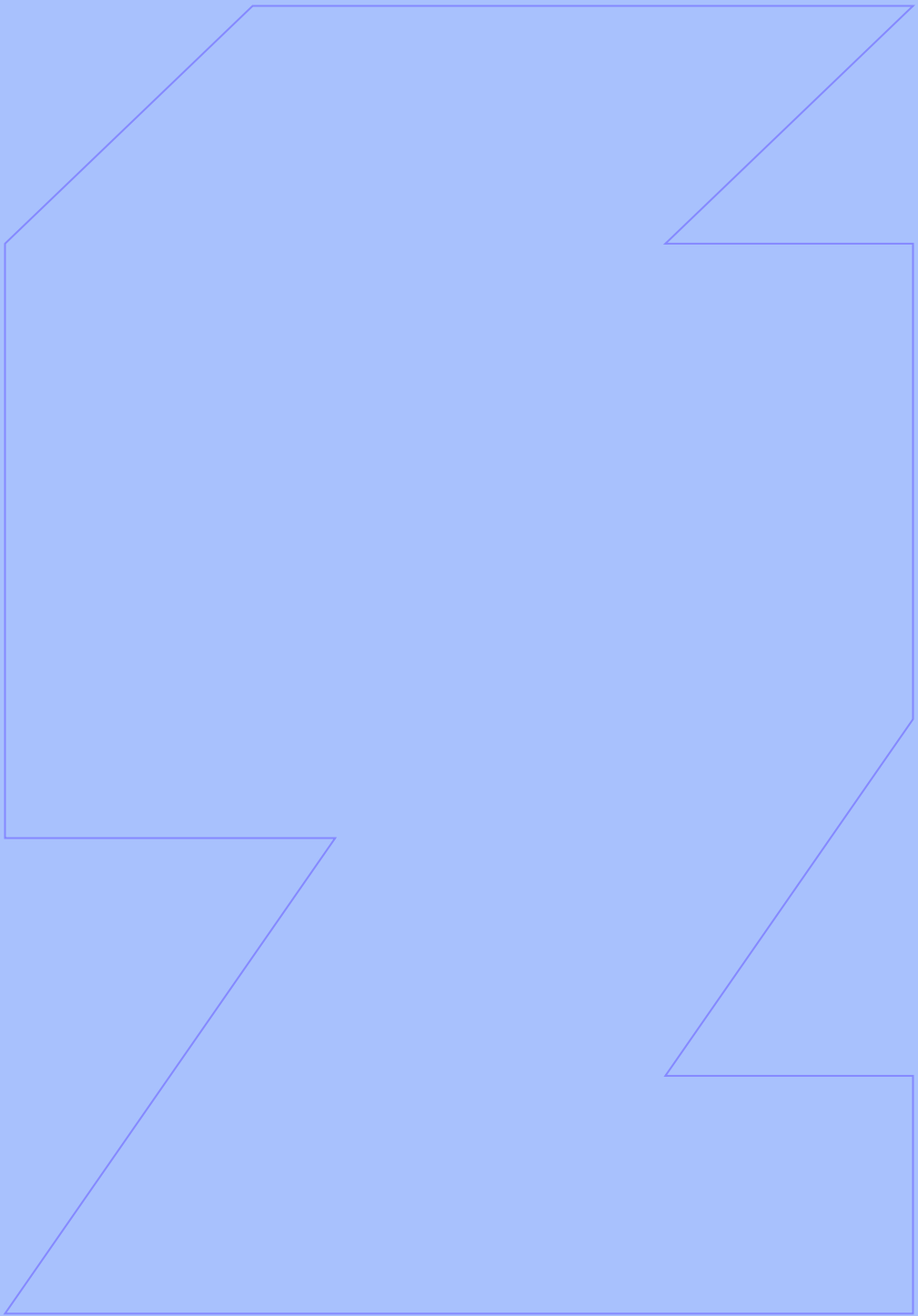


**barbican**

**2023 – 24  
Annual Review**



# Welcome

Looking back on another extraordinary year, it has been incredible to see this iconic arts centre showcase the most exciting art from around the world, presenting a programme that connects artists and audiences and helps us understand our lives in new and unexpected ways.

Our purpose is to be London's Creative Catalyst. This is central to everything the Barbican is and wants to be. Our programme has brought new people to the Barbican while continuing to strengthen the valued relationship we have with our loyal longstanding audiences.

The Barbican plays a key role in the City of London's cultural and economic life. Over the past year we've welcomed over a million visitors, and it has been incredible to see our venues packed with people from all over the world and from closer to home. There have been so many highlights from our arts and participation programme some of which are highlighted in this review. Through these thousands of events, we have ensured access to culture as a fundamental part of people's lives, and provided space for people to come together - for inspiration, connection, debate and joy.

This year, we have also continued to work on our ambitious Barbican Renewal Programme - a once in a lifetime opportunity to upgrade and revitalise our building and transform the way we operate. We are transforming in other areas too, including in Equity, Diversity and Inclusion (EDI), to make sure the Barbican is a place where everyone belongs and can reach their full potential.

I would like to thank the incredible Barbican team, the Board and the Trustees - their tireless efforts make all this possible. My thanks also extend to our dedicated communities of artists, partners and associates, as well as the City of London Corporation, who all play vital roles in making the Barbican such a vibrant hub of artistic expression and education.

