

<b>Committee(s):</b> People, Culture and Inclusion Committee of the Barbican Centre Board	<b>Dated:</b> 09/01/2024
<b>Subject:</b> Barbican Equity, Diversity and Inclusion (EDI) Strategy Update	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,7,8,9,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£
<b>What is the source of funding?</b>	n/a
<b>Has this funding source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> Claire Spencer, CEO	For Information
<b>Report author:</b> Emma Green, Head of EDI People, Culture and Inclusion Directorate	

### Summary

Since the launch of the Barbican’s new EDI strategy in February 2023, EDI activity has been focused on recruitment and induction of the new team (three EDI Business Partners and one Project Support), followed by scoping, design and delivery of the strategy action plans. This paper outlines progress since the last update in June 2023.

We are in the implementation phase of the main strategy action plan, the final design phase of the anti-racism action plan, and will begin the scoping of the wellbeing, mental health, access and reasonable adjustments action plan imminently.

We’ve made progress in our EDI maturity in almost all areas, and are now meeting 12 of 35 competencies, which is roughly on schedule for our projections for 2023 (15).

Key achievements from the past six months include: completing a comprehensive EDI staff data needs analysis, drafting provisional KPIs against all key EDI strategy areas, launching the audience strategy, and delivering zero tolerance training to 800 staff.

Our most significant dependency is currently data. We have made several recommendations in this report to support us in adapting relevant systems (ERP and People Survey) at pace to help us set a baseline, create measurable goals and gain valuable insights. This means importantly that future reports will start to include outcomes, on top of the output measures we are already able to report.

## **Recommendation(s)**

Members are asked to:

- i. NOTE and DISCUSS this update.

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

- ii. Our new EDI KPIs – specifically those for the three key strategic aims listed at the top of the document (Appendix 3).
- iii. To support the commissioning and design of a bespoke Barbican People Survey if adapting the current Corporation survey is not possible.
- iv. To support the Barbican in effectively collecting and analysing staff diversity data, either by changing the ERP data gathering approach at a Corporation level or by agreeing a localised approach which includes autonomy over question design.
- v. To support the Barbican in effectively collecting and analysing staff diversity data by allowing casuals to have access to their data through the ERP system.

## **Main Report**

### **Headlines**

1. Three new members of staff joined the EDI team in July/August 2023 and one new member of staff is joining in January 2024.
2. We are also currently recruiting a Head of Organisation Design and Development as part of the wider People, Inclusion and Culture team who will have a remit covering wider L&D and organisation development requirements.
3. We have begun the implementation phase of the main EDI action plan and have started to operationalise it as part of the wider Barbican Strategic Framework.
4. We are in the final design phase of the Anti-Racism action plan, and will begin the scoping of the wellbeing, mental health, access and reasonable adjustments action plan from January.
5. Our initial maturity assessment in 2022 showed we were meeting 0 of the 35 competencies in our framework. We aimed to meet 15 of 35 in 2023, and are currently meeting 12 due to a combination of recruitment delays, a wider organisational transformation programme, and some unforeseen issues/crises.
6. We are meeting our goals in our EDI competency framework in all areas except recruitment and induction (competency 2.2), adjustments and accessibility (competency 2.7), personal and professional development of leaders (competency 4.3).

7. We have progressed faster than expected in relation to our work with clients, suppliers and corporate partners (competency 5.2).
8. We aim to be meeting 27 of 35 competencies by the end of 2024. We initially assessed ourselves as being at 'level 1 – 2' of our EDI maturity model, and now assess ourselves as being at level 2. We're confident this progress will continue and we will meet our goals for 2024. See appendix 2 for more information.
9. Overall, anecdotally, the organisation is starting to build trust and confidence in the EDI agenda and we are starting to see positive impacts in terms of the experiences of staff and the handling of challenging issues. We will be able to measure this impact more accurately with the introduction of the recommendations listed in this report.

## **Detailed progress on the EDI strategy and action plan**

### **EDI Strategy Aims**

10. Create equitable outcomes
11. Serve a larger, more diverse audience
12. Build an inclusive culture

### **Priority activity areas**

#### **13. Enabling Actions**

- 13.1 Three EDI Business Partners and one EDI Administrator and Project Manager Support have now been recruited to the team.
- 13.2 A provisional set of KPIs for the EDI strategy and action plan has been designed (see Appendix 3). These will evolve over the lifetime of the EDI Strategy and Action Plan. We've made recommendations in this report to assist us in setting key baselines (see points i – v).
- 13.3 There are weekly meetings between the EDI and Comms teams to discuss key priority areas, ensuring progress is effectively communicated both internally and externally and staff engagement remains high.

