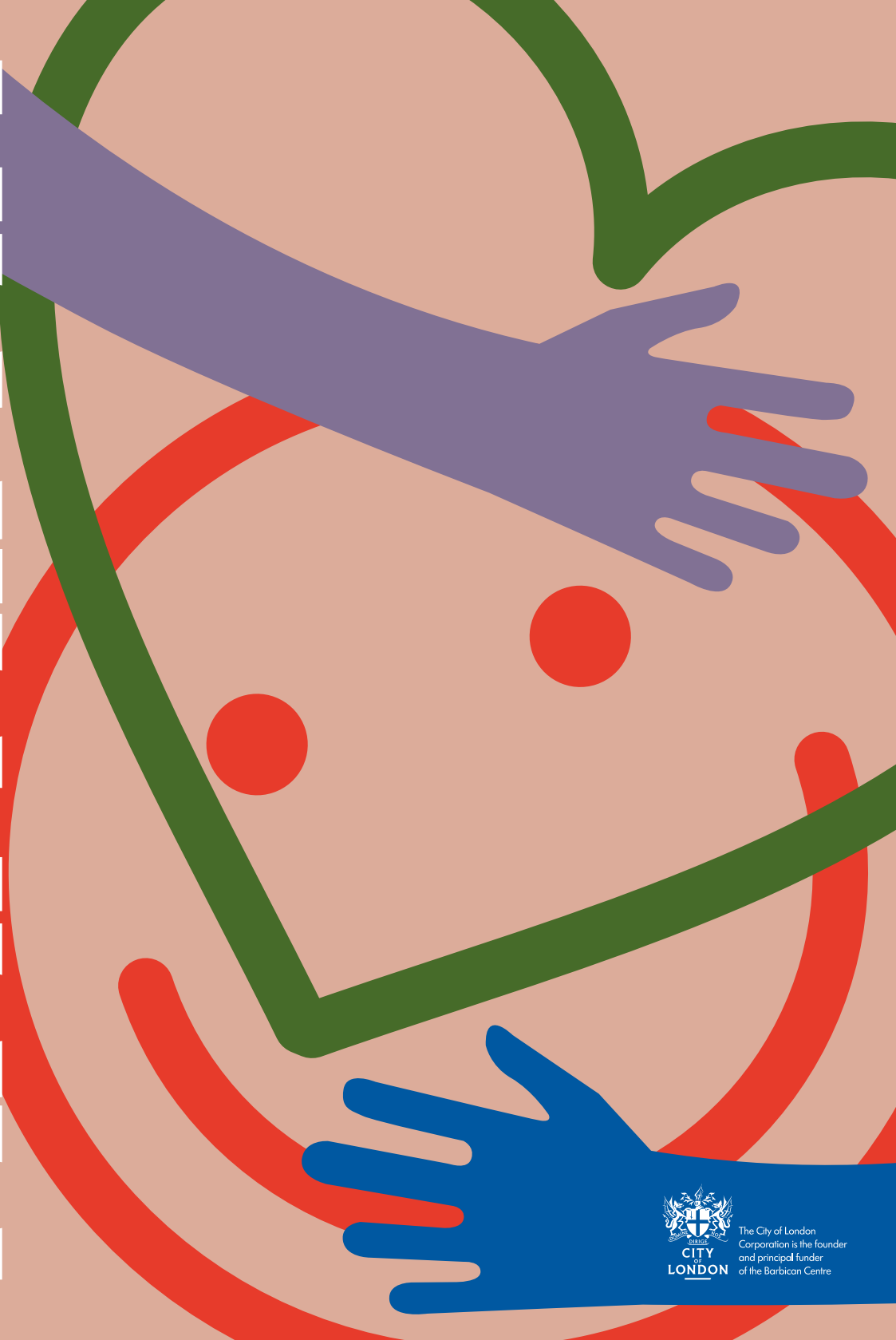


**Zero Tolerance at the Barbican**

# barbican



The City of London Corporation is the founder and principal funder of the Barbican Centre

**Zero Tolerance at the Barbican**

# Zero Tolerance at the Barbican

**The Barbican will be a place of safety and respect for everyone who works here, uses our venue, or visits to enjoy Barbican experiences.**

We want to be clear what you can expect from everyone who is part of the Barbican community and our expectations of you.

We will be conscious of neurodiversity and cultural factors to make sure we are inclusive where people may be differently able to meet our expectations.