My gratitude and thanks also goes to the family trusts, public and private grant-makers, businesses, individual donors and audience members who supported us with their generous donations.

Finally, our CEO Claire Spencer was instrumental in delivering such a successful year for the Barbican. She stepped down in July 2024, and myself and the entire Barbican team are extremely grateful for everything she did during her time here and the strong positive legacy she leaves.

When you visit the Barbican, you're entering more than just an arts centre. You're arriving at a place where connections are built, and new ideas are daringly explored. A place of sustainable renewal and joyful experiences. A place to be inspired by the world's greatest artists and the next generation of changemakers. And most of all, a place where creativity blooms and sparks positive change.

Sir William Russell  
Chair of the Barbican Board

1.2 million

4,200

65,300

1,300

100

1.7 million

Young Barbican members

77,000

People joined our participatory programmes

7,045

Schools engaged through participatory programmes

36

Young people connected with creative opportunities

2,000

Artistic partners and associates

32

Community projects delivered

103

← Kezrena James in The  
Meaning of Zong by Giles  
Terera at the Barbican  
Theatre 2023. A Bristol Old  
Vic production. Photographer  
credit Jemima Yong

# Artistic Highlights

← Mahabharata  
Photography by David  
Cooper

↓ Akis Ka in Transpose  
BURN Pit Party  
Photography by Holly Revell

## Mahabharata (October 2023)

Toronto-based Why Not Theatre visually stunning and large-scale retelling of the Sanskrit epic invited audiences to experience an evolution in storytelling, from the most ancient and intimate to contemporary spectacle.

## JulianKnxx (September 2023 – February 2024)

This ambitious new commission in The Curve by poet, artist and filmmaker Julianknxx featured a multi-screen film installation exploring themes of inheritance, loss and belonging.

## Ranjani Shettar: Cloud songs on the horizon (September 2023 – July 2024)

Ranjani Shettar's new site-specific commission for the Barbican Conservatory comprised five incredible sculptures, handcrafted by Shettar in her studio in rural Karnataka, India.

## Transpose: Burn (June 2023)

We welcomed the triumphant return of Transpose festival, created by C.N. Lester, an important platform for trans artists to celebrate their voices and communities.

## Maestro Screen Talk with Bradley Cooper and Carey Mulligan (January 2024)

We were delighted to welcome director/actor Bradley Cooper and co-star Carey Mulligan for a ScreenTalk of their biopic on the life of acclaimed composer, Leonard Bernstein.

↑ Installation view of  
Ranjani Shettar: Cloud  
songs on the horizon in the  
Barbican Conservatory  
Photography by Max Colson

↖ Julianknxx Chorus in  
Rememory of Flight in  
The Curve  
Photography by Eva Herzog

← Maestro Screen Talk  
Photography by Fergus  
Carmichael



### **Rampage: Carnival Classics with Jules Buckley Orchestra (July 2023)**

The UK's most renowned Sound System, Rampage, presented a special evening of Carnival Classics – bringing the spirit of Notting Hill Carnival to the Barbican Hall.

#### **↑ Rampage Carnival Classics**

Photography by Frozen Energy Photography

#### **→ Makaya McCraven performs *In These Times***

Photography by Lloyd Winters

### **EFG London Jazz Festival (November 2023)**

In collaboration with Barbican Associate Producer Serious, the annual EFG London Jazz Festival took place across multiple Barbican spaces featuring an electrifying line-up of jazz masters, emerging stars, and fresh new talent.

### **Barbican Young Poets Showcase (May 2023)**

Barbican Young Poets is an artist development initiative and community for those who wish to explore what's possible for their poetry and creative expression. The latest cohort of Young Poets celebrated the end of their eight-month programme with an afternoon of poetry workshops, installations, and performances in our Conservatory.

#### **← Barbican Young Poets Showcase 2023**

Photography by Aiden Harmitt-Williams

#### **↓ London Symphony Orchestra**

Photography by Mark Allan

### **London Symphony Orchestra / André J Thomas: Gospel Explosion (November 2023)**

In November 2023, André J Thomas curated and conducted an evening of American gospel music, combined with the symphonic sound of the LSO and a chorus of over 250 voices from across the London community.

# Our Purpose, Values and Shared Goals

**In 2023-24 we finalised our strategic framework – covering our Purpose, Values and Shared Goals – which will guide our comprehensive transformation programme over the next few years.**

As a purpose-driven organisation, our values inform our strategic direction as well as our everyday decisions. By being inclusive, connected, sustainable, and daring, and by approaching our work in a joyful way, we hope that being part of the Barbican community will become a positive, life-enhancing experience for everyone.

Our Shared Goals unify us as an organisation and ensure clarity around what we are collectively trying to achieve. They have been co-created by the whole Barbican team and support the delivery of the City of London Corporation's Corporate Plan 2024-29.

## Our 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.

## Our Values

Inclusive, Sustainable, Connected, Daring, Joyful

## Our Shared Goals

- Fuel Creative Ambition
- Excite and Engage our Audiences and Communities
- Working in line with our Values
- Invest in our People and Culture
- Building an Enterprising Business
- Revitalise our place

Nickel Creek in the Barbican Hall  
Photography by Dion Barrett

# Fuel Creative Ambition

Balimaya Project and  
Yahael Camara Onono  
Photography by Andy Paradise

**As London's creative catalyst, we showcase the most exciting art from around the world; entertain and inspire millions of people every year, create connections, stimulate debate, and reflect the world we live in. Central to our purpose is supporting artists at key points in their careers, and our world-class learning and participation opportunities help young people to develop their artistic practice and access jobs in the creative industry.**

## Emerging Film Curators Lab (2023-24)

Our Emerging Film Curators Lab offers people with limited programming experience the opportunity to develop inclusive film events alongside our experienced team.

