

Committee: Barbican Centre Board	Date: 25.07.19
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 (since the last update in January 2019) and how we continue to support the delivery of the City of London's corporate aims and objectives. This report is written with the context of the following strategic developments since the last report to the Board in Jan 2019:

- The Barbican's forward planning processes initiated at the interim Directorate Away Day in April 2019, which focused on development of a renewed business model
- The City's Fundamental Review
- The Strategic Plan Audit from the City in the first quarter of 2019
- Evidence base and first draft of the new Arts Council England 10 Year Strategy

The report is structured in the following way:

1. Background + Context
2. Progress on projects
3. Progress on strategies, policies and reports
4. Conclusion

Appendix 1: Strategic Plan

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

This is the second report on the progress of the Strategic Plan in its new more detailed format, which is now made to the Barbican Board every six months. The first section of this paper provides an overview of the contextual changes that have informed strategic developments across the organisation in the last six months. The report will then detail Goals and projects contained within the Strategic Plan and an overview of where we are in the middle of 2019.

Context

1. At the beginning of April 2019, the Barbican held an extended interim Directorate Away Day with additional contributions from members of Management Team with predominantly cross-cutting roles. The focus of the away day was to identify initial ideas and processes to review and develop the Barbican's business model. The day was structured around reviewing where we are currently and then discussing key areas which have been identified as priorities for the Barbican in the coming years. Areas of focus included:

- Barbican as a Destination
- Barbican as a Cultural Enterprise

Arts Centre of the Future Priorities:

- Making the most of being an arts centre of global significance
- Renewing the relationships with our audiences
- Consolidating the public programme strands
- Supporting artist development across the spectrum
- Living our values
- Organisational competencies

The above was discussed in the context of key City of London priorities and broader environmental factors, including:

- City of London Corporate Plan alignment
- Physical: City capital projects, Culture Mile, Ex Halls, C4M
- Technology: opportunity and disruption
- Economic environment
- Fundamental Review

The outcome of this session was the implementation of a new cross-departmental working group to identify a new set of potential change projects (existing projects will continue) alongside development of a methodology for delivering them and measuring progress. This work is ongoing, expected to result in a new iteration of the Strategic Plan by the Autumn, following the annual Directors Away Day in July.

2. The City's Fundamental Review process has been a key factor in working towards a new business model and continues to inform strategic planning. This work has fed into the Chief Officers' session led by the Town Clerk to begin to identify major cost saving/income generating ideas across all City of London departments.

3. The City's Audit team carried out an internal audit of the Barbican's approach to Strategic Planning, Monitoring and Implementation in the first quarter, which stated that:

'the Barbican Centre has developed a sound framework for strategic planning to enable the identification of long-term objectives and prioritisation of activities to achieve these; the Barbican has successfully developed specific strategies and plans to enable implementation of the Strategic Plan; and the Barbican has established arrangements for monitoring the Strategic Plan through appropriate forums'.

The report made two recommendations - which have been implemented:

i. All Project Initiation Forms should be fully completed by the relevant Project Lead before submission for approval.

ii. SMART objectives should be defined as part of the project initiation process.

4. Arts Council England has recently published its draft 10 Year Strategy, informed by evidence-based research papers (each discussed at Arts Programming), which details their likely strategic priorities which will affect their investment decisions for the next ten years. This period will begin in the middle of the current National Portfolio Organisation funding round (2020 – 22) and will last for the next two subsequent funding rounds (2022-26 + 2026-30).

We are providing feedback on the new strategy - which appears to align very well with our own future thinking, in the coming weeks. The finalisation of this will inform how we plan strategies relating to all activities but will focus on Creative Learning, Beyond Barbican and Public Programming, alongside our cross-cutting strategies and policies such as Equality & Inclusion, Access, Digital, etc.

Strategic Plan Structure

5. 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 - To create an environment that enables and inspires visitors, exceeding their expectations in everything we do**
- 2. Connecting Arts & Learning - To empower artists, participants and audiences to be ambitious and achieve their best**

3. **Mixed Income Generation** - *To create sustainable growth through innovation across arts, learning and commercial activities*
4. **Culture Mile** - *To be a lead partner in establishing the City of London's Culture Mile at the heart of the world's creative capital*
5. **Developing Audiences** - *To build deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre*

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. Create 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. Develop 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

6. 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.

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

Destination (previously 'Destination Management') – Phase 2: May 2019 – ongoing (TBC)

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

Lead: Sandeep Dwesar

Barbican Goals + Sponsors: 1, 3 Jonathon/Sandeep

Change Objectives: A, C
Corporate Aim (objective): 3 (10)
Progress: The working group which was established to initiate a new process for moving this project forward continues as planned, however we are now looking much more broadly at the remit of Destination, beyond the initial aims agreed for this group. We will take this forward and respond to the outcomes of the wider strategic conversations happening at Directorate level within the new forward planning context. Objectives and key results will be developed which will inform several new projects and workstreams. Project Initiation Forms will be developed for those projects subsequently. (Autumn 2019).
Risk Rating: Currently no risk – however emergent projects and workstreams will identify specific risks (e.g. funding) to delivery of each component.

