City of London Corporation Committee Report

Committee(s): People, Culture and Inclusion Committee - For Information	Dated: 23 June 2025
Subject: Barbican Equity, Diversity and Inclusion (EDI) Strategy Update	Public report: For Information and Decision
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions	Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Existing funding
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	David Farnsworth, Interim CEO Ali Mirza, Interim Deputy CEO and Director of People, Culture and Inclusion
Report author:	Emma Green, Head of EDI

Summary

The Barbican EDI strategy was launched in February 2023 and is outlined on the EDI pages of the Barbican website. For previous updates, please see earlier associated papers sent to this committee, or our EDI update pages on the Barbican website. This paper outlines the key progress of the Barbican's EDI strategy and associated action plans since the full annual update in January 2025.

Our next full report and maturity assessment is due in January 2026, where we forecast we will be meeting 29 of the 35 competencies outlined in our strategy, bringing us toward the end of the initial package of work which was outlined to lift the Barbican from crisis point to a relatively confident standing in EDI practice. This report (June) marks two and a half years since the launch of the strategy and although there is certainly more to be done (and further levels of maturity to be met in order to be 'world class'), the overarching headline is that there has been considerable return on investment for this area so far. The main dependency for the delivery of the final stages of the EDI Strategy is now the successful implementation of the upcoming PCI Strategy.

Recommendation(s)

Members are asked to:

- NOTE and DISCUSS this update.

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

- To recommend to the Barbican Board that they use the feedback from our anti-racism training (appendix 1) to inform themes for reflection during the next Board away-day
- To recommend to the Barbican Board that they embark on an adapted version of the 90-minute people manager training module (practicing scenarios) to strengthen their anti-racism leadership.

Members are also asked to REVIEW the following options:

- For future meetings, which will take place after the launch of the new People, Culture and Inclusion strategy, would members prefer:
  - to continue receiving a separate EDI Strategy update report, annually rather than the current rate of twice a year, AND receive high level EDI updates embedded as part of PCI strategy reports (recommended), or
  - to stop receiving EDI Strategy update reports and instead only receive EDI updates integrated into the PCI Strategy reports?

Main Report

1. **Key achievements (please see appendix 2 for full action tracker)**
   1.1. **Anti Racism Training:** We have now trained 448 staff members. Staff confidence in talking about race at work has gone from 30% to 92%, and staff feeling of being informed about anti-racism has gone from 71% to 97%. Further 98% of staff

participants felt the training was useful to their team. See section 9.1 and appendix 1 for further details.

1.2. **Access and Adjustments Action Plan:** Since launching the Access and Adjustments Working Group, four focused subgroups have been established: the Physical Subgroup, Tech Subgroup, Audience Subgroup and Attitudinal Subgroup. Each is now meeting regularly to collaboratively progress key actions and share best practice. The Audience Subgroup has been focused on developing a more consistent access journey. The Attitudinal Subgroup is creating practical guidance for staff and managers on implementing reasonable adjustments at the Barbican. See section 8.1 for further details.

1.3. **Barbican People Survey Action Plans:** Following the first Barbican People Survey in Autumn 2024, departments were asked to create action plans to respond to their team-specific results. We worked with all Directors and Heads of Departments to include at least one inclusion-related action in their plans and have assigned an EDI Business Partner to work with each team to help them achieve their goals. Types of action that departments are seeking to take include: improving recruitment processes, engaging staff further in EDI training and staff network activity, improving feedback processes, and increasing awareness of workplace adjustments. See section 6.1 for further information.

2. **Progress against KPIs**

    2.1. **Strategic theme 1: Create equitable outcomes**

        2.1.1. **KPI 1: Recruitment: demographics of applicants vs. shortlisted vs. hires:** Plans are in place for an additional tab on the Barbican staff EDI dashboard labelled "Recruitment data" which visualises demographics of applicants, shortlisted candidates, and job offers. The tab will have 3 filters: demographic, department, and grade. The groups of particular interest would be: women and people of marginalised genders, disabled people, LGBQ+ people, people from the Global Majority, people from minoritised religions, trans people, people with caring responsibilities, people from lower socio-economic backgrounds. This will enable us to compare the proportion of people with these characteristics at each stage of the recruitment process and identify if and where there may be barriers we can address. This work has been delayed due to capacity challenges in the Corporation. New resource was added in March 2025, however, staff are currently involved in another priority project related to ERP and it is unclear how long this will take. We are having ongoing discussions with relevant colleagues in the Corporation to explore the option of providing institutions with greater autonomy over their data which would alleviate much of the delays associated with data sharing and the size of the ask on the central Corporation in the long term.