Lillian Crawford was one of the participants in the 2023 intake. She created a programme of films by neurodivergent filmmakers under the banner *Stims: Towards a Neurodiverse Cinema*.

After finding herself frustrated by the need to segregate neurodivergent and neurotypical audiences, she says she wanted to curate an event which would be inclusive and truly neurodiverse.

'The event would not have been possible without the guidance given to me during the Emerging Film Curators Lab run by the Barbican,' she says. 'This included expertise in obtaining screening rights, making film events accessible, budgeting, and advertising. Most useful and interesting were sessions with the founders of two film collectives, T A P E and We Are Parable, both of which curate events similar to the one I designed.'

The screenings not only benefitted Crawford, but were also appreciated by the audience. 'The most moving moment during *Stims* was a member of the audience raising their hand during the Q&A to say that he had never felt so comfortable in a cinema before,' Crawford says. 'It affirmed to me that the work I am doing is good, and both deserves and needs to be pursued and expanded further.'

'The Barbican, as a visible cultural institution, is far more likely to be able to reach a neurodivergent audience than a lot of cinemas. The work that needs to be done in this area is making people who have previously felt that they could never attend a cinema

screening aware of how the conditions are changed at "relaxed" events.'

It was also wonderful to hear from an older generation of curators and programmers about their experiences and to learn from that in developing my own personal practice.

Since taking part in the Lab, Crawford has organised another relaxed event, due to take place later in 2024, and she has set up a collective with 'relaxed' screening curators, Georgia Bradburn and Ethan Lyon. 'I hope to use the expertise gained from the Lab and curating the Barbican event to work with a number of different venues and organisations to expand the mission of creating inclusive, neurodiverse screenings and to take it in bold new directions. I am immensely grateful for the expertise and support that the Barbican continues to give me on this journey,' she says.

## Balimaya Project and Yahael Camara Onono (Oct 2023)

Music has the ability to cross cultures, borders, and generations with ease and Mandé jazz sensations, Balimaya Project, encapsulate that perfectly with their blend of West African folkloric music and the contemporary sounds of London's living, breathing jazz scene.

In 2021, our Music team programmed the 18-strong, London-based ensemble for a double-bill concert in Milton Court Concert Hall, subsequently appointing their bandleader and djembe player, Yahael Camara Onono, Milton Court Artist in Residence for the 2022-2023 season. The residency gives artists the opportunity to build a personal and meaningful programme of events and workshops across a season.

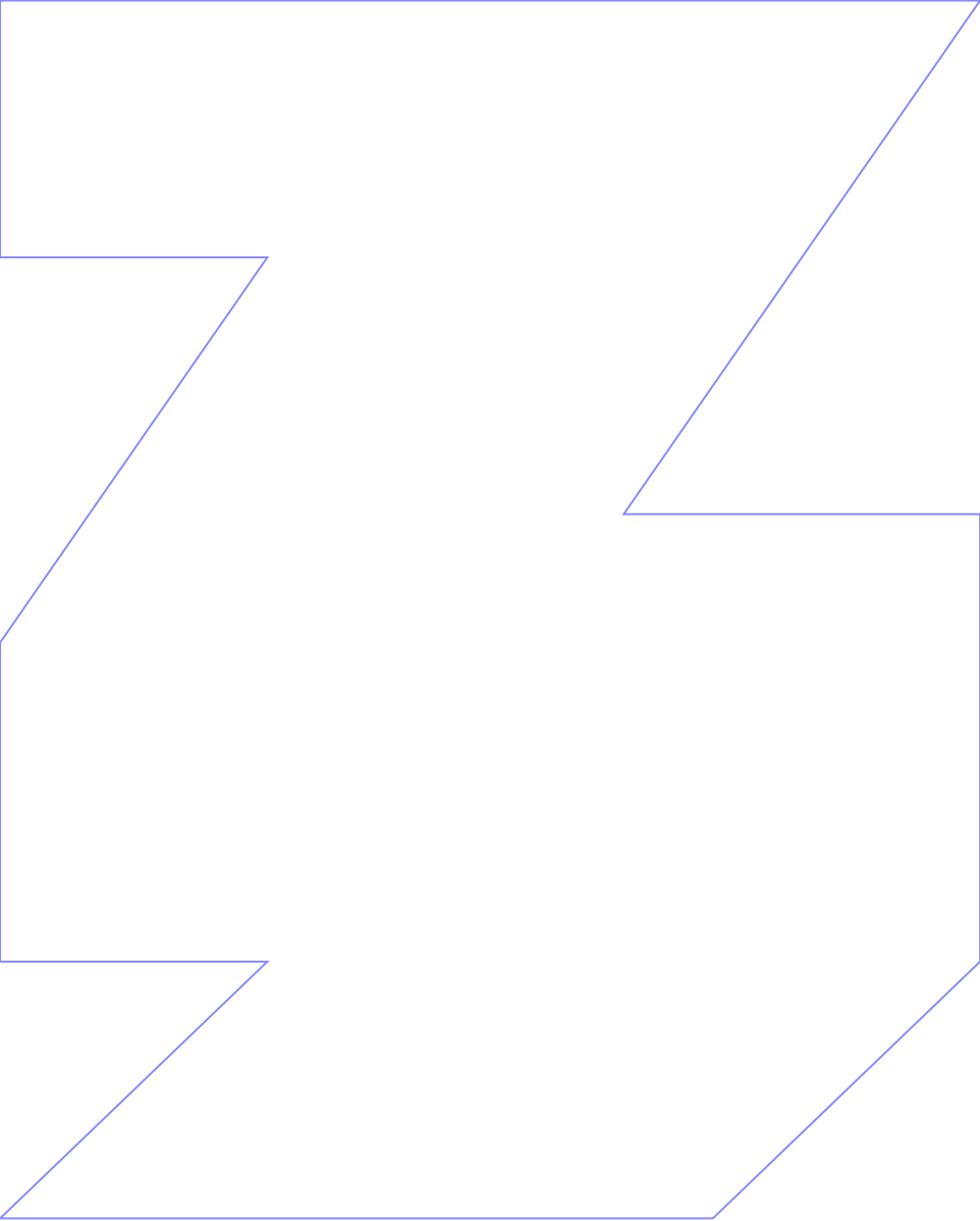
Over the course of Camara Onono's programming, the lines between the folklore and history of West African Mandé culture and London's contemporary jazz scene were explored across performances, workshops and masterclasses for both the public and students from the Guildhall School of Music and Drama.

