

barbican

Our Shared Goals



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Strategy Structure

Goal

How we will deliver on our Purpose

Programme

Activities that will deliver the goals

Aims

Details on the aim of each programme

Output

Things that are produced from an activity (products, services, or participants).
What change will we see? How will we know we have been successful?

Outcome

Long term impact and the change that results

Our Goals

Excite and Engage Audiences and Communities

Fuel Creative Ambition

Invest in our People and Culture

Working In Line With our Values

Building an Enterprising Business

Revitalise our Place

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, nationally, and internationally.



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

Our Purpose

Inclusive

Sustainable

Connected

Daring

Joyful

Our Values



Purpose 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, nationally, and internationally.

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Values **Inclusive** **Sustainable** **Connected** **Daring** **Joyful**

Goals

Excite and Engage Audiences and Communities

Fuel Creative Ambition

Invest in our People and Culture

Revitalise our Place

Building an Enterprising Business

Working in Line with Our Values

Programmes

- 1. Audience Strategy
- 2. Brand, Marketing and Communications
- 3. Deepening Engagement, Impact and Legacy

- 1. Purposeful Programming
- 2. Excellence in Production
- 3. Artistic Talent Development
- 4. Collaborating
- 5. IP Development and Content Leverage

- 1. People and Leadership
- 2. Talent and Workforce Development
- 3. Casuals and Freelancers

- 1. Building Renewal, Development and Operation
- 2. Proactive and Strategic Optimisation of Space
- 3. Review our operational support of GMSD

- 1. Optimal Operating Model
- 2. Organisational Efficiency, Data and Knowledge
- 3. Growing our Income Streams

- 1. Equity, Diversity and Inclusion
- 2. Responding to the Climate Crisis
- 3. Ethical and Transparent Business with Appropriate Governance
- 4. Staff Culture, Engagement and Wellbeing
- 5. Planning, Budgeting and risk management

Goal:

Excite & Engage Audiences and Communities

Programmes:

Audience Strategy **Brand, Marketing & Communications** **Deepening Engagement, Impact & Legacy**

Programme:

Audience Strategy

Aims

We increase and diversify our audiences.

We are always data informed in our audience related decision making.

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.

We are enterprising in our approach and build revenues from our venues and customer businesses to reinvest in our programme and customer experiences.

Outputs

An audience experience and development function with associated resourcing and interconnectivity across all aspects of Barbican activity, informed by audience data gathering, analysis and use of insights.

Defined target audiences with clearly outlined approach/actions for deepening our reach and engagement rates.

Clear, data-informed, strategic programming principles and goals, aimed at increasing and diversifying our audiences alongside fostering/promoting artistic excellence.

Venue capacity and yield both increase as programming evolves to meet audiences and audiences are more attracted to programme.

A purposeful and measurable end-to-end customer/audience journey based on the ambitions we have for our audiences is developed and implemented.

Hard metrics: Improved and enhanced end-to-end audience journey including a welcome experience. Goals/targets for size and diversity of audience, deepening engagement continually; improved audience experience and loyalty; consistently high capacities across all programmes, increased spend per head and increased member and donor pool.

Improved fundraising by identifying potential donors, tailored appeals to specific audience segments, increasing engagement and retention, enhanced impact and relevance, providing a stable source of revenue over the long term.

Outcomes

Our audience increases and diversifies, to be more reflective of London, while also retaining our current audiences. We increase a sense of belonging at the Barbican for our target audiences.

Barbican Renewal becomes a role model for the wider sector and City of London by ensuring the Centre is 'the place to be' for a larger and more diverse audience from London and beyond.

Our audiences return more often as they experience an offer that is tailored to them.

We access and engage more donors/advocates.

We become more relevant to more people, future-proofed, and more financially sustainable and independent.

Stronger relationships with our audiences, tailored messaging to specific groups, and increased impact and relevance, will help to improve fundraising income and support our purpose and goals.

Programme:

Brand, Marketing and Communications

Aims

We will be good listeners and use what we hear to drive decision making in all parts of the business.

We will have a clear brand personality and tone of voice, shaped by our Creative Vision and audience strategy, which speaks to the whole Barbican Centre offer.

We will communicate the Barbican's Purpose & Values and offer to staff, visitors, communities, artists, and other stakeholders – to welcome them in and invite them to be part of what we do.

We will champion our artists and creative partners and help them amplify the ideas in their work.

We will be an active participant in the national debate around arts and culture.

Outputs

Two-way communication channels that are audience and artist focused, open and vibrant.

Rich, engaging and relevant communications content, targeted at the needs and interests of our audiences – covering both our programme/offer and our response to wider cultural trends.

