Committee(s): People, Culture and Inclusion Committee of the Barbican Centre Board	Dated: 2nd July 2024
Subject: Barbican Equity, Diversity and Inclusion (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?	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: Ali Mirza, Interim Deputy CEO	For Information
Report author: Emma Green, Head of EDI, PCI Directorate	

Summary

The strategy was launched in February 2023 and is outlined here: EDI Strategy & Action Plan | Barbican. For previous updates please see earlier associated papers sent to this committee, or our EDI update pages here: EDI Updates | Barbican. This paper outlines the progress of the Barbican's EDI strategy and associated action plans since the last update in January 2024.

We are in the implementation phase of the main strategy action plan and the anti-racism action plan. The last six months have also focused on the development of the wellbeing, mental health, access and reasonable adjustments action plan, and the next six months will see the finalisation and subsequent implementation of this. Most of the EDI team has now been in place for just under one year.

The Barbican is on a journey of transformation and whilst much has improved, there continues to be work to do around leadership, prioritisation, and collaboration across teams. Given that EDI must be embedded in all teams' work for it to be more than tokenistic activity, these challenges are a core dependency for the EDI strategy and they continue to cause delays in implementation. Our approach has pivoted slightly to respond to this in the interim whilst organisational culture evolves.

Our next maturity review is due in January 2025, with our previous review (January 2024) concluding that we were meeting 12 of 35 competencies, which was roughly on schedule for our projections for FY 2023/24 (15). With ongoing commitment from the

Barbican and the Corporation, it is likely we will meet the expected 28 competencies by the end of FY 24/25 and 35 by end of FY 25/26. Meeting all 35 competencies sets the foundation for strong EDI practice and must be built upon by continued investment beyond this milestone for our EDI ambition to be fully embedded and sustainable.

Recommendation(s)

Members are asked to:

i. NOTE and DISCUSS this update.

Main Report

Key achievements

i. We launched the Barbican anti-racism action plan in January 2024. It was launched internally at an all-staff meeting and has been published on our website. We are now focussing on the implementation of this plan.

ii. Our new zero tolerance 'Report and Support' platform for staff was launched in May 2024. The platform is provided by Culture Shift, and allows staff to make either named or anonymous reports of zero tolerance incidents, which are subsequently assigned to HR to process in partnership with the relevant line manager.

iii. The audience diversity data dashboard is now complete, and workshops have been run for management team to enable them to use the visualised data to inform their programming decisions. This allows us to set a baseline for our audience development and builds transparency and accountability to ensure we are meeting our goals to increase and diversify our audiences.

Progress against KPIs

Key strategic aims	KPIs	Progress on establishing baseline
1. Create equitable outcomes	• Recruitment: demographics of applicants vs. shortlisted vs. hires. • Leavers: demographics of leavers v. existing staff. • Size of pay gaps. • Presence of process in which audience data and feedback is used as standard to make decisions around programming.	The EDI team have been working closely with colleagues in the Corporation to (1) update the current diversity monitoring questions (for current and prospective staff) to improve data quality, (2) create a staff EDI data dashboard (which includes demographics of leavers and starters), (3) obtain pay gap data. See section 7 for further details. The EDI team and Barbican HR have been working together to improve recruitment process and questions. The EDI team have been working with artforms to establish standard programming processes which both embed inclusion considerations for audiences and ensure that planning is collaborative across teams to build in diversity of expertise and minimise risk. From July, work will begin in partnership with the new Director for Audiences and Director for Arts and Participation to establish working links between the Audience Strategy and programming strategy.
2. Serve a larger, more diverse audience	• Audience numbers • Diversity of audience demographics	Audience numbers are currently measured via both footfall figures and ticket sales figures. Overall visitor numbers for the financial year April 2023-March 2024 track strongly against the prior financial year, with a 13% increase in ticket sales, and a 15% increase in footfall.

