

## APPENDIX 2

### CITY CORPORATION AND BARBICAN CENTRE HR AUDIT ACTION PLAN

This HR Audit Action Plan describes how the City Corporation and the Barbican Centre will respond to the recommendations laid out in the City Corporation's HR Audit carried out in the summer of 2021 by Ruth Bailey, the then Executive Director of HR.

The HR Audit Action Plan will run alongside and sits nested within (and as part of) the overall City Corporation and Barbican Centre Tackling Racism Action Plan set out in Appendix 3. It sets out a number of new approaches as well as building on initiatives already launched by the Board and Management who, under new leadership, have been trying to drive these workstreams forward.

The HR Audit, commissioned simultaneously with but separately to the Lewis Silkin External Review, was part of a broader strategic approach taken by the Barbican Centre Board and the City Corporation in response to the allegations of racism set out in Barbican Stories and:

- *Reviewed the themes that emerged from the Barbican Stories to take into account the employee voice (past and present). It did not consider any allegations which formed part of the External Review.*
  
- *Commissioned and analysed relevant (anonymised) data for the last three years broken down by protected characteristics on for example:*
  - *Workforce representation by grade (including all employment types, permanent, fixed term contracts and casuals);*
  - *Starters, leavers and early leavers within one year of service;*
  - *Conversion data from fixed term to permanent contracts;*
  - *Promotion data;*
  - *Recruitment data on successful candidates at sift and interview;*
  - *performance ratings;*
  - *Attendance at line manager, unconscious bias and ED&I training or any other relevant training;*
  - *work experience, university placements and apprenticeships;*
  - *exit interviews;*

- *casework relating to number of grievances including bullying and harassment; disciplinaries; capability; employment tribunals and settlement agreements; cases of verbal or physical abuse; whistleblowing; number of individuals in the sickness absence procedure.*
- *Reviewed the Corporation policies including: recruitment; induction; performance management; code of conduct; equal opportunity; grievance; disciplinary; bullying and harassment; whistleblowing; capability procedure; any policies which relate to visitor and staff interactions/complaints, zero tolerance statements about abuse etc; and any policy or rationale on the approach to employment of casuals.*
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- *Developed an understanding of the current HR resource; and*
- *Reviewed the current ED&I plan.*

The HR Audit made the following recommendations:

#### **Data analysis**

- The new HR MI system will need to have people analytics at the centre of the tendering process.
- Further investment in improving declaration rates, the accuracy of the employee sensitive data, the reporting functionality and the regularity/rigour of the analysis of the data so it informs decisions making and can be used to evaluate the impact of actions that are taken. This will require new analytical capabilities to be recruited within the new Chief Operating Officer Group.
- There needs to be better and more timely data sharing and access to systems between Corporation and Barbican HR.
- D&I data sets on key people processes need be regularly analysed, actions agreed and published internally in an open and transparent way.
- The workforce data demonstrated the need to focus on representation at more senior grades; internal talent development; and improving the recruitment process to eliminate conscious and unconscious bias.
- More needs to be done to routinely capture, analyse and take action on exit interview information. This is a vital source of information about the positive and negative aspects of the culture and should be used to inform action plans. The automated system is clearly not working in any systematic way given the number of exit interviews held on the system.
- Further work is required to understand fully the reasons for low reporting and the support needed to enable people to speak up and report issues which fall under the relevant HR policies. There also needs to be data collection to capture informal resolution.

### **Policy and process review**

1. A consolidated and easy to read guide for line managers and colleagues employed on casual contracts which sets out how our policies and processes apply these colleagues.
2. A clear and visible statement and policy which ensures that visitors to the Barbican Centre understand that there is a zero-tolerance approach to verbal and physical abuse including racist abuse and escalation routes when this occurs. Line managers and individual will also need to be trained so they are equipped with the tools to deal with issues when they occur.
3. A number of the policies could be improved from an equality and diversity perspective, and this would potentially reduce conscious or unconscious bias or set a clearer statement of what is considered unacceptable behaviour.
4. There is no mandatory training for line managers to help them to better understand the policies, how they are applied in practice and our commitment to implementing them in an inclusive way.
5. There needs to be a more fundamental review of employee or user experience of the policies.