Continuous flow of insights gained from listening activities to other teams, driving informed choices including around Product, Placement, Price, and Promotions.

Hard Metrics: brand visibility, recognition, and reputation increase. Volume, breadth, reach and quality of earned coverage across a wide range of channels; message cut-through; peer and critical review. Quality content in, reach of, and audience engagement with, our owned channels.

Outcomes

We centre the needs and wants of our audiences in everything we do. They trust the Barbican and feel heard and informed.

People feel that this is a place they are welcome and can contribute to. They come more often and spend or donate more – enabling us to invest and become more financially independent.

The artistic practice of our artists and other creative partners is catalysed by their involvement with the Barbican.

Audiences are inspired by our programme and enriched by the debates we provoke; they connect more to each other, reducing social isolation.

Our impact is felt far beyond the experiences we offer, and we are recognised for the value we add to the arts, locally, nationally and internationally.

Programme:

Deepening engagement, impact, and legacy

Aims

Our Audience Strategy will outline the audiences and communities we want to engage with more deeply and will offer deeper learning and creative experiences, all while building and inspiring future generations of artists and audiences and transforming lives.

We will connect with learners and community members, participants and community partners to collaborate, co-create partner and advance our collective interests.

Outputs

Identified collaborators are engaged and provide valued input into our programmes and initiatives.

All art forms and venues are present in this programme.

Metrics of deepening engagement are developed and implemented. We know what success looks like.

Outcomes

Learning and growth for young people and targeted audiences contributes to a more cohesive society and builds the next generation of artists, creative industry workforce and audiences.

Our organisation is future proofed in terms of both audience, talent and workforce.

Different voices, opinions and perspectives are seen on our programmes across all art forms and venues.

Goal:

... **Fuel Creative Ambition**

Programmes:

**Purposeful
Programming**

.....
**Excellence in
Production**

.....
**Artistic Talent
Development**

.....
**IP Development
and Content
Leverage**

.....
Collaborating

Programme:

Purposeful Programming

Aims

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 have clarity in our role as creative catalyst for everything we programme and the connection of our programme to our audience strategy.

We will be enterprising in our approach to every programming decision we make.

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.

Outputs

Hard metrics: # programmes, # artists, geographical representation, utilisation, attendance, capacities

and type of programmes, # and type of artists featured, # and type of collaborators, # and type of combinations, collaborations and conversations, location of programmes, including in interstitial and outside spaces.

Qualitative metrics: reviews (critical, peer and self-assessed)

Thoughtful and measurable contributions to Destination City

A wide-ranging programme, which provides Artists and Audiences with inspiring, eclectic, brilliant experiences. It will be diverse in every regard: artists, audiences, producers and the Business Model

Programming aligned with our mission and values, compelling stories and narratives that demonstrate the impact of our programming

Outcomes

A hub of creativity and imagination offering stimulating, life-changing experiences that have impact and meaning; a venue where anything can happen.

We play our part in breaking down barriers and building a more compassionate and understanding society.

We are a valued partner in Destination City and contribute to the vibrancy of the City's offer to individuals, businesses, and communities.

More diverse audiences, more diverse artistic programme more diverse programming staff and a more sustainable business model, benchmarked against the audience strategy. Increased donor engagement and loyalty, increased individual, trust & grant, and corporate supporters, enhanced brand reputation as a thought leader and innovator in the arts and culture sector.

Programme:

Excellence in Production

Aims

We will ensure that as far as possible the process of mounting performances, exhibitions and other programmes is nourishing, rewarding, frictionless and transformative for all those involved – artists, artistic partners and members of the Barbican Team.

Our production facilities are contemporary and fit for purpose

Outputs

Presenter and company / artist feedback is sought after each season, and it is positive.

Our services are delivered efficiently and safely.

We have a strong pipeline of production experts wanting to work with us.

Our production model is market benchmarkable and is value for money.

An enhanced reputation and partnership opportunities with businesses who are attracted to high-quality work and 'big category landmark events'.

Outcomes

International model of best practice in mounting art and performances.

Our venues are fully utilised, driving financial returns for us to invest back into the organisation.

Creative endeavours are elevated by our production contribution – our partners and artists we work with benefit from this.

Recruitment costs and timelines are minimised as our reputation grows. Greater visibility to a larger pool of potential donors and supporters, increased revenue from ticket sales, memberships, and donations as well as corporate support and partnerships leading to a more stable source of fundraising revenue over the long term.

Programme:

Artistic Talent Development

Aims

We will invest in artists at critical moments of their careers to enable them to develop their talents in the unique multi-disciplinary context of London's creative catalyst. We will do this across all art forms.

