



Risk Committee of the Barbican Centre Board

Date: WEDNESDAY, 25 JANUARY 2017
Time: 9.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Russ Carr
Wendy Hyde
Sir Brian McMaster
Judith Pleasance
Keith Salway

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N.B. Part of this meeting may be subject to audio or visual recording

**John Barradell
Town Clerk and Chief Executive**

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 8 November 2016.
For Decision
(Pages 1 - 4)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.
For Information
(Pages 5 - 6)
5. **INTERNAL AUDIT UPDATE**
Report of the Head of Internal Audit & Risk Management.
For Information
(Pages 7 - 16)
6. **HEALTH & SAFETY: ANNUAL UPDATE**
Report of the Director of Operations & Buildings.
For Information
(Pages 17 - 22)
7. **DIVERSITY & INCLUSION**
Report of the Head of HR.
For Information
(Pages 23 - 42)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act.
For Decision
11. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 8 November 2016.
For Decision
(Pages 43 - 46)

12. **RISK REGISTER**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 47 - 84)
13. **PROGRAMMING RISK UPDATE**
Report of the Director of Arts.
For Information
(Pages 85 - 90)
14. **CARBON MONOXIDE INCIDENT: LESSONS LEARNT**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 91 - 102)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 8 November 2016

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 8 November 2016 at 10.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Russ Carr
Sir Brian McMaster
Keith Salway

In Attendance

Tom Sleigh

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
David Duncan	- Head of Customer Experience, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Sheree Miller	- Customer Experience Manager, Barbican Centre
Dominic Smith	- Head of IT, Barbican Centre
Nigel Walker	- Head of Security, Barbican Centre
Debbie Hackney	- Financial Controller, Barbican Centre
Cirla Peall	- Audit Manager, Chamberlain's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Wendy Hyde and Judith Pleasance.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. MINUTES

The public minutes of the meeting held on 29 June 2016 were approved.

4. OUTSTANDING ACTIONS

The Committee noted the outstanding actions list and received the updates thereon.

RECEIVED.

5. INTERNAL AUDIT UPDATE

The Committee received a report of the Head of Internal Audit and Risk Management providing an update on Internal Audit activity undertaken at the Barbican Centre since June 2016 and presenting details of the 2016-17 delivery position.

The Audit Manager provided oral updates in respect of the reviews in to Catering and Car Parks, advising that that Barbican management had verbally accepted the audit findings and on this basis no “red” rated recommendations had emerged. The detailed findings of both reviews would form part of the Internal Audit update at the Committee’s next meeting. She added that there was currently one live amber priority recommendation, the implementation date for which had now been moved from 30 October to early December. This concerned remote system and user access testing for the disaster recovery site.

In considering the scheduled audits set out at Appendix 1, it was requested that the Major Security, Incident and Safety review be prioritised given the importance of this issue. The planned “Customer Experience” review was also discussed, with it suggested that it might not represent the best use of Audit officers’ particular skills or expertise. Members observed that Internal Audit’s expertise would be more appropriate applied in respect of issues related to financial controls and assurance, rather than on these more subjective items. The Chief Operating & Financial Officer added that he would be discussing the timing and content of this proposed review with Internal Audit in the coming months, so as to ensure it was suitably linked with the Barbican’s front of house customer experience review.

The Committee also discussed the ticket pricing strategy, which had been explored as part of the Box Office Income review. Members expressed concern as to the potential risk associated with rental productions and the implication that rental producers had sole control over the pricing of shows, cautioning that this could have a significant and potentially negative impact in terms of attracting new audiences and retaining existing customers. The Director of Arts reassured Members that the pricing of tickets formed a substantive part of negotiations with prospective rental productions. She also noted that such productions regularly subscribed to the Barbican’s own ticket pricing strategy, highlighting Hamlet as a recent example.

The Audit Manager thanked Members for their comments and undertook to feed back comments to the Head of Internal Audit.

RESOLVED: That the delivery position for the 2016-17 Internal Audit Plan, including audit review outcomes since the last Internal Audit Update Report in June 2016 be noted.

6. **BRIBERY ACT UPDATE**

The Committee received a report of the Town Clerk providing an update in respect of recent Government announcements concerning the proposed extension of liability for corporate crimes. The report also set out recent steps taken to strengthen contracts to safeguard against bribery and corruption.

Following queries concerning training in place for staff, the Town Clerk undertook to circulate a previous report setting this out and follow up any further queries in advance of the next meeting.

RECEIVED.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.
10 - 14

Exemption Paragraph(s)
3

10. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 June 2016 were agreed, subject to one amendment.

11. **RISK REGISTER**

The Committee received a report of the Chief Operating & Financial Officer advising Members of the risk management system in place at the Barbican, updating on the significant risks that had been identified and outlining measures for mitigation of these risks.

12. **PROGRAMMING RISK: ORAL UPDATE**

The Committee received an update from the Director of Arts concerning forthcoming programmed activities which might potentially pose reputational risk. A schedule, setting out each of the events, the nature of the risk and the mitigating actions in place, was also tabled.

13. **CYBER SECURITY**

The Committee received a report of the Chief Operating & Financial Officer setting out the various arrangements and measures in place to prevent and respond to any cyber-attacks affecting the Centre.

14. **SAFEGUARDING: ORAL UPDATE**

The Director of Learning & Engagement provided an oral update in respect of safeguarding arrangements at the Barbican.

15. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 11.15 am

Chairman

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Risk Committee of the Barbican Centre Board
Outstanding actions 2017

Action	Notes/Description	Officer responsible	Date added	Status
Equalities and Diversity Action Plan: Risks	Committee to receive E&D Action Plan to facilitate discussions on identifying potential risks and mitigating actions.	Head of HR	January 2016	On agenda for January meeting.
Carbon Monoxide Incident	Lessons learnt report to be produced concerning incident reported in September.	Head of Customer Experience	September 2016	Oral update provided at November 2016 meeting, written report on agenda for January 2017 meeting.
Carbon Monoxide: Beech Street Tunnel	CO levels in Beech Street tunnel to be monitored.	Head of Customer Experience	November 2016	Provided in carbon monoxide report on January agenda.
Risk Ratings H&S 002 (failure to deal with emergency/major incident/risk of terrorism)	Town Clerk to ascertain where responsibility sits for setting likelihood levels	Town Clerk	November 2016	The likelihood rating is set by departmental management based on the government's threat level rating and advice received from the City Police, and the City Corporation's Contingency Planning team
Bribery / Fraud	Town Clerk to circulate previous report concerning training in place for staff.	Town Clerk	November 2016	Report circulated with papers for January 2017 meeting.

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Committee:	Date:
Risk Committee of the Barbican Centre Board	25 January 2017
Subject: Internal Audit Update Report	Public
Report of: Head of Internal Audit and Risk Management Report Author: Pat Stothard, Head of Audit and Risk Management	For Information
Summary	
<p>This report provides an update on Internal Audit activity undertaken at the Barbican Centre between November 2016 and January 2017, as well as a status update in respect of the schedule of planned work for 2016-17 (Appendix 1).</p> <p>Delivery of 2016-17 planned audits is in progress and one audit of Barbican Centre Catering has been finalised since the last meeting of this Committee. This audit contained a moderate (amber) assurance rating and resulted in three amber priority and two green priority recommendations which were accepted by management. Barbican management advised that two of the amber priority recommendations were implemented prior to finalisation of the audit report.</p> <p>Audit fieldwork is in progress for the audit of Major Incident, Safety and Security and it has been agreed with Barbican Centre management to defer the audit of Customer Experience until 2017-18 in recognition of on-going development in this area.</p> <p>There are two live amber priority recommendations as at the end of December 2016: one which was reported as being outstanding at the November 2016 meeting of this Committee and for which implementation has been delayed, plus a further recommendation arising from the recently finalised audit of Catering. Live high priority recommendations are detailed at Appendix 2. There are currently no live red priority recommendations.</p> <p>This report also includes the Draft Internal Audit Plan 2017- 20 for consideration. Members' views are sought on proposed coverage and timing (Appendix 3).</p> <p>Recommendation(s)</p> <p>Members are asked to note the status of planned audit work for 2016-17, the live high priority recommendations position and audit plan proposals for 2017-20.</p>	

Main Report

Background

1. This report provides an update on audit work progressed since the update to this Committee in November 2016 and includes a summary of the status of all 2016-17 reviews (Appendix 1). Live high priority recommendation details are outlined in Appendix 2. The draft Internal Audit Plan for 2017-2020 is attached for consideration and comment (Appendix 3).

Delivery of Internal Audit Work

2. An analysis of the status and outcome of reviews within the 2016-17 audit plan is attached at Appendix 1. To date one audit has been finalised (Catering), one audit is at draft report stage (Car Parks), audit fieldwork is in progress for one (Major Incident, Security and Safety) and it has been agreed that the remaining planned audit (Customer Experience) be deferred until 2017-18. Delivery of the updated audit plan for 2016-17 is anticipated by 31st March 2017.

Summary of audit review outcomes – 2016-17 Planned Work

Catering

4. This finalised audit examined arrangements for management of the public catering contracts to ensure that services are delivered as per requirements and that appropriate financial monitoring controls are in place. It was noted during audit fieldwork that the contract with Searcy had not been signed by either party and an amber priority recommendation was made to address this; management implemented this prior to audit report finalisation.
5. Audit testing indicated that there were arrangements in place to obtain assurance that the caterers are meeting the key performance requirements as set out in the contracts. It was noted that contractual performance requirements were generally subjective in nature and may hamper challenge of contractors and instigation of contractual remedies, should poor performance be identified. An amber priority recommendation was made to strengthen control in this area and Barbican Centre management undertook to implement this by 1st April 2017.
6. On the basis of sample testing undertaken, arrangements were in operation to monitor the caterers' financial performance against agreed budgets; these arrangements were supplemented by regular internal budget monitoring. Audit examination identified scope, however, to improve the quality of financial information used at monitoring meetings with the caterers. An amber priority recommendation was made to consider longer term financial forecasts, as well as a breakdown of information for two outlets which were currently combined for financial monitoring purposes. Barbican Centre management confirmed implementation of this recommendation prior to audit report finalisation.
7. Whilst the commission generated from Searcy at the time of audit testing was approximately £11k below budget, it was noted various marketing initiatives had been identified to improve financial performance.

8. Audit testing confirmed the existence of processes to ensure that financial transactions are calculated in accordance with the catering contracts. The Barbican Centre is entitled to commission, based on the caterers' reported sales levels, and also recharges the caterers' costs incurred in operating the catering outlets. Internal Audit were advised at the time of testing that the caterers' sales levels had not yet been subject to verification; this is understood to be undertaken at the end of financial period 6. No recommendations were made in this area.
9. On the basis of testing undertaken, it was confirmed that there were arrangements in place for reporting contractual financial performance to Members, Senior Management and Senior Finance Officers.

2016-17 Audits in Progress

Major Incident, Safety and Security

10. Internal Audit have liaised with Barbican Centre management to scope this review and audit fieldwork is focused on examination of the major incident plan and determination of whether this is being adhered to by Barbican Centre staff, and associated arrangements such as staff awareness and training.

Customer Experience

11. It has been agreed following discussion with the Barbican Centre's Chief Operating and Financial Officer and the Financial Controller that the planned audit of Customer Experience will be deferred until 2017-18. The precise scope and timing of this audit will be agreed between Internal Audit and Barbican Centre management to take into account relevant developments such as the outcome of the Front of House Review.

Other Relevant Assurance Work

12. Delivery of the plan of corporate and key systems reviews across the City's departments is on-going, providing assurance over a range of arrangements relevant to the Barbican Centre. No applicable corporate audits have been finalised since the last meeting of this Committee. In future summary audit outcomes will be reported to this Committee where appropriate, including the detail of any recommendations made directly in respect of the Barbican Centre.

