CITY
OF
LONDON

Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board

Date:	**WEDNESDAY, 28 JUNE 2023**
Time:	1.45 pm
Venue:	**BARBICAN CENTRE**

Members:		
	Tom Sleigh (Chair)	Jens Riegelsberger
	Tobi Ruth Adebekun (Deputy Chair)	Jane Roscoe
		Alderman Sir William Russell
	Deputy Randall Anderson	Despina Tstatsas
	Zulum Elumogo	

Enquiries:	**Ben Dunleavy**
	ben.dunleavy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
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 3 May 2023.

   For Decision
   (Pages 5 - 6)

4. **DIRECTOR SHARED OBJECTIVES 23/24**

   Report of the CEO, Barbican Centre.

   For Decision
   (Pages 7 - 16)

5. **REVIEW OF BOARD EFFECTIVENESS AND SKILLS**

   Report of the Town Clerk.

   For Discussion
   (Pages 17 - 28)

6. **BARBICAN EDI STRATEGY UPDATE**

   Report of the CEO, Barbican Centre.

   For Information
   (Pages 29 - 58)

7. **INDUSTRIAL ACTION PLANNING**

   Report of the CEO, Barbican Centre.

   For Information
   (Pages 59 - 64)

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

9. **ANY OTHER BUSINESS**

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

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the previous meeting held on 3 May 2023.

For Decision
(Pages 65 - 66)

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

13. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

For Decision

Part 3 - Confidential Agenda

14. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the previous meeting held on 3 May 2023.

For Decision

This page is intentionally left blank

**NOMINATIONS, EFFECTIVENESS & INCLUSION COMMITTEE OF THE
BARBICAN CENTRE BOARD
Wednesday, 3 May 2023**

Minutes of the meeting of the Nominations, Effectiveness & Inclusion Committee of
the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Wednesday,
3 May 2023 at 1.45 pm

Present

Members:
Tom Sleigh (Chair)
Deputy Randall Anderson
Zulum Elumogo
Jens Riegelsberger

Officers:
Ben Dunleavy	-	Town Clerk's Department
Emma Green	-	Barbican Centre
Ali Mirza	-	Barbican Centre
Claire Spencer	-	Barbican Centre
Beth Bryan	-	

1. **APOLOGIES**
   Apologies for absence were received from Tobi Ruth Adebekun.

   Professor Jane Roscoe observed the meeting virtually.

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
   There were no declarations.

3. **MINUTES**
   The public minutes and non-public summary of the meeting held on 18 January 2023 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 THAT THE CHAIR CONSIDERS URGENT**
   There was no other business.

6. **EXCLUSION OF THE PUBLIC**

7. **NON-PUBLIC MINUTES**
   The non-public minutes of the meeting held on 18 January 2023 were approved as a correct record.

8. **ARTS COUNCIL ENGLAND NPO BAND 2 2022/2023 EXTENSION YEAR QUARTER 4 UPDATE**
   Members received a report of the CEO, Barbican Centre, providing an update on Quarter 4 of the ACE NPO Band 2 2022/23 extension year.

9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
   There was one question, on resource for creative activities.

10. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**
    There was no other business in the non-public session.

11. **DIRECTOR GROUP APPRAISAL**
    Members received a report of the CEO, Barbican Centre, relating to appraisals for the Barbican Director Group.

The meeting ended at 14.25

Chair

Contact Officer: Ben Dunleavy
ben.dunleavy**@cityoflondon.gov.uk**

Committee(s)	Dated:
Barbican Nominations, Effectiveness, and Inclusion Sub Committee	28th June, 2023
Subject: Director Shared Objectives 23/24	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**N/A**
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**N/A**
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Claire Spencer, CEO Barbican Centre	**For Decision**
Report author: Claire Spencer	

Summary

In 22/23 fiscal year we introduced the concept of shared objectives for the Director Group. This delivered focus and benefit to the Barbican Centre and brought the Director Group together as a team. We have adopted the same approach for 23/24 and aligned Objectives to the Strategic Framework shared with the Board at its May meeting.

Recommendation(s)

That the NEI Committee APPROVE the Director Shared Objectives for 23/24.

Main Report

Background

1. The Barbican Centre is working to a transformational Strategic Framework that requires absolute focus and commitment from the Director Group. In 23/24 we demonstrated the benefits of working in this way and delivered progress across all areas of our business, as reported to the NEI committee in our May meeting.

Current Position

2. We have some contextual differences in 23/24 and have taken a different approach to developing the Objectives and associated KPIs. The main difference is that we now have a strategic framework, developed with the broader Barbican Team and Board – starting with our purpose and values and now built out to our Strategic Framework.

3. The Objectives are framed over a number of Goal areas that align to our Strategic Framework, with the addition of EDI (as a separate item for at least one more year) and our particular role as leaders in the City and our industry. These are:

    1. Excite and Engage Audiences and Communities
    2. Fuel Creative Ambition
    3. Invest in our People and Culture
    4. Revitalise our Place
    5. Build an Enterprising Business
    6. Equity, Diversity and Inclusion (remains as separate item for at least one more year)
    7. Corporation and Industry Citizenship

4. The Objectives are included in Appendix 1.

Proposals

5. The Objectives are framed over a number of Goal areas that align to our Strategic Framework, with the addition of EDI (as a separate item for at least one more year) and our particular role as Leaders in the sector and City.

6. These will be tracked and reported through the NEI Committee, and noted to the Board (given their alignment to the Strategic Framework).

7. On approval of these Objectives, the data measurable KPIs will be populated.

Corporate & Strategic Implications

- Strategy: The Barbican Purpose and Strategic Framework is aligned to our role in the delivery of the City Plan. Having clarity at a Director role will enhance the likelihood of success.
- Financial implications: These objectives will be delivered within the approved operating budget and should enhance financial outcomes
- Resource implications: These objectives will be delivered within the approved headcount – ensuring we have the correct operating model in place is part of the plan
- Legal implications – none
- Risk implications – this approach reduces the risk of misalignment between the Director Group in the delivery of our plan
- Equalities implications – No impact anticipated
- Climate implications – No impact anticipated
- Security implications - No impact anticipated

Conclusion

8. This approach provides alignment and focus for the Director Group as we continue the delivery of a very ambitious strategic transformation. It is recommended that the Director Group objectives are APPROVED.

