



Barbican

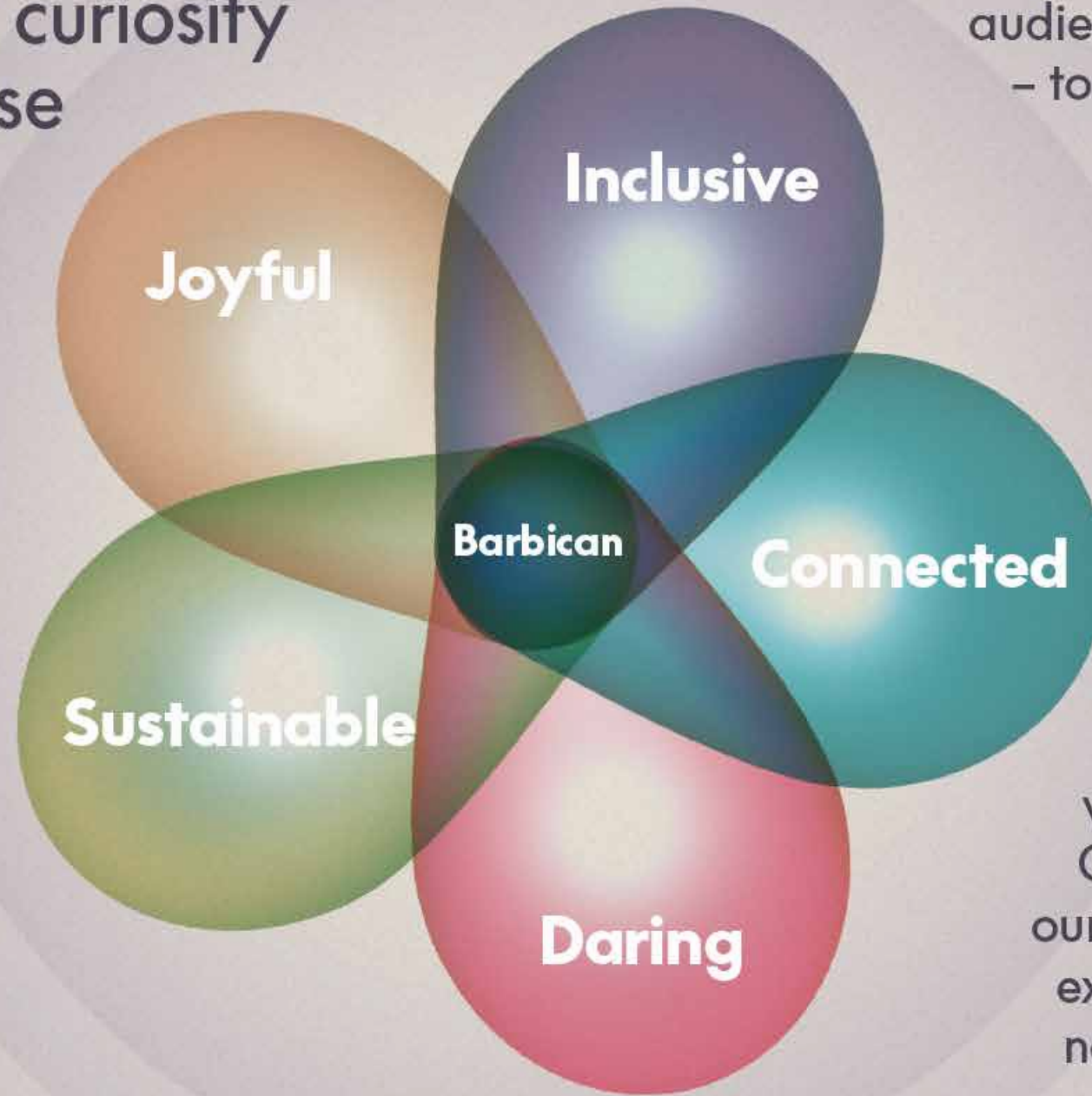
Barbican 2024/25 Business Plan

What's changed since last year...

