



People, Culture & Inclusion Committee of the Barbican Centre Board

Date: WEDNESDAY, 8 JANUARY 2025

Time: 1.45 pm

Venue: CO-LAB SPACE, LEVEL 2, BARBICAN CENTRE, SILK STREET, EC2Y 8DS (VISITORS WISHING TO ACCESS THE PUBLIC MEETING PLEASE REPORT TO THE SILK STREET ENTRANCE)

Members: Tobi Ruth Adebekun, External Member (Chair)
Alderman Sir William Russell (Deputy Chairman)
Deputy Randall Anderson
Zulum Elumogo, External Member
Jaspreet Hodgson
Jane Roscoe, External Member
Despina Tsatsas, External Member

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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 minutes and non-public summary of the previous meeting held on 5th November 2024.

For Decision
(Pages 5 - 6)

4. **EQUITY, DIVERSITY AND INCLUSION (EDI) STRATEGY UPDATE**

Report of the Interim CEO, and Interim Deputy CEO, Barbican Centre.

(Note: Appendices 1 – 7 are Non-Public and can be found at Agenda Item 9).

For Information
(Pages 7 - 26)

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 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12(A), of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

8. NON-PUBLIC MINUTES

To approve the non-public minutes of the meeting previously held on 5th November 2024.

For Decision
(Pages 27 - 30)

9. EQUITY, DIVERSITY & INCLUSION (EDI) STRATEGY UPDATE

Report of the Interim CEO, and Interim Deputy CEO, Barbican Centre (Non-Public Appendices 1 – 7, to be read in conjunction with Agenda Item 4).

For Information
(Pages 31 - 80)

10. QUARTERLY PEOPLE, CULTURE AND INCLUSION UPDATE

Report of the Interim Deputy CEO and Director of People, Culture & Inclusion.

For Decision
(Pages 81 - 130)

11. BARBICAN PEOPLE ENGAGEMENT SURVEY RESULTS

Report of the Interim Deputy CEO and Director of People, Culture & Inclusion.

For Information
(Pages 131 - 158)

12. NON-PUBLIC QUESTIONS IN RELATION TO MATTERS RELATING TO THE WORK OF THE COMMITTEE

13. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

Part 3 - Confidential Agenda

14. BARBICAN REFLECTIONS

Report of the Interim CEO, Barbican Centre.

For Decision

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**PEOPLE, CULTURE & INCLUSION COMMITTEE OF THE BARBICAN CENTRE
BOARD
Tuesday, 5 November 2024**

Minutes of the meeting of the People, Culture & Inclusion Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Tuesday, 5 November 2024 at 1.45 pm

Present

Members:

Tobi Ruth Adebekun (Chair)
Alderman Sir William Russell (Deputy Chairman)
Deputy Randall Anderson
Despina Tsatsas

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Interim Deputy CEO, Barbican Centre
Jackie Boughton	- Barbican Centre
Emma Green	- Barbican Centre
Nick Kapoutzis	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Andrea Vogel	- Barbican Centre
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Zulum Elumogo and Jaspreet Hodgson.

Jaspreet Hodgson 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

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 10th September 2024 be approved as an accurate record.

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

There were no public questions.

5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no public items of urgent business.

6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting from the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
7. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting held on 10th September 2024 be approved as an accurate record.
8. **PEOPLE ENGAGEMENT SURVEY**
The Committee received a report of the Interim Deputy CEO and Director of People, Culture & Inclusion, concerning an update on the Barbican Centre’s first People Engagement Survey.
9. **PEOPLE, CULTURE & INCLUSION UPDATE**
The Committee received a report of the Interim Deputy CEO and Director of People, Culture & Inclusion, concerning updates on the People, Culture and Inclusion portfolio at the Barbican Centre.
10. **NON-PUBLIC QUESTIONS IN RELATION TO MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
11. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no non-public items of urgent business.

The meeting ended at 2.42 pm

Chairman

Contact Officer: Kate Doidge
kate.doidge@cityoflondon.gov.uk

Agenda Item 4

Committee(s): People, Culture and Inclusion Committee of the Barbican Centre Board	Dated: 8 th January 2025
Subject: Barbican Equity, Diversity and Inclusion (EDI) Strategy Update	Public report: For Information
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
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	<ul style="list-style-type: none">• Diverse engaged communities• Vibrant thriving destination• Public Sector Equality Duty
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of funding?	Existing budget
Has this funding source been agreed with the Chamberlain’s Department?	N/A
Report of:	David Farnsworth, Interim CEO and Ali Mirza, Interim Deputy CEO
Report author:	Emma Green, Head of EDI, PCI Directorate

Summary

The Barbican EDI strategy was launched in February 2023 and is outlined [on the EDI pages of the Barbican website](#). For previous updates, please see earlier associated papers sent to this committee, or our [EDI update pages on the Barbican website](#). This paper outlines the progress of the Barbican’s EDI strategy and associated action plans since the last update in July 2024.