Appendices

Appendix 1 – Directors Shared Objectives (Non-Public)

Report author
Claire Spencer, CEO Barbican Centre

E:Claire.spencer@barbican.org.uk

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Committee(s):	Date(s):
Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board	28 June 2023
Subject: Review of Board Effectiveness and Skills	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**7, 8**
Does this proposal require extra revenue and/or capital spending?	**No**
What is the source of Funding?	**n/a**
Has this Funding Source been agreed with the Chamberlain's Department?	**n/a**
Report of: Town Clerk	**For Discussion**
Report author: Ben Dunleavy	

Summary

The Nominations, Effectiveness and Inclusion Committee of the Barbican Centre Board is responsible for undertaking periodic evaluations of the performance of the Board, with the last such review taking place in 2021.

Members may consider it to be both timely and prudent to assess the effectiveness of the Board and the balance of skills and expertise, alongside the emerging and evolving key issues facing the Barbican Centre. This report sets out the Board's previous thoughts on this issue and invites Members to consider whether it would wish to instigate a formal review of skills and effectiveness.

Recommendation(s)

Members are asked to:

- consider the effectiveness of the Board;

- consider the balance of skills and expertise on the Board; and

- determine whether this is an appropriate time to undertake a review of the Board's effectiveness and skills, and what form this may take.

Main Report

Background

1. The Nominations, Effectiveness and Inclusion Committee is responsible for undertaking 'periodic evaluations of the performance of the Board collectively and of individual Members as appropriate, to inform the ongoing work of the Board and guide Members' decisions on whether to seek reappointment or re-election'. These evaluations have, in practice, taken the form of formal reviews of the effectiveness of the Board in carrying out its functions the skills of Board Members, interviews conducted by the Chair and informal sessions among Board Members and officers.

2. During previous reviews, undertaken in 2013, 2017 and 2021, Members were asked to comment on various aspects around the work of the Board and the management of meetings. These included Members' understanding of the Board's role, the quality of meetings and the governance and clerking support received by the Board. The reviews also assessed personal attributes such as the interaction of Members with the Barbican Centre, its senior management and its affiliates outside of formal meetings, and the skills that Members felt they brought to the Board.

3. These reviews identified a number of areas where Members felt the effectiveness of the Board could be improved, including the management of Board business, the length and format of Board reports, and the mandate and agenda of the Board. The results of the skills section provided views from Members on how the Board might benefit from enhanced expertise, such as finance, commercial, digital and unreached audiences, and a desire to ensure that the Board benefitted from the contributions of a diverse collection of Members, both in terms of background and outlook.

4. An example of a previous survey is included at Appendix 1.

5. In 2021, a new system for advertising and recruiting External Members was also agreed, with members agreeing that an external search firm would be recruited to undertake the recruitment work. It was felt that this would ensure an impartial, inclusive and transparent process, and provide the ability to reach diverse candidate pools so as to address diversity concerns that had been raised by Members. It was also agreed in 2021 to appoint Tobi-Ruth as an informal Board observer

Current Position

6. The responses to the findings of the reviews have included:

   - Streamlining Board agendas into 'main' and 'information/appendix' packs, to help with the size of agendas;

   - expanding the remit of the two sub-committees to allow these to focus in more depth on key areas of business and for the Board to focus on strategic areas;

- hosting sub-committee meetings at the Barbican Centre to try and address suggestions that meetings at Guildhall could be alienating and not conducive to proper debate;

- more focused recruitment of External Members, including recruiting an external search firm to undertake this work, to address some of the skills gaps identified and to address concerns over both process and Board diversity

- changing the Board's composition to reduce its Membership, reflecting recommendations for Committee sizes made in reviews conducted by the City Corporation.

7. Members are invited to consider the effectiveness of the implemented practices listed above, and to also consider the effectiveness of the Board and its Members more widely.

8. Some suggested areas of consideration are the ordering of items on the Board's agenda, the levels of duplication of reporting and information from the sub-committees to the Board, and the relationship between the Board and the Centre's senior management, especially given the changes at this level since the last review.

9. Members are also asked to consider the balance of skills and experience on the Board, and whether they feel it would be timely to conduct a fresh skills audit, and what format such a review should take. In light of the desire, referenced above in paragraph 3, to ensure the that Board benefits from a diverse collection of Members, Members are advised that it may be useful to request information from Board Members regarding equality, diversity and inclusion. It is also important for Members to bear in mind that any request for personal data such as this must be precise in what information is being requested, what exactly it will be used for and how it will be saved.

Corporate & Strategic Implications

Strategic implications

There are no strategic implications.

Financial implications

There are no financial implications to the recommendations to consider the Board's effectiveness.

Resource implications

There are no resource implications to the recommendations.

Legal implications

There are no legal implications to the recommendations of considering the Board's effectiveness. However, should Members wish to run a new review, and request personal information as part of this, there would be implications with regards to usage and storage of personal data.

Risk implications

There are no risk implications to the recommended consideration of a skills review.

Equalities implications

Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications

There are no climate implications to the recommendations.

Security implications

There are no security implications to the recommendations.

Conclusion

10. Members are asked to consider the effectiveness of the Barbican Centre Board and to determine whether a formal review should be undertaken and, if so, the format they would wish such a review to take and the information it would request

Appendices
Appendix 1 – Skills and Effectiveness Survey

Ben Dunleavy
Governance & Member Services Officer
Town Clerk's Department
E: ben.dunleavy@cityoflondon.gov.uk

Barbican Centre Board Skills and Effectiveness Survey

This is an interactive PDF Form.

