public Space** - transform our public spaces to create a world class sense of destination and welcome within Culture Mile
- B. Understand and Diversify Ourselves and our Audiences** - understand and diversify ourselves and our audiences, to serve and reflect the capital
- C. Develop a Creative Commercial Operation** - grow commercial revenue in ways which reflect our values and enable our vision
- D. Creative and Collaborative Programmes** - produce an outstanding programme which drives and develops creative partnerships
- E. Pioneer Learning and Engagement in the Arts** - grow an innovative programme of activity which supports young people, artists, art workers and communities
- F. Developing Organisational Capabilities** - improve the tools required for effective organisational operation

It's important to note that these are change projects designed to develop the organisation and do not cover everything that the organisation is doing or responding to (e.g. delivery of the overall arts programme, management of Brexit, etc.).

Current Position

1. The following pages detail progress against each project, grouped under the six change objectives. Each project is also rated in terms of risk level – from green to red. There are currently no red risks. Identified existing or potential risks are accompanied by mitigation processes that are in place.

2. Change Objective: A - transform our public spaces to create a world class sense of destination and welcome within Culture Mile

Destination Management – Phase 1: October 2018 – May 2019
Create a Destination Strategy with focus on increasing footfall and income from our public spaces.
Lead: Jackie Boughton
Barbican Goals + Sponsors: 1, 3 Jonathon/Sandeep
Change Objectives: A, C
Corporate Aim (objective): 3 (10)
Progress: The working group has been established and project initiation form has been signed off at Management Team. Individual workstreams are being defined to develop the next stage of the project, including research and consultation, eventually leading to the development of a strategy in the next few months (by May 2019).
Risk Rating: Currently no risk
Foyers Working Group – July 2018 – ongoing
A group to oversee activity, look + feel, and governance of the public spaces. Including toilet provision.
Lead: Sheree (Chair)/Sidd
Barbican Goals + Sponsors: 1, 2 Louise/Jonathon
Change Objective: A
Corporate Aim (objective): 3 (10)
Progress: A working group has been established and terms of reference are in place. Guidelines for decision-making on activity and look + feel are being developed by the working group, anticipated completion is Q1 2019.
Risk Rating: Currently no risk
Space Utilisation – August 2018 – ongoing (completion TBC)
The Art of the Possible: ensure best use of space across the Barbican site, working with architects where necessary.
Lead: Jonathon Poyner
Goals + Sponsor: 1 Jonathon
Change Objectives: A, F
Corporate Aim (objective): 3 (12)
Progress: Initial scoping for this project is underway, following implementation of the first part of this project throughout 2018, which entailed a review of office space across the Barbican. This new phase of the project will commence fully in Q1 of 2019.

Risk Rating: Currently no risk, however implementation is dependent on funding and planning permission (where required).

Ex-Hall Development – April 2017 – ongoing (Phase 2 completion: Q1 2019)
Work with City Surveyors to scope potential uses for the Ex Halls as part of Culture Mile.

Lead: Jonathon Poyner/Sean Gregory

Barbican Goals + Sponsors: 1, 2, 3, 4, 5 Jonathon/Sean

Change Objectives: A, C, E

Corporate Aims (objectives): 1 (4), 2 (7)

Progress: The first phase was completed in Q4 of 2018 - including the paper that went to Policy + Resources requesting support to continue developing the business case further, which was approved. Work is now underway to refine and develop the business model for a detailed proposal of how the Barbican would manage and deliver a new offer in the Ex Halls. Focus is divided across Education, Commercial and Enterprise – with Culture and Community underpinning each of these areas.

Risk Rating: No risk to completion of (current) Phase 2 with the next paper detailing the further developed business case and activity outline due in Q1 2019. Progression to the next phase is dependent on Policy + Resources' decision.

Mitigation: The Barbican will continue to develop the vision, activities and business model, in-line with Barbican and City of London strategic objectives, making the case for the development of the space.

