

## **APPENDIX 3**

### **CITY CORPORATION AND BARBICAN CENTRE TACKLING RACISM ACTION PLAN.**

This Tackling Racism Action Plan describes how the City Corporation and the Barbican Centre will respond to the findings of the Lewis Silkin External Review into the allegations of racism at the Barbican Centre and the City Corporation's HR Audit.

The findings of the External Review are clear and a number of key themes have emerged and are addressed in this Action Plan. Reflecting the values of the City Corporation, this Action Plan must necessarily begin by recognising the hurt that has been caused at the Barbican Centre and the inadequacy of responses to issues raised until now. Consequently the Plan commits the City Corporation and Barbican Centre to wholesale step-changes in how we approach our people, our policies and our culture.

The Tackling Racism Plan contains recommendations from the Lewis Silkin External Review Final Report (Appendix 1), from the HR Audit (Appendix 2) and from actions being taken by new leadership at the Barbican Centre. These are presented in summary form here but also in a table of thematic issues identified in the Report set out as follows.

Key themes (excluding any specific allegations which will be addressed separately and confidentially)

1. Concerns about the External Review itself
2. Lack of confidence in Barbican leadership
3. Structural / organisational problems
4. Lack of confidence in Human Resources function and processes
5. Problems with progression / recruitment / promotion for people of colour
6. Casual staff issues
7. Lack of understanding and knowledge about racism
8. Bullying
9. Third party behaviour
10. Programming issues

The HR Audit Action Plan (*set out in Appendix 2*) is nested within and part of the overall Tackling Racism Action Plan. This table sets out the interrelationships between the themes described in the HR Audit Action Plan and in the Tackling Racism Action Plan set out in this document.

HR Audit Action Plan Theme	Relates to City Corporation and Barbican Centre Tackling Racism Action Plan themes (set out in Appendix 3.)	Key
<b>Workforce Data Analysis</b>	Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues	3 4 5 6
<b>Policies and Procedures</b>	Lack of confidence in Barbican leadership; Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues	2 3 4 5 6
<b>EDI Plans</b>	Concerns about the External Review itself; Lack of confidence in Barbican leadership; Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues; Lack of understanding and knowledge about racism	1 2 3 4 5 6 7
<b>Working Culture</b>	Lack of understanding and knowledge about racism; Bullying; Third party behaviour; Programming issues	7 8 9 10

The Tackling Racism Action Plan is a public document reflecting the transparency of both the Barbican Centre Board and the City Corporation: The Board will measure progress against it; Managers will implement it; The Barbican Family, from trustees to part-time staff are invited to monitor activity to ask questions and to make suggestions. This Action Plan must be and can only work if it is “ours” - owned by everyone involved with the Barbican Centre, understood by everyone and implemented by everyone. To that extent its contents have to be iterative and will naturally develop in line with feedback from Barbican Centre staff.

It is also important to note that there are two further areas of activity set out within the Tackling Racism Action Plan which cannot be adequately or appropriately described within this document:

- *The follow-up on specific allegations within the disciplinary framework which will now be investigated as cases overseen by the City Corporation and therefore must remain confidential while due processes are completed. **This is a separate ongoing process.***
- *Cultural Change at the Barbican. While the City Corporation can and will set out new procedures and systems, it must be recognised that the issues and allegations raised are not a suite of problems that can be simply fixed by process renewal and they certainly cannot be fixed by process alone. Everybody at the Barbican Centre from its Board and Directorate to the staff at every level in every department must share this ambition, this vision and this mission.*

### **Summary of Action Plan – Consolidated List of Actions**

The following summary is intended as an accessible overview/ list of the actions the City Corporation plans to take as part of the Action Plan (also set out in the Table of Thematic Issues), categorised here as immediate, medium and longer-term. It should be noted this list does not include all of the actions in detail and should not be read as a substitute for the full Action Plan.

#### ***Solutions to be implemented in the short term (as soon as possible)***

1. Make a statement to all staff:
  - a. Acknowledge that previous action has not always worked well but that careful thought is being given to future training.
  - b. Continue to encourage people to come forward with any specific concerns they want addressed.
  - c. Advertise the availability of the City of London Corporation's Dignity at Work Advisers Scheme.
  - d. Communicate who in HR (including the Interim Director of Equity, Diversity and Inclusion) people can go to if they have concerns.
  - e. Communicate clearly the role of the Interim Director of Equity, Diversity and Inclusion.