        2.1.2. **KPI 2: Leavers: demographics of leavers vs. existing staff:** As outlined in our previous report, our baseline figures for this KPI are as listed below. We will be able to report on annual change in the 2025 figures in January 2026. We will then

continue to report on this on an annual basis, showing how these figures vary year-on-year, enabling us to spot trends. This will enable us to see how the profile of our leavers population changes, relative to our profile of our current staff population. We should aim to minimise any discrepancies between our leavers population and our current staff population, so that we do not have a significantly higher proportion of staff from marginalised groups leaving than within our current staff population.

Characteristic	Leavers 2024 (%)	Staff 2024 (%)	Discrepancy 2024 (% pts)
Women	66	54	12
LGBQ+	25	15	10
Disabled	14	10	4
Minoritised religions	10	6	4
Global Majority	15	16	-1

2.1.3. **KPI 3: Size of pay gaps:** There have been significant delays in obtaining the data required to calculate the pay gaps for 2024. We received this data towards the end of May 2025 and are currently in the process of analysing it. We will then share our findings with senior management and this committee and discuss communicating an action plan to staff.

2.1.4. **KPI 4: Presence of process in which audience data and feedback is used as standard to make decisions around programming:** There have been small developments in this area including regular feedback reporting held by the Audience Experience team. This report is sent to artform heads to encourage transparency and awareness of visitor feedback data and themes. The EDI team has also begun working with colleagues in marketing, data and creative collaboration to introduce using the audience Power BI dashboard in programme decision-making but are experiencing delays. These delays are due to inconsistencies in the planning processes of artforms, once the audience strategy working group is launched, the priority will be to ensure artforms have a consistent approach to programming which includes audience data.

2.2. **Strategic theme 2: Serve a larger, more diverse audience**

2.2.1. **KPI 1: Audience numbers:** As outlined in our previous report, our 2023 and 2024 figures for this KPI are as listed below. We will be able to report on the 2025 figures in these figures from September 2025.

	04-09/23	04-09/24	Change

Footfall	619,890	734,296	+18%
Tickets	623,404	664,732	+7%

2.2.2. **KPI 2: Diversity of audience demographics:** As outlined in our previous report, our baseline figures for this KPI are as listed below. We will be able to report on annual change in these figures from January 2026. We have included some indicative benchmarks below to help contextualise our audience figures, however, the final decision on which benchmarks are to be used is yet to be made in partnership with the audience data working group.

Target audience	Barbican audiences (Jan 2025)	Arts Council England national audiences (2022/3)	London population (Census 2021)
Global Ethnic Majority	20%	10%	41%
Disabled and d/Deaf	12%	10%	16%
Young People	10%	7%	20%
Working class	9%	unavailable	39%[1]

2.3. **Strategic theme 3: Build an inclusive culture**

2.3.1. **KPI 1: Barbican People survey results: the percentage discrepancy between marginalised and non-marginalised staff in terms of feelings of inclusion.** As outlined in our previous report, our baseline figures for this KPI are as listed below. We aim to begin reporting on progress and trends against this baseline starting from our next survey in Autumn 2025.

Characteristic	Percentage point discrepancy in inclusion score (Nov 2024)
Socioeconomic background	18%
Gender	16% for non-binary staff; 6% for women
Ethnicity	13%
Trans status	12%
Disability	9%
Religion	5%
Sexual orientation	2%
AVERAGE	11%

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[1] UK national figure as per Social Mobility Commission data (2020). London-specific data is currently unavailable for this group.

3. Priority action plan areas in detail

    3.1. Inclusive Leadership and Line Management

        3.1.1. EDI objectives by grade and function: The EDI team are creating a matrix containing examples of different kinds of EDI-related objectives which might be suitable for staff at different grades and in different directorates. The intention is to provide these examples to staff and their managers for use during the appraisal process (and probation process for new starters). We will encourage everyone to include at least one EDI objective as part of their wider objectives, and this matrix will serve as a source of examples for staff to use or adapt for their own needs. The document is currently in draft and will be socialised with relevant stakeholders in the coming months as part of the wider rollout of the new Project Sapphire modules (the Corporation's new ERP system).

