

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

NOT FOR PUBLICATION

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

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

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

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

Recommendation(s)

- Members are asked to endorse the proposed way forward.

Main Report

Background and Current Position

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

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

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

Conclusion

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

Report author

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