Implementation of Audit Recommendations

13. There are currently no outstanding red priority recommendations. Two of the amber recommendations arising from the recently finalised audit of Catering were confirmed as being implemented post audit fieldwork and as such only one is awaiting implementation. There is a further live amber priority recommendation which was reported to the last meeting of this Committee and relates to remote testing of the Disaster Recovery site. The recommendation owner has since advised that full implementation is now anticipated by the end of January 2017. Internal Audit will follow up on this recommendation on the revised target date and the outcome will be reported to this Committee. Both recommendations are detailed at Appendix 2.

Draft Internal Audit Plan 2017-20

14. The Draft Internal Audit Plan for 2017-20 has been prepared using a risk-focused approach and in consultation with the Barbican's Chief Operating and Financial Officer, and the Financial Controller. This one year plan and the strategy for 2017-20 are attached at Appendix 3. Comment and suggestions for consideration in future internal audit plans are sought from your Committee Members.

Conclusion

15. Delivery of the 2016 – 17 audit plan is on-going. The audit of the Barbican Centre's Catering arrangements has provided moderate assurance. Audit fieldwork is in progress in respect of Major Incident, Safety and Security. The planned audit of Customer Experience has been deferred following discussion with Barbican Centre management and is included within the 2017 – 18 audit plan which is attached for comment and consideration by Members of this Committee.
16. Barbican Centre management accepted all five of the recommendations arising from the recently finalised audit of Catering and implemented two of the three amber priority recommendations prior to report finalisation. There are two live amber priority recommendations, including one related to Catering, as at the end of December 2016 and Internal Audit will continue to liaise with recommendation owners to confirm the progress of implementation. There are no live red priority recommendations awaiting implementation by Barbican Centre management.

Appendices

Appendix 1 Internal Audit Plan Schedule of Projects 2016-17

Appendix 2 Live High Priority Recommendations

Appendix 3 Draft Internal Audit Plan 2017-2020

Pat Stothard, Head of Audit and Risk Management

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Scheduled Work Internal Audit Plan 2016-17

Project and Rationale	Planned Days	Current Stage	Assurance Rating	Recommendations			
				Total Red	Total Amber	Total Green	Total
<u>Major Incident, Security and Safety</u> This is a key risk area and the audit review will evaluate whether the controls in place are operating effectively.	15	Work in Progress (Target Feb 2017)	-	-	-	-	-
<u>Car Parking System</u> A new system was introduced in summer 2015 and this audit review has evaluated whether appropriate key controls have been implemented.	10	Draft Report	-	-	-	-	-
<u>Catering</u> An examination of arrangements for management of the catering contract to ensure that services are delivered as per requirements and that appropriate financial monitoring controls are in place.	10	Final Report	Moderate (Amber)	-	3	2	5

Project and Rationale	Planned Days	Current Stage	Assurance Rating	Recommendations			
				Total Red	Total Amber	Total Green	Total
<u>Customer Experience</u> This is a strategic goal to enable delivery of a great experience to Barbican Centre Visitors. The audit review will examine arrangements to ensure delivery of the supporting work strand: 'a seamless, real-time and consistently high standard customer experience across all touch points and channels, digital and physical. There will be a focus on data management related to customer satisfaction.	10	Deferred to 2017-18	-	-	-	-	-
TOTAL	45			0	3	2	5

Schedule of Barbican Centre Live Red and Amber Priority Recommendations – 30/12/16

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
ICT: Remote testing of system and user access to DR site.	Amber	Not Implemented (In Progress)	30/11/13	31/01/17	Various tests have been completed since the recommendation was made but this remains a live issue due to changes to the SAN hardware configuration and remote access solution since that time. It is understood from the recommendation owner that the current set up has been tested successfully but there were some issues with the difficulty of and time taken in testing. The aim is to implement a better system to facilitate regular testing and which doesn't require live systems to be shut down i.e. a "sandbox environment". The cloud service provider is due to implement this in January 2017 and the intention is for the outcome to be reported to this Committee.
Catering: Use of objective and SMART key performance requirements within similar type contracts to facilitate effective measurement of contractor performance.	Amber	Not Yet Due	01/04/17	N/A	None.

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Internal Audit Plan 2017-18

Audit Title	Rationale
Customer Experience	This is a Strategic goal to enable delivery of a great experience to Barbican Centre Visitors. It will review of arrangements to ensure delivery of the supporting work strand: 'a seamless, real-time and consistently high standard customer experience across all touch points and channels, digital and physical. Focusing on data management related to customer satisfaction.
Equality and Diversity	Examination of key controls related to equality and diversity objectives to include arrangements for review of strategy and associated delivery plans, training and data collection processes.
Retail and Bars	Examination of key controls over income collection, stock management, and associated management information.
Cash Handling	Examination of key controls to ensure that all cash income is identified and accounted for at the point of receipt, handled securely, banked on a timely and complete basis and reconciled in full to source data.

Internal Audit 3 Year Strategy

Audit Title	2017-18	2018-19	2019-20
Strategic Planning, Monitoring and Implementation		✓	
Customer Experience	✓		
IT Projects (CRM, Agile Working, Ticketing System)		✓	
Event Contracts (including cancellation arrangements)		✓	
Equality and Diversity	✓		
Financial Monitoring and Income Generation		✓	
Cash Handling	✓		
Repairs and Maintenance			✓
Progression and Professional Development (Artistic Offering/Supporting Artists)			✓
Target Setting and Performance Monitoring			✓
Sponsorship and Donations			✓
Retail and Bars	✓		

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Committee(s):	Date(s):
Risk Committee of the Barbican Centre Board	25 January 2016
Subject: Health and Safety Update	Public
Report of: Director of Operations & Buildings Report Author: Nigel Walker, Safety and Security Manager	For Information
<u>Summary</u>	
<p>This report provides an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2017.</p> <p>For ease of reference, the paper is divided into the following sections, with accompanying information:</p> <ul style="list-style-type: none"> • Background/Current Position • Certificate of Assurance • Audit • Health and Safety Committee Meetings • Accident Reporting Procedures • DSE • Top X –Covalent System • Health Safety and Wellbeing Plan and Policy • Asbestos Management • Water Systems Management <p>Recommendation(s) It is recommended that Members note the contents of this report.</p>	

Main Report

Background

1. The purpose of this paper is to advise Members of all Health and Safety (H&S) processes, audits and actions during 2016 and progress items for 2017.