You can click on the check boxes and write within the comment boxes.

You can complete this form on your iPad by opening it on PDF expert or on your PC/Laptop by opening it in Adobe Reader.

If you prefer to print and complete the form manually, please return to Town Clerk's Department, Guildhall, London, EC2P 2EJ

Name: [   ]

Please answer the following questions by ticking the most applicable box. The provision of additional detail in the space provided would be greatly appreciated.

1. Is the role of the Board sufficiently clear for Members?

Yes   No   Needs Improvement

If needs improvement, please indicate how in the box below...

[   ]

2. a) Do you understand the Barbican Centre's vision, strategic aims and objectives and feel able to contribute to discussions?

Yes   No   In Part

b) Is there any further information or training which you feel would be helpful? Please list in the box below.

[   ]

3. Is there clarity regarding what decisions are expected of the Board?

Yes   No   In Part

Please indicate what could be done better (eg. Provision of greater information or training)

```



```

4. In your opinion does the Board have sufficient skills, experience, time and resources to undertake its duties effectively?

Yes   No

If no, please indicate which areas you feel are a problem and what could be done to improve the Board's effectiveness.

```



```

5. In your opinion does the Chairman of the Board have an effective leadership style? (decisive, open-minded, courteous, allows contribution, leads by example, holds Members to high standards)?

Yes   No

Please provide any additional comments on the Chairmanship.

```



```

6. Please rate the following aspects of the Board's conduct of Business....

a) Structure of Agenda

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below...

```



```

b) Content of Committee Papers

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below...

```



```

c) Clarity of the Minutes (as a record of agreed actions)

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below...

```



```

d) Timeliness of agenda and paper circulation

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

e) Scheduling of meetings

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

f) Clerking arrangements

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

7. Please rate your own performance in respect of the following: -

a) Meeting attendance

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

b) Input at meetings

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

c) Interaction with the Centre outside of meetings

Good   Adequate   Needs Improvement

[ ]

d) How might your own performance be improved (time of meetings, training etc?)

[ ]

8. a) Did you have an induction meeting when you joined the Board?

Yes   No

b) did you receive an induction pack?

Yes   No

9. Please indicate the usefulness of information circulated to the Board outside of meetings in terms of the following…

a) Communications from the Centre directly relevant to your Board responsibilities (e.g. strategic updates, progress against targets and other indicators)

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

b) other communications from the Centre (e.g. programming information, cultural hub news).

Good   Adequate   Needs Improvement

If needs improvement, please indicate how in the box below…

[ ]

10. General Comments on the effectiveness of the Barbican Centre Board.

[ ]

Skills Audit Section

Current (or last) job title and brief description:

(if not currently in post please indicate the number of years since holding this post)

☐

Please indicate your top five areas of professional expertise or interest and order them by skill level/interest where 1 = most skilled/interested and 5 = least skilled/interested.

Eg: An experienced Human Resources Manager at an Arts Centre might choose both 'Personnel Matters' and Arts Administration as areas of Skill at a high level but through the ordering indicate that s/he sees Arts Administration as her or his key strength.

Skills Area	Expertise		General Interest	
	High	Moderate	High	Moderate
Arts Administration				
Charity Organisation				
Commercial				
Creative Learning				
Dance				
Digital				
Equality Diversity & Inclusion				
Facilities Management				
Film				
Finance				
Fundraising				
Governance/Trusteeship				
Health & Safety				

Legal				
Local Authorities				
Marketing				
Music				
Other Business expertise (please state below)				
Personnel Matters				
Political Knowledge / Contacts (particularly in London)				
Project Management				
Property and Urban Realm				
Public Relations				
Public Sector Organisations				
Quality Systems				
Risk and Audit				
Theatre				
Unreached Audiences				
Visual Arts				

Qualifications and training relevant to skills (where applicable):

Have you ever received any training for your role on the Board?

If so, in what capacity and when?

Thank you for taking part in the Skills and Effectiveness Survey.

This page is intentionally left blank

Committee(s): NEI Committee	Dated: 28/06/2023
Subject: Barbican EDI Strategy Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,7,8,9,10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Claire Spencer, CEO	For Information
Report author: Emma Green, Head of EDI People, Culture and Inclusion Directorate	

Summary

Following approval from the NEI committee and Barbican Board in January 2023, we launched our new EDI Strategy in February. The strategy has been designed in partnership with staff to progress the organisational maturity of the Barbican across 35 key EDI competency areas.

Although work has begun on the EDI agenda, we acknowledge that this is (and will continue to be) a journey and there is still much to be done. The Barbican has had a turbulent journey with many ingrained systemic and cultural issues that need to be tackled. In the past this work has been focused on treating the symptoms of the issues – embodied through the previous HR and EDI action plan. Our current EDI Strategy seeks to address root causes through an organisational development and change program which embeds EDI into everything we do. This is the approach which allows us to be most sustainable and effective.

The last six months have been focused on setting up the infrastructure to service our plans. We have appointed a team of subject matter experts, are recruiting in-team EDI leads, established two additional diversity networks, and have drafted a comprehensive organisation-wide 43-point action plan to address our EDI competencies. We are currently consulting staff on our anti-racism action plan in partnership with our Global Majority Network. Additionally, we are well into the process of designing our first Audience Strategy which aims to increase and diversify our audiences and which will exist as a sister strategy to EDI.

Our new team will be starting in July/August and our next phase will be to operationalise the plans which have been carefully co-designed with our staff. Our initial KPIs will be output focused, with the aim to introduce targets as we begin to improve our data baseline.

Recommendation(s)

Members are asked to NOTE the report.

Main Report

Background

1. The Barbican has been subject to considerable scrutiny in recent years due to issues arising from racism, inequity, prejudice, harassment, nepotism and bullying that for the purposes of this report have been classified under the umbrella of EDI issues.

2. Barbican Stories was published in June 2021. The document is a collection of first-hand and witnessed accounts of discrimination at the Barbican Centre, written anonymously by current and former staff. Racism features most heavily within the stories.