The Artist Development Programme (ADP) is focussed on artists who are from and connect to cultural producers and consumers who currently do not engage with the Barbican. Our ADP 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.

Outputs

The Barbican ADP is purposeful and holistic. Our creative criteria are established, communicated, and met.

Opportunities for collaboration are identified early and with purpose.

We have a rigorous evaluation approach in place to define and assess success.

We maximise professional impact and possibilities for all the artists we work with. This will include a diversification of the artists we work with, and fresh perspectives being presented.

We develop clear plans with artists as to how we can support their career once the ADP is concluded.

Programmes, spaces, and framework focused on enabling artists to do their best work in the unique context of the Barbican.

Hard metrics: # of artists supported, # of audiences for these artists, more emerging talent, artist journeys, longitudinal impact on careers.

A brand, marketing and communications plan and campaign to promote the programme, and a fundraising strategy to support the investment in artists at critical moments of their careers, with potential donors and supporters identified.

Outcomes

A new generation of artists and companies evolve and grow their creative practice at the Barbican. Our role as Creative Catalyst has real clarity and a growing community of artists and collaborators to draw on for future creative endeavour.

Our ADP offer is compelling to donors and sponsors, and they want to support it. The programme becomes self-sustaining.

The connection of great artists to the Barbican and the City of London becomes a legacy for both organisations and part of our case for support.

Reputation as a supporter and champion of emerging artists, leading to increased visibility in the arts and culture sector and increased fundraising support.

Programme:

Collaborating

Aims

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 Artist Development Programme.

We will develop an international network of like-minded, progressive Arts Institutions with whom to collaborate and share best practice across the globe.

Outputs

A younger more diverse group of Associates drawn in part, from the Artist Development Programme. A new strand of activity programming will be created in the Theatre department along with Barbican Immersive to generate content that has commercial possibilities, which the Barbican Centre owns or shares in the intellectual property.

Scheduled meetings to discuss collaborations and share information. A new network covering the world.

Outcomes

An integrated Artist Development programme that connects to the Associates Scheme and provides a pathway from new talent to become established artists.

Improved performance through shared best practice, Reduced costs of shows through shared budgeting, more strategic approach to international collaborations.

Programme:

IP Development and Content leverage

Aims

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.

We will extend the reach of our programmes by using traditional and innovative methods through partnerships, broadcast, online and touring, while building and monetising intellectual property.

Outputs

Programmes devised through Barbican Immersive and Barbican Theatre for Barbican Productions (ideally in place before disruption during Barbican Renewal).

Investment model devised and operational.

Reach analytics are sourced and measured.

Return on Investment for all intellectual property development is set as part of early decision making and then measured.

Opportunities to leverage IP through partnerships with brands and businesses to increase fundraising, as well as opportunities to reach new audiences and expand our reach.

Outcomes

Extended reach to UK-wide and international audiences and body of shared IP that can be monetised.

Financial return to Barbican over an extended time horizon, reforms the operating model and enhances financial sustainability.

We become more financially independent of the City of London Corporation and are able to invest back into our programmes and experiences.

Increased revenue from new sources, new partnerships and collaborations (artistic, commercial and fundraising), enhanced reputation as an innovator and increased visibility leading to increased funding.

Goal:

Invest in our People & Culture

Programmes:

People & Leadership

Talent and Workforce Development

Casuals and Freelancers



Programme:

People and Leadership

Aims

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.

