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| Committee: Barbican Centre Finance and Risk Committee Barbican Centre Board | Date: 07 11 2022 16 11 2022 |
| Subject: Draft High-Level Business Plan 2023/24 - Barbican | Public |
| Report of: CEO, Claire Spencer | For Decision |
| Report author: Head of Finance, Sarah Wall | |

Summary

This report presents for approval the high-level Business Plan for the Barbican for 2023/24.

Recommendation

Members of the Finance and Risk Committee are asked to:

- i. Note the factors taken into consideration in compiling the Barbican Business Plan; and
- ii. Endorse the departmental Business Plan 2023/24 for onward submission to the Barbican Centre Board.

Members of the Barbican Centre Board are asked to:

- i. Approve the departmental Business Plan 2023/24.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department. This is something we did not do.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan does not yet incorporate TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2023/24 for the Barbican.
4. We have used the City's template this year as we are in a year of transition as you are aware from the CEO's 90 plan and observations reported at the last Board.
5. With our new CEO and Artistic Director, it has become clear that change is needed and that employees want clear direction. The purpose and values work currently being undertaken will underpin all of this. It will give the spine for all our work to grow out of. Though we know areas we need to target which have been laid out in the plan.

6. In order to run the business and monitor performance we need a more granular business plan. We will build this comprehensive business plan over the coming months and next year this new approach will be presented and will incorporate our budget and all key strategies.

Corporate & Strategic Implications

7. The Barbican, as a building and through its offer, places itself as a key player within the Destination City strategy. It offers opportunities to attract a wide range of national, international, and local audiences/footfall and plays a pivotal role in the Culture Mile strategy.
8. The Barbican is focused on providing opportunities to work with SMEs and freelancers through its programme and commercial enterprise, from freelance artists to local traders, the existence of the Barbican helps provide opportunities for all.
9. The Creative Vision sits at the centre of the Barbican Transformation project and will be the driving force behind the Barbican becoming a far more inclusive, diverse, and welcoming international arts and education centre. New creative programmes such as Young Barbican Changemakers and Creative Curriculum mean that the City is opening the doors to young people, supporting them for a future in the creative industry.
10. As our Artistic Director is Head of Profession for Culture we will work with other departments and partners to enhance and develop the offer with a consolidated focus.

Security implications

11. Not applicable

Financial implications

12. 23/24 is the first full year impact of the 12% efficiency savings cut in funding. The 23/24 budget has now been worked through in a great level of detail and deep dives. We have also adopted a new focused approach on our key business drivers of venue utilisation, capacity and spend per head which has allowed us to start moving towards a business model that is more sustainable. The impact of Covid-19 on the Creative Industry cannot be underestimated. This impact is evident for Music, Visual Arts, and Cinema. Latest reporting in 22/23 indicates that year-to-date box office income is down 23% against budget, where attendance across all art forms (except for Theatre) has been lower than expected. As the UK economy is struggling and inflation rates continue to spike, consumer spending patterns are continuing to change.

Public sector equality duty

13. ED&I has been high on our risk register for some time. Barbican Stories along with the External Review and HR audit gave clear areas of focus though due to the nature of these reviews the actions were reactionary. With dedicated resources to steer us on this journey and organisation ownership for this change agenda at the highest levels, we will start 2023/24 with a clear understanding of where we are and where we want to be with a strategy on how we will achieve that in a proactive way making informed, joined up actions.

Resourcing implications

14. As evident in 22/23 with plant failures and subsequent show cancellations, the existing building and age of our plant means that the building itself is one of our biggest risks to activity. In order to keep the show on the road with a building that is safe, legal and

compliant, significant investment needs to continue through our existing capital and CWP funding to plaster the cracks until a complete overhaul can be had through Barbican Renewal.

Conclusion

15. This report presents the high-level Business Plan for 2023/24 for the Barbican for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2023/24

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