Barbican 2024/25 Business Plan

- Barbican Purpose & Values in place
- Strategic Framework which aligns to City Corporate Plan
- Senior Management restructure complete
- EDI Strategy launched February 23
- 800 people trained in Zero Tolerance
- Audience Strategy launched September 23
- £25m agreed to start of urgent works for Barbican Renewal
- Visitor Numbers returned to pre-pandemic levels
- Development of the Ethics Code

We are London's
Creative Catalyst
for arts, curiosity
and enterprise



We spark creative possibilities and transformation for artists, audiences, and communities – to inspire, connect and provoke debate.

We are the place to be in this Destination City, where everyone is welcome. Our impact is felt far outside our walls and ripples beyond the experiences we offer – locally, nationally and internationally.

Strategic Framework

Barbican 2024/25 Business Plan

Our 6 Goals 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. Working in line with our values

Programmes of delivery

Goal 1: Excite and Engage Audiences & Communities

Audience Strategy
Brand, Marketing and Communications
Deepening Engagement, Impact and Legacy

Goal 2: Fuel Creative Ambition

Purposeful Programming
Excellence in Production
Artistic Talent Development
Collaborating
IP Development and Content Leverage

Goal 3: Invest in our People and Culture

People and Leadership
Talent and Workforce Development
Casuals and Freelancers

Goal 4: Revitalise our Place

Building Renewal, Development and Operation
Proactive and Strategic Optimisation of Space
Review our Operational Support of Guildhall School of Music and Dance

Goal 5: Building an Enterprising Business

Optimal Operating Model
Organisational Efficiency, Data and Knowledge
Growing our Income Streams

Goal 6: Working in Line With Our Values

Equity, Diversity and Inclusion
Responding to the Climate Crisis
Ethical & Transparent Business with Appropriate Governance
Staff Culture, Engagement and Wellbeing
Planning, Budgeting and Risk Management

Our Year 1 deliverables and long term impacts are available. Please contact sarah.wall@barbican.org.uk