- f. Compulsory, detailed diversity and inclusion training to be rolled out for all.
  - g. Consult with employees on what else can be done. Invite suggestions.
  - h. Communicate the latest Barbican EDI plan clearly, explaining where responsibility lies for its implementation.
2. Raise awareness of any helpline such as an Employee Assistance Programme that staff can contact for support as a first step.
3. Consider putting up new signage regarding zero tolerance to abuse of staff for third parties. Staff will also need to act on this and be trained on how to act.
4. Appoint a Board member/s to champion this work.

***Solutions that should be implemented in the medium term (3-6 months)***

5. Implement the recommendations in the HR Audit and commission the general cultural review.
6. Share information about the wider cultural review.
7. Consider whether enhanced wellbeing initiatives can be introduced as soon as possible. For example, group or one to one sessions with wellbeing experts, mental health or Post-Traumatic Stress Disorder support, one to one counselling, implementation of a system of internal guardians to support other staff.
8. Recruit into HR or outsource some of the work or re-structure the team so there can be more focus on strategic work – people engagement, management, culture, career progression.
9. Appoint HR business partners or representatives so people know who to go to in the first instance with an issue. Communicate clearly with staff about how they can report and escalate concerns.
10. Compulsory training and upskilling for the HR team: equal opportunities, how to identify issues, how to best manage concerns in line with internal policies.
11. Motivate the HR team about how important their job is and involve them in the process and plan. Once HR have been trained, they could help facilitate other training and start building the trust of people.
12. Roll out compulsory training for all, for example:
  - a. OK, Not OK facilitated listening sessions
  - b. unconscious bias
  - c. anti-racism
  - d. institutional racism

- e. microaggressions
- f. Diversity & Inclusion generally.

These sessions should be championed by senior members of staff who will undertake it first. Consider which training sessions should be started with senior colleagues and rolled out down through the staff or whether mixed sessions would work better.

13. Senior managers should receive appropriate additional training and upskilling and be assessed against their team's engagement.
14. The new directorate should champion and set expectations for leadership and senior managers.
15. Appropriate compulsory training for the Board such as active bystander training.
16. Consider allowing employees to elect representatives or other ways for employee consultation to take place.
17. Review and implement new HR policies and processes: HR Audit deals with this in detail.
18. Communicate that there is a zero tolerance within the Barbican Centre to specified behaviours and what to do if you see it. Make sure people are trained to act on this.
19. Review and update recruitment and promotion processes. Clearly communicate them, make them formal and transparent. Take a centralised, consistent approach. They should include advertising roles externally, ensuring that they encourage diversity and are anti-racist. Again, the HR Audit provides detail on this.
20. Communicate clearly what career paths look like including for traineeships, apprenticeships and internships.
21. Consider initiatives for information sharing between senior and junior members of staff such as a 360 degree feedback process.
22. Provide support, policies and training for casual staff and their managers.
23. Provide regular updates e.g. in the form of a Town Hall discussion.
24. Report on objectives and progress to Board at regular Board meetings.

### ***Solutions that are a longer-term goal (6 months +)***

25. Set key strategic objectives for those with key responsibilities e.g. the Interim Director of Equity, Diversity and Inclusion.
26. Set targets for inclusion and diversity. Measure Interim Director of Equity, Diversity and Inclusion and other senior leadership members against these targets.
27. Scholarship/sponsorship schemes to encourage people from lower socio-economic backgrounds to apply.
28. Internal mentoring schemes, consider implementing the City of London Corporation's reverse mentoring scheme at the Barbican Centre.
29. Review the use of fixed term/casual work contracts. Consider whether they are proportionate.

**Table of thematic issues identified in Lewis Silkin LLP External Review Final Report November 2021**

**Key themes (excluding any specific allegations which will be addressed separately and confidentially)**

1. Concerns about the External Review itself
2. Lack of confidence in Barbican leadership
3. Structural / organisational problems
4. Lack of confidence in Human Resources function and processes
5. Problems with progression / recruitment / promotion for people of colour
6. Casual staff issues
7. Lack of understanding and knowledge about racism
8. Bullying
9. Third party behaviour
10. Programming issues

**KEY:**

- Green = solution to be implemented in the short term (as soon as possible)**
- Blue = solution that should be implemented in the medium term (3-6 months)**
- Pink = solution is a longer-term goal (6 months +)**
- Teal = issue to be picked up as part of general cultural review**