#### **14. Inclusive Leadership and Line Management**

- 14.1 A full suite of inclusive leadership competencies and behaviours has been drafted as part of a wider exercise with the HR Team for all our organisational values. This will make it possible to measure behaviours through different parts of the employee lifecycle (e.g. recruitment and performance management).
- 14.2 Inclusive tone of voice guidelines (including positioning on political issues) are in development and will be embedded in 2024-2025 as part of the Brand Marketing and Communications Strategic Framework Action Plan, specifically the following actions: Brand and Audience Research (January-April 2024), Brand Positioning and Personality (March-July 2024), and Brand Roll-Out (August 2024-August 2025).

- 14.3 The Barbican Centre hosted the launch of the City Belonging Breakfast in June 2023. This new initiative aims to build a more inclusive and connected Square Mile. The scheme – which launched with representatives from more than 160 of the City's leading organisations in attendance, including the Bank of England, Lloyds Banking Group, and Bloomberg – will support and improve the links between diversity networks and help ensure the City's institutions and events are open to all communities.
- 14.4 We've been working to establish a positive profile in the sector for the Barbican's EDI work. We hosted a tour and visit to the Carrie Mae Weems Exhibition for the Museum Detox Collective which we received very positive feedback from. We've joined the National Museum Directors' Council's Equality, Diversity and Inclusion Group, which is a key cross-sector meeting. We're also collaborating with the Museum of London to host a new year social between the Global Majority network at the Barbican Centre and the Global Majority network at the Museum of London.
- 14.5 We're starting work to role model responsible procurement practice. The Finance Team have mapped out a list of all spending in the last two years and plan to work with EDI team and others to get this into updated contracts from the new financial year.
- 14.6 The Development Team are working with the EDI team to embed an EDI speaker/leadership offer as part of the benefits of the new Corporate Membership scheme which will look to launch in Q1 2024.
- 14.7 A standardised bank of interview questions has been drafted for staff to use during recruitment processes. These have been categorised according to the competency area as well as the seniority of the role. This will imminently be finalised and shared with the HR team. The HR team are also currently working with the EDI team to create a set of example interview questions relating specifically to EDI, which will be used as standard for recruitment to leadership and management positions.

## **15. Empowered and Collaborative Teams**

- 15.1 We will launch our EDI governance meeting (the EDI Forum) this month (January). The forum will meet every 6 weeks to discuss key decisions, upcoming changes and to be a place to raise ideas and discuss potential challenges. Key members of the group (not an exhaustive list): one colleague from each of the staff diversity networks, the staff diversity network executive sponsors, a representative from the trade unions, a member of HR, team members from the Creative Collaboration and Audience Experience teams.
- 15.2 An EDI Communications calendar and plan has been produced in consultation with the Staff Diversity Networks, internal comms and marketing. This outlines our commitment to consistently marking key awareness days and events across the year.
- 15.3 A suite of EDI intranet pages has been built to better inform staff about our work and the EDI resources available to them.

- 15.4 Staff email signatures have been redesigned to be more inclusive and accessible, and staff are now able to add their pronouns to their MS Teams profiles.
- 15.5 The Staff Diversity Network Partnership Agreement has now been shared with all line managers of network committee members to ensure they are clear about expectations of them in supporting the members of the network committees.
- 15.6 We have developed a guide to being an executive network sponsor in consultation with executive sponsors and network members. This outlines the expectations of sponsors and provides clear guidelines for effective sponsorship. The sponsors have been walked through this guide and regular check-ins have been established between the EDI team and the executive sponsors going forward.
- 15.7 Our Staff Diversity Network chairs are currently taking part in a programme of EDI leadership coaching led by a Chartered Coaching Psychologist and Accredited Executive Coach. The sessions will help them to develop leadership skills and grow their networks effectively and sustainably.
- 15.8 Increasingly more network initiatives and events have been run, with good attendance; including events for Black History Month, Bi Visibility Day, and Disability History Month, a project to make period products available in all staff bathrooms, and a permanent prayer and contemplation space for staff and visitors.