Barbican
Centre

Excite and engage audiences and communities

Barbican 2024/25 Business Plan

Physical
interaction = 1.9m

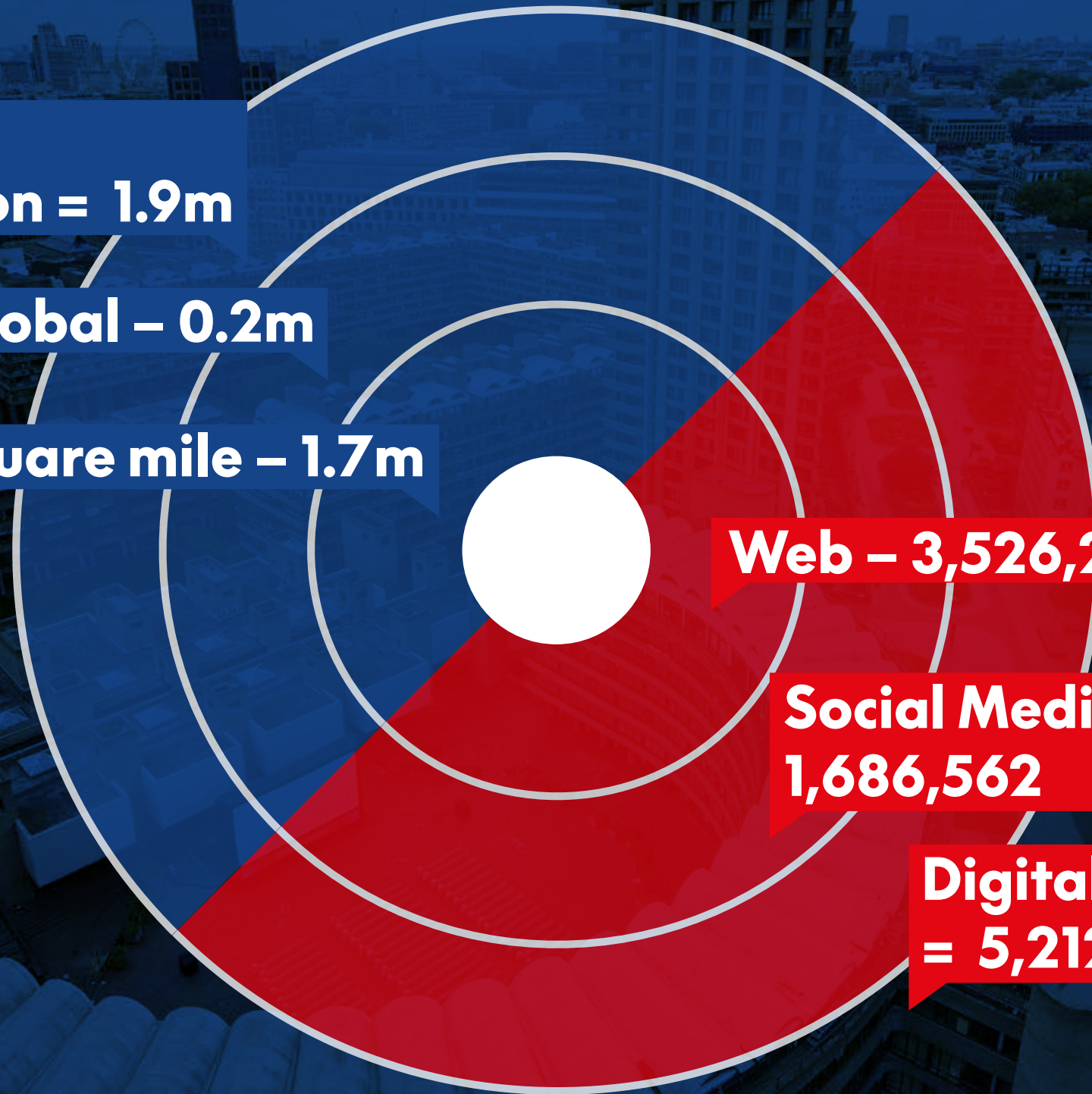
Global – 0.2m

Square mile – 1.7m

Web – 3,526,284

Social Media –
1,686,562

Digital Interaction
= 5,212,846



Press and Audience Comments

"Absolutely fantastic, had a behind the scenes tour which was incredible, and our guide was genuinely one of the nicest people I've ever met."

"An excellent concert, a landmark occasion that will be long remembered"
Classical Pride

"Super well organised and plenty of staff providing support and guidance on every level of the estate."
Paris is Burning Outdoor Cinema screening

"Very friendly staff, brilliant concert + fantastic sound and overall a night to remember for a long, long time."
Father John Misty

"Such an amazing theatre and art centre in the middle of the city. There is a bar and kitchen with good seating area and great views of a pond and fountains. Very peaceful. We went to watch a play at Barbican theatre which is huge. Seats are very comfortable, and the staff was very friendly".

"Iconic London arts centre with lots to see and do. The Barbican has a theatre and a conservatory among many other cool exhibitions and spaces. The conservatory is a wonderful oasis of calm, and I love to come here to be among the diverse range of plants. I recently went to a late at the conservatory where they were showcasing a new installation of sculptures intertwined with the plants. Wonderful"

Fuel Creative Ambition

1.7 million
visitors

20%
first timers

477
theatre & dance
performances

184
music performances

3,017
film screenings

1,400+
artists and companies
from more than
80 countries

Invest in our people and culture

Barbican Survey: Your Voice Matters

1. Employee Survey - **190** people responded, a rate of **56%**.
2. Casual Team Survey - **143** people responded, which is **38%** of the casual team. This is up from **91** who responded to the previous survey

Casual Survey

55% of staff feel...