Current Position

2. The Directorate of the Barbican Centre recognises that they have a responsibility to ensure that all reasonable precautions are taken to provide and maintain working conditions that are safe, healthy and comply with all statutory requirements and codes of practice.

3. This will be achieved by:

- Adopting a Safety Management Strategy that includes the provision of safe working systems, the provision and maintenance of safe plant and equipment, and appropriate procedures to cater for all significant risks arising from our work activities.
- A policy supported by the provision of documents outlining safety rules and general procedures for employees' information. These will be subjected to review by management, in conjunction with the Health and Safety Committee as necessary. The safety, organisation and arrangements for implementing the policy will be publicised to all employees.
- Accepting that the responsibility for achieving and maintaining acceptable standards of safety rests not only with management but also with employees, contractors and suppliers of materials to be used at work.
- This statement of policy being reviewed and revised as appropriate, to take into account future changes in 'circumstance or legal requirements'.
- Provision of information, instruction, training and supervision to ensure the health and safety at work of employees and visitors to the centre.
- Consultation with our employees on matters affecting their Health and Safety.
- Maintaining safe conditions in the workplace through risk management procedures.
- The provision of a safe means of access to and egress from the place of work.
- Providing a work environment which is appropriately maintained, safe and without risk to health, with adequate facilities and arrangements for welfare at work.

The new Director of Buildings and Operations will be working with management and teams across departments to review all aspects of our operations and the associated risks. The review will seek to eliminate or reduce risks, prioritise resource, and deliver a consistent and world-class environment for all of our customers. The Kaizen (continual improvement) review process will be adopted, ensuring that staff are empowered and accountable, and spot and deal with issues before they arise. Wider and targeted training will ensure that we further raise the standards of our staff, so that they all act together across teams in areas such as our mutual security and safety. We will also be working more closely with external agencies in the City, and with our neighbours, for our mutual benefit. The Cultural Hub strategy supports this safer-together approach. The operational risk matrix will feed into the corporate risk matrix, so ensuring that our capital investments, for example, reflect the prioritised risks and ensure that we become and remain a leader in the operational field.

Certificate of Assurance

4. In line with City of London procedures, the Centre submitted the Annual Certificate of Assurance signed off by the Managing Director in January 2016.
5. This year, along with all generic aspects for the Centre's compliance, the Engineering team were duly audited and subject of the assurance programme. Five points of areas of best practice were noted. These included good levels of H&S and Technical information provided in Departmental Tool Box Talks and briefings the setup of weekly and quarterly meetings where H&S was on the agenda, all Top X Risks addressed and monitored and good identification of future training requirements.
6. Four areas of exception were also noted. These included a task list up dating process followed by risk assessment requirements additional First Aiders training and Further training for the nominated safety rep for the department
7. The nominated department for the 2017 Certificate is the Music Department and the audit for the Certificate of Assurance process will commence in the first week of January 2016 with the departmental H&S champion and then the Head of Department.

Audit

8. One area of concern involved the location of the Chamberlain's staff in areas under the responsibility of other Chief Officers (e.g. The Managing Director of the Barbican Centre) and the recommendation was that "The Chamberlain should ensure that risk assessments by staff located at all sites are completed as soon as practical with the guidance and help of appropriately qualified Health and Safety professionals."

Health and Safety Committee Meetings

9. The primary legislation covering occupational Health and Safety in the UK is the Health and Safety at Work Act 1974. It imposes general duties for health and safety on employers. The main responsibilities are:
 - Ensure the health, safety and welfare of all their employees
 - Produce a written policy statement explaining how they intend to do this.
 - Consult with union reps
 - Protect others such as their contractors and visitors.
10. Employers have a duty to consult with their employees, or their representatives, on health and safety matters. There are two different regulations that require employers to consult with their work force about health and safety:
 - The Safety Representatives and Safety Committee Regulations 1977 (as amended); and
 - The Health and Safety (Consultation with Employees) Regulations 1996 (as amended).
11. The Centre has a fully active and functioning Health and Safety Committee that meets once a quarter. Representatives from all Departments, resident

Contractor Organisations and Barbican Centre Directorate attend and participate in these quarterly meetings.

12. These meetings allow information including any risks arising from employee work activities, the measures in place or proposals to control these risks, and what they should do if they are exposed to a risk, including emergency procedures. The last meeting was held on 13 October 2016 and the next meeting will be on 12 January 2017.

Accident Reporting

13. Following an extended trial/testing with an external provider all Corporation Departments, including the Barbican Centre, are now using a system called "*Reportline*" for reporting and tracking accidents/incidents.
14. This system has increased consistency and reduced paperwork as it is an electronic web-based system supported by a contact centre, enabling reports to ring through incidents or report them on line.
15. The *Reportline* contact Centre is operated by trained medical professionals. This ensures the Centre's Management that, reportable events are immediately brought to the attention of the HSE Executive in the correct way.
16. The system went live for the Centre on 1 October 2015 and continues to run as planned.

DSE

17. There is a legal requirement to provide all users of Display Screen Equipment (DSE), i.e. staff who use computers on a regular basis, with appropriate training and to ensure they have a risk assessment of their computer workstations. The City of London Corporation hosts an E-Learning training and assessment software system called *WorkRite*. The overall administration of the software is by Corporate Health and Safety, and access to the software is through licensed agreement with the supplier.
18. The Barbican Centre took advantage of this service, at no cost to the Centre, from April of 2015 and today we have 19 trained assessors. In addition, over 250 members of staff who regularly use DSE have been assessed. A small number of staff members have had or have ongoing issues which have been identified and are being managed as part of routine procedures.