We are in the implementation phase of the main strategy action plan, the anti-racism action plan, and – as of October 2024 – the access and adjustments action plan. Most of the EDI team has now been in place for 18 months.

The Barbican is on a journey of transformation. Much has been achieved, as can be seen in appendix 4 (our maturity assessment) and our baseline People Engagement

Survey results (section 6.6 of this report). There continue to be a small number of areas where progress needs to pick up pace (see appendix 4).

We aimed to meet 28 of 35 EDI competencies in 2024 but are currently meeting 19. These delays are partly due to the departure of the Barbican CEO (competencies 3.1, 3.2) and some PR issues which have damaged trust with key stakeholders (competency 5.4). The majority of other delays will be resolved through the implementation of the new People, Culture and Inclusion strategy which is currently in the final stages of development and will launch in Spring 2025 (competencies 1.3, 1.4, 1.6, 2.2, 2.3, 2.4, 2.7, 4.3, 4.4). We have progressed faster than expected in some areas thanks to introducing a bespoke Barbican People Survey and investing in the development of new PowerBI dashboards (6.1, 6.5).

We forecast that 29 out of 35 competencies can be met by the end of 2025.

See appendix 4 for more information on our current competency and maturity assessment, and appendix 6 for more information on progress under the strategy action plan.

Recommendation(s)

Members are asked to:

- NOTE and DISCUSS this update.

Members are also asked to REVIEW and APPROVE the following recommendation:

- Attend an in-person anti-racism training session delivered by Hustle Crew on Wednesday 29th January 9am-11am at Barbican Centre.

Main Report

1. Key achievements (please see appendix 6 for full action tracker)

- 1.1. Our all-staff anti-racism training programme launched in December 2024, with first sessions taking place on 5th and 10th December. From December to now (end of January), 10 sessions have taken place, and approximately 150 staff have already been trained in the foundational module. The Board will receive anti-racism training on 29th January, the management team were trained on 5th and 10th December, and between 11th December and 30th June 2025, all other staff will be trained (see section 9 for more information). There will be an additional module for line managers taking place over Summer 2025.

- 1.2. In October 2024, the EDI team launched the Access and Adjustments Action Plan as a key initiative under the broader EDI strategy. The action plan aims to establish a consistent approach to access and adjustments, ensuring that disability inclusion is embedded in everything we do for our staff, artists and audiences. The action plan was created after a number of staff consultations – we conducted a staff survey and held three workshops to gather insights and perspectives from staff. The feedback gathered shaped the foundation of the action plan. The draft action plan was then reviewed by key stakeholders and benchmarked against best practice with guidance from the Business Disability Forum. Finally, the action plan was launched at the October Town Hall and shared on our staff intranet, The Nest. The progress will be reviewed by the new Access and Adjustments Working Group.
- 1.3. We launched our first-ever Barbican people engagement survey on 28th October 2024. Among many other important metrics, the survey has allowed us to establish a baseline in terms of feelings of inclusion among key groups of staff (see table below). We had an overall response rate of 73% for employees. More detailed results are presented in the People Engagement Survey report.
- 1.4. We have successfully run a diversity monitoring completion campaign, encouraging staff to update their diversity information on City People. As outlined in our previous report, the diversity monitoring questions were updated earlier this year following a collaborative project with the Corporation. Barbican staff have been prompted to answer the newly updated questions, enabling us to set a robust baseline for diversity statistics of employees. The average response rate has increased from **44% to 72%** over the last quarter. The data gathered feeds into our staff EDI data dashboard (see Appendix 2), which now has improved in data quality, and has been shared with our Directors and Management Team.

2. Progress against KPIs

Key strategic aims	KPIs	Progress on establishing baseline
1. Create equitable outcomes	<ul style="list-style-type: none"> a) Recruitment: demographics of applicants vs. shortlisted vs. hires. b) Leavers: demographics of leavers v. existing staff. c) Size of pay gaps. d) Presence of process in which audience data and feedback is used as standard to make 	<ul style="list-style-type: none"> a) Following our work with the Corporation earlier this year to update the diversity monitoring questions on City People, the recruitment team have now updated the questions on the application form to align with these. This will enable us to establish a baseline. We are currently working with the Corporation Management Information team to add a tab for recruitment data to our EDI dashboard and will be able to share these figures in our next report.

decisions around programming.

b) We now have baseline data for this and have created a dedicated tab on our EDI dashboard displaying this data. As outlined in the table below, figures for the past 12 months show a disproportionate amount of female and LGBTQ+ staff among leavers compared to our current staff population. There was also an elevated proportion of disabled leavers and leavers belonging to a minoritised religion compared to our current staff population.