## 16. **Data and Analytics**

- 16.1 A comprehensive EDI data needs analysis has been conducted, outlining the current situation in relation to staff EDI data across the Barbican and the City of London Corporation. This covers data relating to: staff diversity, staff satisfaction, recruitment, leavers, progression, incidents, pay, and EDI engagement. Based on this analysis of key People areas, multiple recommendations for targeted actions have been made. Work on these actions has commenced from December 2023.
- 16.2 A set of best-practice diversity monitoring questions has been agreed by the Barbican Directors Group and published across the Centre. This ensures all diversity data collected within the Centre will be standardised going forward and can therefore be directly compared across groups, as well as with external benchmarking data. These standards will be used for both staff and audience data collection.
- 16.3 Working with HR we have begun to improve the Barbican exit questionnaire which is sent to all leavers during their notice period. Existing questions have been examined and recommendations for improvements have been made.
- 16.4 We have appointed a partner organisation (Culture Shift) to provide us with an online platform which will enable us to report, track, analyse and case-manage Zero Tolerance incidents.

- 16.5 A full review of all audience data collection methodologies is currently being conducted by our Audience Strategy Lead, Head of Marketing, and Head of Systems to close existing gaps, address known EDI biases in our current methods, and identify the most effective and efficient data collection methods going forward.
- 16.6 The development of an audience data dashboard is progressing well. A beta audience dashboard has now been built, and a feedback workshop with the Audience Strategy Lead, EDI Team and Creative Collaboration colleagues has taken place. Findings from this workshop will be fed into the development of the final audience dashboard in 2024. This dashboard will help us to understand more about the diversity of our audiences and make accessing data about audiences simpler for staff. This will be further explored under the new Director for Arts and Participation in 2024.

## **17. A Strategic Approach to Audiences**

- 17.1 The Audience Strategy was finalised in September 2023. It aims to increase and diversify our audiences. Interim measures have already begun to be implemented, with full implementation to begin in 2024 with the appointment of a Director for Audiences.
- 17.2 The Anti-Racism Action Plan (see Appendix 1) has a dedicated section focused on audiences. It includes three specific actions which outline inclusion provisions for audiences, embedding an EDI lens into programme creation and providing a more inclusive food offer. As part of the Anti-Racism Action Plan, we will also embed the assessment of EDI-related risk into current event planning systems and wash-up culture across the artforms. We aim to embed this by January 2025.
- 17.3 A full suite of diversity monitoring questions for audiences has been established according to best practice (see point 20.2). These questions are currently being used to gather data on our ticketed audiences, and will in the future be used to gain insights into our non-ticketed audiences. The Audience Strategy contains detailed plans to improve the data we hold on our audiences, and outlines a robust plan for creating a high-quality baseline, so that we can measure change and progress over time. Once a baseline has been established, targets for audience size and diversity can be set at a team level, in line with the new Creative Vision and the Purposeful Programming and Artist Talent Development programme.

## **18. Informing the People Agenda**

- 18.1 An Anti-Racism Action Plan provisional draft (see Appendix 1) has been completed in partnership with the Global Majority Network after a detailed consultation and scoping phase. The initial consultation phase consisted of an all-staff survey, which was completed by over 200 staff at the Barbican Centre and was analysed in depth in August 2023 to inform and provide context to the Action Plan. We subsequently ran four workshops for Global Majority staff, one

virtual and three in person. There were 35 Global Majority members of staff who participated (employees and casual staff). Drop-in sessions for all staff members were also facilitated alongside the workshops and 14 members of staff attended.