Foyers Working Group – July 2018 – ongoing A group to oversee activity, look + feel, and governance of the public spaces. Including toilet provision.
Lead: Sheree Miller (Chair)/Sidd Khajuria
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 have now been developed by the working group, signed off at Management Team in Q1 2019.
Risk Rating: Currently no risk

Art of the Possible (previously ‘Space Utilistation’) – 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: Scoping for this project continues, within the context of Destination and other cross-cutting strategies and agendas (e.g. Access). This next phase of the project will continue throughout 2019, with view to developing a prioritisation and implementation plan in Q3 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: Although it is yet to be agreed, current conversations suggest we may be in a position to submit a proposal to committee for consideration in the Autumn (TBC).

Risk Rating: 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: Funding to take the project to next phase was agreed by Court of Common Council in Jan 2019. The next phase of work includes development of a site masterplan, fundraising, improvements to the business model alongside overall financing plans for the project. The work on the site masterplan will look to develop the commercial areas across the site in e.g. Bastion House, as well as exploring options for the public realm to develop a fully commercial proposition.

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.

8. 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. the initial research phase was completed in Spring 2019. Analysis, segmentation development and application to the Barbican's database is now under way, alongside additional ethnographic research. 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 current phase.

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: The project is now well underway and on track for completion this year. Several specific elements of the project are now complete (e.g. print detailing how the Barbican fulfills the aims of the City's Corporate Plan for staff) and subsequent workstreams are on track as expected.
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 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 NLHF 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: The project continues as planned, with the agreed steering group in place. A progress report on specific initiatives was taken to Management Team and Arts Programming for input. Greater detail is provided in the Equality & Inclusion update to the Board (July). It is anticipated that a full action plan will be finalised and signed off in Q3.
Risk Rating: Funding and resource required to embed and sustain this as an organisational priority in the long term has not yet been sourced.
Mitigation: This is being highlighted in the Workforce Plan – which will include a fundraising strategy.

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

Technology Investment Proposal – August 2018 – March 2020 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 ideas for investment that explore and identify new ways of delivering our business model using technology, strengthening links between our

creative and commercial activity continue, as part of our future organisational strategic planning.

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.

Ticket pricing and opening hours review – August 2018 – September 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 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 is being scoped in-line with the Fundamental Review process.

Risk Rating: TBC (project has not yet commenced)

10. **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 Culture Mile programme is now underway. Sound Unbound was a great success following the new unticketed format. Play the Mile is now live, with events taking place in and around the City all summer. These will be evaluated as part of the wider Culture Mile offer in the Autumn.
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 projects are underway and regular reporting and reviewing of priorities take place at the monthly Joint Directorate meetings. A full progress report will be submitted to both the Barbican Centre Board (July 2019) and Guildhall School Board of Governors (September 2019).
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 largely complete, with focus now on finalising the programme and making a decision on the season title and subtitle, ready for the launch in Autumn 2019.
Risk Rating: No risk to completion.

11. 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: The Regional Partnerships Project Manager was appointed at the end of January. Since then we have been active in undertaking a scoping exercise, looking at the need and opportunity for partnership work across the country. Using a range of datasets including Pupil Premium figures, Indices of Deprivation, HE Progression levels and Cultural participation rankings, we have identified a number of areas where there may be strong potential to add value, create impact and develop our own learning and approach.
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 has now been rolled out across three gallery shows, and a new Youth Panel for 2019 is in place consisting of 14-18-year-olds. We have forged good relationships with City Lane Memory Group and others and continue to develop this. Our relationship with Headway East London, a charity working with survivors of brain injury, has been cemented with a plan to formalise the relationship to be our first Community Collaborators Partnership in September 2019. Our Community Ambassadors programme is working well.
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. Throughout the course of the 2018-19 Academic Year we are piloting in 3 core areas with an aim to developing a coherent strategy and joined-up offer for work around careers advice and skills development. We are also actively engaged in sector-wide discussions with a range of external organisations, including A New Direction, CREATE Jobs, Creative Industries Federation and CC Skills.
Risk Rating: No risk to completion.

12. 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: 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's 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 of the plan has now commenced.

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: This is now complete. The outcome to appoint a Director of Development has been implemented and recruitment for the post is underway.

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: This is now complete and embedded in organisational processes.

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 has now been completed.

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 was completed Spring 2019. The recommendations of the review are now being addressed. 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.

Risk Rating: No risk to completion.

Updates to Strategies, Policies and Reports

13. 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:

Local and National Strategies

Two strategies which are being reviewed in light of developments in Culture Mile, Beyond Barbican and the National Schools programme.

Contact: Laura Whitticase

Due: September 2019 – Reviewed annually

Artist Development Framework

A framework detailing the ways that the organisation works to develop artists across all areas of the arts and learning programme.

Contact: Jenny Mollica/Laura Whitticase

Due: September 2019 – Reviewed annually

Access Plan

A centre-wide plan to structure actions and projects required to improve our access offer across all departments.

Contact: Laura Whitticase

Due: October 2019 – Reviewed annually
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Conclusion

14. 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. This has been in the challenging context of a dynamic environment requiring us to behave in an agile and adaptive way, which has served to develop the working culture of the organisation further. This has led to more creative thinking, greater cross-organisational working and strong staff engagement (particularly in generating new ideas to scope).

15. The Strategic Plan is set to evolve in response to these shifts to reflect the Barbican's, City's and wider UK changing priorities going forward.

Appendices

- Appendix 1 – Barbican Strategic Plan

Background Papers

Report to Barbican Board, January 2019

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