Top X-Covalent Reporting System

19. The City of London Corporation is required by law to have effective health and safety arrangements. To help achieve this, the Corporation utilises a health and safety management system. As part of this system the most significant (Top X) risks are prioritised and effectively controlled.
20. The aim of "Top X" is for significant health and safety risks to be identified and escalated up through department structures, from the basic section level of each department to the Directors/Chief Officer, where risks can be acknowledged and action plans put in place to minimise their impact on the

department. Their impact can be manifested through injury, loss or damage to equipment or, in some tasks, death.

21. X is simply a number. It is not a defined figure as it is dependent on the number of significant risks any department may have.
22. The City of London Corporation requires returns every October/November of any Red Risk/Threat.
23. This year at the time of the return the Centre made a **Nil** return as all Health and Safety risks were scored at Amber with the classic risk management approach to mitigation being used:
 - Reduce
 - Transfer
 - Avoid
 - Accept

Since the return was made the Centre has acknowledged a Red Risk on the Covalent Risk Register related to Fire Safety for the Barbican Concert Hall following an issue concerning the activation of a Carbon Monoxide vapour head.

Health Safety and Well being Plan and Policy

24. The Directorate of the Barbican Centre recognises that they have a responsibility to ensure that all reasonable precautions are taken to provide and maintain working conditions that are safe, healthy and comply with all statutory requirements and codes of practice. The Directorate recognise that the Centre's Health Safety and Wellbeing Plan and Policy is critical in terms of the expectations set by the City Corporation on how it expects Health and Safety to be managed locally.
25. A copy of the Centre's Health Safety and Wellbeing Plan and Policy is displayed on all departmental notice boards, sent out to all Directors and Heads of Department and can be accessed by all staff on the internal IT system
26. The Barbican Centre's Policy clearly outlines the roles and responsibilities of all staff from the Managing Director down to Departmental Staff and the H&S Committee. It is reviewed as a minimum annually and whenever a change of legislation affects the Centre. The last annual review was conducted and signed off by the Managing Director on 4 December 2015 and is currently being updated with the inclusion of the wellbeing section and combining the Plan and Policy together for sign off in January 2017.

Asbestos Management

27. The Barbican was built at a time when asbestos was a widely used material in many elements of the building fabric. It is therefore not surprising that the management of asbestos is an import element of our Health and Safety at the

Centre, not only to protect staff and the public, but also those who are likely to do work that intrudes upon the building fabric, where the dangers are most present.

28. The removal of asbestos prior to buildings works has been taking place on a regular basis. Asbestos Surveys of all areas are in place and updated annually, in January. The information on the location of any asbestos containing material is now accessible to contractors, building surveyors and installation designers who are planning to carry out intrusive work to the building fabric, on a web based database, using an outside specialist contractor.

Water Systems Management

29. The monitoring of the Centres water systems are being managed to meet both our statutory compliance obligations and to ensure that at all times we are providing safe drinking and domestic hot water supplies to our public, staff and catering contractors. The control of Legionella and other water borne pathogens is a key element of this compliance and safety area. This programme is carried out conjunction with the City of London H&S Manager, who has oversight of the project.
30. The periodic water hygiene monitoring is done through the BRM contract arrangements, with Mitie Water Services being the current provider. We are currently working with the service provider to implement a fixed test and inspection programme; in the interim they are currently on site twice per week to undertake tests and ensure we are compliant with regulations at all times. Historically all test results have been held in paper log books at our engineering office. In future electronic copies of test results will be added and maintained on our Facilities Management IT system.
31. All the water system risk assessments from our specialist water systems contractor are saved and accessible via the City Surveyors shared building information software (the MYCAD System).

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Committee(s): Risk Committee of the Barbican Centre Board	Date(s): 25 January 2017
Subject: Diversity & Inclusion	Public
Report of: Head of HR - Barbican	For Information
Report Author: Steve Eddy, Barbican Centre	

Summary

This report includes the Diversity & Inclusion plan for the Barbican and highlights the key areas we are focussing on in next six months.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In November 2016, the Barbican Centre Board received a report outlining our diversity and inclusion initiatives over the last year and details our action plan for the coming year, focussing on the three areas of artistic programme, audiences and workforce.
2. The City Corporation has agreed the following four equality objectives for 2016-2020:
 - Increase community engagement and improve cohesion within our communities
 - Support the City's most disadvantaged groups and develop our understanding of our communities needs
 - Improve the way we listen to our communities and respond to their feedback to improve our services
 - Promote staff development and career progression to ensure equality of opportunities for promotion and the development of a workforce that reflects the make-up of our communities
3. Our Diversity & Inclusion Action plan (Appendix 1) has been updated and we have mapped our actions against the four City equality objectives above.
4. We have made good progress in the ways in which we think about and develop our arts and learning programmes, upholding our commitment to presenting a representative and accessible programme whilst ensuring the quality of the artistic work on show.

5. Data collection and monitoring of artists and performers across our stages has been challenging for a number of reasons, notably that the process is voluntary and is not common practice across the sector.
6. The Board asked for an update to be provided in six months' time on progress in implementing the plan. A meeting has also been arranged with the Chairman and interested Board Members in early February 2017 to discuss the action plan further and inform future steps. However, we are conscious that the delivery of the plan represents an area potential area of risk, particularly in terms of any implementation failures, and are therefore keen to ensure that the Risk Committee is sighted at an early stage and has an opportunity to comment on potential risks.