No.	Theme / Issue	Examples given	Proposed Action(s) to be Taken	Person Responsible
1.	Concerns about the External Review itself	<ul style="list-style-type: none"> <li>• Lack of trust and confidence that it will lead to change</li> <li>• Narrow scope</li> <li>• Voluntary participation</li> <li>• Lack of transparency and communication about the process</li> <li>• Lack of sensitivity in communications from Barbican/City of London</li> <li>• Job security/anonymity/fear of retaliation</li> <li>• Insufficient efforts to engage former staff</li> <li>• Insufficient wellbeing support for those involved in the review</li> </ul>	<p>The approach to anonymity and confidentiality of evidence was communicated to all staff by the Town Clerk on 7 October 2021.</p> <p>Re-communicate details of the Employee Assistance Programme immediately.</p> <p>Clear messaging to staff around further steps being taken to address any specific allegations (without naming names).</p>	Town Clerk

		<ul style="list-style-type: none"> <li>Directors and senior managers mentioned in Barbican Stories – their jobs have not been called into question.</li> </ul>	<p>Once outcome of review is communicated, need clear communication of the action plan and demonstrate that immediate action is being taken, including sharing information about the wider cultural review and the scope of that.</p>	
2.	Lack of confidence in Barbican leadership	<ul style="list-style-type: none"> <li>Feeling that leaders don't understand or appreciate that there is a problem with racism and particularly systemic racism</li> </ul>	<p>Compulsory anti-discrimination training to be implemented as soon as possible at all levels and rolled out from the top down.</p>	HR / Barbican Centre Interim Director of Equity, Diversity and Inclusion
		<ul style="list-style-type: none"> <li>No accountability and not approaching racism or microaggressions appropriately – delayed, hesitant responses</li> </ul>	<p>Leadership to model expected behaviours and to visibly be in attendance at all training sessions.</p>	
		<ul style="list-style-type: none"> <li>Senior management don't engage with solutions put forward by staff of colour</li> </ul>	<p>Responsibility of new directorate to champion and set expectations for leadership and senior managers.</p> <p>Senior managers to receive appropriate training/upskilling and be assessed against team engagement.</p>	
		<ul style="list-style-type: none"> <li>Senior management see racism as a PR issue – make radical statements publicly but do not follow through. Only act when complaints are made publicly</li> </ul>	<p>Ongoing monitoring/assessment of progress of actions arising out of the external review process such that it can be measured and responsibility is taken for ensuring progress is made and can be reported back on at appropriate intervals.</p>	
		<ul style="list-style-type: none"> <li>The Board does not challenge each other or support managers in circumstances where Board members use language which is racially offensive or display lack of awareness of issues of racism</li> </ul>	<p>In addition to the training above, communicate to staff that the Board will be undertaking compulsory training and are expected to lead by example. Provide active bystander training.</p>	Town Clerk/Chair of the Barbican Centre Board

		<ul style="list-style-type: none"> <li>Lack of confidence in various named leaders and concerns that they lack awareness or understanding</li> </ul>	<p>Specific allegations to be investigated further by an appropriate investigator where, if substantiated, the actions may amount to misconduct.</p> <p>In cases where either further investigation does not uncover further detail or the allegation would not amount to misconduct if it were true, address the feedback and concerns through training, coaching, reverse mentoring etc.</p>	City of London Corporation Interim Executive Director HR
3.	Structural / organisational problems	<ul style="list-style-type: none"> <li>Hierarchical, siloed departments cause mistrust</li> </ul>	Address as part of wider cultural review	Cultural Review Team
		<ul style="list-style-type: none"> <li>Structure is confusing – City of London as employer</li> </ul>	Address as part of wider cultural review	
		<ul style="list-style-type: none"> <li>Concern regarding what superiors think, junior staff don't feel they can share ideas</li> </ul>	Consider initiatives for regular information sharing between senior and junior members of staff. Consider implementing a 360 feedback process.	
		<ul style="list-style-type: none"> <li>Reflect and Initiate Group – unclear terms of reference, lack of resource, authority or support</li> </ul>	Interim Director of Equity, Diversity and Inclusion to take responsibility for and sponsor this group going forwards	Barbican Centre Interim Director of Equity, Diversity and Inclusion
4.	Lack of confidence in Human Resources function and processes	<ul style="list-style-type: none"> <li>HR not seen as being supportive of managers trying to resolve matters</li> </ul>	<p>Decide on a revised HR structure which ensures appropriate skillsets and authority sit within the Barbican team.</p> <p>Provide training for the HR team on handling complaints</p> <p>Communicate to staff regarding the changes</p>	City of London Corporation Interim Executive Director of HR with Barbican Centre HR Director
		<ul style="list-style-type: none"> <li>Reports that HR discourages people from coming forward or making a formal complaint, unwilling to</li> </ul>		

