

We exist to deliver World-Class Arts and Learning

Our ambitions are that:

- To inspire more people to discover & love the arts;
- To remain a world-class arts & learning organisation;
- To push the boundaries of all major art-forms;
- To invest in the artists of today and tomorrow.

How we are structured:

- We consist of 26 departments, organised across the divisions of Arts, Marketing & Communications; Creative Learning; Commercial; Operations & Buildings; with support from HR; IT; Finance
- The organisation is overseen by Directorate, with support from Senior Management Team

Our budget is:

TBA: Financial information will be finalised in February, based on the feedback from the Barbican Board in November 2017 on the paper presented to that meeting.

Our top line objectives are:

To achieve our vision of Arts Without Boundaries, we will deliver a world class arts and learning programme, alongside undertaking cross-cutting projects to achieve the following goals:

- Customer Experience: To create an environment that enables and inspires visitors, exceeding their expectations in everything we do.
- Connecting Arts & Learning: To empower artists, participants and audiences to be ambitious and creative;
- Mixed Income Generation: To create sustainable growth through innovation across arts, learning and commercial activities
- Culture Mile: To be a lead partner in establishing the City of London's Culture Mile at the heart of the world's creative capital
- Developing Audiences: To grow and develop deeper relationships with our audiences and communities reflecting the diversity of London as a national and international creative centre.
- To achieve our Service Based Review savings targets across all departments, within the context of the 2% efficiency savings.

To:

- Transform our public spaces to create a world class sense of destination and welcome within Culture Mile.
- Understand and diversify ourselves and our audiences, to serve and reflect the capital city.
- Grow commercial revenue in ways which reflect our values and enable our vision.
- Produce an outstanding programme which drives and develops creative partnerships.
- Grow an innovative programme of activity which supports young people, artists, arts workers and communities.

What we'll measure:

Customer Experience:

- Increased visitor satisfaction levels
- Increased number of visitors to centre

Connecting Arts & Learning:

- Demographics of artists
- Numbers & demographics of young people worked with

Mixed Income Generation:

- Achievement of targets across all arts and commercial departments

Culture Mile:

- Marketing, Comms and programming strategies rolled out
- Measurement of public attendance and perception of activities

Developing Audiences:

- Audience demographics & numbers
- campaign evaluation against objectives

Service Based Review

Savings against targets

To:

- Lead the development of the programme, the education offer and marketing & communications for **Culture Mile** and developing the appropriate systems and mechanisms to support this
- Continue to review and refine our **Security** (AECOM), **SAM**, **FM**, **AM** and **BRM2** processes in line with City of London protocols
- Achieve and deliver **SBR savings**, develop new processes and projects in response to the **2% efficiency savings**
- Develop a refreshed **Artistic** and **Operational Alliance** between the Barbican & Guildhall School
- Support the City's **Cultural Strategy** and **Culture Mile Learning Strategy**
- Support the ongoing development and delivery of the City's Corporate Plan
- Develop and deliver strategies for: **Sustainability**; **International**, **National** and **Local**; **Research & Evaluation**

What we'll measure:

- Processes, resource and strategies in place to deliver Culture Mile
- New processes & systems in place for Security etc. protocols
- Delivery of SBR savings and 2% efficiencies across all departments
- Development and delivery of new shared projects, strategies and processes with Guildhall School
- Develop and deliver new activities in support of the City's strategies
- Remain part of the Corporate Strategy Network
- Development of new strategies

How we plan to develop our capabilities this year:

- **Data Management:** A project to co-ordinate data in order to provide useful Centre-wide management information.
- **Ticketing System:** The launch of a new Barbican ticketing system to facilitate better customer service when purchasing tickets alongside improved management and analysis of data.
- **Space Review:** phased improvement of building utilisation to ensure an efficient and appropriate use of all spaces and an agile working environment.
- **Evaluation & Research:** Inform future decision-making through developing evaluation and monitoring systems, and research projects.

What we're planning to do in the future:

- Develop the design proposals, detailed business plan, fundraising plans, education offer, digital strategy, programme outline/structure for the proposed Centre for Music
- Development and delivery of a new strategic Creative, Commercial and Operational Alliance with the Guildhall School
- Develop and deliver new cross-organisational efficiencies
- Identify and articulate the Barbican's relationship and contribution to the City's Corporate, Cultural and Culture Mile strategies
- Develop and deliver strategies for programming, marketing & communications for Culture Mile and Culture Mile Learning
- Deliver our Arts Council England National Portfolio Organisation-funded work (with focus on community & education) - the next 4 years
- Develop and deliver strategies in response to the challenges/scenarios presented by Brexit
- Development of a business case and plans for the Exhibition Halls (TBC post-Jan 2018)