Outputs

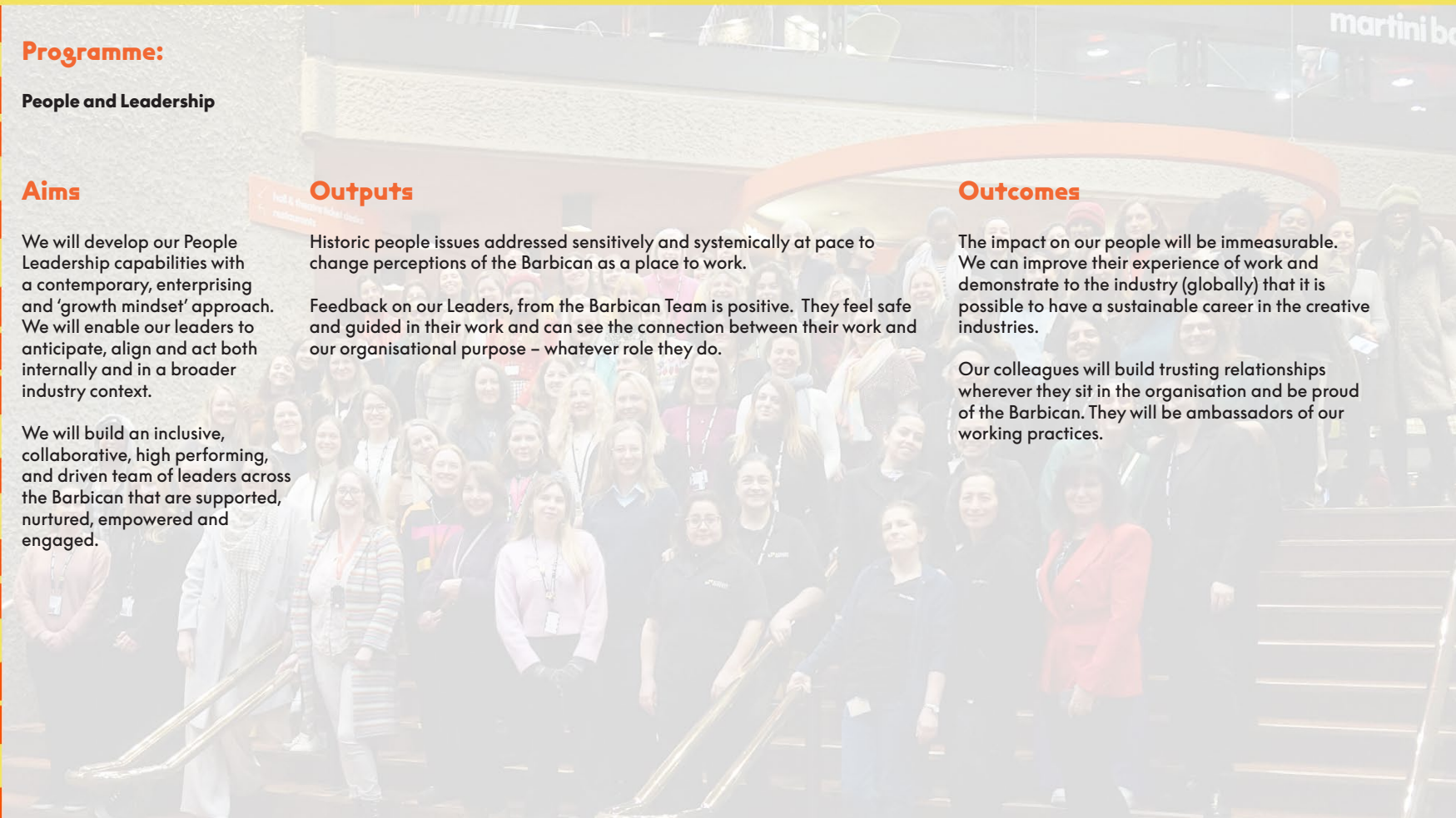
Historic people issues addressed sensitively and systemically at pace to change perceptions of the Barbican as a place to work.

Feedback on our Leaders, from the Barbican Team is positive. They feel safe and guided in their work and can see the connection between their work and our organisational purpose – whatever role they do.

Outcomes

The impact on our people will be immeasurable. We can improve their experience of work and demonstrate to the industry (globally) that it is possible to have a sustainable career in the creative industries.

Our colleagues will build trusting relationships wherever they sit in the organisation and be proud of the Barbican. They will be ambassadors of our working practices.



Programme:

Talent and Workforce Development

Aims

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.

Outputs

Barbican Creative Academy is developed, funded, and launched – providing a springboard for careers in the Creative Industries.

Staff diversity, staff skills, skills gaps closed, internal mobility, staff feedback that personal attributes are recognised, and people have a sense of progression.