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

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

Lead: Nick Kenyon/Sandeep Dwesar/Simon Johnson

Barbican Goals: 2, 4 Nick/Sandeep

Change Objective: A

Corporate Aims (objectives): 1 (4) 3 (10)

Progress: The concept design and business case have been completed and submitted to the December Policy and Resources committee. We are recommending that the project move to its next stage in developing a site masterplan. Any recommendation by Policy will need to be ratified by the Court of Common Council in January 2019.

Risk Rating: This is a complex project with many dependencies including the timing of the Museum of London's move as well as meeting City targets leading to final approval.

Mitigation: Ensuring regular communication with colleagues across the Corporation and continuing to be responsive to City priorities, whilst building a robust business model.

Develop Culture Mile – October 2015 - ongoing

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

Lead: Nick Kenyon/Jonathon Poyner

Barbican Goal: 4 Nick

Change Objective: A

Corporate Aim (objective): 2 (7)

Progress: The project continues as planned, in collaboration with teams across the City.

Risk Rating: Currently no risk to Barbican engagement with the project.

3. Change Objective: B - understand and diversify ourselves and our audiences, to serve and reflect the capital

Audience Research & Engagement – January 2016 – December 2019

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

Lead: Phil Newby

Barbican Goals: 5, 2, 3 Louise

Change Objective: B

Corporate Aim (objective): 1 (3)

Progress: Following a thorough tender process with which 16 suppliers engaged, we appointed Future Thinking to deliver a new audience segmentation for the Barbican. Our qualitative research phase is complete. Quantitative research has taken place throughout December. Analysis, segmentation development and application to the Barbican's database will take place from January until March. Strategic recommendations and a roadmap for embedding will follow. This will be supported by a programme of rolling research and reporting.

Risk Rating: No risk to completion of consultancy phase. The next phase will be to plan implementation of this based on the recommendations made.

Write Our Story – July 2018 – July 2019

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

Lead: Lorna Gemmell

Barbican Goals: 3, 5, 2 Nick/Louise

Change Objective: B

Corporate Aims: 1, 2, 3

Progress: A project initiation form has been completed for the project and it is now underway. It has taken some time to define and refine the focus of the project to best serve the organisation and as a result has endured some delay to the project moving forward. This has now been resolved and the project will continue to progress in early 2019.

Risk Rating: Currently no risk to completion.

Archive – October 2016 – ongoing

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

Lead: Sean Gregory

Barbican Goals: 2, 5 Sean

Change Objective: B

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

Progress: The Heritage Lottery Funded project is now underway, with an Archives Project Co-Ordinator now in post and education and community activities taking place in and around the Barbican Estate. Next steps include submission of further funding bids – some of which are in collaboration with the Guildhall School - and the continued delivery of the archives action plan, including delivering a talks programme at the Barbican and Museum of London and working with the London Metropolitan Archives on storage and exhibitions.

Risk Rating: No risk to delivery of current phase of the project, however funding is required to continue the project beyond Summer 2019.

Mitigation: Funding applications are being submitted for the AHRC and a fundraising plan is being written and delivered, in collaboration with the Development team.

Workforce Diversity – August 2018 – September 2019

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

Lead: Steve Eddy/Louise Mankowska/Jenny Mollica

Barbican Goals: 'developing our talented team' Steve

Change Objective: B

Corporate Aim (objective): 1 (3)

Progress: Project steering group has been established including: Head of HR, Director of Creative Learning, HR Business Partner. This group is drawing up a draft action plan – some examples of actions are:

- Project will go to March 2019 Management Team for discussion and input
- Developing an inclusive recruitment guide which will cover recruitment & selection training, review of job description and person specifications, unconscious bias training
- Using Textio programme to analyse recruitment advert wording for gender bias
- Currently reviewing and updating the recruitments pages on the Barbican website to highlight diversity more and make it more accessible to wider groups.
- City have introduced anonymised recruitment for posts grade I and above.

This is part of the overall Equality & Inclusion strategy, which was updated at the Board meeting in November 2019.

Risk Rating: Currently no risk to delivery.