	22/23	23/24	Change
Footfall	1,231,090	1,415,639	+15%
Tickets	1,130,964	1,283,155	+13%

		In terms of audience diversity data, our audience dashboard is now fully ready and viewable by the management team (see section 7 - 'Data and Analytics'). We started collecting diversity data on ticketed audiences in September 2023, which will enable us to establish baseline figures in September 2024, based on a year's worth of data. We will then begin to share diversity data baseline and trends in these reports. We have started to see some early engagement from some artforms with the audience dashboard when planning and making decisions around programming. This now needs to be embedded into ways of working and standardized processes. Budget processes have started to include audience diversity considerations as a requirement for approval.
3. Build an inclusive culture	• People survey results: the percentage discrepancy between marginalised and non-marginalised staff in terms of feelings of belonging and the ability to be one's authentic self at work.	Feedback was provided for the Corporation people survey. When the survey data is made available, findings for Barbican staff will be analysed and communicated. To fill some remaining data gaps and drill down into more detail, work is underway to create a Barbican-specific survey. An invitation to tender is currently being created by the PCI Leadership Team. Survey launch is currently scheduled for Autumn 2024. This work will allow us to set an inclusion baseline from which we will create measurable goals and action plans at team level.

Priority activity areas in detail

4. **Enabling Actions**
    1. Our final EDI Business Partner (Mental Health, Wellbeing, Access & Reasonable Adjustments) joined the EDI team in January 2024. Since starting, she has undertaken a comprehensive scoping exercise, including surveys and consultations with employees and casual staff. This will inform

the creation of a bespoke Mental Health, Wellbeing, Adjustments & Access Action Plan.

5. **Inclusive Leadership and Line Management**
    1. **Equality Analysis:** In May 2024, the EDI team delivered training on Equality Analysis to Barbican Management Team, consisting of 35 members of staff. An Equality Analysis template will now be included in all papers for the Board and Directors Group going forward. The EDI team will provide support to staff as they complete these.
    2. **Diversity Networks:** All 8 co-chairs of the Diversity Networks have continued their Inclusive Leadership coaching course delivered by Huma Qazi. The 4 Executive Sponsors of the networks will be undergoing Executive Sponsorship training with Radius in June/July 2024. 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. **Inclusive leadership behaviours and programme:** Using our values as a foundation, an initial draft of behaviours for the Barbican has been created by the PCI Team. Thereafter they will be socialised and embedded in the appraisal process, which will be led on by the new Head of Organisational Design and Development. Additionally, we have arranged for managerial staff at the Barbican to take part in a management development course run by the Corporation in June/July 2024. 30 people from the Barbican have already signed up to this course, which includes a module on leading diverse teams.

6. **Empowered and Collaborative Teams**
    1. **EDI Forum:** We have established an EDI Forum which will serve as the primary consultation route for relevant organisational decisions, before they are finalised or taken to Director's Group or the Board. It will also serve as a forum for feedback on projects, sharing reflections and best practice, and enables transparency by involving key stakeholders in change initiatives. The forum meets every 2 months and consists of key stakeholders across the organisation. At our first meeting in May, we discussed access improvements and our new report & support platform. The forum will require continued administration support going forward.

    2. **Staff Diversity Networks:**

Diversity network	Current membership (± Jan 2024)	Key activities over past 6 months
Barbican Global Majority	60 (+8)	• Organised an 'Investing in You' finance session for network members.

		• Arranged a staff visit to the British Library's '500 Years of Black Music' exhibition. • Collaborated with Barbican Pride for a joint network curator tour. • Monthly lunches for members have continued. • Recruitment of a new Events Lead. • Represented the network at the first EDI Forum meeting and the Ethics Working Group. • Contributed to the EDI team's anti-racism training procurement brief.
Barbican Women	122 (+36)	• International Women's Day programme, including: staff breakfast with panel discussion, pensions seminar, yoga event, prioritisation workshops, gallery tour, social event, trip to Cassie Kinoshi IWD concert, trip to Contemporary Shorts by Iranian Women Filmmakers, trip to the Vagina Museum. • 'Time to Breathe' and Build Your Toolkit for Happiness workshops. • Continued roll-out of free period products for all staff. • Signed up to Henpicked and organised Menopause Training for Managers.