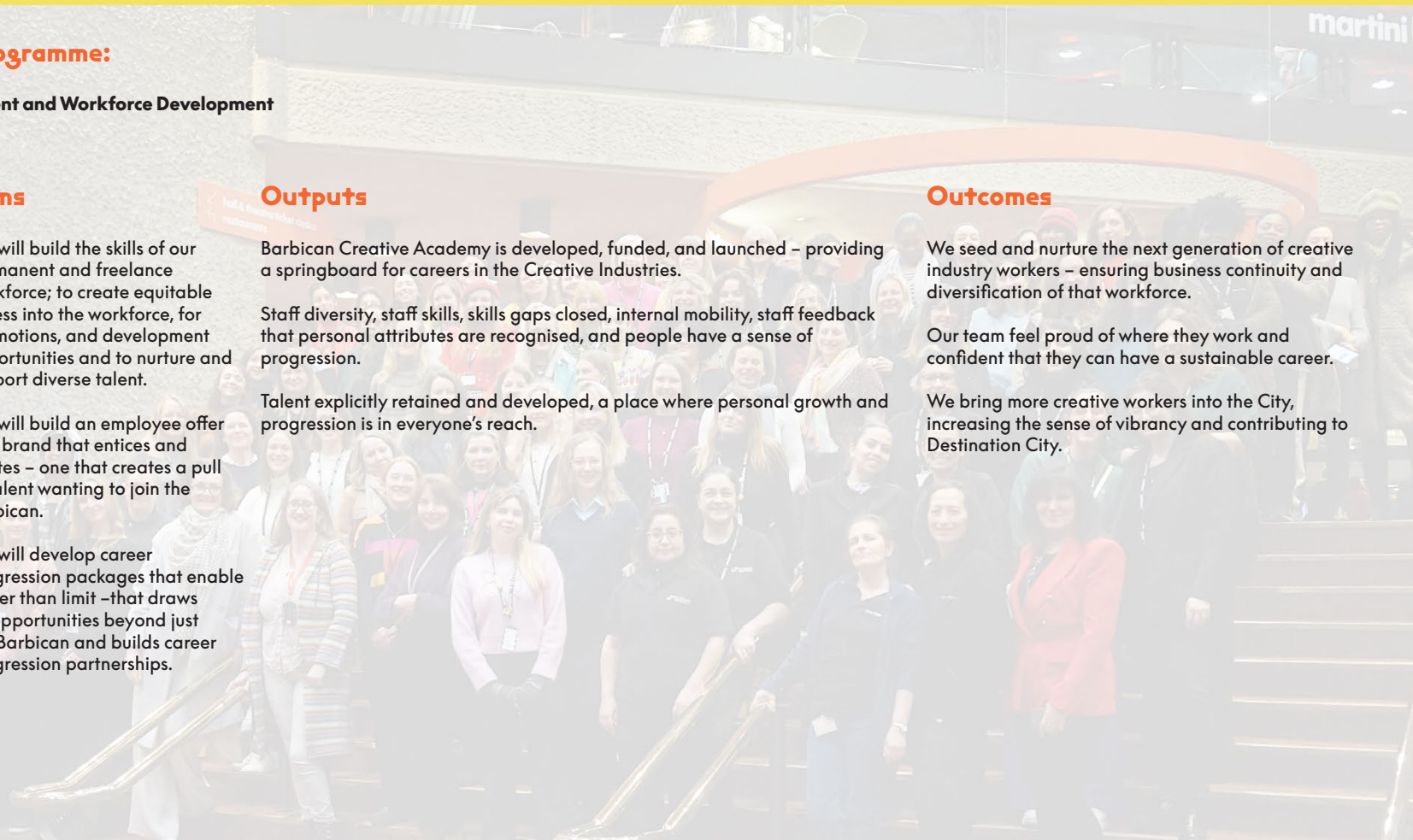
Talent explicitly retained and developed, a place where personal growth and progression is in everyone's reach.

Outcomes

We seed and nurture the next generation of creative industry workers – ensuring business continuity and diversification of that workforce.

Our team feel proud of where they work and confident that they can have a sustainable career.

We bring more creative workers into the City, increasing the sense of vibrancy and contributing to Destination City.



Programme:

Casuals and Freelancers

Aims

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 organization.