Informed about activities happening at The Barbican

44% of staff feel...

They are not valued in their team

Employee Survey

18% of staff feel...

There is a culture of openness and transparency

25% of staff believe...

Change is well managed and communicated

Positive highlights

Employee-Manager connection

Trusting & supportive relationship between employees & their line manager. 84% of respondents feel that if they made a mistake, their manager would help them learn from it. There is a clear sense that open conversations can be had & that wellbeing is a priority.

Autonomy

Staff feel they are given freedom to get on with their work, enabling them to be creative & actively contribute to the Barbican's artistic mission. 68% agree their opinion is sought on decisions affecting them, providing a sense of agency & ownership at work.

What is best about working at the Barbican:

Benefits

Financial Support
from CoL

Training The Job

People The Culture

Areas to improve

What one thing would you want to change about working for the City of London?

Collaboration & Communication

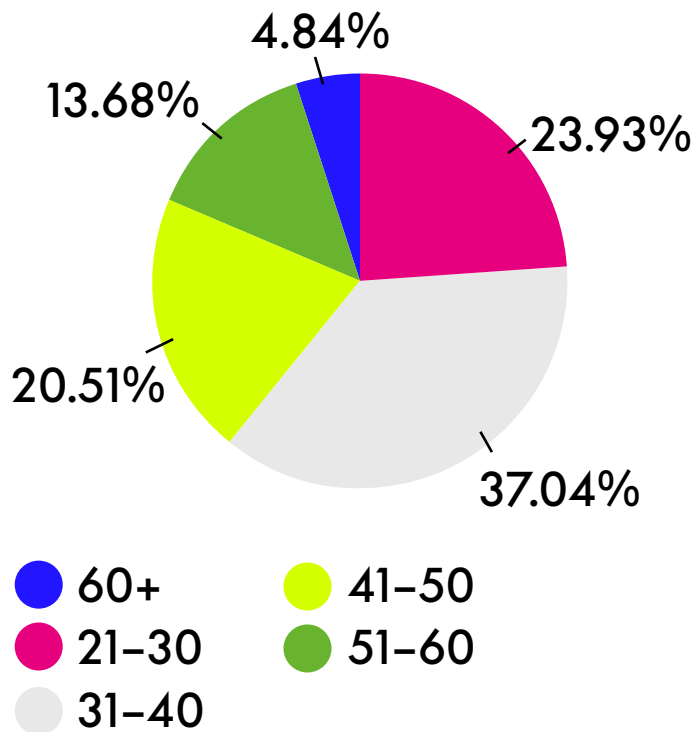
Transparency Increase HR Support

More Diversity **Review of Pay Grades**

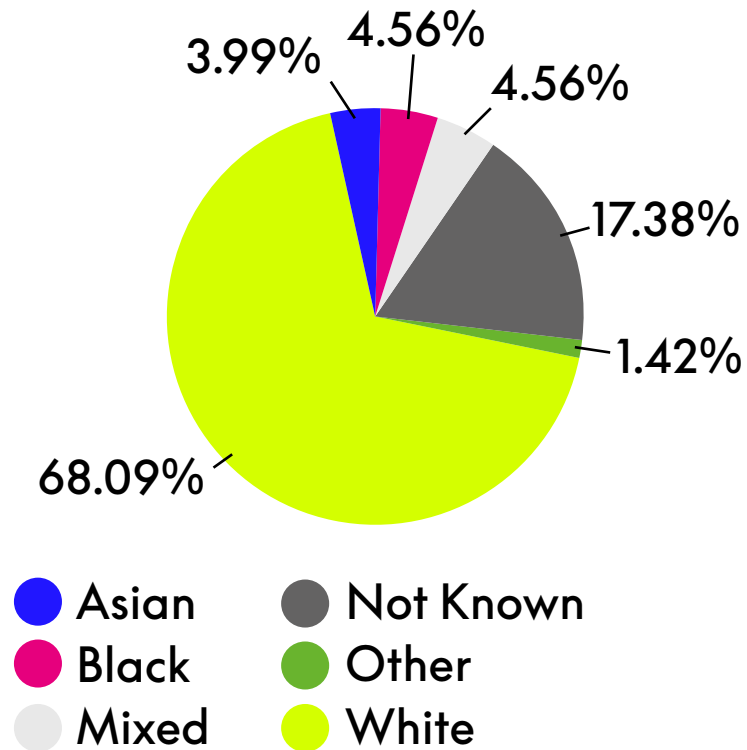
Bureaucracy & Hierarchy

Progression & Promotion Opportunities

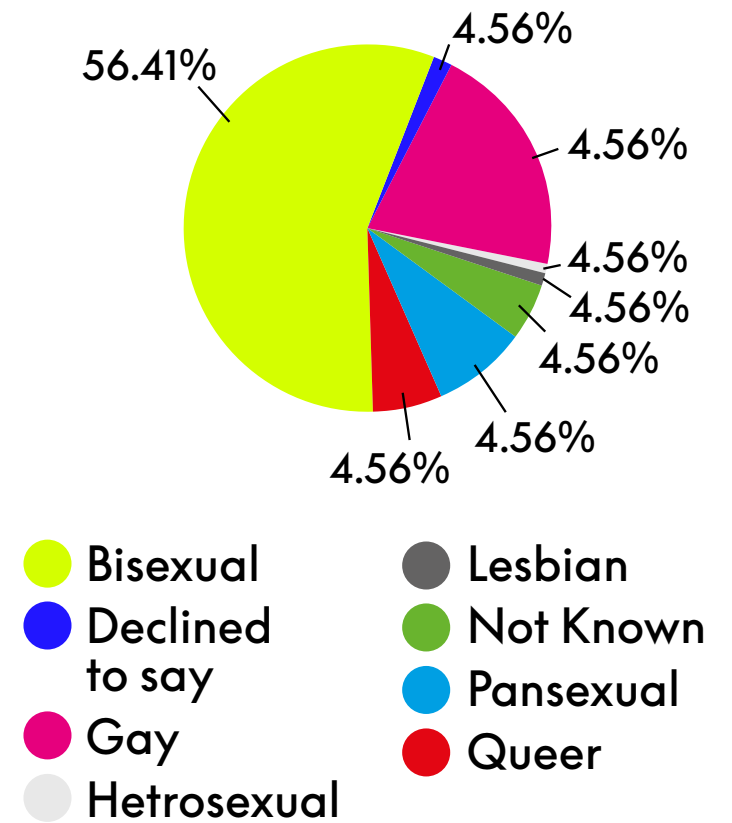
Age Groups



Ethnic Groups



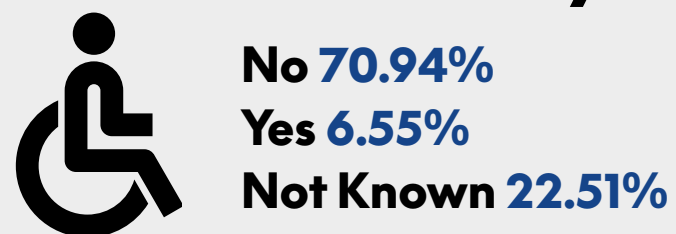
Sexual Orientation



Gender Profile



Stated Disability



Build an Enterprising Business

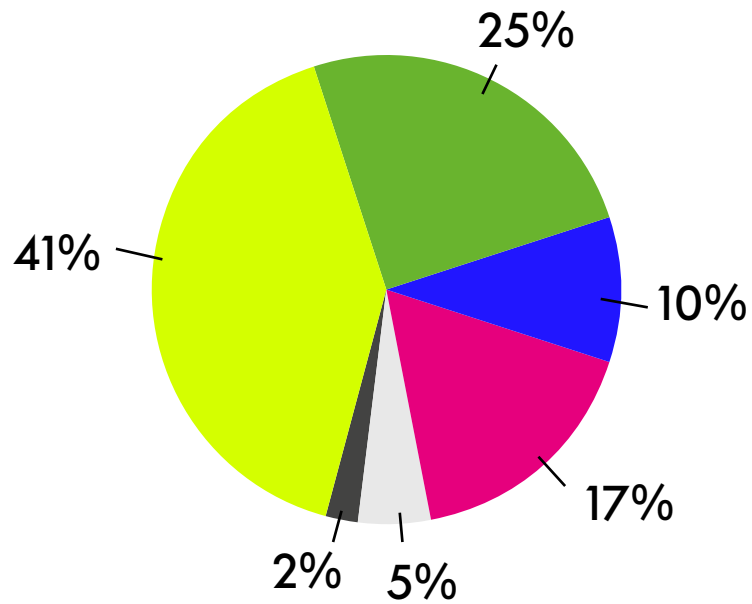
Funding Split between City of London and Earned income

	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Actual	23/24 Forecast	24/25 Budget
How is Income Generated														
City of London Funding	55%	42%	50%	43%	41%	43%	36%	40%	38%	80%	51%	40%	36%	40%
Earned Income	45%	58%	50%	57%	59%	57%	64%	60%	62%	20%	49%	60%	64%	60%

