

barbican

EQUALITY AND DIVERSITY ACTION PLAN

October 2015

EQUALITY AND DIVERSITY ACTION PLAN – BARBICAN

Introduction

This document sets out the Equality and Diversity Action Plan for the Barbican Centre. To deliver our vision of ‘Arts without boundaries’ we are committed to upholding equal opportunities and championing diversity. The Barbican is part of the City of London Corporation which has a comprehensive equal opportunities policy to which we are fully committed.

Culture plays a vital role in the social, economic, environmental, physical and mental wellbeing of our communities. London is one of the world’s most diverse cities and culture is a major force behind London’s status as a world-class, vibrant city. We want to inspire more people to discover and love the arts and we recognise that the diversity of our programme, audiences and workforce is key to this.

Context

The Equality Act 2010 provides the legislative framework that informs our work to promote equality of opportunity and reduce barriers to engagement, in particular for protected groups.

The Act introduced the Single Equality Duty for public bodies. It supports good decision making by ensuring that public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are accessible to all and which meet different people’s needs.

The protected characteristics under the Equality Act are:

- age
- disability
- gender reassignment
- marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex (gender)
- sexual orientation

The Equality Duty requires we show that in our decision-making processes, employment practices and in service delivery, we have had due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

- advance equality of opportunity between people who share a protected characteristic and people who do not share it
- foster good relations between people who share a protected characteristic and people who do not share it.

These are often referred to as the three aims of the general equality duty. Having due regard for advancing equality involves:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

Our policy

The Barbican and the City of London are strongly committed to delivering on equality in employment and service delivery and in recognising and celebrating diversity. We will treat everyone equally, fairly and with dignity and respect, ensuring that we do not unlawfully or unjustifiably discriminate on any grounds.

Our aims can be achieved in a number of ways and the Equality and Diversity Action Plan we have developed sets out the key objectives and actions we will implement to actively promote equality or address any inequalities identified.

Action Plan

This action plan will be effective from October 2015. Reviews will be carried out on annual basis by the Directors in conjunction with HR and updated accordingly. A version of this plan will be available on the staff intranet and on the external Barbican website. We recognise we need to improve our data collection to enable us to identify where we need to focus our diversity initiatives. Our plan therefore initially covers one year from October 2015 to October 2016 during which time we aim to carry out this analysis. Once we have better data we will then be able to review the plan and agree realistic objectives over the next few years.

YEAR ONE – OCT 15 – OCT 16:

ARTISTIC PROGRAMME

Our arts and learning programme is our unique selling point. Maintaining our high quality, international programme is of primary strategic focus, and ensuring that it is representative of the diverse range of artistic voices in the cultural sector is one way of ensuring we continue to achieve this. This plan is also reflective of and supports our strategic goal work.

As we do not currently collect data relating to diversity across our events, in year one, we will work to develop and implement a robust system to identify the demographic make-up of our artistic programme. This will be broken down across the following:

- Creative Teams (e.g. directors, producers, visual artists, composers, conductors, principles and leads)
- Performers (e.g. those on stage, in the Gallery, on screen)
- Support Teams (e.g. company staff, contractors, technical teams)
- Access (e.g. relaxed performances, free events, audience reach, artist pathways)

The categories that we have agreed to focus on in the first instance are as per the below. These have been identified as key areas which we want to focus on to gain better insight into and understanding of their representation across the programme. They are as follows:

Ethnicity	Gender
Disability	Socio-economics (inc. levels of cultural engagement)

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

Staff across our programming teams are experts in their field and we adhere to an equal opportunities policy across our recruitment processes. We will seek to work with consultants and advisors if expertise isn't fully represented across teams when working on projects that focus on a specific group or community. More information on our approach to equal opportunities of employment across the teams can be found in the HR section of this document.