Barbican Pride	72 (+10)	• LGBTQ+ History Month Programme:
		  o Opening event, featuring a talk from Charlie Deakin-Davies about non-binary identities.
		  o Launch of Pride lanyards and pronoun badges for staff.
		  o LGBTQ+ history quiz (other square mile networks invited via City Belonging Projects).
		  o Visit to LGBTQ+ archive at Bishopsgate Institute.
		• Monthly coffee mornings and drinks evenings.
		• Survey of Barbican staff about LGBTQ+ related topics to inform future work.

		• Recruitment of additional committee members. • Planning towards Pride month in June. • Review of new Barbican guidance on Trans and Non-Binary inclusion, and Inclusive Language Guide.
Barbican Disability	22 (+6)	• Worked on marketing of the network through posters and contributing to our all-staff newsletter. • Assisted the Theatre team with information and guidance for an upcoming show. • Contributed to the Barbican's updated Inclusive Meeting Guidelines. • Provided advice and support in identifying a suitable quiet space for staff.
Barbican Parents, Carers & Guardians **(NEW)**	28 (+28)	• Establishing group. • Survey of staff who are parents, carers or guardians. • Held four coffee mornings to build community. • Next steps involve analysing survey results and establishing committee positions.

7. **Data and Analytics**
    1. **Audience dashboard:** The Barbican audience dashboard is now complete and is available for all staff to view and interact with (see Appendix 1). The PowerBI dashboard visualises various pieces of data on ticketed audiences, including key diversity measures and general feedback. The dashboard is currently accessible by Management Team and staff who have been identified as key users. It has been signed off by Directors and three introductory workshops have been run for users. The next step is to include response rates within the dashboard. There are outstanding issues to resolve in the form of representing free text comments in an efficient and useful way. The Creative Collaboration and Visual Arts teams have already been very active on drawing insights from the dashboard and utilising these to inform their work. This now needs to become standard practice across all teams for audience-focused decisions.
    2. **Staff diversity monitoring questions:** The EDI team have worked with colleagues across the Corporation to agree on updated staff diversity

monitoring questions for the employee self-service system. The team offered best-practice advice on EDI data collection and the system is due to be updated accordingly in the coming months. We will then run a completion campaign for staff to update their details which will help to improve our data quality. Once staff have completed the new questions, a considerable amount of analysis will need to be undertaken in order to establish robust Barbican baseline statistics on staff diversity. We will also need to include casual staff data in this data set, which is currently in development.

3. **Staff EDI data dashboard:** We have been working with the Corporation Management Information team to create a staff EDI data dashboard to visualise key pieces of diversity data about our current staff, new starters, and leavers. It has been an iterative process, and we have established a working draft in May 2024 (see Appendix 2). The final version is due to be complete this Summer. We will then use the dashboard to share data with staff accessibly and transparently, to highlight key areas for improvement to management and propose targeted interventions to address these.

4. **Pay gap data:** The EDI team have been working with the Corporation Pay and Rewards team to obtain legal sex, ethnicity, and disability pay gap data at an institutional level for the Barbican. (Note that the Corporation do not currently collect data on gender or trans identity (only legal sex); this will change with the implementation of new diversity monitoring questions for the whole Corporation in the coming months). There has been significant delay in obtaining the 2023/24 data due to recruitment delays in the Corporation Pay and Rewards team, but we received ethnicity pay gap information at the end of May 2024 and will analyse this in June. We aim to receive gender and disability pay gap data in Summer 2024 and to analyse this in a timely manner.

5. **Staff EDI data maturity model:** In recognition of the fact that data is a core dependency for EDI we have designed a data maturity model to enable us to track progress whilst we develop the infrastructure required for high quality EDI data. The model illustrates that we are currently at stage 1 of 4, and are on track to reach stage 2 in 2024/25. With continued investment, the Barbican could achieve stage 4 in 2026/27.