### **Review of the HR Function Roles**

- There are key capability/skills and resource gaps in the team around organisational development and design as well as culture change experience. This is equally the case in the City of London Corporation Team. A number of the recommendations in this report will need external support but it is imperative that there is an internal team with the right capabilities and resources to lead the culture and inclusion change work.

### **Review of the current ED&I plans**

- The ED&I action plan can be strengthened to include the Barbican Centre's emerging vision for the future, within an equality, diversity, and inclusion context. It should include narrative which explains and introduces the plan, giving an indication of what is expected to change within the time scale of the plan. This should include clearly defined objectives and success measures which can be tracked. There should be senior level accountability for leading and championing the workstreams. The plan should cover a 3-year period and be reviewed at least annually. In addition, establishing an effective governance structure to oversee the plan is critical.

### **Additional commentary included within the recommendations**

- Across many organisations People Surveys and pulse surveys are regularly used to gather insight on the culture of the organisation. Unfortunately, there have been no recent surveys in the Barbican Centre nor the Corporation as a whole. The last full staff survey was undertaken in 2018; with 2 pulse surveys in 2019 and 2020 (covid related). A full People Survey could have provided an early temperature

test on some of the issues that have emerged as part of the Barbican Stories. There needs to be a decision about how and when surveys should be restarted.

- Given the current context, it is imperative to undertake a more comprehensive culture or inclusion diagnostic to develop a clearer understanding of the culture that exists now within the Barbican Centre. This will enable all colleagues across the Barbican Centre to identify what elements of the culture they wish to retain and are strengths and which elements of the culture need to change. This work can be done through a survey tool combined with more detailed culture enquiry workshops. This will then provide a clear view of the 'as is' culture and the behavioural shift needed. This is essential if the organisation is to develop a shared understanding of what is expected and will enable the organisation to evaluate and measure the change it wants to see through annual and pulse surveys as well as further culture diagnostics/benchmarking.
- The diagnostic work should then be combined with further organisational development interventions.
  - For example a 2-year leadership development programme on the back of a culture diagnostic aiming to embed a new set of leadership values, leadership behaviours and ways of working with all leaders and line managers as part of the development programme.
  - An alternative organisational development intervention which is relatively new to market is the targeting of coaching at middle managers in an organisation. Middle leaders can often feel like 'the squeezed middle' trying to implement the decisions taken at a more senior level whilst also responsible for the line management and engagement of the vast majority of colleagues in an organisation. The coaching can be scaled to this population and help to support better communication and engagement and unlock the potential of these individuals in the organisation. These interventions can also be focused around embedding diversity and inclusion in the way they are delivered.
  - Assessment or development centres have been used by some organisation to test leadership and line management competence in delivering against the behaviour change needed in an organisation. These can support an organisation to develop individual development plans to help them to improve their skills and experience and can be used in conjunction with restructuring to assess whether the current cadre of managers have the skills and motivation to lead in a way that is aligned with the ambition of the organisation.
- There is already a suite of ED&I learning programmes available to Barbican colleagues through City Learning. These should be enhanced to include real life scenarios from the Barbican Stories to provide greater clarity on micro-agressions, their impact on individuals and why they are unacceptable in any workplace. The training could be curated into a programme of learning for all line managers to undertake at the Barbican whilst the culture diagnostic is completed. Staff networks need to be established at the Barbican Centre as they do not currently exist. These could be part of and aligned to the Corporation Networks which are well established. To be successful Networks need to be championed or sponsored by senior leaders within the Barbican leadership team.
  - The Corporation as a whole needs to agree a 'business deal' to allow Network leads sufficient time to undertake Network activity. Some of the people interviewed as part of the Audit indicated that they wanted to invest time in anti-racism work in the Barbican Centre but they didn't feel there was sufficient commitment to releasing people from their work commitments.