The data collected from artists and companies we work with will focus on the first three areas of **Ethnicity**, **Gender** and **Disability** as these are our initial priority in terms of ensuring our programme is broadly reflective of the demographics of London and the UK. We will however, continue to monitor our programme for events that relate to the area of socio-economics. This involves identifying the proportion of shows focussing on social mobility, equality and deprivation; as well as monitoring the accessibility of our programme to those from different socio-economic backgrounds, and those with lower levels of cultural engagement.

Much of the artist development work that Creative Learning delivers has specific targets to ensure we support artists with disabilities and BAME artists. Similarly Creative Learning's work with young people has objectives to ensure that participants are fully representative of the communities in which we work.

By the end of the first year, we will have analysed all data relating to our arts and learning programme to establish where there might be strengths and weaknesses that we need to address. We will benchmark our processes for collecting and monitoring this data and we will seek to ensure we follow best practice through consultation with colleagues across the sector.

OBJECTIVE	ACTIVITY	DATE	KPIs	OWNER
Monitoring and reporting across the arts and learning programme	Develop coherent monitoring process for the arts and learning programme	December 2015	<ul style="list-style-type: none">- Methodology for capturing diversity data for each department agreed and in place (e.g. forms, desk research)- Guidance notes written on how to collect data- Embed across teams and working practices	Directors of Arts and CL; Arts Planning Exec.;
	Continue to refine the capture and	December	<ul style="list-style-type: none">- Data group in place	

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

	analysis of our engagement with people reached through Creative Learning activities	2015	<ul style="list-style-type: none"> - Build a coherent data management system for all CL activities - Embed 	Community Liaison Manager; HoD art forms
	Identify key dates throughout the year for collating data and producing equality and diversity reports across arts and learning programme	Feb 2016	<ul style="list-style-type: none"> - Dates set and agreed - Dates circulated - Report format agreed 	
Staff equipped and responsible for managing equality and diversity objectives	Training around diversity and subconscious bias for all senior staff, Programmers, Curators and Creative Learning Producers and senior Managers in place and delivered	March 2016	<ul style="list-style-type: none"> - Appropriate training partners identified (Dec 2015) - Dates set for training to take place - Budget agreed by HR - Training delivered by March 2016 - Evaluate training - HoDs and senior managers to cascade training to staff 	Directors of Arts and CL; Head of HR; HoD art forms
	Equality and Diversity Objectives set in senior staff and programmers' objectives	April 2015 – ongoing	<ul style="list-style-type: none"> - Objectives agreed in April '15 monitored and updated at each appraisal 	Director of Arts; HoDs; HR
Identify strengths and weaknesses across programme using data insight	Review data collected across programme	June 2016	<ul style="list-style-type: none"> - Review data collected across programme to identify breakdown of companies/artists/performers based on demographics as above 	Director of Arts; Arts Planning Exec; HoDs
	Set targets, or identify other ways to respond, if required, in line with findings and organisational objectives	June-Sept 2016	<ul style="list-style-type: none"> - Each art form identified strengths/weaknesses across their programming and discuss with Director of Arts (June 16) - Targets / responses agreed (if req'd) (Sept 2016) 	
Agree priorities for year two and beyond	Consider our own findings and wider landscape as well as benchmarking against peers and colleagues across the centre to identify evidence based areas for development	October 2015 – ongoing	<ul style="list-style-type: none"> - Agree research approach - Undertake research and benchmarking - Communicate this to teams and use to inform this plan in year 2 	Director of Arts; Arts Planning Exec; HoDs; HR
Plan for Year Two agreed	Agree on measures of success; identify any adjustments to data collection as required; agree plans to implement any changes	December 2016	<ul style="list-style-type: none"> - New data collection methodology agreed (if required) - Plans for achieving set targets identified (if required) 	Arts Planning Exec/CL senior manager

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

AUDIENCES

Key to the success of the Barbican is our audiences. As we start to monitor our programme of activities it is crucial that we continue to deepen our understanding of who we are reaching with our work. This policy will dovetail with the Strategic Goal work developed throughout 2015 and that will be ongoing.