In line with our artist development objectives, from the beginning of our relationship with Balimaya Project, our ambition was to try to build towards a Barbican Hall performance. Following Camara Onono's residency, he and the rest of Balimaya Project returned to the Barbican in October 2023 for their biggest ever concert to date to present their second album *When The Dust Settles* in the 1,943 capacity venue. The spectacular evening saw Barbican audiences new and old dancing in the aisles as the group were joined by a string ensemble, dancers and a host of special guests including Nigerian music artist Obongjayar, and afroswing, jazz and future soul artist Afronaut Zu. Ahead of this performance, the group were given the opportunity and budget to hold additional rehearsals in the Barbican Hall, it being the first time they had presented a performance of that scale.

Our support for Balimaya Project, providing a platform for them across a three-year journey from Milton Court to an extended residency, through to a momentous Hall performance has been a joyful experience for our team and we are thrilled to see them going on to continued success with performances this year at the Edinburgh International Festival.

## Delivering our Strategy – key achievements in 2023/24

- Delivered a rich, purposeful programme across all artforms.
- Opened up new areas of the Centre for art, with our first ever site-specific commission in the Conservatory by artist Ranjani Shettar.
- Signed a three-year partnership with Trafalgar Theatre Productions to further grow our audiences by staging new productions.
- Launched a new programming strand of late-night ClubStage gigs aimed at younger audiences.



**Our audiences sit at the heart of everything we do, and we want them to represent the diversity of London. Our programme, building and educational opportunities will inspire future generations of audiences and artists, while providing transformative, connected and unique creative experiences.**

**Delivering our Strategy – key achievements in 2023/24**

- Developed a new Audience Strategy which outlines the various communities we want to connect with, enabling us to increase and diversify our audiences and retain our current audiences, while delivering exceptional experiences for everyone.

It's important to us that the Barbican is a place where people who represent the diversity of London and the wider world have a platform to express themselves and showcase their creativity.

In July and August 2023, we hosted a ground-breaking exhibition – the result of a four-year collaboration with brain injury charity Headway East London.

Featuring 124 artworks by 74 artists, *differently various* attracted 5,500 visitors over its nine-day run. It gained a five-star review from The Guardian and coverage on Channel 4. An associated public programme, including cinema screenings, artist Q&As, music workshops and more, was attended by over 750 people.

The show aimed to open a discussion about who gets to make and present art at big institutions such as ours, as well as share perspectives and open conversations about brain injury.

'People put all brain injury in one category and think people with brain injury can't do anything. But that's not true, as we are showing with this exhibition,' said Headway East London member Yoki Mekuria, whose needle-work portrait was featured in the show.

Curated by a Steering Committee of Headway East London members and Barbican staff, the exhibition was an excellent example of our collaborations with community groups.

Steering Group member Jacqui Pingue said: 'It was amazing because this experience made us feel part of the wider community. It felt normal. We blended in, so you couldn't tell the difference between the visitors and us, which was strange but in a nice way.

'As an individual, the exhibition made you feel important. It was us having a say, and nobody else speaking for us. We are so used to people doing things for us, but this gave you a sense of being valued. It was about having a voice, being in control, and feeling like your opinions mattered. It's nice to have that trust, that space to give your opinions. Not being in work for such a long time, it gave you a sense of belonging and being included. That's what was so fantastic about this collaboration.'

Fellow Steering Group member Billy Mann said he hoped people would learn from this experience that everybody should 'embrace the fact that you're working with some, you know, differently various people'.

Claire Stone – Headway's Public Engagement and Communications Manager, said: 'We did something really special and different that exceeded our own expectations. We showed how The Curve could be used in a different, community-focused way that was artistically vibrant. I don't think I've ever seen a gallery as full of life. But even more important than the art and enjoyment of the exhibition is its message of communicating what brain injury is, and that there is life after brain injury. Seeing how much the exhibition meant to the members was very moving.'