Current focus

7. In the meantime the Diversity and Inclusion Steering group met and agreed the following areas of focus for the next six months:
 - Establishing a wider cross organisational Diversity Group
 - Plan to improve return of diversity data from staff to reduce the percentage of unknown data
 - Research issues around whether we would be able to compel people to provide information as discussed at the Board meeting
 - Monitor the collection of artform and creative learning data and obtain first set of data for analysis
 - Write a longer term Diversity Strategy
 - Review commitment to diversity expressed in Job Descriptions and review wording of all new job adverts
 - Increase the number of staff with Appraisal objectives related to diversity – e.g. Directorate agree all Directors and HoDs MUST have a diversity objective
 - Ensure diversity is appropriate part of Audience Research project
 - Compile list of diverse candidates for consideration as Board members
 - Collect case studies and gather praise e.g. those who tell us we are doing things that many do not! .
 - Deliver diversity training and make available to Board members if possible
 - Contribute to the annual City Equality Duty report
 - Include Equality and Diversity section for all relevant Board reports
 - Link up with others organisations – programmes and HR

Conclusion

8. This report sets out the key areas of focus in relation to diversity & inclusion for the next six months. Members are encouraged to consider any areas of risk and note that further updates will be provided as implementation progresses.

Appendices

- Appendix 1 – Diversity & Inclusion Action Plan

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DIVERSITY AND INCLUSION ACTION PLAN

DIVERSITY AND INCLUSION ACTION PLAN – BARBICAN

Introduction

This document sets out the Diversity and Inclusion Action Plan for the Barbican Centre. To deliver our vision of ‘Arts without boundaries’ we are committed to upholding equal opportunities and championing diversity across all areas of our business. The Barbican is part of the City of London Corporation, this action plan is therefore aligned with and reflective of City of London’s Equality and Inclusion objectives.

Culture plays a vital role in the social, economic, environmental, physical and mental wellbeing of our communities. London is one of the world’s most diverse cities and culture is a major force behind London’s status as a world-class, vibrant city. We want to inspire more people to discover and love the arts and we recognise that the diversity of our programme, audiences and workforce is key to this.

Context

The Equality Act 2010 provides the legislative framework that informs our work to promote equality of opportunity and reduce barriers to engagement, in particular for protected groups.

The Act introduced the Single Equality Duty for public bodies which incorporated previous statutory duties including race, gender and disability that were implemented to improve equality outcomes for these particular groups.

The Equality Duty requires we show that in our decision-making processes, employment practices and in service delivery, we have had due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it
- foster good relations between people who share a protected characteristic and people who do not share it.

These are often referred to as the three aims or arms of the general equality duty. Having due regard for advancing equality involves:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

We need to demonstrate that we have considered how the decisions that we make, the services we deliver and our employment practices affect people who share different protected characteristics, such as

- age
- disability

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- gender reassignment
- marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex (gender)
- sexual orientation

Its aim is to ensure that everyone receives fair treatment regardless of age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation, race, religion and beliefs.

Action Plan

This document serves as a one year plan. We have examined how our current work supports our diversity aims under three priority areas:

- Artistic programme
- Audiences
- Workforce

Work will be undertaken in 2017 to develop a longer term strategic plan which sets out our vision for equality and inclusion at the Barbican and the steps we will take to achieve this over a five year period.

Our action plan is aligned with City of London Equality Objectives and Measures and our work in this area is informed by the City's Equality and Inclusion policy. They are as follows:

- 1) Increase community engagement and improve community cohesion in our communities so that people feel safe
- 2) Support the most disadvantaged groups and develop our understanding of our communities
- 3) Improve the way we listen to our communities and respond to their feedback to improve our services
- 4) Promote staff development and career progression to ensure equality of opportunities for promotion and the development of a workforce that reflects the makeup of our communities

In 2015/16, we made considerable progress in the ways in which we think about and construct our arts and learning programmes, ensuring that we uphold our commitment to presenting a representative and accessible programme without compromising on quality or the integrity of the artistic work we present. This

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Alongside areas where progress has been made, there are areas which have proven more challenging to make significant change in the timeframe set out in the 2015 – 16 plan. This document seeks to identify ways in which this will be addressed, forging new methodologies and approaches in the weeks and months to come.

Our aims can be achieved in a number of ways and the Diversity & Inclusion Action Plan we have developed sets out the key objectives and actions we will implement to actively promote diversity or address any inequalities identified.

OCT 16 – OCT 17:

ARTISTIC PROGRAMME

Our artistic programme is our unique selling point. Maintaining our high quality, international programme is of primary strategic focus, and ensuring that it is representative of the diverse range of artistic voices in the cultural sector is one way of ensuring we continue to achieve this. This plan is also reflective of and supports our five-year Strategic Plan.

In 2016/17 we will continue to develop and refine robust systems to identify and analyse the demographic make-up of our artistic programme. This will be broken down across the following:

- Creative Teams (e.g. directors, producers, visual artists, composers, conductors, principles and leads)
- Performers (e.g. those on stage, in the Gallery, on screen)
- Support Teams (e.g. company staff, contractors, technical teams)
- Access (e.g. relaxed performances, free events, audience reach, artist pathways)

Staff across our programming teams are experts in their field and we adhere to an equal opportunities policy across our recruitment processes. In 2016, we introduced working with consultants and advisors – through establishing project advisory groups and commissioning research by external partners to inform programming and to ensure that diverse expertise, voices and communities are reflected and represented across our work.

Diversity and inclusion is also a regular agenda item at senior programming meetings, where each art form and Creative Learning report on progress against departmental commitments to programming high quality work which reflects our communities. Some of the initiatives that have been introduced include but are not limited to:

- Development of partnerships with new companies (e.g. Ballet Black, TourettesHero)

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- Runnymede Trust commissioned to inform our cinema programme *What London Watches* – which has resulted in a new relationship with the organisation leading to new collaborations
- New Strategic Plan project to transform the Pit Theatre programme to present new work by diverse range of artists
- A free programme across the foyers which is free to access (and marketed as such)
- New diversity traineeship in the Gallery in collaboration with Iniva
- Special Educational Needs Schools are a strategic priority for Creative Learning's schools programmes, including a new relationship with SEN school the Garden School in Hackney
- Relaxed film screenings for special educational needs

More information on our approach to equal opportunities of employment across the teams can be found in the HR section of this document.