		<ul style="list-style-type: none"> <li>put the matter on the record due to concerns regarding the Barbican Centre's reputation</li> <li>Lack of faith in the system for escalating concerns</li> <li>Concerns they are inexperienced</li> <li>No clear Barbican specific policies or commentary on how City of London policies are relevant to the Barbican Centre staff</li> <li>Lack of clarity regarding who to contact</li> <li>Not enough resources, spread too thin – across Guildhall School of Music too</li> <li>Constraint of Barbican HR team by City of London</li> <li>Lacking a strategic function to deal with people engagement, management, culture, career progression</li> </ul>	<ul style="list-style-type: none"> <li>Implement the recommendations in the HR Audit</li> <li>Communicate with staff regarding who their HR contact is</li> <li>Decide on a revised HR structure</li> <li>Investment of resource into HR department, consider organisational structure and upskilling of team</li> <li>Communicate with staff regarding who their HR contact is</li> </ul>	
5.	Problems with progression / recruitment / promotion for people of colour	<ul style="list-style-type: none"> <li>Lack of transparency about decision making</li> <li>Roles not communicated internally so those in more junior roles, more of which proportionately are people of colour, are not given the opportunity to apply</li> <li>Sourcing of short-term assistant level roles often from the Courtauld</li> <li>Diversity in junior roles only – apprenticeships, internships, traineeships, unstable fixed term contracts – no budget for these roles to lead to permanent positions</li> <li>Commitment to diversifying the Barbican Centre's leadership has not been demonstrated</li> <li>Recruitment led by City of London</li> <li>HR do not know where to advertise roles to attract a more diverse pool of applicants</li> <li>Predominantly white workforce, lack of senior staff of colour</li> <li>Prioritisation of candidates with highest level of formal education for roles – excludes some candidates of colour</li> </ul>	<ul style="list-style-type: none"> <li>Communications about the importance of having a diverse workforce and that efforts will be made to improve recruitment and promotion processes at all levels to address the lack of diversity.</li> <li>Need clear, transparent processes, equal opportunities recruitment and clear communication about how these processes work.</li> <li>Consider: asking for a diverse range of CVs for roles; advertising in places where a more diverse range of candidates; name blind recruitment; review of minimum qualifications for roles, etc.</li> <li>Make a public commitment to improving diversity at all levels and use similar statements in adverts for roles / commit to advertising all roles</li> </ul>	<p>City of London Corporation Interim Executive Director of HR</p> <p>and</p> <p>Barbican Centre Interim Director of Equity, Diversity and Inclusion</p> <p>and</p> <p>Barbican Centre HR Director</p>

			<p>Set inclusivity targets and commit to meeting them</p> <p>Scholarship/sponsorship schemes to encourage people from lower socio-economic backgrounds to apply.</p>	
		<ul style="list-style-type: none"> <li>Practices and policies lead to outcomes that don't promote diversity</li> </ul>	Update HR policies and processes	<p>City of London Corporation Interim Executive Director of HR</p> <p>and</p> <p>Barbican Centre HR Director</p>
		<ul style="list-style-type: none"> <li>Acting Head of Diversity, Equality and Inclusion considers themselves an advisor to the Directorate but not responsible for the 10-point plan</li> </ul>	<p>Communicate clearly and transparently exactly who is responsible for implementation of the 10-point plan, who will be held accountable and why.</p> <p>Also communicate clearly what the Interim Director of Equity, Diversity and Inclusion is responsible for.</p>	<p>Town clerk/Barbican Centre Interim Managing Directors</p> <p>and</p> <p>Barbican Centre Interim Director of Equity, Diversity and Inclusion.</p>
		<ul style="list-style-type: none"> <li>City of London has never had Diversity, Equality and Inclusion strategy</li> </ul>	Communicate the strategy.	City of London Corporation Interim Executive Director of HR
6.	Casual staff issues	<ul style="list-style-type: none"> <li>Engagement, integration and management – no regular contact with managers.</li> <li>Difficult for them to know how to raise concerns (don't see managers often)</li> <li>Short term funding for projects affects Barbican's ability to offer permanent roles.</li> </ul>	<p>Support, policies and training for casual staff and their managers.</p> <p>Review of resourcing arrangements and whether permanent roles can be offered more regularly instead.</p>	<p>Barbican Centre Interim Director of Equity, Diversity and Inclusion</p> <p>Barbican Centre Director of HR and</p>