- Work could be taken forward on allyship. There are multiple references in the Barbican Stories to individuals witnessing unacceptable behaviour but not feeling confident to address it. Allyship training prepares employees to better support, collaborate with, and advocate for people from minority groups. It can offer guidance and training on building empathy and addressing issues as and when they arise.
- Regular Shwartz round and listening circles facilitated by trained HR professionals and sponsored by senior leaders. These foster a greater sense of collaboration with colleagues, because the experiences that are shared during sessions can shine a light on unprofessional behaviours and engender a sense of empathy. They provide a regular touch point on how the culture is (or isn't) evolving.
- The Corporation has recently developed The Dignity At Work Advisers scheme. This should be clearly communicated as a support mechanism for colleagues at all levels within the Barbican Centre. Emphasis regarding the availability of advisers across most sites throughout the City Corporation including the Barbican Centre should be shared and updated on the intranet via the relevant communication channels. These advisers operate entirely outside of formal investigatory or disciplinary procedures. They provide expert advice and support to those who feel that they have been subjected to bullying or harassment. They explore the various options and forms of interventions, which are available to help employees reach a decision that is the most effective course of action to pursue and take appropriate action outside formal procedures wherever possible.
- The Corporation has recently developed a Reverse Mentoring which should be taken up by the Barbican Centre and especially senior leaders. Reverse mentoring is where more junior colleagues with protected characteristics (particularly the most underrepresented groups i.e. BAME, Disability, Women and LGBTQ+) are paired with more senior colleagues in order to mentor them on various topics of strategic and cultural relevance and can help leaders develop a more inclusive leadership style.

The HR Audit Action Plan is set out within the following tables, describing how the above recommendations will be addressed by the Barbican Centre and the City Corporation identifying responsibilities and timescales. The themes and actions set out here can also be cross-referenced with the themes set out in the overall Tackling Racism Action Plan in Appendix 3, which are as follows:

1. Concerns about the External Review itself
2. Lack of confidence in Barbican leadership
3. Structural / organisational problems
4. Lack of confidence in Human Resources function and processes
5. Problems with progression / recruitment / promotion for people of colour
6. Casual staff issues
7. Lack of understanding and knowledge about racism
8. Bullying
9. Third party behaviour
10. Programming issues

<b>HR Audit Action Plan Theme</b>		Relates to City Corporation and Barbican Centre Tackling Racism Action Plan themes (set out in Appendix 3.)	Key
<b>Workforce Data Analysis</b>		Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues	3 4 5 6
<b>Policies and Procedures</b>		Lack of confidence in Barbican leadership; Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues	2 3 4 5 6
<b>EDI Plans</b>		Concerns about the External Review itself; Lack of confidence in Barbican leadership; Structural / organisational problems; Lack of confidence in Human Resources function and processes; Problems with progression / recruitment / promotion for people of colour; Casual staff issues; Lack of understanding and knowledge about racism	1 2 3 4 5 6 7
<b>Working Culture</b>		Lack of understanding and knowledge about racism; Bullying; Third party behaviour; Programming issues	7 8 9 10

**Table of Actions in response to themes identified in HR Audit Recommendations September 2021**

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
<b>Workforce Data Analysis</b>				Data is held at the Corporation level. Further work on improving data could be dependent on investment in a new system.
	Investment in new HR MI system planned for the next 2 – 3 years	CoLC  Priorities and interim solutions SE/JD	2 years	Key priorities to be identified so that interim solutions can be reviewed.  People analytics at the centre of the tendering process
	Improving current declaration rates, for employee data, including collection methodology, data enhancement, data quality	Barbican HR/Internal comms/EDI  Comms/EDI and HR. SE/NB	October 2021 and annual exercise to promote  Run further reminders through Nov & Dec	Requires an awareness campaign around the importance of data declaration
	Improved Workforce data	SE/ Tracey Jansen / Marion Afoakwa/ Janet Fortune	End January	Specification and priorities to be drawn up Service Level Agreement (SLA) to be established: Barbican HR and Corporate HR

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
		SE  SE/ PD/ SD/ WG	End March	Agree dissemination and communication routes for example intranet each quarter/six months with trend analysis and commentaries. Leadership owned remedial actions to be identified.
	Improve Recruitment sift data	SE/ Ian Whitehead/ Clare Freeman / Marion Afoakwa	End March	Recruitment data share review and revised process to be agreed (SLA) Interim steps may be required
	Routinely capture , analyse and take action on exit interview data	SE/ Ian Whitehead/ Camiele Watson / Marion Afoakwa  SE/ Barbican HR	End March  By 31 Dec2021  Produce monthly data. Reports every quarter or every 6 months	Data share review and revised processes to be agreed (SLA) Interim steps may be required  Barbican – <ul style="list-style-type: none"> <li>• review new process and questions with corporate HR</li> <li>• Lead face to face exit interviews when identified by Leadership or HR, and in response to specific requests from Managers or individual leavers</li> </ul>



Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
				<ul style="list-style-type: none"> <li>• Establish feedback processes and Barbican processes for interventions / responses</li> <li>• Guidance for managers on the process and clear communication to leavers on how this information will be used.</li> </ul>
	Improved Casework data	Barbican HR/ SE	November 2021	<ul style="list-style-type: none"> <li>• Set up a Microsoft forms to create a central Barbican HR database that categorises cases and their progress</li> <li>• Report on a monthly or quarterly basis (depending on requirements ) against categories. Highlight trends</li> <li>• Establish processes for informal routes and the anonymous reporting that may be required</li> <li>• Establish escalation processes for HR to raise visibility of</li> </ul>

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
				issues and support required
<b>Policies &amp; Procedures</b>				NB Policies are Corporation wide
	Consolidated easy to read guide for colleagues on 'casual' contracts and their line managers	Barbican HR/ SE	April 2022	Include EDI workstream
	Review of data report on casual staff and identify any anomalies or areas of concern	SE / Tracey Jansen	End January 2022 Ongoing	Identify any risk arising and recommendations on actions required Provide report to EDHR and Barbican leadership
	Agree resourcing model and roles / requirements to be resourced through casual staffing Develop processes for managing and reviewing the implementation	SE/ SD / WG	March 2022	Clear definitions and policy statements. Clear processes and review of individual cases
	Clear statement and policy which ensures that visitors to the Barbican Centre understand there is a zero tolerance approach to verbal and physical abuse including racist abuse and escalation routes when this occurs	Barbican – Jonathan Poyner/David Duncan/NB	Summer 2022	Part of EDI workstream  Agree communication routes
	Review of current policies from an efficiency and ED&I perspective	TraceyJansen/ NB/ Amanda Lee-Ajala/ SE	March 2022	Identify problems, pressure points, gaps and develop action plan to reflect importance and priorities

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
				Identify any Barbican specific requirements
	Draft definitions and examples on microaggressions for incorporation into code of conduct and bullying and harassment policy	Amanda Lee-Ajala/Tracey Jansen/ SE	March 2022	Gather staff and interest group input for consideration
	Mandatory training for line managers at induction and just in time videos on key processes for line managers Develop Managers onboarding and continuing refresh programmes/forums	Kaye Saxton-Lea/ SE  SE / Barbican HR	January 2022  July 2022	Barbican HR – <ul style="list-style-type: none"> <li>• develop a managers version of our HR Meet &amp; Greet induction and roll out</li> <li>• add standard objective to probation period of new managers on understanding and awareness of key policies and processes</li> <li>• review the induction checklist and add action for managers manager to ensure understanding / awareness of relevant HR policies</li> <li>• outline managers responsibilities under</li> </ul>

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
				the managing people policy and ensure this is outlined as part of induction / on boarding
	Establish staff feedback processes and temperature checks.	SE/ PD/ SD/ WG/ JD	Ongoing programme through 2022	Assess and evaluate: Surveys Pulse checks Staff forums and feedback processes HR drop ins
	Greater levels of support for staff when staff raise concerns through the grievance or bullying and harassment policies	SE/ NB/ PD / Marion Afoakwa	Ongoing	Leverage internal resources: Dignity at Work Advisers Assign a suitable buddy to support
	Establish support and safe spaces for staff who raise issues informally	SE / HR with Union reps	January 2022	Align an HR resource that is not involved to respond to process questions Occupational Health
	Establish channels for Union representatives to raise issues and suggest support mechanisms	SE / HR with Union reps	January 2022	Identify external support channels that may be leveraged: Counselling services Specialist support routes dependent on the issue
	Consider establishing channels for Employee Voice	SE / PD	March 2022	
	Consider development of 'routes to resolution' to provide a range of	SE / HR	March 2022	Possible pilot approach for Barbican

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
	informal channels for issues to be raised and voices heard			Establish communication channels to signpost resources and what's available
	Induction / onboarding for new starters to provide orientation on purpose, values, standards, conduct and behaviour	SE/ PD	July 2022	Barbican – <ul style="list-style-type: none"> <li>• review Directors Welcome and review other modules as part of induction – eg HR, IT.</li> <li>• Produce summary of induction</li> <li>• See also Managers Induction above – to include those promoted into management rolls</li> <li>• All staff currently get a 121 induction meeting with HR – review content and delivery</li> </ul>
	Anonymised recruitment and on line application	SE/ Clare Freeman / Marion Afoakwa	March 2022	Establish requirements. Clarify policy and approach. Review feasibility. Develop interim solution. Agree future needs under SLA for the new system