3. Following the publication, the Barbican Board and Management team commissioned the Lewis Silkin Review and the HR Audit (City of London Corporation). These were conducted over Summer/Autumn 2021, presenting findings to the Barbican Board in November 2021.

4. These reports made a total of 126 recommendations, which were distilled into the 'HR and EDI Action Plan'. Where relevant, the remaining actions in this plan were rolled into the new EDI Strategy.

5. An interim Director of Equity, Diversity and Inclusion was appointed in August 2021, the post ended in May 2022. A permanent Head of EDI was recruited in August 2022. A permanent Director of People, Culture and Inclusion was recruited in October 2022.

6. The Head of EDI undertook a deep dive 'Inclusion Diagnostic' which has formed the basis of our EDI Maturity Assessment and Strategy. The maturity assessment covers 35 key EDI competencies which help us to measure our progress in the context of organisational transformation.

7. Strategy consultations took place with over 300 staff through a variety of town halls, team meetings, 121s and workshops.

8. Our core challenges are centred around psychological safety, silos, legacy modes of programming, rigid hierarchy, a lack of strategic approach to audience development, leadership and management capability, and inclusive decision-making.

9. We have completed our 'scoping' phase (assessing maturity and designing the strategy) and are reaching the end of our planning stage (writing action plan and building necessary resource and infrastructure). Work has already been started in key priority areas, but the launch of our action plan and induction of our new team signify our move to the implementation phase.

10. We recently launched our new Strategic Framework, which outlines our core activity across the Centre over the next three to five years. Our EDI Strategy is one of the first programmes in the framework to be launched, alongside Barbican Renewal.

Activity since the last update

11. Our EDI Strategy to 'Become personally and collectively skilled at EDI, so that we can: create equitable outcomes, serve a larger, more diverse audience, and build

an inclusive culture' was launched in February. See appendix 1 for more information.

12. We now have four diversity networks at various stages of development: The Global Majority Network, Barbican Women, The Disability Network, and The Pride Network. We are continuing to invest substantially in a coaching and leadership development programme for the co-chairs of the networks through our partner Huma Qazi Ltd.

13. We have co-designed a 'Partnership Agreement' between the Diversity Networks and the organisation. It outlines expectations and responsibilities for both sides, including guaranteed budget, allocated time for committee members, and representation on committees.

14. Our new EDI team will be joining in July/August. Currently our new roles comprise of: an Admin and Project Manager Lead, and two EDI Business Partners (specialising in anti-racism, learning and development, data, monitoring and evaluation, audiences and HR/People).

15. We are about to open expressions of interest internally for up to five local EDI Leads who will coordinate EDI activities across clusters of teams in partnership with the EDI BPs.

16. We are collaboratively producing an Inclusive Language guide for all official Barbican copy and content which will span comms, marketing, interpretation and any other official text. Work has also begun on embedding inclusion into our brand and tone of voice.

17. We have worked in partnership with academics and used best practice to create Diversity Monitoring Standards which will allow us to benchmark our audience and staff data nationally and locally. We've begun implementing this through our audience data gathering and will be introducing it for all staff shortly.

18. We have begun the process of procurement for an inclusive design team for our Building Renewals project.

19. We are consulting on the design of our anti-racism action plan in partnership with our Global Majority Network.

20. We are launching our EDI Action Plan internally later this month and will be launching it and our strategy on our public-facing website in July/August.

Our action plan

21. Our action plan is centered around 6 key focus areas (see appendices 1 and 2 for more information):

21.1 **Inclusive Leadership and Line Management.**

21.2 **Empowered and Collaborative Teams.**

21.3 **Data and Analytics.**

21.4 **A Strategic Approach to Audiences.**

21.5 **Informing the People Agenda.**

21.6 **Learning and Development.**

22. Work has already begun on the majority of these areas and we expect that pace will accelerate rapidly once our new team is inducted.

Key Data

23. The EDI Maturity Assessment demonstrates that we have a very basic level of useful data and low levels of analytical capacity and capability. We are seeking to address this directly through the EDI Strategy and Audience Strategy. One of our new EDI team posts will be leading on monitoring and evaluation which will support this piece.

24. We have recently designed new diversity data gathering guidance which we will now ensure that all data gathering exercises meet a minimum standard. We have now built this into our audience diversity data gathering, are about to implement it in casual staff data gathering, and will work with the City of London Corporation to build into our City People platform for employed staff.

25. We will be designing a new People Survey later this year which will be bespoke to the Barbican and allow us to measure inclusion across a multitude of dimensions of staff engagement and demographics.

26. Current insights from the data we have includes:

    26.1 From the data we have on ticketed audiences we know that we are 'super serving' an older, white demographic and underserving younger, Global Majority audiences (see appendix 4), particularly compared to the population of London.

    26.2 Our employees (not including casual team members or contractors) appear to be more white and young on average than the population, particularly the population of London. See appendix 3.

    26.3 Our employee diversity data is recorded and kept separately from our casual staff data, which can cause challenges for analysis.

    26.4 Our employee diversity data currently blends both 'non-response' and 'prefer not to say' in the same category, which will need to be changed to provide a more accurate picture of our current status. The data at appendix 3 should be taken as purely indicative at this stage. An official baseline will follow in the next update.

    26.5 We do not currently have consistent data for non-ticketed audiences.

Corporate & Strategic Implications

Strategic implications

This strategy aligns with the City of London Corporate Plan and specifically supports points 1,2,3,4,5,7,8,9 and 10. It is broadly accepted that more diverse, inclusive organisations bring multiple benefits for both the organisation itself and wider society. Ensuring that we deliver our EDI Strategy will directly support the success of the new Barbican Purpose, Values and associated strategies including the Creative Vision and Audience Strategy, as well as meeting our strategic, transformation and cultural ambitions.