		<ul style="list-style-type: none"> <li>Use of contract/casual worker contracts – disproportionately affecting people of colour</li> </ul>		Barbican Centre Interim Director of Equity, Diversity and Inclusion
7.	Language and communication / Racism / Sexism / Belittling of women of colour's achievements / Lack of understanding and knowledge about racism	<ul style="list-style-type: none"> <li>General lack of understanding about institutional / systemic racism. Anti-racism is not prioritised.</li> </ul>	<p>Compulsory training and educating the workforce on diversity and inclusion, equal opportunities anti-racism, how to be an ally.</p> <p>Internal mentoring schemes, including consider reverse mentoring.</p>	Barbican Centre Interim Director of Equity, Diversity and Inclusion
		<ul style="list-style-type: none"> <li>Mistakes have been made previously (e.g. Challenge listening exercises, workshops, voluntary training which have not been satisfactory) – senior management expecting staff of colour to recount trauma. Inadequate response in support of Black Lives Matter</li> </ul>	<p>Acknowledge that that previous actions have not always worked well but that careful thought is being given to future training and more communication regarding this will follow.</p>	Town clerk/Barbican Centre Interim Managing Directors
		<ul style="list-style-type: none"> <li>Stereotypical assumptions</li> </ul>	<p>Address with compulsory training for all, clear policies and communications about those policies and an upskilled, supportive HR team</p> <p>Additionally: implement compulsory facilitated sessions such as "OK, Not OK" or similar so that staff can listen to one another's own personal views.</p>	City of London Corporation Interim Executive Director of HR  and  Barbican Centre Interim Director of Equity, Diversity and Inclusion
		<ul style="list-style-type: none"> <li>Staff of colour have experienced microaggressions</li> </ul>		
		<ul style="list-style-type: none"> <li>Use of phrase "diversity hire" when referring to staff of colour and tokenism – use of staff of colour as PR to demonstrate the Barbican as anti-racist</li> </ul>		
		<ul style="list-style-type: none"> <li>Publicly reflected Barbican values are not visible in how staff are treated internally</li> </ul>		
		<ul style="list-style-type: none"> <li>People don't feel equipped to address racism</li> </ul>		
<ul style="list-style-type: none"> <li>Use of problematic language and lack of awareness about the impact of language</li> </ul>				
<ul style="list-style-type: none"> <li>White colleagues asking colleagues of colour what language they should use and whether something is offensive</li> </ul>				
8.	Bullying	<ul style="list-style-type: none"> <li>Generalised allegations of bullying</li> </ul>	<p>Address with training for all, clear policies and communications about those policies and an upskilled, supportive HR team</p> <p>Implement recommendations from the HR Audit / general cultural review</p>	City of London Corporation Interim Executive Director of HR  and  Barbican Centre Director of HR

9.	Third party behaviour	<ul style="list-style-type: none"> <li>• Staff need to be protected and action needs to be taken if third parties are racist or abusive. Specific incidents are referenced in the review, many involve visitors or specific people at other organisations.</li> </ul>	<p>Specific allegations to be considered and dealt with either by way of further investigation and addressing with any identifiable individuals and as a more general theme via compulsory diversity and inclusion training.</p> <p>Consider implementing a zero tolerance approach to abusive behaviour from visitors. Visible signage can be displayed stating that abuse of staff in any form will not be tolerated. If adopted, it is essential to communicate and train staff on how to implement it day to day.</p> <p>Decide how to communicate the policy to third parties (e.g. visitors and also people from other organisations).</p>	Barbican Centre Interim Managing Directors
10.	Programming / Engagement with External Organisations	<ul style="list-style-type: none"> <li>• Work is needed to diversify programmes and audiences</li> <li>• Example of lack of diversity in performers: the London Symphony Orchestra lacks people of colour, no person of colour has been on the main stage in an acting context</li> <li>• Curators tend to be white men, so programming is through this lens.</li> <li>• Tokenism – use of artists of colour as PR to demonstrate the Barbican as anti-racist</li> <li>• No challenge from the Barbican Centre to the status quo in the arts industry/City of London (e.g. use of 696/artistic risk form, not challenging City police’s decision to cancel concert)</li> </ul>	Address as part of General cultural review	Barbican Centre Interim Managing Directors.