



Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board

Date: TUESDAY, 18 JANUARY 2022

Time: 2.30 pm

Venue: INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Tom Sleight (Chair) Zulum Elumogo
Stephen Bediako (Deputy Chair) Mark Page
Randall Anderson Jens Riegelsberger
Tijs Broeke Jane Roscoe

Enquiries: Leanne Murphy
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Accessing the virtual public meeting

Members of the public can observe this public meeting at the below link:
<https://youtu.be/xnVzB2eP7Es>

This meeting will be a hybrid meeting with participation virtually and from a physical location. Any views reached by the Committee today will have to be considered by the Joint Interim Managing Director after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 16th December 2021, to recommence hybrid meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the previous meeting held on 9 September 2021.
For Decision
(Pages 5 - 8)
4. **BARBICAN CHANGE PROGRAMME: EDI ACTION PLAN**
Report of the Joint Interim Managing Directors.
For Decision
(Pages 9 - 12)
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
7. **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

Part 2 - Non-Public Agenda

8. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the previous meeting held on 9 September 2021.
For Decision
(Pages 13 - 16)
9. **BARBICAN CHANGE PROGRAMME: EDI ACTION PLAN**
Report of the Joint Interim Managing Directors.
For Decision
(Pages 17 - 44)
10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

11. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**
 - a) Barbican fledging Employee Resource Groups

Part 3 - Confidential Agenda

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**NOMINATIONS, EFFECTIVENESS & INCLUSION COMMITTEE OF THE
BARBICAN CENTRE BOARD
Thursday, 9 September 2021**

Minutes of the hybrid meeting of the Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board held virtually and Committee Room 4, 2nd Floor West Wing, Guildhall on Thursday, 9 September 2021 at 4.00 pm

Present

Members:

Deputy Tom Sleight (Chair)
Stephen Bediako (Deputy Chair)
Randall Anderson
Tijs Broeke
Zulum Elumogo
Mark Page
Jens Riegelsberger

In attendance:

Farmida Bi

Officers:

Douglas Trainer	- Deputy Town Clerk and Chief Executive
Will Gompertz	- Interim Managing Director, Barbican Centre
Sandeep Dwesar	- Interim Managing Director, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Ruth Bailey	- Executive Director of Human Resources
Emma Moore	- Chief Operating Officer
Liam Jarnecki	- Project Manager, Town Clerk's Department
Lauren Whitney	- Media Officer, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. MINUTES

The draft public minutes of the last meeting held on 7 July 2021 were approved as a correct record.

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

5. **ANY OTHER BUSINESS**

The Chair gave sincere thanks on behalf of the Committee to Lucy Musgrave, who recently made the decision to step down from the Committee, for her huge contribution and hard work through her range of disciplines and expertise. These thanks were echoed by Members.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) 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.

7. **NON-PUBLIC MINUTES**

The draft non-public minutes of the last meeting held on 7 July 2021 were approved as a correct record.

8. **BOARD RE-APPOINTMENT, APPROACH FOR FUTURE NOMINATIONS, NEW MEMBER ORIENTATION AND ED&I TRAINING**

The Committee considered a report of the Town Clerk concerning Board appointments, and proposals regarding the approach for future nominations, new Member orientation and ED&I training.

9. **BARBICAN CHANGE PROGRAMME**

The Committee considered a report of the Interim Managing Directors concerning the Barbican Change Programme.

10. **BARBICAN REVIEWS COMMUNICATIONS UPDATE**

The Committee received a joint report of the Deputy Town Clerk & Chief Executive and the Interim Managing Directors providing a high-level overview of the general approach and key communications milestones following the recent allegations of racist and discriminatory conduct published in Barbican Stories.

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

There were no questions.

12. **ANY OTHER NON-PUBLIC BUSINESS**

There was no business.

13. **CONFIDENTIAL MINUTES**

The draft confidential minutes of the last meeting held on 7 July 2021 were approved as a correct record.

14. **EXTERNAL REVIEW UPDATE (ORAL REPORT)**

The Committee received a verbal update from the Deputy Town Clerk & Chief Executive providing an update on the External Review.

15. **BARBICAN CENTRE HR AUDIT: FINAL REPORT**

The Committee received a report of the Executive Director of HR providing a HR Audit setting out a number of recommendations covering data; policies and processes; HR skills and resources; strengthening the ED&I plan and culture change.

16. **MANAGING DIRECTOR RECRUITMENT UPDATE (ORAL REPORT)**

The Committee received an oral update from the Executive Director of HR concerning the recruitment of a Managing Director.

The meeting ended at 6.06 pm

Chairman

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Agenda Item 4

Committee(s)	Dated:
Barbican Nominations, Effectiveness & Inclusion Committee	12 January 20221
Barbican Centre Board	19 January 2022
Subject: Barbican Change Programme: EDI Action Plan	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,5,8,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Joint Interim Managing Directors	For Decision
Report author: Sandeep Dwesar	

NOT FOR PUBLICATION

This report is exempt by virtue of the paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. All sections of the report contain sensitive information which may be exempted under the Act, and as this cannot be presented to Members as a separate appendix this report needs to be considered in closed session. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

3	Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).
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Summary

This paper sets out the Barbican's approach and the actions it is taking to as part of a comprehensive programme of change to deliver an inclusive and equitable organisation.

