

Appendix 2 - Link to Draft Corporate Plan

Draft Corporate Plan	Barbican Strategic Framework
Striving for brilliant basics and being world class	We are London's Creative Catalyst for arts, curiosity and enterprise. 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, internationally, and internationally. We spark creative possibilities and transformation for artists, audiences and communities – to inspire, connect and provoke debate.
Dynamic Economic Growth (Building an Enterprising Business)	<ul style="list-style-type: none"> • Organisational Efficiency, Data and Knowledge – We will remove friction and bureaucracy from core business processes and decision-making. • Growing our Income Streams – To reflect the changes to our operating model, we need to adapt our business to remain vibrant and sustainable. We will supercharge existing and new income streams whilst keeping a close eye on costs to allow us to invest more in creativity and remain sustainable. • Optimal Operating Model – We will liberate ourselves from rigid organisational structures and establish the optimal structures and groupings to enable cross-organisation collaboration towards our shared goals • Planning, Budgeting and Risk Management – We will take a long-term view of success and plan and deliver accordingly. We will run a tight ship in terms of budgeting and financial management – setting clear expectations and delivering on our commitments. We will effectively manage risk which will allow us to move faster, be more enterprising and confidently work in accordance with our values.
Providing excellent services (Excite and Engage our Audiences and Communities)	<ul style="list-style-type: none"> • Audience Strategy – We build the capability and culture of the Barbican to ensure audiences are at the heart of what we do and why we do it. • Brand, Marketing and Communications – We will communicate the Barbican's Purpose and Values and offer to staff, visitors, communities, artists, and other stakeholders – to welcome them and invite them to be a part of what we do. • Deepening Engagement, Impact and Legacy – We will connect with learners and community members, participants and community partners to collaborate, co-create, partner and advance our collective interests
Flourishing Public Spaces Revitalise our Place)	<ul style="list-style-type: none"> • Building Renewal, Development, and Operation – Early design work on Barbican Renewal has identified major opportunities to invest in our buildings to deliver on ambitions of both the Centre and the Corporation. We will ensure that our place is a fully inclusive and welcoming environment that's fit for the presentation of our creative ambition in the years before renewal is complete. Our buildings remain safe and compliant. • Proactive and Strategic Optimisation of Space – We will use our public facing spaces efficiently in support of the optimum creative experience for artists and audiences while bringing in vital revenue to invest in creativity. We will share our spaces with a broader network of audiences and communities. • Review our Operational Support of Guildhall School of Music & Drama – We will review the services we provide to the Guildhall School and to consider whether these arrangements continue to serve all parties appropriately.

<p>Vibrant Thriving Destination (Fuel Creative Ambition)</p>	<ul style="list-style-type: none"> • Purposeful Programming – We will devise, commission, curate and present programmes that spark creative possibilities and transformation for artists, audiences and communities; to inspire, connect and provoke debate in the unique cross-disciplinary context of London’s creative catalyst. We will be a valued programme asset to Destination City and our programming will play an important part in Cultural Diplomacy and understanding at home and around the world – this is at the core of what it means to be an international arts centre. Our programme will reflect and respond to the Barbican’s place as a civic centre in the heart of the City of London. We will collaborate locally, partner nationally, and engage internationally with the most exciting, relevant and varied range of artists and companies. • Excellence in Production – We will ensure that as far as possible the process of mounting our programmes is nourishing, rewarding, frictionless and transformative for all– artists, artistic partners and members of the Barbican Team. Our production facilities are contemporary and fit for purpose. • Artistic Talent Development – We will invest in artists of all disciplines at critical moments of their careers to enable them to develop their talents in the unique multi-disciplinary context of London’s creative catalyst. The ADP is focused on artists who are from and connect to cultural producers and consumers who currently do not engage with the Barbican and will focus on artists with the drive, ambition, and artistic imagination to expand their work in scale and concept. The Centre is interested in taking artists on a journey from studio space to main stage, creating a talent pipeline that will help produce the next generation of UK main stage artists. • Collaborating – We will review and revitalise our Associates programme, providing fresh opportunities for new artists and companies to enjoy a close relationship with the Barbican. Among the beneficiaries of the Associates Scheme will be those individuals and companies who have taken part in our ADP. We will develop an international network of like-minded, progressive Arts Institutions with whom to collaborate and share best practice across the globe. • IP Development and Content leverage – We will develop our own content and intellectual property and then use these to extend our reach beyond our physical spaces and deepen our impact.
<p>Diverse Engaged Communities (Working in Line with our Values and Invest in our People & Culture)</p>	<ul style="list-style-type: none"> • Equity, Diversity and Inclusion – Our EDI Purpose: Catalysing difference to inspire, connect and provoke debate. We will become personally and collectively skilled at EDI, so that we can: create equitable outcomes, serve a larger, more diverse audience and build an inclusive culture. • Ethical and Transparent Business with Appropriate Governance – We have exemplar governance with expertise from both elected and external Board Members. All voices are heard clearly and strategically. Decision making at every level is ethical, purpose and values-led and transparent to the public and our team. • Staff Culture, Engagement and Wellbeing – We will build a healthy, values aligned culture with engagement, sustainability, and wellbeing at its heart. We will set clear objectives for all about what we do and how we do it. • Talent and Workforce Development – We will build the skills of our permanent and freelance workforce; to create equitable access into the workforce, for promotions, and development opportunities and to nurture and support diverse talent. We will build an employee offer and brand that entices and excites – one that creates a pull of talent wanting to join the Barbican. We will develop career progression packages that enable rather than limit – that draws on opportunities beyond just the Barbican and builds career progression partnerships.

	<ul style="list-style-type: none"> • People and Leadership – We will develop our People Leadership capabilities with a contemporary, enterprising and 'growth mindset' approach. We will enable our leaders to anticipate, align and act both internally and in a broader industry context. We will build an inclusive, collaborative, high performing, and driven team of leaders across the Barbican that are supported, nurtured, empowered and engaged. • Casuals and freelancers – We will celebrate the contribution that our casual team members and freelancers bring to our organisation. We will better consider how we value, respect, and support these colleagues who are at the heart of our organisation.
<p>Leading Environmental Sustainability (Working in Line with our Values)</p>	<ul style="list-style-type: none"> • Responding to the Climate Crisis – We have a responsibility to mitigate against the climate crisis and we have ambitious targets to get us there. In line with the Corporation's Climate Action Strategy, we commit to reducing carbon emissions from our own operations to net zero by 2027, and by 2040, this will also include our supply chain. We'll continue to provide a platform for artistic work that responds to the climate crisis and encourages us to shape a positive future, while exploring new ways to showcase this artistic work in the most sustainable way possible.