Financial implications

This work should offer significant financial benefits in terms of long-term relevance and audience development, enhanced enterprise opportunities, stronger reputation and higher staff engagement leading to reduced turnover, longer retention and increased motivation and performance levels.

Resource implications

Broadly this Strategy will require a commitment by all staff to embed EDI into their work, which by its nature will impact the prioritisation of resource.

Legal implications

There are legal implications for us if this work is not undertaken, or fails. We may be subject to tribunal and/or challenges under the Equality Act 2010.

Risk implications

At present the potential risks associated are: damage to organisational reputation if we fail to meet the ambition set here (low probability, high impact) and disruption of established organisational norms or structures, which will be necessary to create cultural change (medium probability, medium impact). Disruption to norms or structures may mean delays to wider work or additional initial costs as a result of changing processes like recruitment, restructuring teams, deprioritising relationships with particular stakeholders, ways of working etc.

Equalities implications

The Strategy and associated action plans are designed in partnership with people across a full spectrum of experiences including those with lived experience of oppression, our Diversity Networks and key stakeholders, and takes into account the engagement and feedback of over half of the Barbican staff population, plus several commissioned reports and expert advice. Given that this is an EDI Strategy, which is intended to create equity for all, and accepting the foundation level which we are starting from, we believe that every protected characteristic should see an overall improvement in their experience of the Barbican. This should also be true for the majority of people, regardless of whether they have a particular protected characteristic or not. We also believe that this will benefit people from lower socio-economic backgrounds and will have positive impacts for intersectional issues. We will ensure that there are appropriate governance, feedback, co-creation and transparency arrangements for staff, artists and audiences over the lifetime of the Strategy so that we can quickly identify and resolve any issues which arise.

Climate implications

None

Security implications

None

Conclusion

27. We will be welcoming a new team in July/August

28. Our EDI Strategy Action Plan will be launched internally by July

29. Our anti-racism action plan is in consultation

30. We have successfully laid the foundation for the next stage of our implementation

31. Monitoring and evaluation will be developed by the next update, which will include official baseline data

Appendices

Appendix 1 – EDI Strategy

Appendix 2 – EDI Strategy Action Plan Summary

Appendix 3 – Employee Diversity Data

Appendix 4 – Audience Diversity Data

Emma Green
Head of Equity, Diversity and Inclusion

E: emma.green@barbican.org.uk

Equity, Diversity and Inclusion

and Strategy

barbican

Strategy Overview

barbican

Our EDI Purpose:

- Catalysing difference to inspire, connect and provoke debate

Why we do it:

- We want to help change the world, starting with our own.

For fairness, for equity, for justice.

Doing this work well makes us a great employer, a creative powerhouse, and a force for good.

Strategy Overview

Aims:

We are aiming to become personally & collectively skilled at EDI, so that we can:

- Create equitable outcomes

- Serve a larger, more diverse audience

- Build an inclusive culture

Strategy Overview

Priority Activity Areas:

- Inclusive Leadership and Line Management

- Empowered and Collaborative Teams

- Data and Analytics

- A Strategic Approach to Audiences

- Informing the People Agenda

- Learning and Development

- **+ Group-specific action plans: Anti-racism, Access and Reasonable Adjustments**

barbican

EDI

Create equitable outcomes

We are a **workplace** and an **arts organisation** for London and the wider world. It's our responsibility to make sure that we use our platform to **further equality in society**.

Our aims

Serve a larger, more diverse audience

Whether it's who works here or who visits, or both, we will be a **reflection of the world around us.**

Our aims

Build an inclusive culture

Inclusion is an **active behaviour** we must practice **every day**. We want the Barbican to be a place where **everyone can belong**.

Our aims

Priority Areas

1 **Inclusive Leadership and Line Management:**

- Define and develop inclusive leadership competencies
- Standardise the EDI experience for leadership and management recruitment
- Clarify line manager responsibilities
- Introduce EDI into goal setting on an individual and team level

EDI

Priority Areas

2 **Empowered and Collaborative Teams:**

- Team-based EDI expertise and action plans
- EDI business partners to support team activity
- Development plan for Diversity Networks
- Review governance and inclusive decision-making
- Embed EDI standards into contracts with partners
- Interventions to increase psychologicalsafety

EDI

Priority Areas

3

Data and Analytics:

- Use diversity data to inform decisions
- Proper use of Equality Analysis and Human-Centred Design
- Higher data completion rates including for casuals
- Greater detail and transparency in data analysis
- Targets for diversity and inclusion measures
- Inclusion measures in People/Pulse Surveys
- Zero Tolerance tracking

barbican

EDI

Priority Areas

(4) **A Strategic Approach to Audiences:**

- Develop an Audience Strategy
- Introduce audience and programme diversity goals
- Increase co-creation with audiences
- Forge stronger links between the Creative Vision and EDI
- Develop inclusive programming practices
- Greater emphasis on audience experience and audience development

barbican

EDI

Priority Areas

5 **Informing the People Agenda**

- Review and adapt our recruitment processes
- Provide an effective reasonable adjustments package
- Provide an enhanced mental health and wellbeing offer
- Consistency and transparency in talent and promotion decisions
- More effective communications
- Efficiently use people and pulse surveys to build team culture insights
- Analyse data by demographics and use it to inform relevant interventions at all levels of our organisation
- Set goals for and monitor progress in team culture

EDI

Priority Areas

6 Learning and Development:

- Ongoing Zero Tolerance training
- 'Micro-behaviours' training
- Understanding privilege and oppression
- Access and reasonable adjustments
- Redesigned induction
- Reverse mentoring
- Coaching and leadership development
- Team-specific learning needs analyses
- EDI Curriculum

