

Committee:	Date:
Barbican Centre Board	17 January 2018
Subject: Draft Departmental Business Plan 2018/19 - Barbican Centre	Public
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Summary

This report presents for information the draft high-level business plan for the Barbican Centre for 2018/19.

Recommendation

Members are asked to note the Barbican's draft high-level business plan for 2018/19 and provide feedback.

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 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have again been asked to produce high-level plans in draft, this time to be presented to Service Committees.
3. Discussions are also taking place on aligning other key corporate processes with the corporate and business plans, such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council in March.
4. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July, and is being

used for staff engagement between September and November. Members should therefore start to see closer alignment between the departmental business plans and the draft outcomes from the Corporate Plan.

6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to corporate objectives.

Draft high-level plan

7. This report presents at Appendix 1, the draft high-level plan for 2018/19 for the Barbican Centre.

Barbican Centre

8. As per the 2017/18 Business Plan, the draft plan for 2018/19 is based on our goals, projects and priorities outlined within our Five Year Strategic Plan, as well as referencing ongoing core business priorities.

Corporate & Strategic Implications

9. The Barbican's business plan supports the draft Corporate Plan 2018-23 through contributing to the achievement of outcomes 3, 5, 8, 9, 11 and 12.
10. Our first objective/goal, *to create an environment that enables and inspires visitors, exceeding their expectations in everything we do*, supports the City's draft Corporate Plan outcomes 9 and 12 – creating and maintaining secure, resilient spaces and creating inspiring spaces to encourage excellence, creativity, enterprise and collaboration.
11. Our second objective/goal, *to empower artists, participants and audiences to be ambitious and achieve their best*, contributes to the City's draft Corporate Plan outcomes 3, 8 and 12 – ensuring that people have equal opportunities to enrich their lives (through culture and education), through attracting and nurturing artistic talent and by creating spaces which inspire excellence, creativity and collaboration.
12. Our third objective/goal, *to create sustainable growth through innovation across arts, learning and commercial activities* supports the City's draft Corporate Plan outcomes 5 and 8 – ensuring businesses are trusted and socially and environmentally responsible and that we attract and nurture relevant skills and talent.
13. Our fourth objective/goal, *to be a lead partner in establishing the City of London's Culture Mile at the heart of the world's creative capital* contributes to the City's

draft Corporate Plan outcomes 3, 8, 9, and 12 – ensuring people have equal opportunities to enrich their lives, through attracting and nurturing artistic talent, and creating spaces which inspire excellence, enterprise, creativity and collaboration.

14. Our fifth objective/goal *to build deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre* contributes to the City's draft Corporate Plan outcomes 3, 11, 12 – through ensuring people have equal opportunities to enrich their lives, through making sure our spaces are digitally well-connected and responsive and by ensuring our spaces inspire excellence, enterprise, creativity and collaboration.
15. The projects which support each goal enables us to address specific areas which relate to the Corporate Plan more specifically, but our headline objectives are all in support of the three priorities to contribute to a flourishing society; to support a thriving economy and to shape outstanding environments.

Conclusion

16. This report presents the draft high-level plan for 2018/19 for the Barbican Centre Department in order that Members are able to feed into this plan at an early stage. A final plan will be presented for approval prior to the start of the 2018/19 financial year.

Appendices

- Appendix 1 – Draft high-level business plan 2018/19