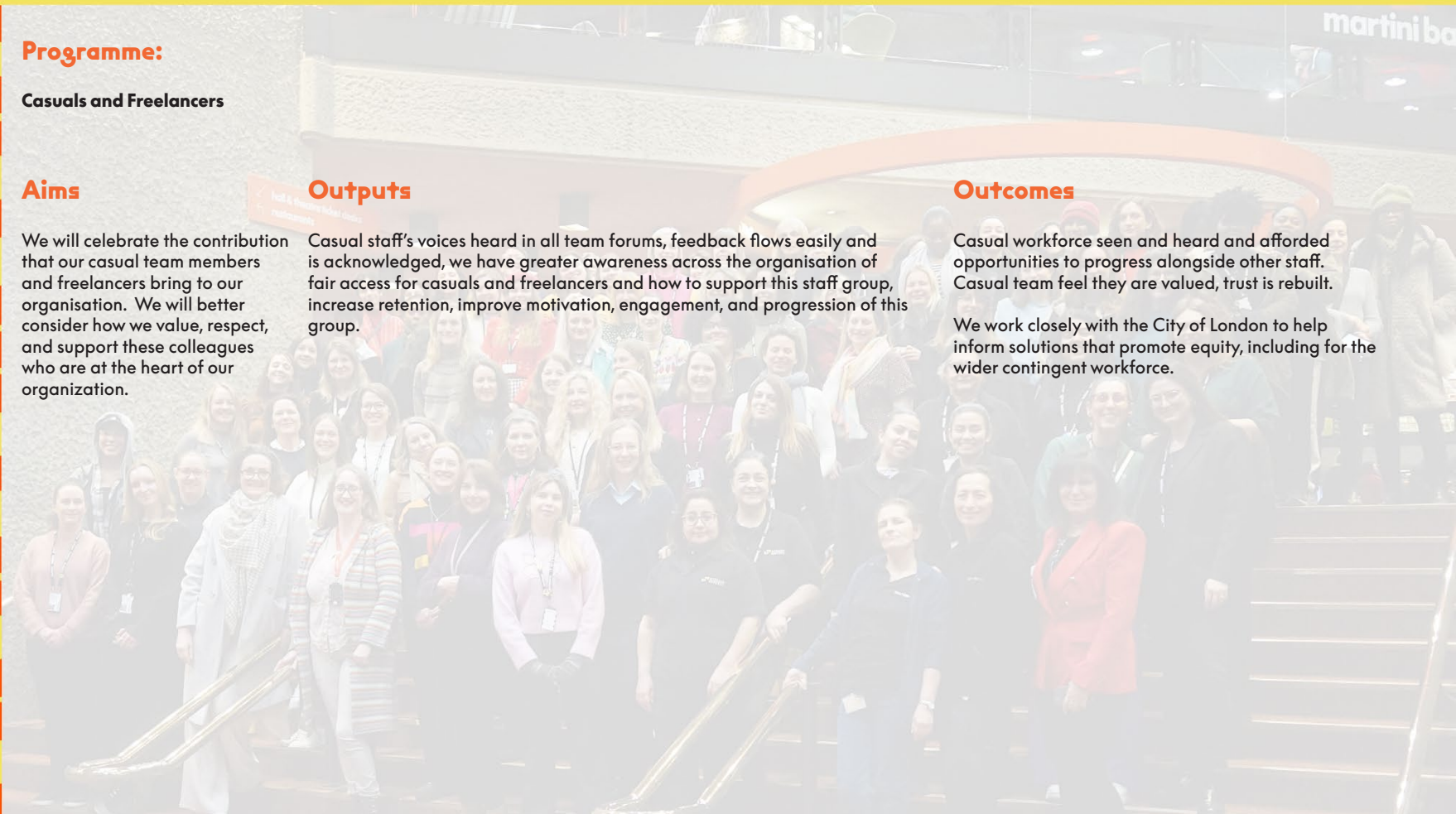
Outputs

Casual staff's voices heard in all team forums, feedback flows easily and is acknowledged, we have greater awareness across the organisation of fair access for casuals and freelancers and how to support this staff group, increase retention, improve motivation, engagement, and progression of this group.

Outcomes

Casual workforce seen and heard and afforded opportunities to progress alongside other staff. Casual team feel they are valued, trust is rebuilt.

We work closely with the City of London to help inform solutions that promote equity, including for the wider contingent workforce.



Goal:

Revitalise our Place



Programmes:

Building Renewal, Development, and Operation, **Proactive & Strategic Optimisation of Space**



Review our Operational Support of Guildhall School of Music & Drama

Programme:

Building Renewal, Development, and Operation

Aims

The Barbican Centre is 40 years old. We need to care for it and ensure it evolves to stay relevant and sustainable.

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. These ambitions will:

- Supercharge the Barbican's position as a major visitor attraction, including through the works to the Conservatory, Lakeside, and Beech Street. This will increase footfall and generate new income.
- Make major improvements to the Barbican's sustainability and energy efficiency, to reduce costs and deliver on our commitment to Net Zero
- Transform the Exhibition Halls into a new, income generating centre for creative enterprise.
- Future proof the Barbican spaces and venues so they meet the expectations of audiences and artists for decades to come.

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.

Outputs

Barbican Renewal is funded and delivered on time and on budget and delivers the benefits articulated in each phase.

Our team feel fully engaged in Barbican Renewal – it is embedded in everything we do and every decision we make.

New spaces utilised/re-purposed to support delivery of strategic programmes.

Improved performance of building, including improvements to accessibility, sustainability and navigability recognised by industry standards (e.g., Attitude is Everything Gold, BREEAM/ICO environmental standards) and audience feedback.

We see a long-term reduction in # of complaints and building failures.

A feasibility study, comprehensive fundraising plan and case for support to attract new donors and supporters to include new funding streams including naming rights.

Outcomes

Building that is fit for the next generation of artists, audiences, and staff, and enables the delivery of the Barbican's strategic programmes.