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
	Improve quality of feedback to unsuccessful internal candidates	SE	March 2022	Establish revised processes and quality checks  Consider: Training HRBPs so that feedback skills can be passed on to Managers Consider including feedback skills in management training
	Clearer guidance on recruitment and selection processes for acting-up/secondments/projects	SE / Tracey Jansen	July 2022	To be included in Review of policies
	Enhanced development of career pathways and support to coaching and mentoring internal candidates.	JD/ PD/ to be specified	Ongoing	Consider providing support for panel interview preparation  Consider development of an approach to Talent management Year 1, Year 2, Year 3
<b>EDI plans</b>				
	Linking EDI to the Barbican's creative vision with an equality, diversity and inclusion context	Directors Group, SLT	Ongoing 21/22	
	Evolving the EDI Action Plan into a evidence based Barbican EDI Strategy (3/5 year tbc) with clearly	EDI, NB / PD Comms, DG, SLT,	Publication Summer 2022	Publishing the strategy, with clearly defined reporting. To be reviewed annually.

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
	defined impacts and milestones. With clearly defined objectives, success measures and targets, embedding accountability.			Strategy and annual progress to be shared on the Barbican website to ensure transparency. EDI council to be a forum for accountability and visibility of the work. This will be factored in to the governance of this group
	Senior level accountability for leading and championing workstreams- embed in Strategy and KPIs	Directors Group, SLT	January 2022	Consider establishing some core KPIs for Leaders and Managers to cover EDI, behaviours, standards, expectations
	Three year plan reviewed annually	Embedded in the Strategy	Publication Summer 2022	
	Effective and transparent governance e.g. publication of progress against targets	This would be covered in the Strategy.	Ongoing	
<b>Working Culture</b>				
	Regular people surveys – annual and/or pulse surveys	JD / PD / SE / NB	Jan 2022 and ongoing	Coordinate with central timetable and plans. Staff survey planned for January 2022 to cover Workplace, Reward and Culture Barbican - Find alternative methods for employees to feedback locally and in a time frame that is relevant to local issues and events

Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
	Further inclusion diagnostic involving extensive staff engagement to develop understanding of the 'as is' culture and values, strengths to retain and elements that need to change so everyone is clear on the desired culture	JD/ PD	May 2022	Diagnostic work to inform further interventions to embed the culture change in people's behaviours and everyday approach. Leadership led. Operating within the CoL framework need to establish review processes.
	Utilisation of the Corporation wide training e.g. on microaggressions	SE	Jan 2022 and ongoing	The existing suite of EDI learning programmes available in City Learning should be enhanced to include real life stories from Barbican Stories and curated into a programme for all line managers at the Barbican while the culture diagnostic is completed.
	Staff Networks and 'Business deal' to allow Networks leads sufficient time to undertake Network activity in support of ED&I.	SE / Tracey Jansen  NB	December 2021	City – guidance on expectations of network members and time commitment  Barbican – <ul style="list-style-type: none"> <li>• Setting up of local networks (Employee Resource Groups)</li> <li>• Framework for how these feed into City wide networks</li> </ul>



Theme	Recommendation	Responsible	Timescales	Proposed Actions / Comments
				<ul style="list-style-type: none"> <li>• Barbican groups will be launched in Jan 22.</li> <li>• Fold in the business deal once the City have signed off on this</li> </ul>
	Dignity at Work Advisers Scheme	Amanda Lee-Ajala/ Tracey Jansen  SE/ NB	NRolled out through 2022 as Advisers are trained.  A campaign to drive through the EDI strategy.	City – <ul style="list-style-type: none"> <li>• Clarification and guidance on what the DAWA do and how they feedback in HR.</li> <li>• clarity on what the training and support is provided</li> </ul> Barbican – <ul style="list-style-type: none"> <li>• Comms drive on the DAWA scheme and contacts</li> <li>• Meet with local DAWA for feedback on any trends</li> </ul>

Ownership key

NB Nina Bhagwat

PD Penny Davis

SE Steve Eddy

JD Jan Davies

SD Sandeep Dwesar

WG Will Gompertz