The data collected from artists and companies we work with is focused on the first three areas of **Ethnicity**, **Gender** and **Disability** as these have been our initial priority in terms of ensuring our programme is broadly reflective of the demographics of London and the UK. We will continue to monitor our programme for events that relate to socio-economics. Much of the work that Creative Learning and teams working on offsite events undertakes ensures that we continue to demonstrate our commitment to reaching and developing artists that fall into these categories, and we will continue to build on this throughout year one of the plan. Equality and Inclusion is at the heart of the progression routes being created and the support of emerging and established artists through our Creative Learning work.

By the end of the first year, we were unable to analyse all data relating to our programme. We have learned from these challenges and are adapting our methodology accordingly. We will benchmark processes for collecting this information across the sector to ensure our new and refined approach is the best way forward.

New insight gained from updated data collection processes alongside key learnings from new programming approaches (as above) will be used to inform a future longer term organisational strategy in 2017.

PLANS GOING FORWARD

2016/17 will see a new set of KPIs to ensure that the Barbican continues to make progress against its equality and inclusion objectives. Where KPIs have not been met in 2015/16, new processes and deadlines are in place. We are seeking advice from other organisations across the arts and cultural sector as well as from Arts Council England and independent experts to ensure that we continue to make significant strides in achieving our ambitions in this area.

The categories that we will continue to focus on are listed below. These have been identified as key areas which we want to focus on to gain better insight into and understanding of their representation across the programme.

They are as follows:

- **Ethnicity**
- **Disability**
- **Gender**
- **Socio-Economics**

Monitoring systems rely on voluntary anonymous submission of data from artists.

OBJECTIVE (Barbican and COL)	ACTIVITY	DATE	KPIs	OWNER
Barbican: Monitoring across the programme COL Objectives and Measures: 1,2,3	Refine existing monitoring process for the arts and learning teams. This process needs to ensure different art form processes are catered for.	February 2017	<ul style="list-style-type: none"> - Refined methodology for capturing diversity data for each art-form agreed and in place - Guidance notes re-written on how to collect data - Systems for inputting data produced for each team - Agreed timelines for collating and analysing data agreed and in place 	Directors of Arts and Learning & Engagement; Senior Manager (Incubator); Senior Manager (CL); HoDs art forms
	Redefine monitoring processes for Creative Learning activities	February 2017	<ul style="list-style-type: none"> - Build a coherent data management system for all CL activities - Agreed timelines for collating and analysing data agreed and in place 	
	Identify key dates throughout the year for collating data and producing equality and diversity reports	Feb 2017	<ul style="list-style-type: none"> - Dates set and agreed - Dates circulated - Report format agreed 	
Barbican: Creative Learning objectives on diversity set COL Objectives and Measures: 1,2,3	New objectives based on analysis of current data collected through Creative Learning in line with departmental objectives	April 2017 – onwards	<ul style="list-style-type: none"> - Analysis undertaken - Objectives set in line with CL five-year plan 	Dir. Learning & Engagement ; CL HoD
Barbican: Staff equipped and responsible for	Continued training around diversity for all senior staff, Programmers, Curators and Creative Learning	Ongoing	<ul style="list-style-type: none"> - Training provided 	Directors of Arts and Learning & Engagement ; Head

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managing equality and diversity objectives	Producers and senior Managers in place and delivered			of HR; HoD art forms; Senior Manager (Incubator)
COL Objectives and Measures: 1,2,3,4	Equality and Diversity Objectives set in senior staff and programmers' objectives	April 2017 – ongoing	- Objectives agreed in April '17 monitored and updated at each appraisal	Director of Arts; HoDs; HR
Barbican: Analysis of data informing future activities	Review data collected	June 2017	- Review data collected across programme to identify breakdown of companies/artists/performers based on demographics as above - Identify whether process is reflective/as anticipated	Director of Arts; Senior Manager (Incubator); HoDs
COL Objectives and Measures: 1,2,3	Identify how best to respond, if required, in response to findings and organisational objectives	June-Sept 2017	- Each art form identified strengths/weaknesses across programmes and discuss with Director of Arts (June 17) - Targets / responses agreed (if req'd) (Sept 2017)	
Barbican: Feed into development of Centre-wide longer term strategy for Equality and Inclusion	Inform development of Barbican five year strategy with data insight and lessons learned from 2015 - 2017	June 2017	- Arts and Learning top-line objectives for five years identified - Arts and Learning roadmap to achieving those objectives outlined	Dir. of Arts; Senior Manager (Incubator)
COL Objectives and Measures: 1,2,3,4				
Barbican: Plan for Year Three agreed	Identify any adjustments to data collection as required; agree plans to implement any changes	October 2017	- Changes to collection methodology agreed (if required) - Plans for achieving set targets identified (if required)	Dir. of Arts; Senior Manager (Incubator)
COL Objectives and Measures: 1,2,3,4				

OBJECTIVE	ACTIVITY	DATE	KPIs	OWNER
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AUDIENCES

Key to the success of the Barbican is our audiences. As we start to monitor our programme of activities it is crucial that we continue to deepen our understanding of who we are reaching with our work. This policy will dovetail with the Strategic Plan-initiated Audience Research project which is currently underway and seeks to deepen our understanding of our audiences (and who we are not yet engaging with). This project will inform the Audience Strategy, which will be reflective and supportive of our Diversity and Inclusion ambitions.

In year two of our Diversity and Inclusion plans, we commit to auditing and establishing (where required) new and renewed methodology for data collection. The findings from this data collection will inform future approaches to achieving our Diversity and Inclusion goals to ensure our work is inclusive and accessible to diverse audiences.