In year one, we commit to auditing and establishing (where required) new robust methodology for data collection. The findings from this data collection will inform future approaches to achieving our Diversity and Equality goals, of ensuring our work is inclusive and accessible to diverse audiences.

Key categories that we will initially focus on are as follows:

Ethnicity	Age (focus on 16-25)
Disability	Socio-economics (inc. levels of cultural engagement)

OBJECTIVE	ACTIVITY	DATE	KPIs	OWNER
Monitoring audiences and participants across the programme	Develop and implement coherent monitoring process for audiences and participants across the arts and learning programme	January 2016	<ul style="list-style-type: none"> - Audit of current audience data held (identify if there are gaps in breadth of data currently collected) - Methodology for capturing any additional data required for analysis agreed and in place 	Arts Planning Exec.; Head of Marketing

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

	Identify key dates throughout the year for collating data and reporting	Feb 2016	<ul style="list-style-type: none"> - Dates set and agreed - Dates circulated - Report format agreed 	
System in place to check all communication for accuracy, brand and complying with diversity policy	Sign-off process in place for all printed and online communications around events – with particular focus on those that include non-English language	Sept 2015 - ongoing	<ul style="list-style-type: none"> - Sign off process implemented 	Head of Communications; Head of Marketing
Staff provided with adequate support and training for managing equality and diversity objectives	Training around diversity and subconscious bias for all senior staff, Marketing and Communications managers	March 2016	<ul style="list-style-type: none"> - Appropriate training partners identified (Dec 2015) - Dates set for training to take place - Budget agreed by HR - Training delivered by March 2016 	Head of HR; Heads of Marketing and Communications
	Equality and Diversity Objectives set in staff objectives	April 2015 – ongoing	<ul style="list-style-type: none"> - Objectives agreed in April '15 monitored and updated at each appraisal 	
Analysis and identification of underserved audiences and participants	Review results of analysis of data collected across the year	June 2016	<ul style="list-style-type: none"> - Review data collected across programme to identify demographics of audiences across programme 	Arts Planning Exec
	Set targets, if required, in response to findings and in response to organisational objectives	June - Sept2016	<ul style="list-style-type: none"> - Targets agreed and set - Identify where focus groups or other further research is required to understand why we are not reaching target audiences 	Head of Marketing; Arts Planning Exec
Plan for Year Two agreed	Identify any adjustments to data collection as required; agree plans to implement any changes in approach to programme; review all processes following development of Audience Strategy and Ladder of Engagement strands	December 2016	<ul style="list-style-type: none"> - New data collection methodology agreed (if required) - Plans for achieving set targets identified (if required) 	Director of Arts; Arts Planning Exec; Head of Marketing

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

WORKFORCE

Recruitment and training of staff is managed through the HR department and we have wide range of employment policies and procedures which guide our employment practices to ensure adherence to legislation and best practice. Our initial focus will be improving the monitoring we currently do, equalities training, staff communication regarding diversity and building on the internship, apprentice and work experience programmes we currently run.

Our HR work covers all of the protected characteristics outlined in the Equality Act.

OBJECTIVE	ACTIVITY	DATE	KPIs	OWNER
Continue monitoring of recruitment and workforce diversity statistics	Analyse and report diversity data in the recruitment process, identifying any significant trends	December 2015	- Quarterly reports produced and analysed	HR
	Analyse and report diversity data of current workforce, identifying any significant trends	Ongoing	- Quarterly reports produced and analysed	
	Analyse and report on media response data	December 2015	- Quarterly reports produced and analysed	
	Establish systems for capturing diversity statistics for other non-employee workers and contractors	January 2016	- Monitoring system agreed - Data processed, analysed and reported	
Review and improve accessibility of recruitment	Review diversity statements on all recruitment literature	November 2015	- Statements reviewed and updated on all literature	HR
	Review qualification requirements	Ongoing		