8. **A Strategic Approach to Audiences**
   1. **Becoming more audience centred:** After the launch of our audience strategy in 2023, progress on becoming more audience-centred has been made with wider audiences having been consulted for the Renewal project. Additionally, the Communications team is working with the Creative Collaboration team to involve local communities more generally in our

decision-making across the Centre. Following the recruitment of the Director for Audiences and the Director for Arts and Participation, there will be discussions to establish links between the Audience Strategy and programming strategy. Budget processes have started to include audience diversity considerations as a requirement for approval.

2. **Inclusive audiences working group:** The EDI team plans to collaborate with the Director for Audiences and convene a new Inclusive Audiences Working Group in July 2024, which will include representatives from the artforms, Audience Experience team and the Communications team. This working group aims to establish how the artforms plan to create equitable outcomes for all audiences at the Barbican.

3. **Collaborative programming practices:** Progress on developing collaborative programming practices has been slower after the departure of our Artistic Director in 2023. The heads of the artforms have provided the EDI team with a breakdown of their current programming processes, showing that they each take a unique approach to programming. With the new Director for Arts and Participation starting in July, we expect to be better equipped to standardise collaboration expectations across the artforms. Collaborative programming practice aims to ensure that there are a diversity of voices and skills involved in programme planning, helping to reduce risk and increasing efficiency.

4. **Headway East:** Following on from a detailed review and report produced in partnership between the Creative Collaborations team and our partners Headway East, a number of recommendations have already been actioned with many others being included in our access and adjustments action plan. Plans are now underway to introduce a permanent ramp in the Curve gallery which is as a direct result of this partnership and report.

9. **Informing the People Agenda**
   1. **Report and support:** The EDI team have been working with Culture Shift and colleagues in HR and Communications to build an incident reporting platform for all staff. The platform allows users to make either a named or anonymous report, which is then assigned to a relevant manager to handle appropriately and in line with the Barbican Zero Tolerance Statement and other staff policies or handbooks. The platform was launched on 29th May and presented at the all-staff Town Hall on 30th May. The EDI team will be ensuring that the platform works well and is easily accessible and trusted by staff. A key benefit of the system is the ability to efficiently collect data from reports to map trends and design targeted EDI interventions accordingly. In

our next report, we will be able to report aggregate statistics for how the platform has been used over a period of 6 months.

2. **Inclusive recruitment:** The EDI team have worked with HR to develop a suite of interview questions designed to assess knowledge and competence relating to EDI. Hiring managers are now asked to include one of these questions in all interviews as standard. The EDI team have also developed a Barbican Interview Guide, which is a pack to be sent to all shortlisted candidates containing detailed access information about the interview and the list of interview questions in advance. There is much work yet to do in this area to make our current recruitment processes and systems more inclusive. Further collaboration with the Corporation recruitment team is required, since currently many of the changes required are under their control.

3. **People policies:** The EDI team have met with the new City of London Corporation HR Policy Manager and have shared our People Policies Analysis with them so that our recommendations can be incorporated into the wider Corporation review and plan for policy renewal. Once the plan is finalised, the EDI team will work closely with the Corporation to ensure policy revisions are fit for purpose and inclusive. Depending on the timeline and priority order of these revisions, interim Barbican-specific guidance may need to be created to ensure staff have the tools they need whilst waiting for policy revisions to take place.

4. **Inclusive design principles report:** As part of the Renewal Project, the EDI team and Renewal Team have collaborated with the appointed inclusive design consultants, Arup, to develop an Inclusive Design Principles Report (see Appendix 5). This report builds on the initial access audit conducted by Arup and the subsequent consultations with internal and external stakeholders. The document aims to establish inclusive design principles to guide those involved in both new and existing projects across the Barbican.

5. **Access and adjustments survey and workshops:** The EDI team have distributed a survey to all staff and casual workers to gather their experiences and understanding of current access and adjustment provision at the Barbican. The data collected from this survey will inform staff workshops scheduled for early July 2024. Insights from both the workshops and survey will contribute to the development of the Access and Adjustments Action Plan which is targeted at staff, audiences and artists.

6. **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 providing support for

leaders, line managers and others within a confidential framework. Additionally, the membership offers the opportunity to undergo thorough policy reviews to ensure alignment with best practice in disability inclusion.