EDI

This page is intentionally left blank

Priority Area
Data & Analytics
Data & Analytics
Data & Analytics
Data & Analytics
Data & Analytics
Data & Analytics
Data & Analytics
Enabling Actions
Enabling Actions
Enabling Actions
Enabling Actions
Empowered & Collaborative Teams
Empowered & Collaborative Teams
Empowered & Collaborative Teams
Empowered & Collaborative Teams
Empowered & Collaborative Teams
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Inclusive Leadership & Line Management
Informing the People Agenda
Informing the People Agenda
Informing the People Agenda
Informing the People Agenda
Informing the People Agenda
Informing the People Agenda
Learning & Development
Learning & Development
Learning & Development
Learning & Development
Learning & Development
Learning & Development
Learning & Development
Learning & Development
A Strategic Approach to Audience
A Strategic Approach to Audience
A Strategic Approach to Audience
A Strategic Approach to Audience;#Informing the People Agenda
A Strategic Approach to Audience
A Strategic Approach to Audience

Title
(DA) Greater detail & transparency in EDI data analysis
(DA) Inclusion measures in People & pulse Surveys
(DA) Increase use of equality analysis & human-centred design
(DA) Raise EDI data completion rates
(DA) Set EDI targets - monitoring & evaluation
(DA) Use EDI data to inform decisions
(DA) Track, monitor and target Zero-tolerance issues
(EA) Business Partner JDs complete for recruitment
(EA) Business Partner recruitment live
(EA) Induction for Business Partners
(EA) Strategy and action plan comms
(ECT) Development plan for diversity networks
(ECT) Create effective and inclusive governance for EDI and more widely
(ECT) Embed EDI standards into contracts with partners
(ECT) Increase inclusive decision-making
(ECT) Co-design team-based EDI action plans, with supporting resource
(ILM) Embed inclusive value into brand and tone of voice
(ILM) Clarify line manager responsibilities on EDI and build into learning and recruitment
(ILM) Define & Develop Inclusive Leadership Competencies
(ILM) Embed EDI into objective setting
(ILM) Raise profile as a visible and credible EDI presence in the wider sector
(ILM) Role model responsible procurement
(ILM) Standardise EDI experience for leadership & management recruitment
(IPA) Collaboratively design and deliver an anti-racism action plan with the Global Majority Network
(IPA) Increase consistency and transparency in talent and promotion decisions
(IPA) Efficient use of People & Pulse Surveys to build more inclusive team cultures
(IPA) Provide an effective reasonable adjustments package
(IPA) Provide an enhanced mental health and wellbeing offer
(IPA) Review & adapt our recruitment processes to reduce bias
(LD) Design and deliver bespoke team-level EDI learning programmes
(LD) Introduce EDI coaching and Inclusive Leadership Development
(LD) Design and embed an EDI Curriculum
(LD) Mental Health, Wellbeing, Tailored Adjustments and Access training
(LD) Micro-behaviours training
(LD) Redesigned EDI induction
(LD) Reverse Mentoring programme
(LD) Zero Tolerance Training
(SAA) Become more audience-centred and audience-informed in decision-making
(SAA) Develop an Audience Strategy
(SAA) Develop inclusive programming practices
(SAA) Create a fully comprehensive accessibility offer, including for Renewal
(SAA) Incorporate EDI aspects of Creative Vision into Audience Strategy
(SAA) Introduce audience & programme diversity goals

| Progress |
|---|
| In progress |
| In progress |
| In progress |
| Not started |
| In progress |
| In progress |
| In progress |
| Completed |
| Completed |
| In progress |
| In progress |
| In progress |
| In progress |
| In progress |
| Not started |
| In progress |
| Not started |
| Not started |
| Not started |
| Not started |
| Not started |
| In progress |
| Not started |
| In progress |
| Not started |
| In progress |
| In progress |
| Not started |
| In progress |
| In progress |
| Not started |
| Not started |
| Not started |
| In progress |
| Not started |
| Not started |
| In progress |
| Not started |
| In progress |
| In progress |
| Not started |
| Not started |
| In progress |

This page is intentionally left blank

Barbican Employee Overview @ Feb 23

NB: where categories are lower than 3% of employees they have been grouped to avoid the possibility of identifying individuals

Age

Category	Barbican
21-30	26.35%
31-40	36.25%
41-50	20.40%
51-60	12.18%
61+	4.82%
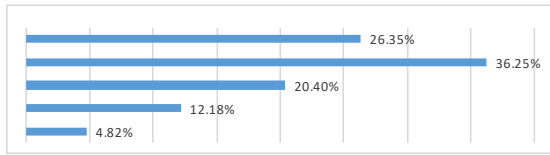
Disability

Category	Barbican
No	72.80%
Not disclosed	20.40%
Yes	6.80%

Ethnic Group

Category	Barbican
Asian or Asian British	4.25%
Black or Black British	4.53%
Mixed or Other	5.66%
Not disclosed	16.15%
White	69.41%
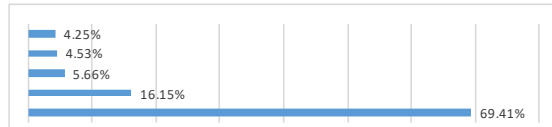
Gender

Category	Barbican
Female	53.26%
Male	46.74%
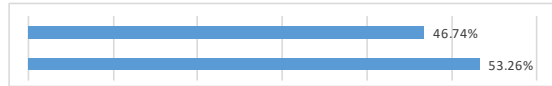
Religion

Category	Barbican
Christian	17.85%
None / No religion	52.97%
Not disclosed	19.26%
Buddhist, Hindu, Jewish, Muslim, Sikh, Spiritual, Other	9.92%
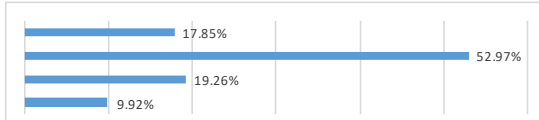
Sexual Orientation

Category	Barbican
Bisexual, Pansexual, Queer	7.09%
Not disclosed	27.47%
Gay, Lesbian	8.22%
Heterosexual	57.22%

Page 53
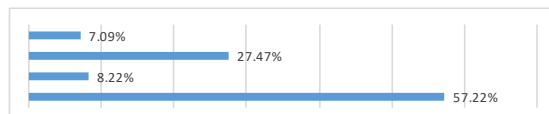
Barbican Employee Overview @ Sept 22