        3.1.2. Diversity network leadership, including network chairs and executive sponsors: All co-chairs and executive sponsors of our 5 diversity networks are currently completing a year-long leadership development coaching programme delivered by Huma Qazi. The programme consists of both individual and group sessions designed to better understand and engage with the scope of their network roles, notably considering their own leadership style and how they may guide, inspire and collaborate so that each network can successfully drive meaningful change for their members and the organisation. 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.

    3.2. **Empowered and Collaborative Teams**

        3.2.1. **EDI Forum:** In the past 6 months, the EDI Forum has met on 3 occasions and continues to be well attended by representatives from across the Barbican. As well as sharing updates from the EDI Team and about the upcoming People, Culture and Inclusion strategy, key items discussed in the last few sessions include:

- Updates and reflections from our anti-racism training
- Access and adjustments working groups' goals and progress
- People Survey results, data and themes
- Skill-sharing and reflections from Marketing's branding and tone of voice project
- Creating guidance on working with marginalised artists and collaborators.

        3.2.2. **Staff Diversity Networks:**

            3.2.2.1. Our 5 diversity networks continue to be active in their role helping the Barbican deliver on our commitment to EDI. As outlined in the table below, the networks are meeting regularly, holding a variety of events, and creating vital spaces for staff with marginalised and minoritised identities to come together.

Diversity network	Current membership (± Jan 2025)	Key activities over past 6 months

Barbican Women	125 (+3)	- International Women's Day celebrations – a week-long programme of events, including: - Yoga on the Hall's stage. - A panel event on EDI and leadership with Sarah Guerra and Emma Green in collaboration with the City's Women Inclusive Network. - A drinks evening with a bespoke cocktail created for the event. - Over 100 people joined for a breakfast event where Barbican Poets alumna, Maeve Slattery, performed a poem commissioned for the occasion. - We also unveiled the exhibit Action Heroes: Inspirational Women of the Barbican which was on show for 4 weeks. The exhibition was made possible because of the kind nominations colleagues submitted about each other. We received close to 120 nominations. - Put out our first panoramic network survey. The results of this survey will inform the network's strategic priorities for the upcoming year.
Barbican Global Majority	75 (+8)	- Continue to deliver standard member benefits (newsletter, special offers, network tours of exhibitions) - Co-Lead Vania on maternity leave, and using quiet time to develop longer term strategy around recruitment, purpose and forward plan for Network.
Barbican Pride	72 (+0)	- Monthly coffee mornings and drinks evenings. - Event series for LGBTQIA+ History Month in February 2025, including: all-staff breakfast, panel event, quiz event, Polari workshop. - Event series for LGBTQIA+ Pride Month in June 2025, including: flag-raising ceremony, social event, Feel The Sound

		exhibition tour with lunch, Queer 70s Cinema visit, tickets to Classical Pride in the Barbican Hall.
Barbican Disability	40 (+8)	• Won Runner Up in the Celebrating Our People Awards for the Health, Safety and Wellbeing Ambassador Award, in recognition of the work the network has achieved in lobbying for improved inclusion and wellbeing at the Barbican. • Gained a new committee member. • Continued contributions to Barbican Renewal, EDI Forum, and Access and Adjustments Action Plan. • Continued support and advocacy for staff members. • Published an article on The Nest marking Neurodiversity Celebration Week, sharing information about the current state of neuro-inclusion at the Barbican and providing resources for staff. • Welcomed 10 staff members to the UK premiere of Inside My Heart, followed by a Screen Talk. • Co-hosted a visit by DAWN leads and members and gave them a tour of the Barbican's accessible facilities.
Barbican Parents, Carers & Guardians	37 (+6)	• Organised regular community and social events, e.g. afternoon tea meet-ups, craft meet-ups. • Organised and facilitated several "Carers Anonymous" sessions for staff.

3.3. **Data and Analytics**

    3.3.1. **Barbican People Engagement Survey:** Following the first Barbican People Survey in Autumn 2024, the EDI team created bespoke reports for each Director summarising the inclusion-related strengths and weaknesses of their directorate based on the survey results. We then met with each Director to go through their directorate results with them and also to suggest areas for improvement. Each Director was encouraged to work with their Heads of Department to build targeted action plans on the basis of their results. We asked all teams to include at least one inclusion-related action as part of this and assigned an EDI Business Partner to work with each team to help them achieve this. We are holding regular meetings

with each team to support them on their chosen inclusion actions. We will be able to measure the impact of these actions using the results from the next Engagement Survey in Autumn 2025.

