



Barbican : Arts, Learning and Enterprise

We exist to because...

From the heart of London, we spotlight contemporary creativity: amply diverse perspectives, and facilitate exchange, enabling experiences that inspire, provoke and educate, forging ripples of change in people and communities

Our Values are...

- *Enterprising – everyone is an Impresario*
- *Fearless – ambitious and innovative*
- *Inclusive – open, respectful and equitable*
- *Joyful – curious and fun*
- *Considerate – kind, generous and accountable*

PLEASE NOTE: this is a draft and being workshopped with all staff and Board over October/November to finalise and launch December 2022.

What’s changed since last year...

We have new leadership in our CEO Claire Spencer and Will Gompertz in his role of Artist Director. Resulting in an uplift in ambition of creative output, entrepreneurial performance, internal culture and professionalism of team.

Increased authentic engagement with both employees and casuals. 2 Staff Networks established, open and transparent communications on mass (bulletins and Town Halls) and on more personal level with Coffee with Claire and focused conversations.

Back to basic approach to the business model – focusing on key levers to drive the business – utilisation, capacity and spend per head

We have commenced work on the Barbican Renewal Business Case and Concept designs and are on-track to present a proposal in March 2023

SWOT Analysis

Strengths

- City of London – though if overplayed a weakness
- Passionate Workforce
- Building and Location
- Brand
- Relationships in industry
- Leadership team and Board

Weaknesses

- Purpose and values
- Building Condition
- Talent Management
- Data and Digital
- Perfectionism
- Silos

Opportunities

- Barbican renewal
- Culture
- Equity, Diversity and Inclusion
- Destination City
- Digital and Data Lead
- International Tourism

Threats

- Macro economic forces of supply and demand
- Inflation
- Reputational Flare up
- Levelling up



Our overarching objectives:

1. Strategy and Planning

Take a Barbican (enterprise) view of Strategy. Dedicate time to this exercise, draw on our experience, engage our teams and stakeholders to ensure a robust outcome

Measure: Feedback from agreed key stakeholders on the plan. Engagement levels of team in planning. Tie back to the purpose, values and impact in all our work.

2. Sustainable Creative, Business and Operating Model

Contributes to the design of the creative vision and new business model – centered on diversity in all its forms, including the achievement of stretch financial targets Proactively supports and promotes organisational change.

Measure: Tangible examples of how we embed new model in business area. Achievement of stretch targets including utilisation and diversity metrics.

3. Governance and Risk Management

Contributes to a robust governance and risk environment through transparency and foresight

Measure: Board Feedback on Director Team is positive, and change is recognized.

4. Equity, Diversity, and Inclusion

Actively and demonstrable engages with the EDI Agenda and demonstrates support for network groups

Measure: Demonstrated literacy and competence in EDI activity. Feedback from Network

5. People and Culture

Actively supports the people agenda and owns People and Culture in own areas addressing known hot spots and problematic behaviours, with HR. Drives employee engagement within own team and across the Barbican and Participates to break down siloes and hierarchies.

Measure: Feedback from Director of People, Inclusion & Culture and other leaders as to level of support provided. Improvement in the annual employee engagement survey.

6. Barbican Renewal and Sustainability

Demonstrable commitment to the Project and continued support for Capital Works Programme leading up to Renewal.

Measure: Feedback from the Project Team on levels of engagement. CWP and Projects Programme on track against objectives

7. Leadership

As enterprise leaders we will work together as a high performing team, to support each other and the bigger Barbican agenda.

Measure: Feedback from the Board on Leadership Team collectively and individually and Employee engagement survey shows increasing trust in management.

8. City of London and Sector

Play your part in the broader agenda of the City of London and Creative and Cultural Section

Measure : Feedback from City Officers, Members, community, and Creative and Cultural Sector



Our People

As of August 2022 we had

341 employees + **376** casuals meaning a workforce of **717**

Stats for employees are:

Gender Profile

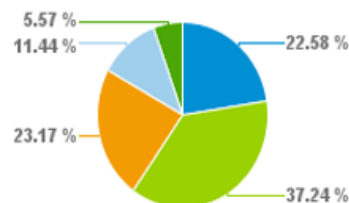
Female	Male
53.96%	46.04%

Stated Disability

No	79.18%
Not Known	14.37%
Yes	6.45%

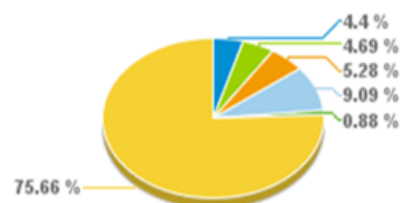
Age groups

- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- 61 and over



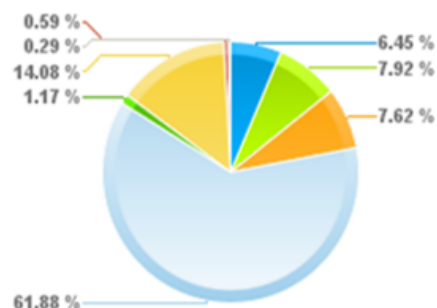
Ethnic Group

- Asian or Asi...
- Black or Blac...
- Mixed
- Not Known
- Other Ethnic ...
- White



Sexual Orientation

- Bisexual
- Declined to specify
- Gay
- Heterosexual
- Lesbian
- Not Known
- Pansexual
- Queer



Our workforce surveys

Casuals = 38% response rate

Employees = 56% response rate



- 76% are proud to work here
- 83% feel adequately trained



- 58% feel valued



- 89% say their line manager treats them fairly and with respect
- 82% say they have the freedom needed to get on with their job;
- 69% of you say people help and support each other here.