We become more financially independent from the City

Philanthropic support for the Barbican grows both in Capital and operational funding as there is more clarity around our long-term future and ambition and more people want to join us.

Significantly increased fundraising income, enhanced engagement and loyalty from existing and new donors

Programme:

Proactive and Strategic Optimisation of Space

Aims

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 – in line with our Audience Strategy.

We will optimise our internal working spaces to promote collaboration and reflect new post-pandemic work patterns.

Outputs

Our venues and spaces are highly utilised and the balance between for-purpose and for-profit is defined and delivered.

We will realise and activate more space for audience facing activity.

Our internal working spaces are highly utilised, pleasant, and flexible. Positive feedback on work set up is received from the Barbican Team and areas for more dramatic improvement are built into Barbican Renewal

Zero-based targets for utilisation are in place for all venues, use of underused assets increases, improved accessibility and wayfinding.

Outcomes

Flexible, well-used space that is realising its potential artistically and commercially.

Fewer internal tussles about space = more efficient and happier, more joyful workforce

Clarity on the Return on Investment of all our spaces – both internal and audience facing.

Programme:

Review our Operational Support of Guildhall School of Music & Drama

Aims

We will review the services we provide to the Guildhall School and to consider whether these arrangements continue to serve all parties appropriately

Outputs

Improvement in customer satisfaction, improvement in staff satisfaction

Outcomes

Focused and appropriate service offer to all stakeholders.

More sustainable work patterns for our building team.

Goal:

Building an Enterprising Business

Programmes:

**Optimal
Operating
Model**

**Organisational
Efficiency Data and
Knowledge**

**Growing our
Income Streams**

Programme:

Optimal Operating Model

Aims

We will liberate ourselves from rigid organisational structures and establish the optimal structures and groupings to enable cross-organisation collaboration towards our shared goals.

Outputs

A structured and comprehensive review of the organisation and its structures is complete with a focus on building an effective, efficient organisation with an equitable and fair distribution of workload, flatter hierarchies, greater clarity around structures and sharing of resources.

An annual 'organisation health' and people review to help inform people, culture, and structural interventions.

Our people structures and costs are benchmarkable across other similar organisations.

As well as alignment with City Target Operating Model (TOM) principles we identify those design principles that help inform a progressive and sustainable Barbican organisation.

Outcomes

Friction is reduced and we are an effective, efficient organisation which allows the right people to work on the right tasks. This leads to greater engagement in the workplace and more joy in our work.

Programme:

Organisational Efficiency, Data, and Knowledge

Aims

We will remove friction and bureaucracy from core business processes and decision making. We will do this by improving the systems and processes that support our work, while establishing an approach to data and knowledge that will enable continuous improvement. We will support appropriate delegation and real time decision making across the organisation.

Outputs

- We make real time decisions, in the rooms where the decisions are best placed to be made.
- We proactively develop our data and analytical skills with an organisation dashboard used at Directors/Management level to make informed choices.
- We remove friction and manual workarounds from core business processes.
- Efficiency of processes, transparency of information, improved internal communication, shared evaluation framework, purposeful evaluation, improved impact evidence and storytelling.
- The search for business improvement becomes part of how we work, and we build in time for reflection, review and learnings.

Outcomes

- Outcome focused organisation taking informed decisions and using effective systems and processes.
- We become less vulnerable to single point failures, our business becomes more efficient and frictionless.

Programme:

Growing our Income Streams

Aims

The Barbican Centre's core annual subsidy from the City of London Corporation has been reducing year on year and now represents 35% of our income (just over 1/3) compared with 60% in past years. The Barbican's status as an Arts Council NPO also ended in 2022/23 and we are now in the final transition phase ending October 23.

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

Outputs

Grow revenues across all streams – box office, commercial and philanthropic funds.

Think about the business in a joined-up way and leverage opportunities across the full range of our offer.

Review all areas of the business and deeply understand their operating context – take action to retire business segments that are no longer delivering and invest in those where there is growth to be had.

Our revenues are benchmarkable across similar organisations both domestically and international.

A clear and concise outward facing articulation of the Barbican's mission, vision, and values; centralised robust data and information about our programs, audiences, impact, and finances (consistent and timely); compelling stories and narratives that illustrate the impact of our work; open and collaborative communication between departments with a shared understanding of the Barbican's overall strategy and goals.

Outcomes

Economically sustainable model generating further investment in creativity.

Increased clarity and focus on fundraising messaging and outreach, increased knowledge and understanding of the opportunities, leading to more informed fundraising strategies; and increased donor engagement and income.