## Working in line with our Values

**As a purpose-driven organisation, our values inform our work as well as our everyday decisions. By underpinning everything we do with our organisational values, by being inclusive, connected, sustainable, and daring, and by approaching our work in a joyful way, we hope that being part of the Barbican community will become a positive, life-enhancing experience for everyone.**

### Delivering our Strategy – key achievements in 2023/24

- Delivered a politically/socially engaged programme.
- Developed and launched our new EDI Strategy and Action Plan and our Anti-Racism Action Plan, which will support us in making the Barbican a place where everyone belongs.
- Worked with our staff and four Diversity Networks to develop a new Code of Ethics which guides our decision making.

In line with our purpose and values we have, and are committed to maintaining, a varied and daring events programme – one which inspires, connects and stimulates debate.

The Barbican is a place where we often engage with the most urgent issues of the day and protect and maintain artistic freedom and freedom of expression. Our programme offers audiences and artists the opportunity to express and experience the widest possible range of world views, human experiences, and artistic expressions.

Artists play a crucial role in reflecting, commenting on and responding to the issues of the day, including subjects that are urgent, complex or divisive. Cultural institutions such as the Barbican have a responsibility to provide artists – particularly those who may have been marginalised – with a platform to do so. In doing so we try to build understanding, create connections, stimulate debate, and hopefully provide solace in particularly challenging times.

Over the past year, there have been many programming highlights that have responded to our fast-changing world and engaged our audiences in debates that define our age.

### RE/SISTERS: A Lens on Gender and Ecology (Oct 2023 – Jan 2024)

The climate crisis is an urgent and global issue, with myriad challenges and proposals for solutions. Among the many works that we presented addressing this vital subject were ground-breaking exhibition RE/SISTERS: A Lens on Gender and Ecology.

Bringing together photography, film, and installations by nearly 50 international women and gender non-conforming artists, RE/SISTERS, supported by the leading global platform for pre-loved luxury fashion, Vestiaire Collective, exhibited work that engaged with, and protested against, the ongoing ecological crisis.

Echoing the topics the incredible artworks highlighted, we also made every effort to produce the exhibition sustainably. Among the measures we took were working with lenders and suppliers to reduce the energy consumption required to maintain the temperature and humidity levels in the gallery, while still protecting the artworks on display, and investing in the Women's Environmental Network rather than paying to offset our carbon use. We also minimised air freight – less than a quarter of artworks travelled to London by air, and nearly 75% of artwork frames were made locally. The exhibition also travelled, by road, to FOMU Antwerp, making more of the resources used to produce the exhibition.

As part of our efforts on this exhibition and our continued work in this area, we were awarded Active Member status by the prestigious Gallery Climate Coalition.

↑ **A Strange Loop**  
Photography by Marc J  
Franklin

### **A Strange Loop (Jun – Sep 2023)**

A Strange Loop by Michael R Jackson, winner of every Best Musical award in New York was lead produced by Trafalgar Theatre Productions and ran in our Theatre from 17 June to 9 September. The semi-autobiographical Pulitzer Prize-winning work was appreciated by audiences for its biting honesty and portrayal of the life of a Black queer man. It dealt with sensitive issues including racism, homophobia, self-hatred, suicidal thoughts, and depression.

In its review, The Guardian praised it highly, saying: 'As familiar as its exploration of identity politics may sound, it is given highly original, often entertaining, treatment with no hint of clunky polemic.'

**The Meaning of Zong** by Giles Terera  
Photography by Jemima Yong

### **The Meaning of Zong (Apr 2023)**

Award-winning actor Giles Terera's play *The Meaning of Zong* was a powerful reminder of theatre's role as a place where conversations can come alive. Inspired by storytelling traditions from across West Africa, this moving production revealed the little-known story of the British slave ship Zong, in which more than 130 enslaved Africans had been thrown overboard en route from Africa to the Caribbean and a subsequent insurance claim for loss of 'property'.

Terera, who first performed at the Barbican in the Royal Shakespeare Company's production of *The Tempest* in The Pit in 2000, faced significant resistance to bringing this story to life when it was first staged at Bristol Old Vic. 'Quite simply, people do not want this story told,' he said. 'Because it means exploring parts of our society and the legacy of this period. It means exploring a lot about ourselves, which people are not rushing to do. That's because we are still living with the legacy.'

But – just like lead character Olaudah Equiano – he overcame the obstacles, and we were delighted to be able to share this important story in the heart of London's financial services district. It was an inspiring call-to-action, reminding everyone of the importance of individual action in the face of injustice.

**London Palestine Film Festival 2023**  
Photography by Sally Zarzour

### **London Palestine Film Festival (Nov 2023)**

Cinema is an incredibly effective medium for sharing the lives and experiences of people in an immediate and impactful way and engaging audiences with stories and points of view that are often marginalised.

The London Palestine Film Festival showcases highly established filmmakers as well as fresh and emerging talent from Palestine and the diaspora, covering history, culture, politics and more. Our partnership with the festival goes back a long way. We were the first cinema venue to host the festival, nearly 20 years ago, and we have proudly continued this relationship as the Festival has grown in stature and expanded to other cinema venues across London.

We hosted the opening gala and a screening of *Tomorrow's Freedom*, by Georgia Scott and Sophia Scott, about imprisoned Palestinian political leader, Marwan Barghouti. The programme also featured screenings of fictional films from across the decades, showcasing the creativity of Palestinian filmmakers.