NB: where categories are lower than 3% of employees they have been grouped to avoid the possibility of identifying individuals

Age

Category	Barbican
21-30	23.19%
31-40	37.39%
41-50	22.61%
51-60	11.30%
61+	5.51%
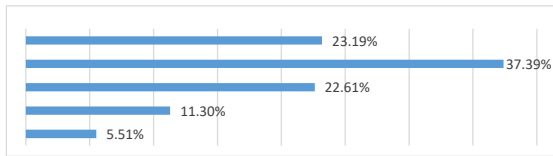
Disability

Category	Barbican
No	78.26%
Not disclosed	15.07%
Yes	6.67%
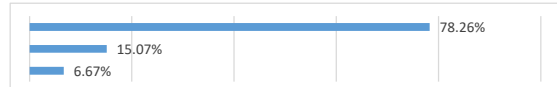
Ethnic Group

Category	Barbican
Asian or Asian British	4.35%
Black or Black British	5.22%
Mixed or Other	6.66%
Not disclosed	9.86%
White	73.91%
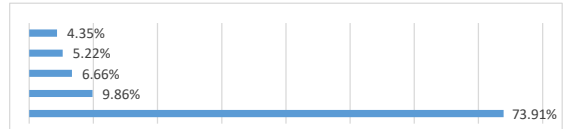
Gender

Category	Barbican
Female	53.33%
Male	46.67%
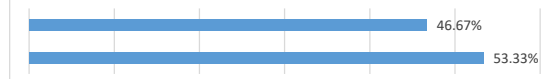
Religion

Category	Barbican
Christian	20.29%
None / No religion	55.36%
Not disclosed	13.91%
Buddhist, Hindu, Jewish, Muslim, Sikh, Spiritual, Other	10.44%
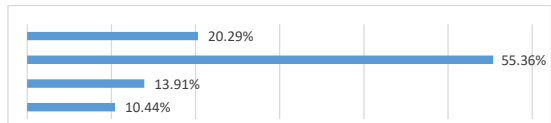
Sexual Orientation

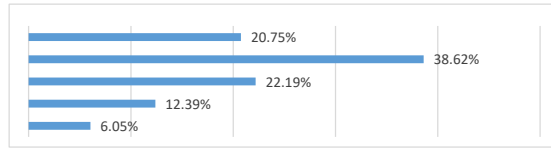| Category	Barbican
Bisexual, Pansexual, Queer	7.82%
Not disclosed	22.61%
Gay, Lesbian	8.41%
Heterosexual	61.16%
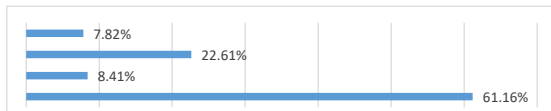
Barbican Employee Overview @ June 22

NB: where categories are lower than 3% of employees they have been grouped to avoid the possibility of identifying individuals

Age

Category	Barbican
21-30	20.75%
31-40	38.62%
41-50	22.19%
51-60	12.39%
61+	6.05%

Disability

Category	Barbican
No	79.83%
Not disclosed	14.70%
Yes	5.48%

Ethnic Group

Category	Barbican
Asian or Asian British	4.32%
Black or Black British	4.61%
Mixed or Other	5.76%
Not disclosed	9.51%
White	75.79%
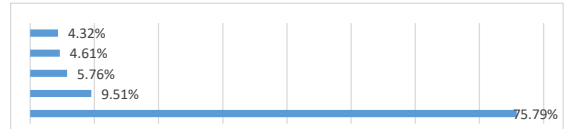
Gender

Category	Barbican
Female	53.31%
Male	46.69%

Religion

Category	Barbican
Buddhist, Hindu, Jewish, Muslim, Sikh, Spiritual, Other	10.09%
Christian	20.17%
None / No religion	56.48%
Not disclosed	13.25%
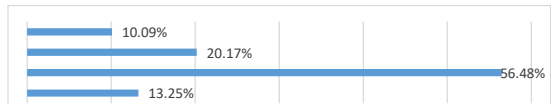
Sexual Orientation

Category	Barbican
Bisexual	6.92%
Gay or Lesbian	7.78%
Heterosexual	63.11%
Not disclosed	22.19%
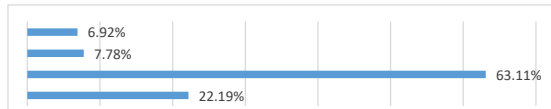
This page is intentionally left blank

	OVERALL	CINEMA	MUSIC	THEATRE	VISUAL	ENGLAND	LONDON
Asian	4%	4%	5%	3%	4%	9.70%	20.70%
Black	1%	3%	2%	0%	0%	4.20%	13.50%
Mixed	3%	3%	3%	1%	3%	2.90%	5.70%
White[1]	73%	75%	80%	85%	83%	81%	53.80%
Another	2%	3%	3%	1%	1%	2%	6.30%
15-24*	5%	6%	3%	2%	7%	11.70%	N/A
25-34*	9%	11%	7%	6%	10%	13.50%	N/A
35-44	12%	14%	12%	11%	10%	13.30%	N/A
45-54	17%	16%	18%	18%	15%	13.40%	N/A
55-64	25%	22%	26%	27%	26%	12.80%	N/A
65-74	21%	18%	23%	24%	23%	9.90%	N/A
75+	8%	7%	9%	9%	7%	8.70%	N/A
Disabled**	13%	15%	14%	15%	14%	17.70%	15.70%

Barbican audiences July 2021 – May 2023 compared to 2021 Census data. N.B. artforms do not equal 100% of the overall.

*Indirect comparisons, Barbican categories are 14-25 and 26-34.