4. Change Objective: C - grow commercial revenue in ways which reflect our values and enable our vision

Technology Investment Proposal – August 2018 – September 2019
Develop a proposal for investment in technology to present to COLC and other potential funders.

Leads: Sandeep Dwesar/Sean Gregory

Barbican Goals: 3 Sandeep/Sean

Change Objective: C, F

Corporate Aim (objective): 3 (9)

Progress: Development of a proposal for investment that explores and identifies new ways of delivering our business model using technology, strengthening links between our creative and commercial activity is currently underway. Expected completion is on track for Q1 2019.

Risk Rating: This is not currently at risk. However, it is important to ensure that we effectively navigate a complex and rapidly changing environment, whilst ensuring that we find sustainable ways of working over the medium and long term.

Review of Level 1 and 2 – July 2018 – ongoing (completion expected post-2020)
Explore the feasibility of developing Level 1 and 2 operations and functionality.

Leads: Adrian Morgan/Jackie Boughton/Cornell Farrell

Barbican Goals: 1,3 Sandeep

Change Objectives: A, C

Corporate Aims (objectives): 1 (4), 2 (7)

Progress: As reported to the Board and Finance Committee in November 2018, an initial architectural review of options has been completed by AHMM with a business model for both Level 1 and Level 2. We have received approval to take the project to its next stage.

Risk Rating: There is currently no risk to this phase of the project. However, receiving planning permission and managing stakeholders remain the key long-term project risks.

Mitigation: Stakeholder consultation is built into the project plan, and project managers will continue to liaise with City planners to manage the planning application process.

Ticket pricing and opening hours review – August 2018 – August 2019
Undertake a review of ticket pricing and opening hours to maximise income whilst maintaining access. Scope and cost the potential to engage external consultants to support the process.

Leads: Phil Newby/Sarah Wall/Jonathon Poyner

Barbican Goal: 3 Louise/Jonathon

Change Objective: B, C

Corporate Aims (objectives): 1 (3), 3 (10)

Progress: A detailed proposal has been made to Directors and Senior Management team. The proposal has received the backing of these teams. A brief is now being prepared, alongside procurement options. Consideration is being given to the potential to run this as a parallel process in collaboration with Spektrix, who are managing our ticketing system migration. This project will not prevent us from responding to urgent or shorter-term pricing priorities using our established processes.

Risk Rating: No risk to completion.

City Commercial Development - January 2019 – TBC
Working with the City to develop their commercial streams

Lead: Sandeep Dwesar

Barbican Goal: 3 Sandeep

Change Objective: C

Corporate Aims (objectives): 2(7, 8)

Progress: This project will commence in January 2019.

Risk Rating: TBC (project has not yet commenced)

5. Change Objective: D - produce an outstanding programme which drives and develops creative partnerships

Creative Vision for the Centre for Music – June 2018 - ongoing
Develop an arts, learning and digital vision for the Centre for Music.

Lead: Huw Humphreys/Sean Gregory

Barbican Goals: 2, 4, 5 Nick/Sean

Change Objectives: A, B, D, E

Corporate Aims (objectives): 1 (3), 3 (10)

Progress: This continues as planned. Completed for this phase and this is now part of the overall Centre for Music Business Case.

Risk Rating: There is no risk to the current phase of the project.

Culture Mile Programming – March 2018 - ongoing
Activate the Culture Mile Programming strategy as agreed by the Programme Board.

Lead: Rachel Smith/Louise Jeffreys

Barbican Goals: 2, 4 Nick/Louise

Change Objective: D

Corporate Aims (objectives): 1 (3), 3 (10)

Progress: The update to the programming model and activities went to the Culture Mile Programme Board earlier in the Autumn and was well received. Culture Mile programming has now become a key part of Beyond Barbican, Arts and Learning activities.

Risk Rating: Currently no risk. Funding and management of staff resource remains a challenge that is being mitigated through regular planning meetings and updates within the Barbican and with Culture Mile partners. Pressure on staff is being mitigated by employing an extra team member on a temporary contract.