	Leavers (past year) %	Current staff %	Discrepancy %
Female	66	54	-12
LGBTQ+	25	15	-10
Disabled	14	10	-4
Minoritised religion	10	6	-4
Global Majority	15	16	+1

c) There have been significant delays with obtaining pay gap data from the Corporation. However, we have now been given sufficient data to calculate an ethnicity pay gap and a gender pay gap. This work will be completed by early 2025. Work towards calculating a disability pay gap, LGBTQ+ pay gap, and socioeconomic origin pay gap will commence from May 2025 after the financial year ends.

d) The EDI team has been working with the Director for Arts & Participation and the Director for Audiences to determine how to standardise this process across the art forms. As part of this work, the EDI team have conducted an extensive piece of research into how the other organisations within the arts and culture sector currently do this work. See Appendix 5 for more details.

<p>2. Serve a larger, more diverse audience</p>	<p>a) Audience numbers b) Diversity of audience demographics</p>	<p>a) Audience numbers are currently measured via both footfall figures and ticket sales figures. Overall visitor numbers for the period April-September 2024 track strongly against the same period in 2023, with a 7% increase in ticket sales, and an 18% increase in footfall.</p> <table border="1" data-bbox="873 491 1471 653"> <thead> <tr> <th></th> <th>04-09/23</th> <th>04-09/24</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Footfall</td> <td>619,890</td> <td>734,296</td> <td>+18%</td> </tr> <tr> <td>Tickets</td> <td>623,404</td> <td>664,732</td> <td>+7%</td> </tr> </tbody> </table> <p>b) Diversity of audience demographics is captured via our audience PowerBI dashboard (see Appendix 1). We started collecting diversity data on ticketed audiences in September 2023, meaning that we now have just over a year's worth of audience demographic data. We can thus confidently report baseline figures for our four target audiences:</p> <table border="1" data-bbox="850 1018 1481 1255"> <thead> <tr> <th>Target audience</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Young People</td> <td>10%</td> </tr> <tr> <td>Global Ethnic Majority</td> <td>20%</td> </tr> <tr> <td>D/disabled and D/deaf</td> <td>12%</td> </tr> <tr> <td>Working class</td> <td>9%</td> </tr> </tbody> </table>		04-09/23	04-09/24	Change	Footfall	619,890	734,296	+18%	Tickets	623,404	664,732	+7%	Target audience	%	Young People	10%	Global Ethnic Majority	20%	D/disabled and D/deaf	12%	Working class	9%
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<p>3. Build an inclusive culture</p>	<p>Barbican People survey results: the percentage discrepancy between marginalised and non-marginalised staff in terms of feelings of inclusion.</p>	<p>We have now successfully established a baseline for this. Our Barbican people survey (October 2024) used 4 metrics to assess this:</p> <ul style="list-style-type: none"> i. I can be my authentic self at work (72%) ii. I feel respected at the Barbican (67%) iii. I feel like I belong at the Barbican (63%) iv. I feel safe to take risks at the Barbican (40%) <p>Leading to an overall inclusion score of 60%, which was the third highest area (out of 15) assessed in the survey.</p> <p>The average discrepancy in inclusion score between non-marginalised and marginalised staff is 11%:</p> <ul style="list-style-type: none"> • Professional or managerial backgrounds (68%) vs. working class/lower socio-economic background (50%) (=18% discrepancy) 																						

		<ul style="list-style-type: none"> • Men (67%) vs. Women (61%) vs. Non-Binary people (51%) (=16% discrepancy) • White (66%) vs. Global Majority staff (53%) (=13% discrepancy) • Cis (63%) vs. Trans staff (51%) (=12% discrepancy) • Non-disabled (64%) vs. Disabled staff (55%) (=9% discrepancy) • No religion/Christian (62%) vs. minoritised religions (57%) (=5% discrepancy) • Heterosexual (63%) vs. LGBTQ+ staff (61%) (=2% discrepancy) <p>Our aim is to reduce this discrepancy each year until this becomes negligible. More detail on these results can be found in Appendix 7. And a full account of the survey results can be found in the People Engagement Survey report.</p>
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3. Priority activity areas in detail

3.1 Inclusive Leadership and Line Management

3.1.1 Equality Analysis: Following training and the roll-out of Equality Analysis in May 2024, we are seeing an increase in Equality Analysis completions across the Barbican Centre, with support from the EDI team. Equality Analyses have been completed for all papers going to the People, Culture & Inclusion subcommittee and are now included in the packs with all papers as standard. Equality Analyses will be included for Finance & Risk Committee and Directors Group papers from January 2025.

