

<b>Committee(s):</b> Barbican Centre Board	<b>Dated:</b> 20 March 2024
<b>Subject:</b> Draft High-Level Business Plan 2024/25 – Barbican Centre	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,7,8,9,10 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> CEO of the Barbican Centre, Claire Spencer	<b>For Decision</b>
<b>Report author:</b> Head of Finance, Sarah Wall	

### Summary

This report presents for approval the high-level Business Plan for the Barbican Centre for 2024/25.

### Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Barbican Centre Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

### 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 welcomed these high-level plans for being brief, concise, focused, and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved, to describe the funding and people resources associated with each priority workstream. 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. The Corporate Strategy and Performance Team is working closely with departments

to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

### **Draft final high-level Business Plan for 2024/25**

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Barbican Centre.
4. As members are aware we have collectively worked on a few key areas that are the foundations to our business plan this year – namely our purpose and values and the Strategic Framework, through workshops, away days and committee meetings. Given these have had Board involvement, scrutiny and approval and will be how we manage the business with members of the management team leading our 22 goals, we have to use the Framework as the structure of our plan whilst incorporating the areas recommended by the City Corporate team.
5. This means that we are living and utilising each section as part of our day-to-day operations and the business plan is a snapshot of that at any point in time.
6. We have not fully considered the balance of where and how we allocate our financial and people resources; we have focused on a few obvious areas, though the whole organisation will be reviewed as we work through the delivery of the Strategic Framework, especially the Optimal Operating model.
7. To deliver this work we have recruited a Strategic Lead who will start in mid-January and will work with us to on delivery and monitoring. This work will be shared with the Board as it develops through our normal reporting routes.
8. We have found the Business Plan Forum useful in working along colleagues in central and other departments to see how they work, and we might compliment it along with sharing ideas and best practice.

### **Departmental Operational Property Assets Utilisation Assessment**

9. Utilisation of the venues and spaces with the Barbican Centre are being monitored against a 22/23 base and are in use.
10. The exhibition halls are the only asset we have that are currently not utilised due to their physical state making them inhabitable. A business case for both health and safety and transformational works is being developed to bring the asset back to life and animate beech street and the Cultural spine to the new Museum.

### **Corporate & Strategic Implications**

11. We have worked through our Strategic Framework and goals against the draft corporate plan to ensure alignment. This can be found in Appendix 2.

## **Security implications**

12. N/A other than business as usual working in a public building.

## **Public sector equality duty**

13. With the implementation of a new Equality, Diversity and Inclusion team and a clear assessment and plan now in place, this area has seen significant development and improvement. Though we are aware there is more to do we have a clear path and are now firmly on the change journey in this area.

## **Financial / Resourcing implications**

14. Management Team leads were given the guidance that all goal areas should aim to deliver within current resources, however we do understand that to make a change in some area's investment will be needed. Bids have been collated and with a reforecast of next year's position we will look at areas we might be able to invest in, within our resource base. Projections on the impact on finances and resources for future years are being worked through.

## **Conclusion**

15. This report presents the high-level Business Plan for 2024/25 for the Barbican Centre for Members to consider and approve.

## **Appendices**

Appendix 1 – Final high-level Business Plan 2024/25

Appendix 2 – Link to Draft Corporate Plan

## **Sarah Wall**

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