Festival co-head Khaled Ziada told us that the film festival is important not only for sharing films about Palestine, but also for keeping the political situation in the country in the public eye. And he noted that audiences are getting younger, 'which we find very inspiring'. 'It's great to see future generations interested in these kinds of films and the topics they raise – not only the new titles, but the older ones too.'

# Invest in our People and Culture

**We are working to become a more diverse and inclusive organisation. We are clear that we want to be a place where everyone belongs, a place of fairness and equity; and to be an organisation that reflects the diversity of our community.**

↑ Lakeside Terrace  
Photography by Dion Barrett

## Delivering our Strategy – key achievements in 2023/24

- Delivered Zero Tolerance training to all our staff.
- Opened a new multi-faith and meditation room.
- Established a partnership with Multiverse – an apprenticeship organisation which supports people from education to employment.
- Hosted to the launch of the City Belonging Project, a new City of London Corporation initiative that will build a more inclusive and connected Square Mile, ensuring that the City's institutions and events are more open to our communities than ever before.

Over the past year, we have made important progress in our Equity, Diversity and Inclusion (EDI) work which will change our culture through an organisational development and change programme that embeds EDI into everything we do.

Our EDI Strategy uses a maturity model and competency framework to ensure that we are focusing on the action areas that will make the greatest contribution to change. The strategy and associated action plans have been designed in collaboration with colleagues from our Staff Diversity networks and staff from teams across the Barbican.

Over the past year we have delivered Zero Tolerance training to 800 staff, including casual and front of house colleagues. This dedicated training was rolled out to help staff to 'call in' and 'call out' incidents of discrimination or exclusionary behaviours which go against our values.

This has also included the launch of a new zero tolerance 'report and support' platform with online reporting providers, Culture Shift. The platform allows users to report an incident (named or anonymously), which is then assigned to a relevant HR manager

to handle appropriately and in line with our Zero Tolerance Statement. The data collected from the programme will support in identifying trends and designing targeted EDI interventions.

We have conducted a comprehensive EDI data analysis to identify what information we have available on EDI data relating to our staff. Securing strong EDI data in areas such as staff diversity, staff satisfaction, staff engagement, recruitment, leavers, progression, incidents and pay will help us keep track of progress and understand where our EDI Strategy and Action Plan is having the most impact, as well as identify areas where we need to improve.

We have established two additional Staff Diversity Networks. We now have four Networks at various stages of development: the Global Majority Network, Barbican Women, the Disability Network, and the Pride Network. These networks are key to creating a culture of inclusion, sense of community and building accountability and transparency by increasing awareness, educating, and encouraging advocacy.

And we opened a new multi-faith and meditation room to make our building more inclusive and accessible. All staff and visitors to the Barbican are welcome to use this room as a space for worship and prayer, as well as peace, quiet and reflection.

There is more work for us to do, but the progress we have made over the past year has signalled a change of culture within our teams, and this approach will allow us to create sustainable, systemic change within the Barbican and, we hope, beyond.

# Building an Enterprising Business

**As a not-for-profit organisation, we are constantly innovating to utilise the full potential of our building and spaces to create different revenue streams through new technology and partnerships. Evolving our business model will help us fund our future ambitions while creating memorable experiences for our audiences.**

Alongside the City of London Corporation's generous support as our founder and principal funder (representing c.39% of our income), we must raise vital funds from ticket sales, commercial activity and fundraising to break even each year.

Thanks to the support of many grant makers, individual donors and corporate partners we were able to amplify our investment in creativity over 2023/24. From securing our largest grant in a decade from Bloomberg Philanthropies to welcoming 25 new supporters into our ever-growing Patrons group we are immensely grateful to all those that share our vision and supported us over the last year.

Alongside our diverse artistic programme, our building provides a striking backdrop for a range of commercial events every year including conferences, weddings, graduation ceremonies, filming and photo shoots, and product launches.

We are thrilled that 2023/24 was a record-breaking year of business events, cementing our

position as not just an iconic multi-arts centre, but also a leading venue for conferences and as a convener of critical business thinking.

Among the many business events we hosted was the Ecocity World Summit 2023, the longest-running global conference on ecology and cities. Under the theme of 'connecting communities', the prestigious gathering of leaders and innovators enabled us to showcase our sustainability efforts amid our famed architecture.

We also continued to be a popular location for film, TV and fashion shoots including events for designer Roksanda Ilincic's Spring-Summer 2024 collection during London Fashion Week, and fashion brands 16Arlington and Supriya Lele who used some of our versatile venues

to present high profile fashion shows for their latest collections.

We also launched a new Brand Activation offer in the Level G Hub Space, working on two partnerships with Disney Searchlight and TOAST. The partnership with Disney Searchlight comprised of an exclusive exhibition of the original costumes from the Oscar-winning film *Poor Things* by director Yorgos Lanthimos. To coincide with the exhibition, we also hosted a special red carpet gala screening of the film with stars Emma Stone, Mark Ruffalo and Willem Dafoe in attendance. The year also saw Campari join as 'official drinks sponsor' of the Barbican's annual Outdoor Cinema programme. Our first partner on the Outdoor Cinema, Campari enhanced the audience

experience by providing a complimentary drink to every ticket holder.