3.1.2 Diversity Network leadership, including Executive Sponsors: We now have 5 diversity networks at the Barbican, with the Parents, Carers & Guardians Network having officially launched in October 2024. We have arranged for all 10 co-chairs to complete ongoing leadership development coaching delivered by Huma Qazi. The executive sponsors of the networks undertook executive sponsorship training delivered by Radius in July 2024, and commenced a year-long leadership development coaching programme in September 2024. This consists of both individual and group sessions designed to better understand and engage with the scope of their sponsorship roles, notably considering their own leadership style and influence in the organisation and how they may guide, inspire, open doors and collaborate so that each network can successfully drive meaningful change for their members and the organisation. The EDI team will continue to support the co-chairs and

executive sponsors of the networks, meeting with them monthly to provide advice and guidance.

3.1.3 Inclusive leadership behaviours and programme: The EDI team arranged for people managers at the Barbican to take part in a management development course run by the Corporation in June and July 2024. 18 Barbican management team staff attended this course, with 15 staff attending the module on leading diverse teams. Managers reported that they enjoyed completing the training with other managers from across the organisation. They felt the sessions provided a good theoretical basis for understanding how to manage people but could have had more practical elements to it. Overall, they felt it was beneficial to attend and wanted to ensure managers within their departments had access to it.

4. Empowered and Collaborative Teams

4.1 EDI Forum: Our EDI Forum, established in May 2024, has now met 3 times, with our next meeting taking place in January 2025. The forum continues to serve as a space for key stakeholders to give feedback to help improve inclusion in organisational projects, share reflections and best practice, as well as functioning as the primary consultation route for relevant organisational decisions. At the July forum, we spoke at length about the new access and adjustments action plan, and the tender process for the anti-racism training sessions. At the September forum, our focus was on the EDI staff data dashboard (appendix 2), and we had a member of the Creative Collaboration team share their insights on the creation of their programming principles.

4.2 Staff Diversity Networks:

Diversity network	Current membership (± Jul 2024)	Key activities over past 6 months
Barbican Global Majority	67 (+7)	<ul style="list-style-type: none"> • Delivered a successful Black History Month campaign. Hosted a month of creative events for staff to celebrate and support black culture and stories: <ul style="list-style-type: none"> ○ 8 events across 4 weeks ○ 70 attendees across events • Building on successful fundraising campaign for MSF last year, running again in December alongside Giving Tuesday. • 12% increase in membership. • Supported with anti-racism work – participated in tender, procurement interviews and pilot of training.

		<ul style="list-style-type: none"> Continued 'Invest in Yourself' series delivering bespoke events for members.
Barbican Women	122 (+0)	<ul style="list-style-type: none"> Appointed a new Executive Sponsor and a new committee member. For World Menopause Day ran a Cycles Swap Shop to raise money for Hackney Doorways women's shelter, and ran a 'Demystifying the Menopause' workshop. Continued regular social mixer events. Ran regular workshops including yoga and 'time to breathe'. Conducted some research into acting up agreements at the Barbican. Supported the launch of the Parents, Carers & Guardians Network
Barbican Pride	72 (+0)	<ul style="list-style-type: none"> June Pride Month celebrations: lakeside flag-raising event; queer walking tour of the city; curator tour of Soufiane Ababri exhibition. Monthly coffee mornings and drinks evenings. Established Pride Network pages on The Nest. Planning towards LGBT+ History Month in February 2025.
Barbican Disability	32 (+10)	<ul style="list-style-type: none"> Secured a space to use as a quiet room for staff and launched this to all colleagues. Published a peer resource on working at the Barbican with a disability and presented this at the Town Hall. Continued support and advocacy for staff members. Continued contributions to Barbican Renewal, EDI Forum, and Access and Adjustments Action Plan. Published an article on the Nest celebrating International Week of the Deaf and International Day of Sign Languages, highlighting accessible performances across the artistic programme and providing resources for staff.
Barbican Parents, Carers & Guardians	31 (+3)	<ul style="list-style-type: none"> Network officially launched at all staff Town Hall in October. Recruitment of an executive sponsor. Ongoing coffee mornings. Family Film Club and picnic event for staff and their families during October half term.

5. Data and Analytics

5.1 **Audience dashboard:** The Barbican audience dashboard was completed and published for all staff earlier this year (see Appendix 1). The PowerBI dashboard visualises various pieces of data on ticketed audiences, including key diversity measures and general feedback. Since our last report, several new fields have been added that can be used to filter the data, such as venue, event genre, and survey method. We now have just over a year's worth of audience demographic data, which means we can confidently report on baseline figures (see above). We have recently attempted to use AI to help with the analysis of our free text comments and have concluded that we will need to adopt Azure Machine Learning to automatically summarise free text comments, since these are too substantial to code manually. We have also attempted to include response rates on the dashboard by getting the data from our email service into the data warehouse, however there have been technical issues caused by limitations of our ticketing software, Spektrix. We have been assured that this is likely to be resolved within the next 6 months.