Key categories that we will continue to focus on are as follows:

- **Ethnicity**
- **Disability**
- **Gender**
- **Socio-Economics**

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<p>Barbican: Monitoring audiences across the programme</p> <p>COL Objectives and Measures: 1,2,3</p>	<p>Review and refine (if req'd) monitoring process for audiences and participants across the arts and learning programme</p>	<p>February 2017</p>	<ul style="list-style-type: none"> - Audit of current audience data held (identify if there are gaps in breadth of data currently collected) - Methodology for capturing any additional data required for analysis agreed and in place 	<p>Senior Manager (Incubator); Head of Marketing</p>
	<p>Identify key dates throughout the year for collating data and reporting</p>	<p>Feb 2017</p>	<ul style="list-style-type: none"> - Dates set and agreed - Dates circulated - Report format agreed 	
<p>Barbican: Staff provided with adequate support and training for managing equality and diversity objectives</p> <p>COL Objectives and Measures: 1,2,3,4</p>	<p>Continued training/workshops/information around diversity all senior staff, Marketing and Communications managers</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> - Training provided 	<p>Head of HR; Heads of Marketing and Communications</p>
	<p>Diversity & Inclusion Objectives set in staff objectives</p>	<p>April 2015 – ongoing</p>	<ul style="list-style-type: none"> - Objectives agreed in April '15 monitored and updated at each appraisal 	
<p>Barbican: Informed by Audience Research Project, Identify audience gaps using data insight</p> <p>COL Objectives and Measures: 1,2,3</p>	<p>Review results of analysis of data collected across the year</p>	<p>June 2017</p>	<ul style="list-style-type: none"> - Review data collected across programme to identify demographics of audiences across programme 	<p>Head of Marketing; Senior Manager (Incubator);</p>
	<p>Set targets, if required, in response to findings and in response to organisational objectives</p>	<p>June – Sept 2017</p>	<ul style="list-style-type: none"> - Targets agreed and set - Identify where focus groups or other further research is required to understand why we are not reaching target audiences 	
<p>Barbican: Audience Strategy in place</p> <p>COL Objectives and Measures: 1,2,3</p>	<p>New Barbican audience strategy in place, informed by this policy and Audience Research project</p>	<p>December 2017</p>	<ul style="list-style-type: none"> - Audience strategy in place 	<p>Head of Marketing</p>
<p>Barbican: Feed into development of Centre-wide longer</p>	<p>Inform development of Barbican five year strategy with data insight, research and lessons learned from 2015 - 2017</p>	<p>June 2017</p>	<ul style="list-style-type: none"> - Audiences top-line objectives for five years identified - Audiences roadmap to achieving those objectives outlined 	<p>Head of Marketing</p>

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term strategy for Equality and Inclusion COL Objectives and Measures: 1,2,3,4				
Plan for Year Two agreed	Identify any adjustments to data collection as required; agree plans to implement any changes in approach to programme; review all processes following development of Audience Strategy and Ladder of Engagement strands	December 2016	<ul style="list-style-type: none"> - New data collection methodology agreed (if required) - Plans for achieving set targets identified (if required) 	Senior Manager (Incubator); Head of Marketing

WORKFORCE

Recruitment and training of staff is managed through the HR department and we have wide range of employment policies and procedures which guide our employment practices to ensure adherence to legislation and best practice. We will continue our work on improving the monitoring we currently do, equalities training, and building on the internship, apprentice and work experience programmes we currently run. We will establish a staff working group to help us take forward our diversity initiatives.

Our HR work covers all of the protected groups outlined in the Equality Act.

OBJECTIVE	ACTIVITY	DATE	KPIs	OWNER
<p>Barbican: Monitoring of workforce diversity statistics</p> <p>COL Objectives and Measures: 4</p>	<p>Analyse and report diversity data of current workforce, identifying any significant trends</p> <p>Establish systems for capturing diversity statistics for casual staff and other non-employee workers</p>	<p>Ongoing</p> <p>April 2017</p>	<ul style="list-style-type: none"> - Quarterly reports produced and analysed - Monitoring system agreed - Data processed, analysed and reported 	<p>HR</p>
<p>Barbican: Monitoring of recruitment diversity statistics</p> <p>COL Objectives</p>	<p>Analyse and report diversity data in the recruitment process, identifying any significant trends</p> <p>Analyse and report on media response data</p>	<p>September 2017</p>	<ul style="list-style-type: none"> - Meet with Management Information Officer In Corporate HR to establish what statistics can be reported - Data processed, analysed and reported 	<p>HR</p>

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<p>and Measures: 4</p>				
<p>Barbican: Consolidate and develop Barbican placements programme</p> <p>COL Objectives and Measures: 4</p>	<p>Work with Heads of Departments to identify potential opportunities for internships and apprenticeships.</p>	<p>October 2016 and ongoing</p>	<ul style="list-style-type: none"> - Meetings with each department - Appropriate opportunities identified 	<p>HR</p>
<p>Barbican: Consolidate and develop the work experience programme</p> <p>COL Objectives and Measures: 4</p>	<p>Identify and build relationships with a portfolio of careers departments of educational providers working with diverse groups</p>	<p>July 2017</p>	<ul style="list-style-type: none"> - Contact education providers in specific London boroughs - Continue development of programme - Host placements 	<p>HR / Creative Learning</p>
<p>Barbican: Equality and diversity training</p> <p>COL Objectives and Measures: 4</p>	<p>All new staff receive training on equality and diversity as part of induction</p> <p>Work with City's Equalities Manager to review current online training and roll our new courses to staff</p>	<p>Ongoing</p> <p>July 2017</p>	<ul style="list-style-type: none"> - Induction and probation materials updated - Training rolled out 	<p>HR</p>
<p>Barbican: Increase</p>	<p>Establish staff diversity group</p>	<p>March 2017</p>	<ul style="list-style-type: none"> - Staff group established 	<p>HR</p>

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<p>awareness and understanding of equality and diversity issues</p> <p>COL Objectives and Measures: 4</p>	<p>Advertise and encourage engagement with CoL diversity forums</p> <p>Create diversity page on staff intranet to improve communication of diversity and equality</p>	<p>Ongoing</p> <p>Jan 2017</p>	<ul style="list-style-type: none"> - Information provided on intranet - Included in HR induction information - Content agreed - Content uploaded and publicised to staff 	
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