BC/GSMD Creative Alliance – September 2018 – September 2019 Activate the creative Alliance between the Barbican and the GSMD.
Lead: Sean Gregory
Barbican Goals: 2, 5 Sean
Change Objectives: D, E
Corporate Aim (objective): 3 (10)
Progress: The Creative Alliance bridging document has now been approved at Board level and bridging projects are underway. The document has also been brought to respective Management teams across both organisations, and joint directorate, as part of activating the Alliance.
Risk Rating: No risk to delivery, although time and capacity of staff may impact on the timeline for completing the strategic projects contained within the bridging document. Regular review at Joint Directorate meetings serve to mitigate this risk.

2020 Programming Theme – July 2018 – End 2020 Scope and deliver a theme for the arts and learning programme for 2020.
Lead: Sidd Khajuria
Barbican Goals: 2, 5 Louise/Jenny
Change Objectives: D, E
Corporate Aim (objective): 1 (2)
Progress: Research, scoping and planning for 2020 are well underway and on schedule. Discussions with arts, learning, marketing, comms and Incubator teams continue to inform the next stage of the development of this annual theme, whilst learning from outcomes of the 2018 and 2019 evaluation processes (ongoing).
Risk Rating: No risk to completion.

6. Change Objective: E - grow an innovative programme of activity which supports young people, artists, art workers and communities

National Schools Programme – July 2018 - September 2019 Deliver Year 1 of the Esmée funded national schools and community development programme as part of our National Strategy.
Lead: Jenny Mollica
Barbican Goals: 2, 5 Jenny/Sean
Change Objective: E
Corporate Aim (objective): 1 (3)
Progress: Year 1 of the Esmée funded activity is on track. Activity has expanded in Manchester, extending reach from 4 participating schools to 8, as per Esmée KPIs. As part of the funding, we have successfully appointed a Regional Partnerships Project Manager. Scoping and consultation work for the second regional partner, due to come on board in September 2019, will commence in Feb/ March 2019 once the new Project Manager is post.
Risk Rating: No risk to completion.

Activate the Community Engagement Framework – July 2018 – ongoing
Activate the new framework including establishing the Youth Panel and Community Panel.

Lead: Jenny Mollica

Barbican Goals: 2, 5 Jenny/Sean

Change Objectives: B, E

Corporate Aim (objective): 1 (3)

Progress: We now have embedded several aspects of the community engagement framework. The Community Views model continues to develop and expand across the art forms, and a new Youth Panel has been recruited and will run from Jan-Dec 2019. To ensure that youth voice is embedded across the organisation, the group will be working with us as advisors on several strategic plan change projects, reporting in to Barbican Directorate. We have begun formalising some of our community group relationships beginning with Headway East London, who are co-curating the January Visual Art community View with us. Jan-March 2019 we are evaluating the ambassadors scheme and how to effectively embed them across the organisation.

Risk Rating: No risk to completion.

Creative Careers Pipeline Review –September 2018 – September 2019
Review and strategise methods for supporting career development for artists and creatives across the arts and learning programmes.

Lead: Jenny Mollica/Louise Jeffreys

Barbican Goals: 2 Louise/Jenny

Change Objective: D, E

Corporate Aim (objective): 1 (3)

Progress: The Creative Careers Pipeline review is fully underway. This includes a review of our current Creative Careers and Open Labs programmes. For Creative Careers, we will be piloting a new programme of on-site activity from Feb-June 2019, in partnership with the Guildhall School Enterprise team. The next phase of this review will be to look at developing a new careers programme for primary and secondary schools, which will go into testing and development in 2019. For Open Labs, we are currently working closely with Barbican Arts HoDs to develop a new artist development framework for the organisation, which we aim to launch in April 2019.

Risk Rating: No risk to completion.

Funding for Learning Programmes – April 2019 - onwards
Research and scope future funding streams for our Learning programmes from CBT and other sources.

Lead: Sean Gregory/Sarah Wall/Lynette Brooks

Barbican Goals: 2, 5 Sean/Jenny

Change Objectives: C, E

Corporate Aim (objective): 1 (3)

Progress: This will come out of the Development Review, Innovation/Technology Investment Proposal, and revision of Creative Learning priorities. It will be progressed through agreed ringfenced projects from April 2019 onwards.