Our Barbican Shop had a successful year with record merchandise sales. To support the run of *My Neighbour Totoro* in the Barbican Theatre, there was an exciting collaboration with the Japanese Gallery in Kensington, offering original anime cells and posters. Drawing on the popularity of the Barbican Conservatory, a bespoke illustrated range designed by local London artist Cat Sims was launched, generating a lot of interest from visitors.

As we look to the year ahead, we are eager to build on this momentum, as we continue to innovate, and host even more memorable business events, grow income streams and capitalise on fundraising opportunities that come with our unique position in the heart of the City of London and in broader art ecosystem.

## Delivering our Strategy – key achievements in 2023/24

- We are proud to participate in Bloomberg Philanthropies' Digital Accelerator for Arts and Culture, which supports arts organizations through strategic improvements to technology infrastructure. This grant will boost our audience strategy by helping us invest in new production technology while transforming systems and skills behind the scenes.
- Record breaking year for merchandise sales
- Chosen as the venue to host the World Design Congress 2025, when it returns to London for the first time in over 50 years.
- Built new commercial partnerships including a collaboration with Campari for our popular Outdoor Cinema season.



# Revitalise our place

**The Barbican is a Grade II listed site, widely recognised as one of the most important Brutalist buildings in the world. It welcomes millions of visitors every year, and hosts thousands of events. After 40 years, there is now an urgent need to invest in our buildings, to ensure they are restored, revitalised and relevant for future generations.**

In order to secure our future and to allow the Barbican to thrive and grow, a major programme of capital work has been initiated. Barbican Renewal is delivering a full masterplan for the site, replacing redundant systems, celebrating the heritage architecture, and providing a better experience for all our visitors and staff throughout every part of the building. Through Renewal the Barbican will become a more sustainable and inclusive place for everyone.

In July 2023, we were delighted to receive £25 million in funding from the City of London Corporation to start the first phase of our ambitious plans for Renewal. This has allowed us to develop full plans for the site and will

support detailed design of the most urgent projects. These include restoring the much-loved Conservatory, waterproofing key external areas, upgrading all our critical systems and bringing our foyers and catering areas up to standard.

These projects will also support delivery of our net zero carbon targets by putting sustainability at the heart of our plans, from improved energy efficiency to circular reuse of materials on- and off-site. In addition, Renewal will utilise our existing spaces without adding a single square metre of extra building.

All of this work is essential to safeguard the future of the Barbican, and allow it to remain a critical centre of creativity. The Barbican

plays a crucial role in the economic, social and cultural life of the UK, making an annual £90 million contribution to London's economy and supporting over 1,100 jobs. It is the City's leading cultural destination, third most visited attraction and has worked with 330 schools, 16,400 school children and 35,000 young people over the past four years.

The Barbican Renewal Programme will ensure the Centre can continue to deliver these major benefits, as well as expanding our offer and impact through bringing currently underutilised spaces into creative, civic and entrepreneurial use.

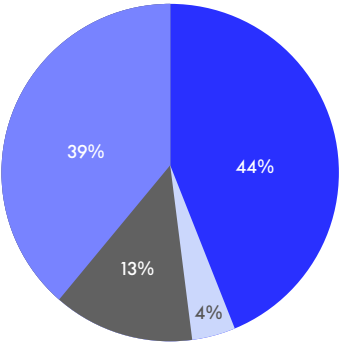
## **Delivering our Strategy – key achievements in 2023/24**

- Began significant work on our building infrastructure and facilities
- The City of London Corporation invested £25m to develop the first phase of our ambitious Barbican Renewal Programme.

↑ Sculpture Court  
Photography by Dion Barrett

Barbican Financial Review  
Year ended 31 March 2024

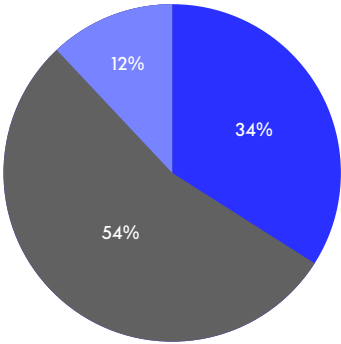
| Income and expenditure               | 23/24<br>£000s          | 22/23<br>£000s          | 21/22<br>£000s           |
|--------------------------------------|-------------------------|-------------------------|--------------------------|
| <strong>Income</strong>              |                         |                         |                          |
| Box office, trading and other income | 26,961                  | 24,956                  | 15,248                   |
| <strong>Public Funding</strong>      |                         |                         |                          |
| City of London                       | 18,515                  | 18,991                  | 17,468                   |
| Arts Council England                 | 274                     | 753                     | 388                      |
| Furlough receipts                    | 0                       | 0                       | 771                      |
|                                      | 18,789                  | 19,744                  | 18,627                   |
| Donations and Other Grants           | 1,595                   | 2,295                   | 1,130                    |
| <strong>Total Income</strong>        | <strong>47,344</strong> | <strong>46,996</strong> | <strong>35,006</strong>  |
| <strong>Expenditure</strong>         |                         |                         |                          |
| Arts Programming                     | 8,382                   | 8,682                   | 6,650                    |
| Other Arts Related Activity          | 5,763                   | 5,527                   | 3,324                    |
| Salaries                             | 24,201                  | 21,837                  | 20,413                   |
| Commercial, Buildings & Other        | 9,332                   | 10,709                  | 7,424                    |
| <strong>Total Expenditure</strong>   | <strong>47,678</strong> | <strong>46,754</strong> | <strong>37,811</strong>  |
| <strong>Surplus/(Deficit)</strong>   | <strong>(334)</strong>  | <strong>242</strong>    | <strong>(2,805)</strong> |