Barbican Financial Overview

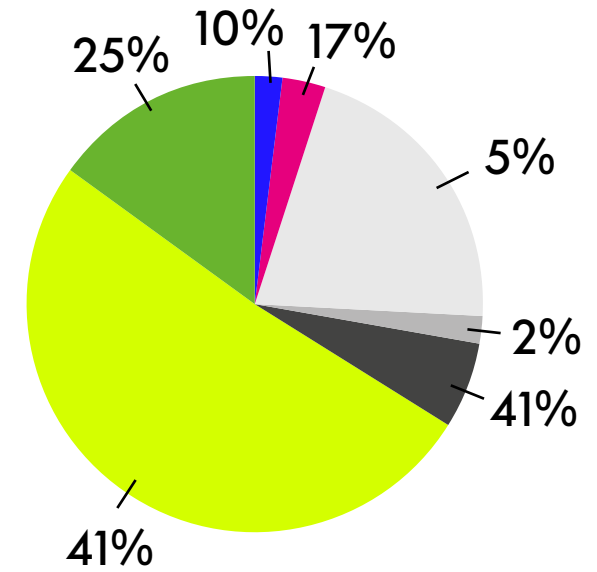
Net Contribution/(Investment) by Goal area	Budget 23/24 £000's	Forecast 23/24 £000's	Budget 24/25 £000's
Excite and Engage Audiences	(6,308)	(5,857)	(6,410)
Fuel Creative Vision	(5,891)	(7,911)	(8,708)
People and Culture	(1,553)	(1,690)	(1,567)
Revitalise our place	(5,724)	(5,491)	(7,879)
Build an Enterprising Business	1,902	3,146	2,803
Net Contribution/(Investment) By Goal	(17,573)	(17,803)	(21,762)
Funding from Corporation of London (Local risk)	17,573	17,573	20,511
Net Surplus/(Deficit)		(230)	(1,251)

Income Split 24/25



- City of London 20.2M
- Arts 12.5M
- Commercial Events 5.1M
- Audience Income 8.5M
- Development 8.5M
- Other

Expenditure Split 24/25



- Staff Costs 26.5M
- Buildings 17.9M
- Tech & IT Equipment 1M
- Administration & Other 1.6M
- Own Promotions 10.6M
- Marketing 1.2M
- Audience Costs 2.9M