# Zero Tolerance Statement

We want everyone to be:	How:	Things we won't tolerate:
<b>Respectful</b>	<ul style="list-style-type: none"> <li>● Being polite, reasonable, and patient</li> <li>● Being considerate of personal space</li> <li>● Actively listening without interruption</li> <li>● Being compassionate</li> </ul>	<ul style="list-style-type: none"> <li>● Making inappropriate, offensive, or sexually suggestive comments, gestures or mimicking</li> <li>● Unwanted advances or invading personal space – including touching, staring or taking photos of people without consent</li> <li>● Being demeaning or patronising</li> <li>● Racism, Sexism, Ageism, Homophobia, Transphobia, Ableism, or any other form of discrimination</li> <li>● Aggression whether verbal or physical, insults or threats</li> <li>● Intimidating behaviour</li> </ul>
<b>Welcoming</b>	<ul style="list-style-type: none"> <li>● Greeting and acknowledging each other</li> <li>● Being inclusive</li> <li>● Supporting additional needs</li> </ul>	<ul style="list-style-type: none"> <li>● Being exclusionary or treating people less favourably than others, including ignoring someone or using microaggressions</li> <li>● Making assumptions based on appearance, actual or perceived gender, ethnicity, race, religion, sexual orientation, perceived class or financial status, disability or neurodiversity</li> </ul>
<b>Helpful</b>	<ul style="list-style-type: none"> <li>● Being responsive to questions, requests for information and adhering to Barbican policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>● Not being responsive to questions, requests for information or refusal to comply with policy or procedures</li> </ul>
<b>Solution focused</b>	<ul style="list-style-type: none"> <li>● Looking for solutions to issues in a timely way, using the most relevant process</li> <li>● Raising any issues constructively and calmly</li> </ul>	<ul style="list-style-type: none"> <li>● Complaints which are weaponised, used maliciously or with false intention</li> </ul>

# Routes to Resolution

When we talk about reaching resolution, we mean that behaviour which breaches zero-tolerance stops.

We will always look for the timeliest and fairest resolution option to achieve that aim and expect everyone to participate in our processes when asked.

These informal routes to resolution apply to everyone who works, visits, or performs here, regardless of employer or any other status.

**See these pages for the relevant route to resolution:**

**Page 4** if you are an **employee**

**Page 7** if you are a **casual worker, freelancer  
or contractor**

**Page 10** if you are a **visitor, resident, member of the  
press, corporate client, or attending an event**

**Page 13** if you are an **artist or visiting production staff**

# If you are an employee

1

**Start** by talking to the person directly on an informal basis.

We can all make mistakes. Sometimes behaviours are unintended. This doesn't make them right, but on a human level, with some caveats (unless something is extremely serious) we should all get an opportunity to make amends.

We should be proactive raising our concern, at the time, ideally with the person directly. We should do so in an appropriate and constructive manner.

If we are the ones receiving feedback, we should do our best not to be defensive, we should listen, ask questions to clarify understanding, and work together to agree changes to behaviour.

2

**If this does not bring the resolution needed**, please use the alternatives on the next pages. It's important for everyone involved that conflicts are resolved in a timely and fair manner, so we ask that you always seek the route of resolution which enables this. You can speak to a Dignity at Work Adviser/ HR/ Union (if a member) at any time – they can help you explore the options available to you.

# If you are an employee

2

**...and your concern is about a member of the public,** contact the Operations Manager and Security Team - they will keep the situation safe for everyone. A member of the public may receive a ban from the Barbican Centre (temporary or permanent). The outcome should be communicated to you by whoever investigates.

**...and your concern is about an artist or agent,** contact your line manager or Head of Department or the person responsible for managing the Artist's contract. They will investigate the matter and take appropriate action. The outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can raise a formal complaint under the grievance procedure or the bullying & harassment procedure – please refer to the Employee Handbook

4

If you have any concerns about the integrity of this process please contact the Head of Equity, Diversity and Inclusion, or speak to our Dignity at Work Advisors, or your Trade Union

# If you are an employee

2

**...and your concern is about another employee, casual worker, freelancer or contractor,** contact your line manager or the Head of Department. They can undertake early intervention options which may include them directly speaking to the alleged perpetrator, facilitating a conversation between you, or arranging mediation. The outcome should be communicated to you by whoever investigates.

**...and your concern is about your line manager or Head of Department,** contact the next person up the line management chain, or contact HR

3

If you feel as though these routes have not resolved your issue, you can raise a formal complaint under the grievance procedure or the bullying & harassment procedure – please refer to the Employee Handbook

4

If you have any concerns about the integrity of this process please contact the Head of Equity, Diversity and Inclusion, or speak to our Dignity at Work Advisors, or your Trade Union

# If you are a casual worker, freelancer or contractor

1

**Start by** talking to the person directly on an informal basis.

We can all make mistakes. Sometimes behaviours are unintended. This doesn't make them right, but on a human level, with some caveats (unless something is extremely serious) we should all get an opportunity to make amends.