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

<p>processes and literature</p>	<p>for all newly advertised posts</p> <p>Review personal specifications for all newly advertised posts</p> <p>Analyse media usage and identify new and cost effective opportunities for advertising Barbican jobs and placements that enables us to reach London communities more effectively</p> <p>Ensure managers are adequately trained and supported in the recruitment process</p> <p>Contact HR arts network to identify other routes used in the sector</p>	<p>Ongoing</p> <p>December 2015</p> <p>Ongoing</p> <p>December 2015</p>	<ul style="list-style-type: none"> - Job descriptions updated - Quarterly reports produced and analysed - Managers attend recruitment training - Training to include unconscious bias - HR monitor and review processes - Attend HR network meetings - Meet with corporate recruitment team - Trial use of any new routes identified 	
<p>Consolidate and develop Barbican placements programme</p>	<p>Work with Heads of Departments to identify potential opportunities for internships and apprenticeships.</p> <p>Work with the City's Adult Learning team to review and further develop the current apprenticeship recruitment and support</p> <p>Work with Development team to identify potential sources of funding for placements</p>	<p>April 2016</p> <p>April 2016</p> <p>Ongoing</p>	<ul style="list-style-type: none"> - Meetings with each department - Appropriate opportunities identified - Meet with Adult Learning team - Meet with current apprentices to gather feedback - Agree action plan - Funding options identified - Relevant application's made 	<p>HR</p> <p>HR/Development</p>

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

	Continue to develop our opportunities for young people who want to pursue a career in the arts, through maximising links between our Creative Learning initiatives and HR	March 2016	<ul style="list-style-type: none"> - Working group established - Contacts made with education providers - Open day programme agreed 	HR/Creative Learning
Consolidate and develop the work experience programme	<p>Carry out review of 2015 programme</p> <p>Publish information on programme on intranet</p> <p>Identify and build relationships with a portfolio of careers departments of educational providers working with diverse groups</p>	<p>Nov 2015</p> <p>Feb 2016</p>	<ul style="list-style-type: none"> - Meet with each department who took part and gather feedback - Produce evaluation report for 2015 programme and identify key learning points for 2016 programme - Contact education providers in specific London boroughs 	HR / Creative Learning
Equality and diversity training	<p>Ensure all new staff receive training on equality and diversity as part of induction</p> <p>Roll out refresher training to all staff</p> <p>Training around diversity and subconscious bias for all senior staff, Marketing and Communications managers</p>	<p>Ongoing</p> <p>November 2015</p> <p>March 2016</p>	<ul style="list-style-type: none"> - Induction and probation materials updated - Develop monitoring reports with training team - Email all staff to carry out training - Monitor completion and report back to HoDs - Appropriate training partners identified (Dec 2015) - Dates set for training to take place - Budget agreed by HR - Training delivered by March 2016 	HR
Increase awareness and understanding of equality and diversity issues	<p>Review induction processes to ensure diversity is highlighted as a key part of all roles</p> <p>Advertise and encourage</p>	<p>Nov 2015</p> <p>Oct 2015</p>	<ul style="list-style-type: none"> - Induction paperwork reviewed and updated - Information provided on intranet 	HR

EQUALITY AND DIVERSITY ACTION PLAN 2015/2016

	<p>engagement with CoL diversity forums</p> <p>Create diversity page on staff intranet to improve communication of diversity and equality</p> <p>Capture and communicate success</p> <p>Take part in Diversity in the Arts survey research project</p>	<p>Jan 2016</p> <p>Ongoing</p> <p>Oct 2015</p>	<ul style="list-style-type: none"> - Included in HR induction information - Content agreed - Content uploaded and publicised to staff - HR Managers attend team meetings as required to discuss diversity - Library of cases studies created and updated - Success stories communicated to staff in a variety of ways – eg. Staff intranet, team meetings - Survey details published on intranet 	
<p>Review opportunities for volunteering</p>	<p>Contact other departments and organisations to get a better understanding of how their volunteer schemes work</p>	<p>April 2016</p>	<ul style="list-style-type: none"> - Contact with relevant departments and organisations made - Options report produced 	<p>HR</p>