- 18.2 The EDI team have conducted a full review of existing EDI-related people policies and guidance at the City of London Corporation and the Barbican. The review covers ten key EDI-related people policy areas and outlines the current provision from the City of London Corporation and the Barbican. For each area, a set of recommendations have been created to make our policies and guidance as inclusive and as clear as possible to all staff. The recommendations will be implemented in 2024, in collaboration with Barbican HR and the City of London HR Policy Manager when recruited (currently vacant position to be filled in 2024).
- 18.3 In the Music department, a framework has been developed for managing zero tolerance incidents during concerts and backstage. This framework established stages of severity for incidences that could occur during a concert or backstage. Each stage provides staff with guidance on how to approach risk management and what actions are proportionate to what type of risk. This guidance has been communicated to all relevant staff across the music department and audience experience teams.
- 18.4 The EDI team have established regular meetings with HR to discuss best practice for reducing bias in all phases of the recruitment process and throughout the wider employee lifecycle.
- 18.5 As part of the Building Renewal project, we have conducted a procurement process to appoint an inclusive design consultant who will provide expert advice and guidance throughout the renewal project, to ensure accessibility and inclusion considerations are embedded in every phase. The successful consultant was Arup, who started work with an inclusivity audit in November 2023. Arup provides both an experienced and diverse team to guide the Barbican through the process of an inclusive building renewal. A session was held in early December 2023 for Arup to liaise with the Staff Disability Network to discuss key issues. Further internal and external stakeholder engagement sessions are planned for January 2024.
- 18.6 A new EDI Business Partner focussing on Adjustments, Mental Health, Wellbeing & Access has been recruited and will start in January 2024.

## 19. **Learning and Development**

- 19.1 Zero Tolerance training has now successfully been delivered to 800 staff. This was the first piece of Barbican-specific all-staff training, and staff engaged very positively with the course. The training set out minimum standards for expected behaviour and set a solid foundation upon which to build with future EDI training. Feedback from the Zero Tolerance training was overall very positive. Based on responses to the course feedback survey, attendees rated the course overall as:

**91% effective in terms of achievement of learning objectives** which includes recognition of inappropriate behaviour, understanding of the expectations of behaviour at the Barbican, confidence to act, confidence in knowing what to do if presented with inappropriate behaviour and also whether participants found the workshop beneficial and whether they were committed to making the Barbican a place of safety and respect.

**95% effective in terms of trainer effectiveness** which includes how prepared the trainer was, whether their feedback was helpful and constructive and how they presented the course.

We believe there is now a critical mass of understanding among Barbican staff, and all new starters are now encouraged to familiarise themselves with the Zero Tolerance statement and routes to resolution.

19.2 A comprehensive EDI resource library has been built and shared with all staff. The library contains a multitude of useful learning and development resources which relate to different areas of EDI work.

19.3 Facilitated training sessions have been run for staff on: Inclusive Workplaces (Scope), Bi+ Inclusion (Biscuit), and Inclusive Communication (enna). These sessions were well attended and feedback on these sessions has been positive.

19.4 Staff Diversity Network chairs are taking part in a programme of EDI leadership coaching led by a Chartered Coaching Psychologist and Accredited Executive Coach.

19.5 Global Majority staff continue to have access to racial wellness counselling with a psychotherapist. Sessions are run semi-regularly according to demand, and feedback continues to be positive.

### **Key actions coming up for the next six months**

20. Redesigning our People Survey to ensure we can measure engagement and inclusion levels across demographics. There are dependencies with the People Survey planning via the City of London that we have previously mentioned to Members which we have highlighted to relevant officers at the Corporation.

21. Introducing our new EDI forum this will sit alongside a wider People, Culture and Inclusion meeting and our programming meetings

22. Revisions to exit questions and interview questions.

23. Comprehensive guidance standardising inclusive provisions for our audiences, established in collaboration with the artforms and in line with the Audience Strategy.

24. The Anti-Racism Action Plan will be finalised and launched to all staff.

25. Anti-racism training will be designed and launched across the Centre.

26. A talent and sponsorship programme for Global Majority staff will be scoped.

27. Work on areas of the EDI strategy relating to mental health, wellbeing, tailored adjustments and access will advance with the start of the new EDI Business Partner in January 2023.



28. The four staff diversity networks will continue to be supported in their development of concrete network objectives and future plans for inclusion initiatives.
29. Recommendations from the EDI Data Needs Analysis will continue to be implemented in collaboration with the City of London Data & Management Information Team and Barbican HR.
30. We will be able to better articulate our baseline in terms of staff diversity and inclusion data, and audience diversity data.

## **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 – Anti-Racism Action Plan (provisional) (non public)

Appendix 2 – Updated EDI Maturity Assessment (non public)

Appendix 3 – EDI Strategy KPIs (provisional) (non public)

## **Emma Green**

Head of Equity, Diversity and Inclusion

[emma.green@barbican.org.uk](mailto:emma.green@barbican.org.uk)