We should be proactive raising our concern, at the time, ideally with the person directly. We should do so in an appropriate and constructive manner.

If we are the ones receiving feedback, we should do our best not to be defensive, we should listen, ask questions to clarify understanding, and work together to agree changes to behaviour.

2

**If this does not bring the resolution needed, please use the alternatives on the next pages.** It's important for everyone involved that conflicts are resolved in a timely and fair manner, so we ask that you always seek the route of resolution which enables this. You can speak to anyone you feel will support you including your Trade Union or anyone from your team or other teams



# If you are a casual worker, freelancer or contractor

2

...and your concern is about a member of the public, contact the Operations Manager and Security Team - they will keep the situation safe for everyone. A member of the public may receive a ban from the Barbican Centre (temporary or permanent). The outcome should be communicated to you by whoever investigates.

...and your concern is about an artist or agent, contact your line manager or Head of Department or the person responsible for managing the Artist's contract. They will investigate the matter and take appropriate action. The outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can raise a serious or formal complaint under your organisation's most relevant policy or process.

For Barbican Casual workers, we follow ACAS guidance for disciplinary and grievance

4

If you have any concerns about the integrity of this process please contact the Head of Equity, Diversity and Inclusion or your Trade Union

# If you are a casual worker, freelancer or contractor

2

**...and your concern is about an employee, casual worker, freelancer or contractor,** contact your line manager or the Head of Department. They can undertake early intervention options which may include them directly speaking to the alleged perpetrator, facilitating a conversation between you, or arranging mediation. The outcome should be communicated to you by whoever investigates.

**...and your concern is about your line manager or Head of Department,** contact the next person up the line management chain

3

If you feel as though these routes have not resolved your issue, you can raise a serious or formal complaint under your organisation's most relevant policy or process.  
For Barbican Casual workers, we follow ACAS guidance for disciplinary and grievance

4

If you have any concerns about the integrity of this process please contact the Head of Equity, Diversity and Inclusion or your Trade Union

# If you are a visitor, resident, member of the press, corporate client, or attending an event

1

**Start by** talking to the person directly on an informal basis.

We can all make mistakes. Sometimes behaviours are unintended. This doesn't make them right, but on a human level, with some caveats (unless something is extremely serious) we should all get an opportunity to make amends.

We should be proactive raising our concern, at the time, ideally with the person directly. We should do so in an appropriate and constructive manner.

If we are the ones receiving feedback, we should do our best not to be defensive, we should listen, ask questions to clarify understanding, and work together to agree changes to behaviour.

2

**If this does not bring the resolution needed, please use the alternatives on the next pages.** It's important for everyone involved that conflicts are resolved in a timely and fair manner, so we ask that you always seek the route of resolution which enables this.

# If you are a visitor, resident, member of the press, corporate client, or attending an event

2

**...and your concern is about a member of the public**, ask a member of staff to assist. They can contact the Operations Manager and Security Team - they will keep the situation safe for everyone. A member of the public may receive a ban from the Barbican Centre (temporary or permanent). Wherever possible, the outcome should be communicated to you by whoever investigates.

**...and your concern is about an artist or agent**, ask a member of staff to assist. They can contact their line manager and the person responsible for managing the Artist's contract. They will investigate the matter and take appropriate action. Wherever possible, the outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can contact the Head of Equity, Diversity and Inclusion

# If you are a visitor, resident, member of the press, corporate client, or attending an event

2

...and your concern is about someone who works here, ask to speak to the Operations Manager or Line Manager or Head of Department. They will establish the facts and take appropriate action. Wherever possible, the outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can contact the Head of Equity, Diversity and Inclusion

# If you are an artist or visiting production staff

1

**Start by** talking to the person directly on an informal basis.

We can all make mistakes. Sometimes behaviours are unintended. This doesn't make them right, but on a human level, with some caveats (unless something is extremely serious) we should all get an opportunity to make amends.

We should be proactive raising our concern, at the time, ideally with the person directly. We should do so in an appropriate and constructive manner.

If we are the ones receiving feedback, we should do our best not to be defensive, we should listen, ask questions to clarify understanding, and work together to agree changes to behaviour.

2

**If this does not bring the resolution needed, please use the alternatives on the next pages.** It's important for everyone involved that conflicts are resolved in a timely and fair manner, so we ask that you always seek the route of resolution which enables this.

# If you are an artist or visiting production staff

2

**...and your concern is about a member of the public,** ask a member of staff to assist. They can contact the Operations Manager and Security Team - they will keep the situation safe for everyone. A member of the public may receive a ban from the Barbican Centre (temporary or permanent). Wherever possible, the outcome should be communicated to you by whoever investigates.