Goal:

Working in Line With our Values

Programmes:

**Equity,
Diversity &
Inclusion**

**Responding
to the Climate
Crisis**

**Ethical & Transparent
Business with Appropriate
Governance**

**Planning, Budgeting &
Risk Management**

**Staff Culture,
Engagement &
Wellbeing**

Programme:

Equity, Diversity and Inclusion

Aims

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.
- Build an inclusive culture

Outputs

A measurable more diverse and inclusive organisation (people and programme). Our priority activity areas are:

1. Inclusive Leadership and Line Management
2. Empowered and Collaborative Teams
3. Data and Analytics
4. A strategic approach to Audiences
5. Informing the People Agenda
6. Learning and Development

Outcomes

We become a great employer, a creative powerhouse, and a force for good.

The legacy of Barbican stories is never forgotten, and we can demonstrate that it is possible for us (and other organisations) to show humility, learn and change.

Programme:

Responding to the Climate Crisis

Aims

We have a responsibility to mitigate against the climate crisis and we have ambitious targets to get us there.

In line with the City of London 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.

Alongside reducing our emissions, we believe that the arts have the power to inspire us to collectively imagine a better future and to unite us in this urgent and challenging work.

We'll continue to provide a platform for artistic work that responds to the climate crisis and encourages us to shape a positive future for years to come, while exploring new ways to showcase this artistic work in the most sustainable way possible.

Outputs

We will deliver the aims of our Environmental strategy.

Net Zero carbon emissions from our own operations by 2027 (Scope 1 and 2)

Net Zero carbon emissions from our value chain by 2040 (Scope 3)

Interim goals:

2023:

- 20% reduction in our scope 1 and 2 emissions
- 5% reduction in our scope 3 emissions

Creative, organisational, and physical outputs per sustainability strategy and action plan, ISO standards, industry leadership, collaboration with others on programme.

Outcomes

We may only be having a relatively small impact given the scale of the crisis – but we are playing our part and must use our platform to further the cause.

Meeting the sustainability expectations of our team members enhances our employer brand and provides our team with a place where they feel they can also make a difference.

Increased support from environmentally conscious donors and supporters

Programme:

Ethical and Transparent Business with Appropriate Governance

Aims

We have exemplar governance with expertise from both from elected members and external Board Members. All voices are heard clearly and strategically.

Decision making at every level is ethical, purpose and values lead and transparent to the public and our team

Outputs

A living, breathing Ethics policy is delivered in year one and updated regularly as the world around us changes.

Our board is diverse and effective.

Our Employee Networks are vibrant and at the table – they are confident to offer reflections and represent their members.

Outcomes

Ethical, well-governed and outward looking organisation

We learn when we get things wrong, make the brave decisions when we have to and hold each other to account.

We become a reference site for exemplar governance in a complex and dynamic environment.

Programme:

Staff Culture, Engagement, and Wellbeing

Aims

We will build a healthy, values aligned culture with engagement, sustainability, and wellbeing at its heart.

We will set clear objectives for all team members about how we do our work as well what we do.

Outputs

A co-designed Culture DNA to help shape and influence who we recruit, how we retain and how we progress.

We create a shared sense of responsibility and ownership for our culture where every colleague feels a sense of accountability. We hold each other to account against our values, are continuously learning and pride ourselves with a growth mindset.

An engaged, enabled organisation supported by listening, leadership, fewer referrals, fewer complaints, lower turnover, higher number of staff taking advantage of benefits, support structures in place for people who need help.

Clear articulation of what makes us proud to work at the Barbican which becomes a compelling employee offer.

Outcomes

Our team are empowered, enthused, and joyful, we are a model employer in terms of workplace health, inclusion and wellbeing.

A deep sense of belonging, our team feel valued and connected and take this home with them.

We are critical friends with our Corporation of London colleagues and providing proactive contributions to enable the achievement of our ambitions but also sharing practice where it could be of value across the wider City footprint.

Programme:

Planning, Budgeting, and Risk Management

Aims

We will take a long-term view of success for the Barbican 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.

To build a purposeful approach to resource allocation (both human and financial), management and risk.

Outputs

3-year view of our operating budget

Risk profile is understood, and risk management activity is at the right level in every part of the organisation – with proactive risk identification and mitigation just part of how we do business.

Clear escalation of risks and issues to Management, Directors and Board.

An annual risk/issues workshop session with Directors group with scenario planning. Use to help inform financial and resource allocations (including contingencies that need to be factored in)

Subsequently worked through with Management Team.

Outcomes

Purposeful and well-planned organisation in which resources are matched to need.

A forward-looking and prepared organisation based on a purposeful view of risk profiles and scenario planning.

Improved risk management allows us to work faster and more impactfully.