

barbican

DIVERSITY AND INCLUSION ACTION PLAN

October 2016

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**

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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 COL Objectives and Measures: 1,2,3	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
	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 COL Objectives and Measures: 1,2,3,4	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)
Barbican: Plan for Year Three agreed COL Objectives and Measures: 1,2,3,4	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)

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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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<p>term strategy for Equality and Inclusion</p> <p>COL Objectives and Measures: 1,2,3,4</p>				
<p>Plan for Year Two agreed</p>	<p>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</p>	<p>December 2016</p>	<ul style="list-style-type: none"> - New data collection methodology agreed (if required) - Plans for achieving set targets identified (if required) 	<p>Senior Manager (Incubator); Head of Marketing</p>

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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 	HR
<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>	September 2017	<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 	HR

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

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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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