**...and your concern is about another artist outside of your company,** ask a member of staff to assist. They can contact the person responsible for managing the Artist's contract. They will investigate the matter and take appropriate action. Wherever possible, the outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can contact the Head of Equity, Diversity and Inclusion

# If you are an artist or visiting production staff

2

**...and your concern is about someone who works here,** ask to speak to the Operations Manager or Line Manager or Head of Department. They will establish the facts and take appropriate action. Wherever possible, the outcome should be communicated to you by whoever investigates.

3

If you feel as though these routes have not resolved your issue, you can contact the Head of Equity, Diversity and Inclusion



# More information

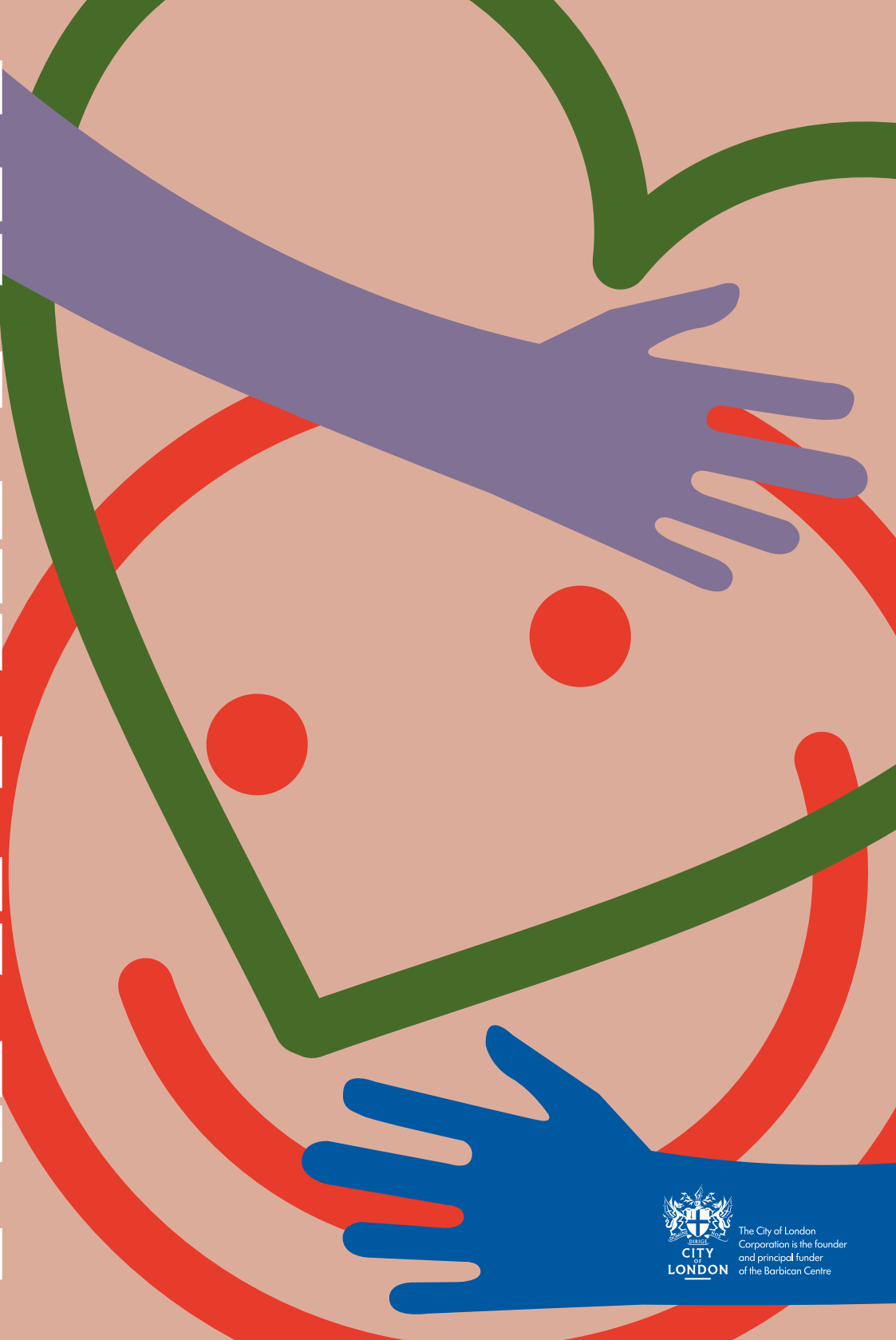
Head of Equity, Diversity and Inclusion [edi@barbican.org.uk](mailto:edi@barbican.org.uk)

ACAS guidance for disciplinary and grievance

[www.acas.org.uk/disciplinary-and-grievance-procedures](http://www.acas.org.uk/disciplinary-and-grievance-procedures)

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