5.2 **Staff diversity monitoring questions:** Following the updates and changes to the diversity monitoring questions on City People earlier this year, we have successfully run a diversity monitoring completion campaign, encouraging employees to update their diversity information on City People. Over the last quarter, we have seen the average response rate rise from 44% to 72%, the breakdown by directorate is as follows:

- Development: 100%
- People, Culture & Inclusion: 88%
- Commercial: 84%
- CEO's Office: 81%
- Finance & Business Administration: 74%
- Audiences: 70%
- Buildings & Renewal: 68%
- Arts & Participation: 68%

We will continue to promote this via internal comms, with the aim of achieving at least 75% response in each directorate. It is important to note that the above applies to employees only, since our casual staff do not currently have access to their personal data on City People. This will be made possible with the new ERP system, and the EDI team will work with the Corporation Management Information team to ensure this is a success.

5.3 **Staff EDI data dashboard:** The data gathered from the updated diversity monitoring questions has now enhanced the data quality of our staff EDI data dashboard. As shown in Appendix 2, the dashboard now shows key information about: all staff demographics, demographics by department,

demographics by salary band, demographics by length of service, demographics among leavers, demographics among new starters, benchmarking data per characteristic, rankings of departments by representation, and comparison of starters and leavers per key marginalised group. Key insights include:

- When comparing the Barbican to the population of London (according to the latest census), women and LGBQ+ people are well represented at the Barbican. However, there is underrepresentation of disabled people (10% compared to London's 16%), Global Majority people (15% compared to London's 41%) and people belonging to a minoritised religion (6% compared to London's 25%).
- When comparing the profile of leavers over the past year to that of current employees, the proportion of LGBQ+ staff and female staff is considerably higher among leavers (25% and 67%) than current staff (15% and 53% respectively). This shows lower retention of these groups compared to others.
- The proportion of Global Majority leavers (17%) and leavers belonging to minoritised religions (7%) over the past year is higher than the proportion of starters over the past year belonging to these groups (13% and 3% respectively). This shows we are not recruiting these groups at the rate we are losing them.

The dashboard has been shared with Directors and Management Team and has been well received, and the EDI team will continue to work with Directors to make best use of the dashboard data. Additionally, the EDI team is continuing to work with the Corporation Management Information team to further improve the dashboard, with work underway to include visualisations of: response rates by directorate, trend data, new demographic fields introduced earlier this year, and recruitment data.

- 5.4 **Pay gap data:** There have been significant delays with obtaining data from the Corporation Pay and Rewards team in order to calculate pay gaps at an institutional level for the Barbican. However, as of late November 2024, we have now been given sufficient data to calculate an ethnicity pay gap and a gender pay gap. This work will be completed by our Finance team in early 2025. Work towards calculating a disability pay gap, LGBTQ+ pay gap, and socioeconomic origin pay gap will commence from May 2025 after the financial year ends.
- 5.5 **Staff EDI data maturity model:** At the time of our last update in July 2024, we were at stage 1 of 4 of our staff EDI data maturity model, with the aim of achieving stage 2 in 2025. We are on track with this, having already achieved several of the milestones of stage 2 over the past 6 months.

5.6 **Barbican People Engagement Survey:** As outlined fully in the People Engagement Survey report, the Barbican ran its first-ever people survey in Autumn 2024. As set out in our EDI action plan, we worked to embed both diversity and inclusion measures in this survey. In terms of inclusion measures, we used four metrics to assess this:

- a. I can be my authentic self at work (72%)
- b. I feel respected at the Barbican (67%)
- c. I feel like I belong at the Barbican (63%)
- d. I feel safe to take risks at the Barbican (40%)

Statements b and c have been statistically identified as being among the top 5 drivers for engagement for the Barbican.

We also included a range of diversity metrics in the survey, so that we are able to analyse responses by demographic group. This enables us to calculate the difference in experience between staff belonging to marginalised and minoritised groups and staff who do not (see above).

We were also able to assess feelings of inclusion across directorates:

- Finance & Business Administration (81%)
- Commercial (70%)
- People, Inclusion & Culture (66%)
- Development (66%)
- Arts & Participation (57%)
- Buildings & Renewal (56%)
- Audiences (55%)

We will be discussing these scores with each directorate and providing more detailed insights and recommendations. Our target is to ensure the bottom three directorates improve their scores to meet the current average of 60% as a minimum. The ultimate aim would be for all teams to reach at least an 80% inclusion score.