- 18% think there is a culture of openness and transparency;
- 25% believe change is well managed and communicated;
- 25% think the current performance framework is adequately capturing your performance.
- 23% of people believe action will be taken as a result of this survey

Workforce survey actions

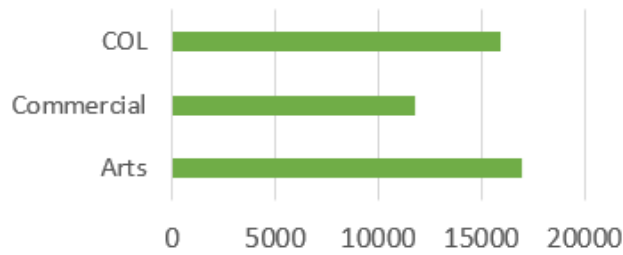
- Result communicated to all workforce in writing
- Drop in session held for all workforce to feedback
- Action Plans by all HOD's produced to aid ownership and accountability and will be monitored.

Our plans to progress EDI

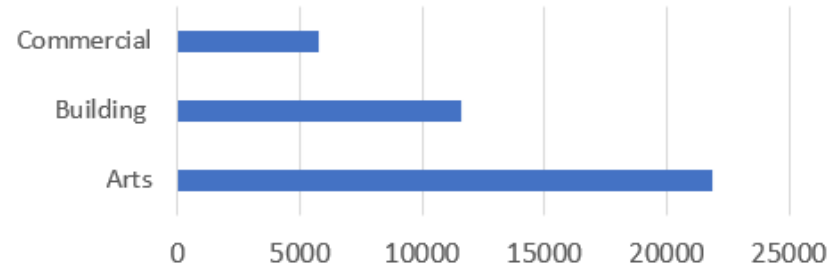
- The Barbican continues to progress in delivering our EDI and HR action plan.
- We provide updates via the Barbican Board and on our public website every quarter.
- Our next phase of work is to develop a robust EDI strategy which will include targets and key success measures. We are aiming to launch this following staff consultation in early 2023.
- We are beginning to see indicators of culture change in this area through conversations with internal and external stakeholders, and are pleased to be launching our Zero Tolerance work which has been developed in partnership with staff, in Winter 2022.



Where our money comes from 23/24



Where our money is spent 23/24



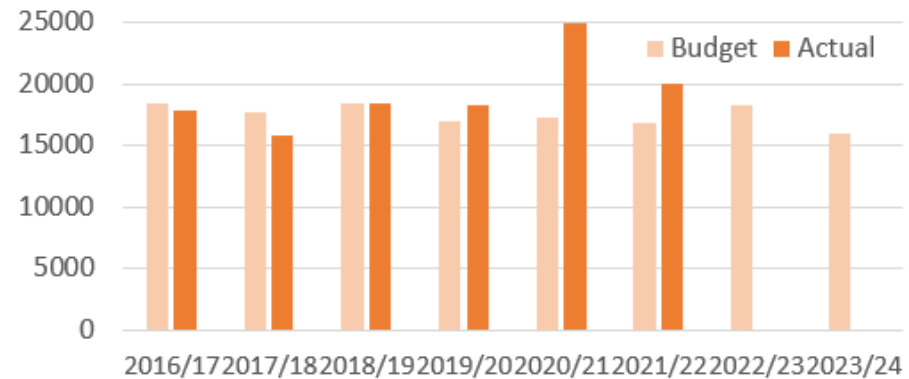
How Income Generated

	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Forecast	23/24 Budget
City of London Funding	43%	36%	40%	38%	79%	50%	39%	35%
Earned Income	57%	64%	60%	62%	21%	50%	61%	65%

To ensure we make the most of our assets we have taken the following approach which will impact 23/24. Focus is on the following main drivers of our business:

- **Venue Utilisation** – are we maximising the utilisation of our assets (venues, galleries, and spaces) and have we got the product mix appropriately balanced and priced
- **Capacity** – are we maximising the capacity of attendance at our event
- **Spend per head** – are we maximising the spend and ancillary spend per head of those attending our events and venues whilst balancing the need for accessible experiences.

Budget vs Actual



Our KPI's

Reduce dark days from 19/20 base



Increase venue capacities from 19/20 base



Increase spend per head across all areas from 19/20 base



Increase staff engagement and trust from 2022 survey