3.3.2. **Staff EDI data dashboard:** We have continued our work with the Corporation Management Information team on the Barbican staff EDI dashboard. However, there have been significant delays in dashboard development work over the past 6 months due to capacity challenges in the Corporation Management Information team. The EDI team have produced a detailed plan for dashboard development work when this resumes, which can be summarised as follows:

- **Fixes to existing tabs:** Currently there are a few smaller fixes that are required to existing tabs of the dashboard. Once these are complete, development work can begin.
- **Integration of new fields:** Since the dashboard was first created, we now have data for the first time on disability type, gender, trans identity, caring responsibility and socio-economic origin. These new fields need to be integrated into the existing tabs.
- **Integration of further benchmarks:** There is some additional benchmarking data that needs to be added to the dashboard, most recently from Arts Council England.
- **Addition of a response rate tab:** A new tab on the dashboard labelled 'Directorate response rates', with an average overall completion rate for each of the 7 directorates.
- **Addition of a trends tab:** A new tab on the dashboard labelled 'Trends' which starts with November 2024 as the first data point. Creation of a line graph for all key characteristics, including percentages of women and people of marginalised genders, disabled people LGBQ+ people, people from the Global Majority, people from minoritised religions, trans people, people with caring responsibilities, people from lower socio-economic backgrounds. New data points to be added quarterly.
- **Addition of a recruitment data tab:** As outlined in section 1.a.

3.3.3. **Audience dashboard:** The audience dashboard has now been complete and available for staff to interact with for around a year (see Appendix 4). The dashboard visualises various pieces of data on ticketed audiences, including key diversity measures and general feedback. We were able to report baseline figures for our target audience demographics in our last report and will be able to report on annual change in these figures from January 2026. Since our last report, work has continued to develop on the backend data infrastructure. In particular, work is underway to incorporate more data into our data warehouse and fix issues such as getting response rates into the dashboard. Two new consultant data engineers and a Senior Digital Marketing Manager have recently joined the project and begun

work to help with this, changing how the data is structured and received, as well as shaping a roadmap of what reporting requirements are long term. Their work will help improve performance of the dashboard, as well as help define reporting in line with our organisational aims and the EDI and audience strategies.

3.3.4. The EDI team have also started a project to establish how best to get all staff using the audience dashboard to inform their work. So far, we have had two meetings with colleagues in Creative Collaboration, Data & Systems, and Marketing. The group requires senior sponsorship to progress further. We hope to get this sponsorship from Directors in the upcoming Audience and Programme which will be sponsored by the Directors of Audience and Arts and Participation.

3.4. **A Strategic Approach to Audiences**

3.4.1. **Visual Arts EDI Checklist:** The EDI team have been working collaboratively with the Visual Arts team to create a detailed checklist and guidance to help build EDI considerations into exhibition planning in a more consistent and structured way. The checklist has been designed to help maximise inclusion and mitigate exclusion risks at the earliest possible stages of the planning process. Everyone working on the exhibition (internal and external) should receive a copy of this checklist, and a member of the Visual Arts team should ensure that the checklist is completed and sent to the EDI team for review. We will be rolling out use of the checklist in the coming months.

3.4.2. **Guidance for working with marginalised artists:** The EDI team is working collaboratively with colleagues from across the Barbican to create guidance for staff when working with artists and collaborators with marginalised or minoritised identities, e.g. people from the Global Majority, disabled people, LGBTQ+ people, women and non-binary people, people belonging to minoritised religions, young or older people, carers, working class people or people from lower socioeconomic backgrounds. It contains advice on numerous areas, including language, communication, decision making, adjustments, education, ethics and other important areas. When this is complete, it will be socialised with relevant staff across the Barbican, particularly colleagues working in the artforms.