Risk Rating: No risk to completion.

7. Change Objective: F - improve the tools required for effective organisational operation

Digital Strategy Review – September 2018 – September 2019
Review and update our Digital Strategy.

Lead: Sean Gregory

Barbican Goals: 1, 2, 5 Sean

Change Objective: F

Corporate Aim (objective): 3 (9)

Progress: As explained in the Digital Strategy Update report for the September 2018 Board meeting, reporting on digital projects across the Barbican is now fully embedded throughout the respective departmental reports. The focus of the Digital Strategy Group has shifted towards reviewing and developing the organisation culture by looking at different ways of working and utilising data-driven decision making.

Risk Rating: No risk to completion.

Environmental Sustainability – August 2018 – April 2019 Develop a long-term strategy for sustainability to provide savings and demonstrate best practice.

Lead: Cornell Farrell

Barbican Goals: 3 Jonathon

Change Objective: F

Corporate Aims (objectives): 2 (5), 3 (11)

Progress: A new environmental sustainability policy has been developed and signed off by Management Team and Directorate. Implementation will commence from January 2019.

Risk Rating: No risk to completion.

Development Review – July 2018 – April 2019
Implement the Development Review.

Lead: Sandeep Dwesar/Steve Eddy/Lynette Brooks

Barbican Goals: 3 Sandeep

Change Objectives: C, F

Corporate Aim (objective): 3 (10)

Progress: A review has been completed by Philanthropy Company and Marts and Lundy have been appointed to assist implementing their recommendations over the next few months.

Risk Rating: No risk to completion, however, this is a very competitive field and we need to ensure that changes deliver a long-term proposition that can meet our targets.

Data Management and Business Intelligence – April 2016 – March 2019
Ensure compliant data management processes are in place and use data to create business intelligence reports to help improve performance.

Lead: Sarah Wall/Phil Newby/Andrew Hayes

Barbican Goals: 3, 5 Sandeep

Change Objective: F

Corporate Aim (objective): 2 (5)

Progress: We are prioritising the Activity Stream platform as our chosen business intelligence tool, having surveyed the market in detail. This solution also offers the chance to leverage an existing integration with Spektrix. We are exploring options to begin experimenting with other business intelligence tools, including work on a Google Data Studio integration to help unlock the power of the data held within Enta, as well as other data points that can be easily integrated with this platform. We expect to be able to start using this tool in early 2019.

Risk Rating: No risk to completion.

Contracts Review – June 2018 – April 2019 Update base contracts cross the organisation to ensure they are fit for purpose (GDPR, behaviour, Modern Slavery etc.)

Lead: Sarah Wall/Nick Adams/ Laura Whitticase

Barbican Goals: 2, 3 Sandeep/Louise

Change Objective: F

Corporate Aim (objective): 2 (5)

Progress: This is underway having reviewed and/or added clauses relating to several relevant policies (e.g. GDPR, behaviour, Modern Slavery, etc.) already. This will continue into Q1 of 2019 and is on track to be completed by April.

Risk Rating: No risk to completion.

Embed Brand Values – August 2018 – April 2019
Activation of brand values for audiences, visitors and staff.

Lead: Phil, Sheree, Lorna

Barbican Goals: 1, 2, 5 Jonathon/Louise

Change Objective: A, F

Corporate Aim (objective): 3 (10)

Progress: We have established a working group comprising senior members of the marketing, comms and audience experience teams. We have commissioned a consultant to undertake a brand refresh. This is due for completion in early 2019. The group will respond to a mix of insight from this process combined with the audience segmentation work. The work of this group will be vital in embedding the outputs of the brand review. We have configured a Trello board (a digital project planning tool) to ensure visibility on all projects feeding into this group.

Risk Rating: No risk to completion.

Updates to Strategies, Policies and Reports

8. Please see page 4 of the Barbican Strategic Plan (Appendix 1) for detail of the papers that have been completed and when they are scheduled for review/updating.

