

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

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