Red and Amber departmental risk

Risk	Score	Change
Failure to maintain and renew Buildings and Estates Infrastructure (Buildings 027)	32	↑
Failure of the Conservatory Glazing	24	New
Failure to Deal with Emergency/Major Incident/Risk of Terrorism (H&S 002)	16	↔
Non-compliance with Fire regulations (H&S 008)	16	↔
Failure to Manage EDI Correctly (Arts 023)	12	↔
Safeguarding (Creative Learning 002)	12	↔
Climate Action (Buildings 014)	12	↔
A Cyber Security Breach and/or Fraud (Finance 005)	8	↔
Failure to Manage Changing Business Environment (Finance 006)	8	↔
Failure to comply with Casual Workers pension regulations	8	New

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely	4	8	16	32
	Possible	3	6	12	24
	Unlikely	2	5	8	16
	Rare	1	2	4	8

Utilisation of venues 22/23

No of sessions	Hall	Main Theatre	Pit Theatre	Main Gallery	Curve Gallery
Performance	22%	58%	19%	0%	0%
Exhibition	0%	0%	0%	75%	67%
Screenings	0%	0%	0%	0%	0%
Business Events	11%	0%	2%	0%	0%
Creative Collab	1%	0%	4%	0%	13%
Music	0%	0%	2%	0%	0%
Barbican Immersive	0%	0%	8%	0%	0%
Romilly WM Award	0%	0%	4%	0%	0%
Access	19%	0%	1%	0%	0%
Dark	13%	9%	51%	0%	0%
Rehearsal	3%	0%	0%	0%	0%
Private View	0%	0%	0%	1%	0%
Maintenance	10%	18%	0%	0%	0%
Xmas	1%	1%	1%	1%	1%
Get in/out	22%	16%	10%	24%	19%
Total	100%	100%	100%	100%	100%

Our focus is to reduce dark (not utilised) time and increase audience focus activities from this base.

Cyclical Works Programme

CWP

Project Status	No of CWP Projects	Combined Projects Value £000	Current Spend £000
Not Started	6	510	0
Planning & Design	11	2,190	43
Procurement	8	1,081	365
Work On Site	12	1,520	1,419
TOTAL	37	5,301	1,827

Capital

Project Status	No of CWP Projects	Combined Projects Value £000	Current Spend £000
Not Started	1	5,000	0
Planning & Design	2	13,452	668
Procurement	0	0	0
Work On Site	0	0	0
TOTAL	3	18,452	668

£25m for Barbican Renewal to start some of the urgent works around drainage and electrical and conduct condition surveys to understand the true cost impact to bringing the building into a safe, compliant state.

Working in line with our values



ED&I

Our EDI Purpose

Catalysing difference to inspire, connect and provoke debate process, e.g.

Why we do it

We want to help change the world, starting with our own. For fairness, for equity, for justice.

Doing this work well makes us a great employer, a creative powerhouse, and a force for good.

Aims

We are aiming to become personally & collectively skilled at EDI, so that we can:

- Create equitable outcomes.
- Serve a larger, more diverse audience.
- Build an inclusive culture.

Priority Activity Areas

- Inclusive Leadership and Line Management
- Empowered and Collaborative Teams
- Data and Analytics
- A strategic Approach to Audiences
- Staff Engagement
- Informing the people Agenda
- Learning and Development

Working in line with our values

Connected



SERIOUS



Barbican 2024/25 Business Plan

For a full list of partners see [here](#)

Our Impacts

Nurturing the next generation of creatives

20,455

children and parents
engaged in free creative
play sessions

62 Young creatives
received long-term
talent development

373 Young people
reached at

5 creative career
events

82,571

Subsidised tickets for
schools, students, families
and young people

72,195

Young Barbican members,
growing by **8%**

Bringing communities together to forge better futures

62 schools

513 teachers

3,204 Pupils

engaged across free learning activities

1,131 People engaged by
10 community group collaborations

971

public programme events, reaching

24,479 people

£45,000

funded

19 Micro-grants to local community projects

barbican



The City of London Corporation is the founder and principal funder of the Barbican Centre