This work delivers on the recommendations of the Lewis Silkin review and the HR audit and sets out a programme to deliver the actions agreed by the Board in November.

Recommendation(s)

- Members are asked to endorse the proposed way forward.

Main Report

Background and Current Position

1. Following the publication of the Lewis Silkin review and the Corporate HR director's audit, the Barbican Board received a report in November setting out recommendations from these reviews.
2. These recommendations, with the Barbican's work and learnings through staff engagement have built the basis of a plan of action. The Board agreed this plan and it forms the foundation of our work. It is currently being developed across a series of specific themes as part of a more coherent overall strategy and includes all the actions approved by the Barbican Board.
3. This action plan is one part of a programme of culture change. More than process, it is about our vision for the organisation.
 - To create an arts centre where all our communities belong equally.
 - A programme of work that reflects the diversity of London and attracts a diverse audience
 - A workforce where opportunities exist for all, and our talent are able to achieve their full potential
 - A destination employer that attracts the best and brightest creatives, from the widest possible pool of talent.
4. Our first step was to appoint an expert in this field, with experience in the creative sector and someone who has, through employee engagement, previously worked on many of the urgent issues we are facing. The appointment of Nina Bhagwat as Interim EDI Director helped us to begin building our capabilities and brought immediate support to the Joint Interim Managing Directors as owners of the EDI agenda.
5. Following the appointment of Nina Bhagwat as interim director of EDI, Penny Davis joins the leadership team on an interim basis as a Change Transformation Consultant, delivering not only the HR actions, but also the organisational and cultural changes needed to achieve our ambitions.
6. This new leadership team has the capabilities to deliver this programme of change. And this work has begun:
 - During the past four months, the EDI Director's primary focus has been on creating the environment to grow a sense of psychological safety, and to help leaders and managers bed in the fundamental behaviours necessary to grow a more inclusive culture at the Barbican.
 - Our work focuses on those areas that need the most attention: elevating under-represented voices, strategically aligning our EDI work to ensure we are delivering impact across the Barbican wide, aligning this work to our Creative Vision.

- We are creating new spaces and forums (e.g. EDI Council – working group) where leaders and more junior employees across all departments can convene for the first time, and have honest conversations. This hierarchy and silo busting approach is intentional and is linked to the ambitions of a Creative Vision which has collaboration at its heart.
 - Supporting this, we are setting up and facilitating Employee Resource Groups bringing under-represented voices and experiences to the heart of the business and elevating them to leadership level. These workshops are underway in December 2021, and we should launch two initial ERG groups by January 2022 – one for Women and one for POC. Both will be championed by Executive Sponsors, who sit in the Directors' Group. It may be other ERGs are set up later in 2022 as appetite grows at a grass roots level.
 - Specific work in the last quarter includes one to one sessions with psychologist, Sanah Ahsan, and Racial Wellness sessions with Wellness Coach, June Allen, for colleagues of colour. This is to ensure we are providing the extra support needed to those who have been impacted by Barbican Stories and the process of the External Review. We will evaluate the impact of these in early 2022, with a view to seeing how we might roll these out in future.
 - We are mapping and strategically aligning our current EDI work. To do this we have brought together an “EDI Council” working group who meet every six weeks. EDI Council will be set up formally in early 2022, as this group will co-create terms of reference and agree Mission and Purpose. Convening as a working group is critical so we can better understand the work that has gone on locally on a departmental level, can learn from each other and collaborate, and can avoid doubling up on efforts.
 - We are currently assessing proposals for a Race Fluency set of workshops for Directors' Group, to address the highlighted gap in our leaders' capability and awareness around Race and Ethnicity.
7. This work creates an environment that enables real cultural change supported by a programme of activities that is anchored to our vision to create a truly inclusive arts organisation. The emerging themes from our action plan to deliver this work are as follows:
- **Creating an open and inclusive culture** where all employees feel empowered to be their whole, authentic selves; where everyone feels equally supported and respected, and the psychological safety of our employees is prioritised
 - **Getting the basics right** – implementing the HR Audit Actions

- **Positive Employee Engagement** – giving everyone a voice and chance to make a difference and contribute to the growth and success of the Barbican
 - **Becoming a more Equitable, Diverse and Inclusive organisation.** A “One Barbican” where employees, audiences and artists feel they can belong.
 - **Holding ourselves Accountable. Measure, Learn and Share** – transforming to data-based decisions and actions
8. The detailed action plan and its delivery to clear milestones will be shared by this committee at each meeting, allowing Members to follow and interrogate progress.
 9. An EDI action group of City and Barbican colleagues will work through the delivery of the individual themes and actions as appropriate. And until the appointment of the Barbican Chief Executive, the Joint Interim Managing Directors will have responsibility for oversight and delivery.

Conclusion

10. This is a programme of cultural change that will impact every aspect of the Barbican’s work to deliver a truly equitable and inclusive organisation and is the Barbican’s over-riding strategic priority.

Report author

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of the Local Government Act 1972.

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