Funding Sources 2023/24

- Trading & Other
- Donations and Grants
- Box Office
- City of London

City of London funding for 2023/24 is £18.5m. This represents 39% of total income slightly down from 40% in 2022/23 as earned income grows.  
Box Office income for 2023/24 is £6.2m, down from £6.5m in 2022/23.  
Trading & Other income for 2023/24 is £20.7m, up from £18.5m in 2022/23 largely due to increase rental and the secondary spend associated.  
Donations and Other grants represented 4% of income, down from 6% in 2022/23 with the decrease of Arts Council England.



Attendance Split 2023/24

- Arts Events, Own Promotion
- Arts Events, Rentals etc
- Commercial & Other Events

The attendance figures shown here include all ticketed events, visitors at the Curve gallery and estimated attendance at Commercial events.  
The Centre has other non-ticketed activity in foyer spaces, offsite and international touring which are not included in the attendance figures shown here.

| Events & Attendance                          | Events / Screenings    |                        |                        | Attendance 000's       |                      |                      |
|----------------------------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|----------------------|
|                                              | 23/24                  | 22/23                  | 21/22                  | 23/24                  | 22/23                | 21/22                |
| <strong>Barbican Hall</strong>               |                        |                        |                        |                        |                      |                      |
| Own Promotions                               | 73                     | 80                     | 47                     | 110                    | 112                  | 59                   |
| LSO                                          | 60                     | 58                     | 38                     | 89                     | 82                   | 42                   |
| Other rentals                                | 87                     | 91                     | 46                     | 120                    | 106                  | 48                   |
|                                              | <strong>220</strong>   | <strong>229</strong>   | <strong>131</strong>   | <strong>319</strong>   | <strong>300</strong> | <strong>149</strong> |
| <strong>Theatres</strong>                    |                        |                        |                        |                        |                      |                      |
| Barbican Theatre                             |                        |                        |                        |                        |                      |                      |
| – Own Promotions                             | 45                     | 53                     | 15                     | 29                     | 37                   | 11                   |
| – Rentals                                    | 237                    | 206                    | 172                    | 238                    | 149                  | 147                  |
| The Pit                                      | 113                    | 90                     | 254                    | 12                     | 5                    | 5                    |
| Silk Street                                  | 0                      | 0                      | 0                      | 0                      | 0                    | 0                    |
|                                              | <strong>395</strong>   | <strong>349</strong>   | <strong>441</strong>   | <strong>279</strong>   | <strong>191</strong> | <strong>163</strong> |
| <strong>Art Galleries</strong>               | <strong>4</strong>     | <strong>2</strong>     | <strong>2</strong>     | <strong>178</strong>   | <strong>169</strong> | <strong>156</strong> |
| <strong>Commercial &amp; other</strong>      | <strong>415</strong>   | <strong>334</strong>   | <strong>291</strong>   | <strong>128</strong>   | <strong>101</strong> | <strong>53</strong>  |
| <strong>Total Events</strong>                | <strong>1,034</strong> | <strong>914</strong>   | <strong>865</strong>   | <strong>904</strong>   | <strong>760</strong> | <strong>521</strong> |
| <strong>Cinema Screenings</strong>           | <strong>3,148</strong> | <strong>3,066</strong> | <strong>2,618</strong> | <strong>188</strong>   | <strong>132</strong> | <strong>106</strong> |
| <strong>Total Events and Screenings</strong> | <strong>4,182</strong> | <strong>3,980</strong> | <strong>3,483</strong> | <strong>1,092</strong> | <strong>892</strong> | <strong>627</strong> |

# With thanks

## People and Partners

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CEO: Claire Spencer (until July 2024)  
Artistic Director: Will Gompertz (until September 2023), Devyani Saltzman (Director for Arts and Participation from July 2024)  
Director of Commercial: Jackie Boughton  
Director of Development: Natasha Harris  
Director of People, Culture and Inclusion: Ali Mirza  
Director for Buildings and Renewal: Philippa Simpson (from May 2024)  
Director for Audiences: Beau Vigushin (from April 2024)

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Deputy Chairs: Tobi Ruth Adabekun,  
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Serious

### Associate Company

Create London  
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Cheek by Jowl  
Drum Works  
Trufalgat Theatre Productions  
(2024-2026)

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Headway East London (until May 2024)

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Accumulate  
Babes in Development  
Flourishing Lives  
Phosphorous Theatre  
**Creatives in Residence**  
We Are Parable (Until October 2023)

### Programme Partners

EFG Jazz Festival  
Queer East Festival  
London Palestine Film Festival  
Doc'n Roll Film Festival  
London International Animation Festival  
New East Cinema  
Open City Film Festival  
SAFAR Film Festival  
Reclaim the Frame  
Into Film

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The Barbican is very grateful to all our supporters over 2023/24

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and to all those who wish to remain anonymous

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Cover image: Installation view of Ranjani Shettar: Cloud songs on the horizon, Barbican Conservatory 2023. Photography by Max Colson

Inside Pages 1: Barbican Centre. Photo by Dion Barrett