

Committee(s)	Dated:
Barbican Nominations, Effectiveness, and Inclusion Sub Committee (For Decision)	28 June 2023
Barbican Centre Board (For Information)	12 July 2023
Subject: Director Shared Objectives 23/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Claire Spencer, CEO Barbican Centre	For Decision / For Information
Report author: Claire Spencer	

Summary

In 22/23 fiscal year we introduced the concept of shared objectives for the Director Group. This delivered focus and benefit to the Barbican Centre and brought the Director Group together as a team. We have adopted the same approach for 23/24 and aligned Objectives to the Strategic Framework shared with the Board at its May meeting.

Recommendation(s)

The NEI Committee APPROVED the Director Shared Objectives for 23/24 at their meeting on 28 June 2023. The Barbican Centre Board are asked to note this decision.

Main Report

Background

The Barbican Centre is working to a transformational Strategic Framework that requires absolute focus and commitment from the Director Group. In 23/24 we demonstrated the benefits of working in this way and delivered progress across all areas of our business, as reported to the NEI committee in our May meeting.

Current Position

We have some contextual differences in 23/24 and have taken a different approach to developing the Objectives and associated KPIs. The main difference is that we

now have a strategic framework, developed with the broader Barbican Team and Board – starting with our purpose and values and now built out to our Strategic Framework.

The Objectives are framed over a number of Goal areas that align to our Strategic Framework, with the addition of EDI (as a separate item for at least one more year) and our particular role as leaders in the City and our industry. These are:

1. Excite and Engage Audiences and Communities
2. Fuel Creative Ambition
3. Invest in our People and Culture
4. Revitalise our Place
5. Build an Enterprising Business
6. Equity, Diversity and Inclusion (remains as separate item for at least one more year)
7. Corporation and Industry Citizenship

The Objectives are included in Appendix 1.

Proposals

The Objectives are framed over a number of Goal areas that align to our Strategic Framework, with the addition of EDI (as a separate item for at least one more year) and our particular role as Leaders in the sector and City.

These will be tracked and reported through the NEI Committee, and noted to the Board (given their alignment to the Strategic Framework).

On approval of these Objectives, the data measurable KPIs will be populated.

Corporate & Strategic Implications

- Strategy: The Barbican Purpose and Strategic Framework is aligned to our role in the delivery of the City Plan. Having clarity at a Director role will enhance the likelihood of success.
- Financial implications: These objectives will be delivered within the approved operating budget and should enhance financial outcomes
- Resource implications: These objectives will be delivered within the approved headcount – ensuring we have the correct operating model in place is part of the plan
- Legal implications – none
- Risk implications – this approach reduces the risk of misalignment between the Director Group in the delivery of our plan
- Equalities implications – No impact anticipated
- Climate implications – No impact anticipated
- Security implications - No impact anticipated

Conclusion

This approach provides alignment and focus for the Director Group as we continue the delivery of a very ambitious strategic transformation. It is recommended that the Director Group objectives are APPROVED.

Appendix 1 – Directors Shared Objectives (Non-Public)

Report author

Claire Spencer, CEO Barbican Centre

E:Claire.spencer@barbican.org.uk

T:07510 383820