3.4.3. **Sector-wide Audience Research report:** The EDI team has collaborated with 8 other arts organisations (V&A, Tate, Natural History Museum, Museum of London, Roundhouse, Royal Albert Hall, Shakespeare's Globe and Imperial War Museum) to deepen our understanding of how similar organisations implement their audience strategies meaningfully to ensure that strategic decisions are audience-centred. The EDI team has discussed this report (presented to PCI Committee as an appendix to our previous EDI Strategy update in January 2025) and

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recommendations to the Director for Audience and Director for Arts and Participation. This report has already informed key projects including regular reporting of audience feedback and key discussions about our capability and capacity to conduct audience research.

3.4.4. **Audience Feedback Dashboard:** Launched in February 2025, this new dashboard summarises audience feedback based on thematic categories and subcategories. This dashboard then informs the audience feedback monthly report, which is shared with working groups across the Barbican, including the Audience Teams Management Group, the Audience Facing Delivery Group and regular Marketing and Audience Experience team meetings.

3.4.5. **Zero Tolerance Audience Experience project:** As a result of feedback received during the anti-racism training, our Audience Experience team have been working with the EDI team to provide better support and clearer guidance to Audience Experience managers and team leads when handling Zero Tolerance issues in our public spaces.

3.5. **Informing the People Agenda**

3.5.1. **Access and Adjustments Action Plan:** Since the beginning of the year, we have formally launched the Access and Adjustments Working Group, which has led to the creation of four focused subgroups: Physical, Technological, Attitudinal, and Audience. Each subgroup is responsible for progressing specific areas of the action plan to support accessibility for our staff, artists and audiences.

3.5.1.1. Following the formation of the main working group, our initial focus was on identifying action owners and establishing clear roles and responsibilities to ensure accountability and drive the delivery of the action plan. Subgroups are now meeting regularly, providing a space to share best practice and collaboratively develop their respective actions.

3.5.1.2. Recent progress includes the Audience Subgroup working with colleagues in Audience Experience, Systems & Data, and Marketing to map out a clearer and more consistent access journey for audiences. In parallel, the Attitudinal Subgroup is developing practical guidance for staff and managers on the process of reasonable adjustments at the Barbican. Alongside this, we've been prioritising visibility and communication of the action plan to ensure staff across the organisation to encourage a shared sense of responsibility in relation to access.

3.5.2. **Report and support:** The zero-tolerance reporting system (Report and Support) continues to be actively used by staff, including casual colleagues, to report zero tolerance issues. In the past 6 months, there were a total of 16 reports, which is a

decrease of 3 compared to the previous 6 months. Now the system has been in place for a year, we have formed a working group with representatives from HR, EDI, Audience Experience and Retail to evaluate the current system. The group is looking at ways to ensure the process is as clear and as smooth as it can be, and to remove any possible barriers to accessing and using it, particularly for colleagues who may be on shift in public areas when a zero-tolerance incident takes place.

3.5.3. **People policies:** The EDI team have been working with the HR Policy Manager in the Corporation to find ways to feed into the imminent Corporation people policy review. We have already prepared notes on how current policies with EDI considerations should be improved, so that we are ready to feed into the review when invited to do so. We have also briefed our staff diversity networks so that they are similarly ready to feed into the review. We expect to receive the first group of draft policies to review in late June.

3.5.4. **Mental health and wellbeing:** The Barbican continues to offer employees access to *Headspace*, a meditation and mindfulness app. There are currently 259 members enrolled via the Barbican, with colleagues' meditations totalling over 107,800 minutes since the beginning of 2025. Some other statistics on our Headspace usage include:

- Around 1,000 Headspace sessions have been logged each month on the Barbican platform with Meditation, Sleep and Focus courses being the most used content.
- 42% of Barbican users actively engage in the 'Managing Anxiety' session, which remains the most popular course each month since July 2024.
- Other popular courses among Barbican colleagues include: Creativity, Fear of the Future, Trying to Conceive, and Letting Go of Stress.

We continue to receive a lot of positive feedback from staff about Headspace, including:

- *"My husband asked me to send his appreciation that the Headspace membership includes free invites to family and friends. It's made such a difference to our home."*
- *"Headspace has helped me enormously with stress in the job and my own personal life. It has made a positive difference to my attitude to the job, and when problems arise there always seems to be a session that can help me through it. It's wonderful."*
- *"Headspace access has been the best piece of news all year at the Barbican."*
- *"I would never have thought of using an app, even though I had heard of Headspace, because I thought it might be too expensive, or difficult to*

> *use. But this has been a positive addition to my daily routine, and I have you (and the Barbican) to thank for it."*

- *"Headspace is a game-changer, I love that they have courses on everything from Pride, Pregnancy and Fertility, the Global Majority experience etc. The best thing is I can share mindfulness with my children and the rest of my family!"*

3.5.5. As well as our positive work with Headspace, the EDI team has also been working with Internal Communications to create more awareness around Mental Health First Aiders (MHFAs) and the Mental Health Awareness course offered by the Corporation. A new Nest page for the MHFAs has been created, with links to support tools and resources for staff.