7. **Mental health and wellbeing:** We have started a pilot one-year Headspace membership for all Barbican staff including casual colleagues. This membership aims to provide various tools to support staff mental health. The EDI team will have access to reports on utilisation and trends which will help in supporting line managers and staff more effectively. This data will also help to inform the upcoming wellbeing action plan.

8. **EDI Communications calendar:** The EDI team have worked with the Communications and IT teams to enable staff to integrate the EDI Communications calendar in their Outlook calendars. This helps to raise awareness across the Centre of key dates and associated EDI initiatives.

10. **Learning and Development**

1. **Learning needs analysis:** The EDI team have conducted a preliminary learning needs analysis for employees and casual staff and will develop this in the coming months with the new Head of Organisational Development & Design who joined the Barbican at the end of May 2024. It is essential that the EDI learning and development offer fits coherently within a wider staff learning and development programme. The EDI team will therefore work closely with the Head of OD&D to design and eventually deliver a comprehensive EDI curriculum for employees and casual staff which satisfies their learning and development needs.

2. **Anti-racism training:** A plan has been created for all staff across the organisation to participate in anti-racism training. In consultation with the Global Majority network and HR, the EDI team have completed a detailed procurement brief for this and intend to send out the tender for external proposals in July. We aim to conduct interviews and award a contract by August. We aim for the first training sessions to be delivered by mid-August 2024. There will be an additional leadership module designed by a consultant to coach our management team and solidify their learning.

3. **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. The intention is to launch this programme after all managerial staff have participated in anti-racism training. The planned date for launching this programme is January 2025.

4. **Ramadan guidance:** The EDI team published guidance to enable staff to better support their Muslim colleagues during Ramadan.

5. **Trans and non-binary inclusion**: The EDI team worked with the Pride Network and HR to create three pieces of guidance for staff: (1) Guidance for Trans & Non-Binary Staff, (2) Allyship Guidance for Staff, (3) A Line Manager's Checklist. The EDI team also organised four training sessions attended by 181 staff on trans inclusion delivered by Gendered Intelligence, including in-depth workshops specifically for Management Team. The feedback from the training was very positive, with attendees rating it 4.7 out of 5 on average.

6. **Inclusive meetings:** The EDI Team worked with the Disability Network and IT Team to update the Barbican Inclusive Meeting Guidelines. All Outlook meeting invitations now include a standard statement encouraging recipients to read the guidelines and inform the organiser of any adjustments they need.

7. **Inclusive language:** The EDI team have worked with the Communications team to develop guidance on inclusive language for all staff. Two workshops were held in March/April for staff to contribute to the guidance and give feedback on its roll-out and implementation. The final version is due to be published in July. Once published, the EDI team will support the implementation of the guidance across the Centre.

8. **Neurodiversity awareness:** The Theatre & Dance department organised training on Neurodiversity Awareness from ZooCo in preparation for an upcoming show.

9. **Deaf awareness:** The EDI team organised training on Deaf Awareness delivered by Deafinitely Theatre for the Music and Audience Experience departments in preparation for an upcoming concert. More broadly the learnings from managing this programme will be embedded into the access and adjustments action plan.

Key actions for the next six months

1. Our all-staff anti-racism training programme is scheduled to start in August 2024 and the management team anti-racism training programme is scheduled to take place in November 2024.
2. The access and adjustments action plan is due to launch in August 2024.
3. Our inclusive audiences working group will begin development July 2024.
4. Our staff EDI data dashboard will be finalised by September 2024 and will be communicated with all staff.
5. We plan to design and launch the Barbican staff survey by Autumn 2024. Once the data has been analysed, team-specific recommendations will be formulated and communicated with all staff.

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 data dashboard (**non-public**)

Appendix 2 – Staff EDI data dashboard – draft (**non-public**)

Appendix 3 – Access and adjustments review and initial recommendations (**non-public**)

Appendix 4 – EDI strategy RAG rating (**non-public**)

Appendix 5 – Inclusive design principles report (**non-public**)

Emma Green

Head of Equity, Diversity and Inclusion

emma.green@barbican.org.uk