Additionally, we were able to gather feedback on our EDI work in the open text questions. For instance, in response to the question “What are some things we are doing great here?”, answers included:

- *“The **EDI** work is the most impressive and important work that the Barbican has right now. The team are welcoming, on task and have clear actions that they are working on. Without this work, we'd be back to Barbican Stories.”*
- *“It's been great seeing experts come in in **EDI** and OD. It shows a genuine commitment to progressing in that space.”*
- *“**EDI** work has taken great steps forwards”*
- *“The excellent **EDI** work that has happened and continues to happen.”*
- *“Investing in an **EDI** team.”*

- *“Development of **EDI** work.”*
- *“Focus on **EDI** internally.”*

Repeating this survey annually will allow us to map trends in the data and monitor the experience of colleagues on an ongoing basis.

6. A Strategic Approach to Audiences

- 6.1 **Becoming more audience centred:** The EDI team has conducted a piece of research into the arts and culture sector to better understand best practice in how to center audiences in decision making. A summary of findings is presented in Appendix 5. The research was conducted with the following organisations: Tate, V&A, Museum of London, Museum of Natural History, Royal Albert Hall, Imperial War Museum, Shakespeare’s Globe and Roundhouse. The EDI team has presented the findings to both the Director for Arts and Participation and the Director for Audiences, alongside a set of recommendations based on this research, which align with the EDI strategy and anti-racism action plan.

The EDI team will be facilitating conversations with the Marketing team and artforms to ensure our audience data can be used in programming decision-making. This collaboration will allow a move to data-driven decisions around our programming choices for more diverse audiences. This work has started with the Creative Collaboration department as they have created new programming principles which the EDI team has added to and reviewed in line with existing audience strategy goals and sector-leading practises.

- 6.2 **Inclusive audiences working group:** This working group has been delayed while the Director for Audiences shapes the broader vision for audiences at the Barbican. In the meantime, we will include key elements of the audience experience at the Barbican in the access and adjustments working group. Through this group we will mobilise conversations to ensure staff across the centre feel confident in providing an equitable experience for all our audiences.
- 6.3 **Collaborative programming practices:** The Creative Collaboration department have created new programming principles which the EDI team has added to and reviewed in line with existing audience strategy goals and sector-leading practices. Once these principles are finalised and used in Creative Collaboration, the EDI team will work with Creative Collaboration and the artforms to implement key programming principles that centre the audience experience. The EDI team has facilitated conversations with the Marketing team and artforms to ensure our improved analysis of audience data can be used effectively in programming decision-making.

- 6.4 **Ramadan Tent Project:** The EDI has collaborated with Business Events to host the Ramadan Tent Project at the Barbican Centre in March 2025. The initial meetings have taken place with the Ramadan Tent Project and the business events team, with RTP confirming cost details before signing the contract. This event aims to bring in a broader audience to the Barbican and introduce our centre to newer audiences aligned with our audience strategy. Furthermore, it will raise our profile as a centre amongst communities that we are currently underserving.

7. Informing the People Agenda

- 7.1 **Report and support:** Our new Report and Support platform was launched at the end of May 2024. Staff are gradually starting to use this platform to report incidents, with 18 reports having been filed over the past 6 months. The majority of reports that have been received are named, with only a third being filed anonymously. More detailed statistics can be found in Appendix 3.
- 7.2 **Inclusive recruitment:** This area is currently significantly delayed (appendix 6)
- 7.3 **People policies:** The EDI team have continued to work with the Corporation HR Policy Manager and have continued to share insights from our People Policies Analysis, ensuring that our recommendations were incorporated into the wider Corporation plan for policy renewal. The plan for policy renewal was taken to the Corporate Services Committee in November. We will work with the Corporation when implementing this plan in 2025 to ensure policy revisions are fit for purpose and inclusive of all Barbican staff.
- 7.4 **Access and Adjustments Action Plan:** The EDI team launched the Access and Adjustments Action Plan in October 2024, focused meeting the needs of staff, artists and audiences. The action plan is centred on the data captured from the staff survey and workshops conducted over the summer. The action plan is split into 4 key themes: a systemic approach to access and adjustments for staff; learning and development; building access and adjustments into decision making; and enhancing accessibility for audiences. An Access and Adjustments working group begins in January 2025.
- 7.5 **Business Disability Forum:** We gained membership of the Business Disability Forum in May 2024. This offers staff access to a comprehensive suite of resources and services tailored to enhance practices and policies. Notable features include a specialised advice service, which has already supported us with 2 tailored advice cases, offering valuable guidance for leaders, line managers and others within a confidential framework. Additionally, our membership has enabled us to undergo 2 thorough policy reviews to ensure alignment with best practice in disability inclusion.