3.6. **Learning and Development**

3.6.1. **Anti-racism training:**

3.6.1.1. The first phase of the anti-racism learning programme has been delivered, with 448 staff members across the Barbican Centre having completed the foundational anti-racism training. The sessions have had great staff engagement across the board and provide a deep insight into our trajectory as an anti-racist organisation.

3.6.1.2. Data we have collected from 2023-2025 enables us to measure progress against the two key KPIs of the Barbican anti-racism action plan:

i. How confident staff feel speaking about race at work.

ii. How informed staff feel about anti-racism.

3.6.1.3. In July 2023, staff were asked, on a scale of 1-5, how confident they felt speaking about race at work, and only 30% responded positively (i.e. reported feeling quite or extremely confident). After completing the training, this percentage grew to 92% of staff reporting feeling quite or extremely confident speaking about race at work.

3.6.1.4. Secondly, in July 2023, when asked how informed staff felt about anti-racism, 71% of staff felt either quite informed or very informed. After the training, this percentage grew to 97% of staff feeling informed or very informed about anti-racism.

3.6.1.5. Beyond these KPIs, staff rated the session 4.7 out of 5 on average. Additionally, 98% of staff felt the training would be somewhat or extremely helpful to their teams, with 62% of staff reporting it being extremely helpful.

KPIs	Anti-racism survey 2023	Pre-workshop survey 2024/2025	Post-workshop survey 2025

Staff confidence talking about race at work (quite or extremely confident)	30%	78%	92%
Staff feeling informed about anti-racism (quite or very informed)	71%	66%	97%

        3.6.1.6.   A full report on key themes from the anti-racism training is available in Appendix 1 which breaks down data insights, key themes and staff perspectives from the training. Further, the report includes our next steps in the Anti-Racism action plan and anti-racism learning journey.

3.7. **EDI Roadshows:** The EDI Team have been continuing their ongoing series of roadshows, where we visit teams across the Barbican to ensure visibility and to be able to create space for any team-specific questions. Since our last update, we have met with the Visual Arts, Music, Creative Collaborations and Theatre teams, gathering useful insight into their processes and creating new ways of working and planning together. We have 4 teams left to visit this quarter and will continue to arrange meetings on a cyclical basis.

3.8. **Neurodiversity education:** During Neurodiversity Celebration Week in March, the Barbican Disability Network published an educational piece on The Nest about neurodiversity and neuro-inclusion. They shared a range of resources about neurodivergence and also a useful piece on the language used to describe different neurotypes.

4. **The next six months**
4.1. With the launch of the new People, Culture and Inclusion Strategy later this year, the action areas under the EDI Strategy will be embedded into a new, broader framework for transformation. We are hopeful this could enable us to address some long-standing barriers to change which technically sit beyond the scope of the EDI Strategy but are essential both to building EDI maturity, and to the success of the Barbican and its long-term plans as a whole. These include:
- Organisational capability in data and insights
- Intra-organisational autonomy/delegated responsibilities related to the sharing and analysis of people data
- A learning culture
- Integration of OD, EDI and HR practices
- Prioritisation of line management responsibilities and 'self-service'
- Leadership and management development

- Collaboration between departments and embracing cross-Barbican working practices which enable strategic delivery
- Consistent, timely and effective planning and evaluation practice
- Ethical decision-making competency
- Emphasis on 'audience centred' and 'people centred' programming and decision making across artforms and functions

Corporate & 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 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.

Climate implications
None

Security implications
None

Appendices
- Appendix 1 – Anti-Racism Training Headlines
- Appendix 2 – Access and Adjustments Action Plan Tracker
- Appendix 3 – EDI Strategy Action Plan Tracker
- Appendix 4 – Audience Dashboard
- Appendix 5 – Staff EDI Dashboard

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