The following are in the process of being developed in the next quarter:

Foyers Guidelines/Guidebook
A guide to inform aesthetic decisions made which impact the non-structural elements of the foyers and management guidelines for how to work in the foyers.
Contact: Sidd Khajuria/Sheree Miller
Due: April 2019 – Reviewed annually
Staff Guide to Making Changes to the Building
A guide to inform the process for requesting and making changes to the building.
Contact: Darrell Lunt / Nick Adams
Due: April 2019 – Reviewed annually
Buildings & Operations Divisional Plan
A plan setting out the priorities and focus of the Buildings & Operations division for the next 1 -3 years.
Contact: Jonathon Poyner
Due: June 2019 – Reviewed annually
Creative Learning Business Plan
A plan setting out the priorities and activities of the Creative Learning department for the next 1 – 3 years.
Contact: Jenny Mollica
Due: June 2019 – Reviewed annually

Process Improvements since last report

9. The identified areas for improvement at the last update (July) are as follows:
- I. Improved and increased internal reporting, using a refined highlight reporting system and dashboard that can be used to communicate progress and risks associated with project delivery to Management Team – **actioned: Management Team meetings are now structured around scheduled updates on progress of projects, strategies and policies contained within the Strategic Plan.**
 - II. Ensuring individual project plans/initiatives/strategies/reports reference Barbican goals and City aims and objectives - ensuring clarity across this work at all levels. – **actioned: this is now an integral part of the project initiation process, which all new projects are required to go through.**

- III. Evaluation of projects undertaken and shared with teams internally to inform future practice has happened organically to date. To capture learning from all projects, we will refine and standardise our approaches to high-level evaluation of all projects. This will be informed by the Evaluation Strategy, due for completion this summer. – **actioned: the new Evaluation Framework (signed off at November Management Team) outlines the approach to strategic project evaluation alongside evaluation of business as usual activities.**
- IV. Development of case studies for the intranet to both inform future projects and to communicate the impact of flagship projects to staff. To note - this will also form part of the Barbican Storytelling Project. – **not yet complete but in the process of being actioned. Case studies will be on the intranet in Q1 of 2019.**
- V. Some areas of the organisation have been reflected and focussed on less than others within the Strategic Plan. This is due to processes for initiating new projects and reporting on progress varying from division to division and is being addressed through closer working with the Incubator across all departments to capture progress and facilitate new projects and initiatives in the future. – **actioned: this has been addressed through development of new strategic plan projects across all teams, as well as through the refined approach to Management Team reporting, ensuring all areas of the organisation regularly reports on progress made on the strategic plan.**
- VI. Managing resource – particularly staff time and departmental budgets – whilst working collaboratively to deliver more demands a nuanced approach to ensure quality isn't compromised. We are managing this through increased staff provision in some areas (e.g. Culture Mile) and through continuing to develop project teams to share responsibilities for new initiatives across departments. – **ongoing action.**

AEA Recommendations Update

10. At the beginning of the process resulting in the Strategic Plan in 2014, Adrian Ellis Associates produced a report containing recommendations to improve efficiency across the organisation. Four years on, we have implemented most of these recommendations without issue, most notably resulting in the Strategic Plan and its associated projects, policies, strategies and processes.
11. We are satisfied that the purpose and intended outcomes of the report have been achieved and we are now planning the next phase of the organisation's development, however, one area that we will continue to develop is our approach to the use of high-level metrics or KPIs to measure progress against the strategic plan goals.

Conclusion

12. In the last six months we have continued to push the boundaries of the organisation through continued development and delivery of new projects and strategies, continuing to make progress against an ambitious and wide-ranging Strategic Plan. The majority of projects are not at risk and are running to time.
13. Those facing moderate risks are being mitigated accordingly and the new approach to reporting on the Strategic Plan at Management Team ensures that the whole organisation remains engaged, whilst maintaining momentum on delivery of projects and strategies.

Appendices

- Appendix 1 – Barbican Strategic Plan