7.6 Mental health and wellbeing: To meet our aim of providing mental health and wellbeing resources to staff until we formalise the work of our Wellbeing Working Group, we launched our pilot one-year Headspace membership for all Barbican staff including casual colleagues in September 2024. This membership grants users access to meditations, focus exercises, sleepcasts and more. All users can also grant access to 5 family members or friends. The EDI team have access to reports on utilisation and trends which help us in supporting line managers and staff more effectively. We currently have 156 colleagues actively signed-up to our Headspace benefit. Our most popular courses are:

- i. Managing anxiety
- ii. Letting go of stress
- iii. Sleepcasts
- iv. Finding focus
- v. Patience

We have received a lot of positive feedback from staff, including;

- *“Headspace has helped me enormously with stress in the job and my own personal life. It has made a positive difference to my attitude to the job, and when problems arise there always seems to be a session that can help me through it. It's wonderful.”*
- *“Headspace access has been the best piece of news all year at the Barbican.”*
- *“I would never have thought of using an app, even though I had heard of Headspace, because I thought it might be too expensive, or difficult to use. But this has been a positive addition to my daily routine, and I have you (and the Barbican) to thank for it.”*
- *“Headspace is a game-changer, I love that they have courses on everything from Pride, Pregnancy and Fertility, the Global Majority experience etc. The best thing is I can share mindfulness with my children and the rest of my family!”*

7.7 Quiet Room: In partnership with the Disability Network and the Executive Sponsor for the Disability Network, the EDI team has worked to secure a quiet room for staff use in the Theatre block on a trial period. This room is available to support all staff who may need a quiet or a private environment to self-regulate. The EDI team have created guidance for staff on using the space, including comprehensive wayfinding instructions and guidelines for use.

7.8 EDI Communications calendar: The EDI team have continued to work with the Communications and IT teams to build an EDI Communications calendar for 2025, improving on our 2024 version. We have worked together to enable staff to integrate the calendar in their Outlook diaries, and to put the calendar

on our intranet site. We continue to work with Communications to plan how best to mark key dates in our all-staff messaging.

8. Learning and Development

8.1 **Anti-racism training:** Hustle Crew, an industry leader in anti-racism training, won the procurement contract in September after submitting their proposal and attending an interview panel with 4 members of staff across the organisation. In total, 4 organisations were selected to be interviewed, and Hustle Crew scored the highest across the board and impressed the panel in their experience delivering large scale trainings and in their approach to delivering training. The EDI team have worked with Hustle Crew to refine the content for the foundational anti-racism training sessions. The key learning outcomes are as follows:

- What is racism? The anthropological definition to include types of racism between Global Majority communities and religion-based racism (antisemitism and islamophobia).
- What racism looks like and how to respond to incidences of racism (microaggressions, implicit and explicit). How to recognise and categorise racism.
- Unpacking white privilege and unconscious bias.
- The impact of racism on an organisation and on individuals.
- What is anti-racism and how to be actively anti-racist in the workplace.
- How to be an ally and what allyship is.

A pilot session was held on 19th November with staff from across the PCI department, the Global Majority network, the Communications team and Creative Collaboration. Feedback from this then informed the final workshop.

Initial insights from facilitators: The first sessions in December were delivered to 12 management team staff. In both sessions it was clear that participants were engaged and committed to learning about racism and anti-racism.

The two sessions represented different staff dynamics with one session's participants being very familiar with one another and the other session's participants being more cautious around one another to start. There was a key theme of participants being aware of their own discomfort when talking about racism and how it was hard to know what to say/do in the moment of an incident. This theme aligned with themes from the anti-racism drop ins and workshops which informed the anti-racism action plan.

From March 2025, the additional line manager anti-racism module will be rolled out to all staff with managerial responsibilities. This module will plug a

gap in understanding and confidence for managers at the Barbican, a key theme which came up when consulting with Global Majority staff across the Centre.

- 8.2 **Global Majority staff sponsorship programme:** A plan for a Global Majority staff sponsorship programme has been created by the EDI team in consultation with the Global Majority Network. This includes information on how selection will take place for both sponsors and sponsees, as well as the desired outcomes from the programme. Further, guidance has been outlined on how to be a good sponsor and on the expectations of the sponsor and sponsee relationship. The intention is to launch this programme after all managerial staff have participated in foundational anti-racism training and the line manager anti-racism module (which is due to take place by Easter 2024). The planned date for launching the sponsorship programme is May 2025.
- 8.3 **Disability inclusion guidance:** The Chairs of the Disability Network created a peer resource to working with a disability at the Barbican. Drawing on their personal experiences, the resource provides practical guidance for managing challenges and accessing support. It offers guidance on key topics such as requesting workplace adjustments, utilising the Access to Work scheme and more. The peer resource was launched at the Town Hall in October.
- 8.4 **Inclusive language guide:** We launched our inclusive language guide at our all-staff Town Hall in October. Produced by the Communications and EDI teams, in collaboration with our staff networks, the guide contains information on how to communicate effectively by using inclusive language, and focuses on key areas including race, ethnicity, gender, age, sexual orientation, disability, physical and mental health, socio-economic background and class, relationship and parental status, and religion and belief.
- 8.5 **The Nest EDI resources page:** Our new intranet site, The Nest, was launched in September 2024. The EDI team worked closely with the Communications team to ensure EDI information was embedded throughout the site. There are dedicated pages for the EDI strategy and action plans, the staff diversity networks, and an EDI resources page which brings together all of the guidance and resources we have produced since the team formed.
- 8.6 **EDI Roadshows:** To maintain the EDI team's visibility across all areas of the organisation, we have started running EDI Roadshows. This involves regularly visiting each department's all-team meetings in person to discuss our updates, plans and suggest ways that colleagues can engage in our work. It's also an opportunity to hear about the challenges and successes of each team and discuss ways of working together. We want to ensure our work is led from the people of our organisation and informed by their needs and experiences. In November and December, we visited 8 departments, and

plan to visit the few remaining departments by the end of January to complete this round of the roadshows.

- 8.7 **Demystifying the menopause training:** To mark World Menopause Day in October, the Women's network organised menopause awareness training for all staff, delivered by a certified menopause and health behaviour change coach. The training covered not only the biological changes that occur during menopause but also the broader context, i.e. how socio-economic factors and societal expectations shape each individual's experience of this transition.
- 8.8 **Deaf awareness training:** On 10th December, the Disability network organised Deaf awareness training for all staff, delivered by Remark!, A Deaf-led organisation. The training covered the following topics:
- Appropriate terminology
 - Types of Deafness
 - How to get a Deaf person's attention
 - Tips for effective communication
 - How to make meetings and training accessible at the workplace
 - How to effectively work with Deaf people at the workplace
 - Technology that Deaf people use
 - Deaf history in summary
 - Audism and its impact
 - Lipreading and Augmentative Communication
 - Introduction to BSL

9. Key actions for the next six months

1. **Launching a line manager anti-racism training module:** To complement the all-staff anti-racism training sessions, we will be launching a second training module to all line managers, including shift managers. This will be rolled out from March 2025, and will provide additional support and education in anti-racism to staff who lead and manage teams across the Barbican.

2. **Anti-racism leadership and coaching:** We have arranged for our management team to complete a course in anti-racist leadership behaviours. This learning and development piece will be delivered by Dr Maggie Semple. The course will empower our management team to role model anti-racist behaviours and be examples of anti-racist leadership across the Barbican. This coaching and leadership piece will take place after the line manager training module is rolled out.

3. **Access and Adjustments:** We will begin the procurement process for centre-wide disability inclusion training. This training will be bespoke and aim to

increase awareness and provide practical tools to support a more disability inclusive workplace. We will also continue to support the Access and Adjustments Working Group. The group will play an ongoing role in monitoring the progress of the action plan, addressing any challenges and ensuring its effective implementation across departments.

4. PCI Strategy: As part of the wider PCI team we will be exploring further levers that can be deployed to ensure progress in the EDI Action tracker, a number of which sit across the wider PCI team and some in the wider organisation. We will continue working closely on the development of the new PCI strategy. This alongside the recent Barbican People survey will provide areas of priority to focus on and subsequently resource collectively.

Corporate and strategic implications

Strategic implications

The Barbican EDI 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 directly supports the success of the Barbican Purpose, Values and associated strategies including the Strategic Framework, Creative Vision and Audience Strategy.

Financial implications

Successful delivery of the EDI strategy should result in 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 requires a commitment by all staff to embed EDI into their work, which by its nature impacts the prioritisation of resource.

Legal implications

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

Risk implications

At present the main potential risks are: damage to organisational reputation if we fail to meet the ambition (low probability, high impact) and disruption of established organisational norms or structures, which is 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 EDI 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. The EDI strategy, intended to create equity for all, should result in everyone, and particularly marginalised staff, seeing an overall improvement in their experience of the Barbican. The work should benefit people regardless of their protected characteristics, including those from lower socio-economic backgrounds and will have positive impacts for intersectional issues. We are working to ensure that there is 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

Appendices

Appendix 1 – Audience Dashboard (non-public)

Appendix 2 – EDI Dashboard (non-public)

Appendix 3 – Report and Support Statistics (non-public)

Appendix 4 – EDI Maturity Assessment update January 2025 (non-public)

Appendix 5 – Audience research presentation, 'Becoming Audience-centered: Understanding the sector' (non-public)

Appendix 6 – EDI Strategy Action Tracker (non-public)

Appendix 7 – Barbican People Survey Inclusion Scores (non-public)

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