**The Census uses the Equality Act 2010 narrow definition of disability as a long-term health condition lasting or expecting to last 12 months or more. The Barbican uses self-identification in responses

[1] Combination of both White British and White other

This page is intentionally left blank

Committee(s)	Dated:
Nominations, Effectiveness and Inclusion Committee	28/06/2023
Subject: Industrial action planning	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**1,3,4,9,12**
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: CEO, Barbican Centre	**For Information**
Report author: Ali Mirza, Director of People, Culture and Inclusion	

Summary

This discussion follows the planning and management of the industrial action that took place at the Barbican on 25th May as part of the wider industrial action across the City of London Corporation, coordinated by the main Unions of GMB and Unite.

The core strike action planning group were invited for their views on 31st May as part of a wash-up session and to gather learning for any subsequent industrial action. Representatives from LSO were also invited to the first portion of the meeting.

Recommendation(s)

   i.   Members are asked to NOTE the report.

Main Report

Background

1. On 11th May, the Barbican received notification via the City of London Corporation that the GMB/Unite Unions would be holding a one day strike on the 25th May.

2. Following this, a core strike action planning team was assembled drawn from those areas that were likely to be impacted most. After having reviewed the schedule for the 25th May, the following actions and remediation activities were identified:-

   2.1. **Music** – The LSO concert planned for the 25th May was moved to the 24th May with ticket holders offered refunds if the new date wasn't suitable. Returned seats were put back on sale.

   2.2. **Business Events** - Of the three commercial business event bookings scheduled for the 25h May, two were moved to other venues and one was postponed to a later date at the Barbican.

   2.3. **Cinema** – The Cinema was closed

   2.4. **Theatre** – There were no shows but rehearsals were planned. These were rearranged.

   2.5. **Commercial –** As we had decided not to close the venue the Bars, Restaurants, Shop and Curve Gallery remained open (albeit with some local changes to opening hours).

3. **On the day:**

   3.1 The protest outside Silk Street was peaceful and good natured; At its peak there were around 80-100 protestors, who moved on to the Guildhall by about 11.40am (where a larger group convened) to coincide with Court of Common Council.

   3.2 The were no major issues reported during the day.

   3.3 In the evening, around 10 audience members, from 5 separate bookings (from an overall number of 1700 ticket holders) showed up for the LSO concert in the Hall. They were clearly upset and disappointed. This was managed carefully and locally by the Audience Experience Team, and we are currently working on a response with Music and LSO, while also looking to use learnings for the future.

4. **Lessons Learned**

   4.1 The team reviewed what worked well, what could have been better to help inform subsequent industrial action planning activity

   4.2 What worked well – The group identified a number of areas in terms of what worked well, as follows:-

Page 60

4.2.1 The core team and subsequent teams managing the above changes across the Barbican worked in an agile, collaborative, constructive and open way.

4.2.2 It was felt that the tone, content and timeliness of communications was good. An early all-staff message from the CEO landed well as did the tone around compassion and understanding.

4.2.3 Following on from the above pre-strike reinforcement of messaging and advice to teams and managers was also received well.

4.2.4 Convening the strike action planning team quickly with open and regular communication.

4.2.5 The Director of People, Culture and Inclusion as first point of contact and lead.

4.3 What could have been better

4.3.1 Delays in City advice/communications/guidance to the Barbican created some initial internal tension. There was also some positioning of communications initially coming from the City around speaking to staff pre-strike that was not accurate and then subsequently changed.

4.3.2 Whilst the core group was identified from those most likely impacted there was a feeling that this could have been extended to include a representative from each artform.

4.3.3 Whilst we focussed understandably initially on the most affected areas, e.g., music, there was a view that we could have asked all business areas to complete the same 'planning/impact table' to understand broader implications.

4.3.4 Following on from the above and whilst the big decisions were made early in discussion, there were some delays in reaching a decision on other areas (e.g. Curve or Gallery).

4.4 **Next steps -** The following were identified as key to include in future planning:

4.4.1 Identify and confirm clear working principles.

4.4.2 Identifying the key individuals enabled and empowered to make decisions (after understanding 'what's happening at the Barbican' on the affected day) as soon as possible.

4.4.3 Carrying out a cost/benefit/risk assessment as well as resource requirement for any mitigation options being considered.

4.4.4 Decide quickly – to allow time to prepare and engage with audience, artists and related operations.

4.4.5 Prepare list of people needed to make programme decisions in advance and engage with them about their roles and expectations.

4.4.6 Prepare order of steps/action in advance and communicate to relevant stakeholders.

4.4.7 Prepare and share checklist of actions and clear responsibilities across the team and extended group as needed.

4.4.8 Ensure communication and signage is prepared well in advance, particularly around the restaurants.

5. **Key Data**

5.1 There were 105 individuals that were recorded as having taken industrial action on the day.

Corporate & Strategic Implications

Strategic implications – This exercise aligns with the City of London Corporate Plan and supports points 1,3,4,9 and 12. The planning and learning from this exercise particularly support Point 12 around *'Our spaces are secure, resilient and well maintained'*

Financial implications – Any industrial action will by its nature cause disruption with an associated financial implication. By preparing and planning in advance, including through exercises like this, it is hoped that we mitigate against levels of unplanned disruption and reduce financial impact.

Resource implications – Convening of key individuals will be required for subsequent planning associated with future strike action

Legal implications – None

Risk implications – These are touched upon in this report and include cancelling and/or postponing programmes or events planned for any strike days with the subsequent disruption to partnering organisations and audiences. Clearly these decisions also have a financial implication. From a Casual staffing perspective by cancelling events there is a subsequent knock-on effect on reduced numbers of casual staff being needed.

Equalities implications – None

Climate implications - None

Security implications – With any protest, we work closely with the Barbican security team to ensure the safety of audience, artists, staff and in this case protestors as well.

Conclusion

The industrial action on the 25th May has provided a number of practical learnings that we will adopt for future strikes. It also provided the opportunity for key teams to work together and plan key responses.

Ali Mirza
Director of People, Culture and Inclusion

E: amirza@barbican.org.uk

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank