

Leeds Playhouse Plan for Change – 18 May 2021



Principles:

- Understanding that systemic racism exists and recognising our role in tackling it
- Exemplifying compassion and kindness
- Individual and collective accountability
- In it for the long haul
- Avoiding assumptions
- We believe in identifying priorities, setting targets and tracking progress

Purpose:

- The **Plan for Change** should set out the actions that Leeds Playhouse commits to take in pursuit of achievement of its **Five Ambitions for racial equality**.
- The ambitions are long-term but the idea is that each year (or 18 months, whichever period seems more meaningful) we design a set of tangible, measurable and stretching **actions**, progress against which is regularly reviewed. This process of review will take place regularly with the Board.
- For each action there should be a clear **lead**, which might be an individual post-holder, an internal working group – whomever seems appropriate for the specific action.
- To ensure that actions are grounded in the broader business of Leeds Playhouse rather than being tangential, we will specify which **strategic and/or business plan objectives** the actions contribute to.
- **Performance measures** enable us to specify how to determine whether actions have been achieved.
- The proposed **actions** below are based on outcomes of the internal survey and conversations with stakeholders. We have considered the proposed actions, selecting against each ambition actions, which – though stretching – are achievable in the first year of the Plan for Change.

Ambition One: To build more meaningful and positive relationships with Black communities in Leeds: audiences, artists, participants.

Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting
<p>1.1 Investigate the feasibility of establishing a transparent, accessible Black Creatives Fund which artists, directors and producers can bid into to develop ideas and make new work, or ring-fencing funds from within existing Furnace budget including Commissions Slate and Project Development Slate funding. Fund could include financial as well as mentoring, creative, development and technical support.</p>	<p>21/22 Furnace objectives (F1)</p>	<p>Associate Director</p>	<p>Feasibility report presented to Board.</p>	<p>Nov 21 – Jan 22</p>	<p>Under discussion.</p>
<p>1.2 Conduct an audit – including impact assessment - across all areas of the business to identify where underrepresentation exists.</p>	<p>21/22 AI1</p>	<p>Artistic Director</p>	<p>Audit outcomes reported to Board.</p>	<p>Feb – Apr 22</p>	<p>Currently deciding upon the benchmarks that will be used. Awaiting 2021 Census data release for some measures.</p>

<p>1.3 Open House: Annual Open House event for Black, Asian and ethnically diverse creatives which is co-curated. The event might include: industry seminars, panel discussions, external keynote speakers.</p>	<p>21/22 Furnace objectives (F1)</p>	<p>Associate Directors</p>	<p>Clarify and communicate aims and success measures for the Open House.</p> <p>30 Black, Asian and ethnically diverse creatives from across the region sign up to and attend the inaugural event.</p> <p>SMT to be represented at front desk.</p>	<p>Deliver inaugural Open House between Feb – Apr 22</p>	<ul style="list-style-type: none"> • Call out to artists and communities has been developed. • Ensuring monitoring and evaluation is in future thinking. • Detail of the programme including the timescale will be in place by mid-April.
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<p>Ambition Two: To employ more Black, Asian and other ethnically diverse members of staff and at more senior levels in order that Leeds Playhouse better reflects the ethnic diversity of the Leeds city region.</p>					
Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting

<p>2.1 Establish reliable baseline employment data: Internal census to identify who works where and in what roles at Leeds Playhouse. Identify areas of under representation and take remedial action (including positive action [see below]).</p>	21/22 AI1	Director of Human Resources and Learning	Staff data broken down by level.	Aug – Oct 21	<p>Re-designed our annual internal survey so that we are now capturing the data around grade and department as well as other personal data, so analysis of the profile of the staff team can be done through the Plan for Change lens. Results expected on this April/May as survey closing date is passed. This will give a baseline to compare progress to in future years and also enable focussed action to be taken in areas of weakness.</p> <p>Next step is to analyse the survey results and discuss with the Plan for Change Reference Group, identifying areas of imbalance and putting plans in place to address this.</p>
<p>2.2 Produce fair recruitment and selection guidance.</p>	21/22 AI1	Director of Human Resources and Learning	Everyone involved in recruitment and selection to have read, understood and implemented guidance.	Aug – Oct 21	<ul style="list-style-type: none"> • A new policy is in place, and direct HR & Learning guidance given to managers is reflecting that

					<p>policy. Further changes to the application have been made with clearer marking schemes, as well as improvements to our inclusion and diversity data collection for job candidates.</p> <ul style="list-style-type: none"> • Continue to look for opportunities to incrementally improve those processes, and to roll-out more formal training to managers. • Now exploring how to embed the approach effectively across the Playhouse. • Also exploring Open Hire for Creative Team members for a proportion of projects.
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<p>2.3 Positive action: Briefing on positive action prepared and circulated to all staff involved in recruitment and selection.</p> <p>At the outset of all recruitment exercises, check whether positive action is justified and, if so, what actions would be deemed appropriate.</p>	21/22 AI1	Director of Human Resources and Learning	All staff involved in recruitment and selection to have access to workforce and employment data for the region (or more widely where appropriate).	Nov 21 – Jan 22	Suggestions will be put forward once the 2022 diversity data is analysed, and we know where we have specific areas of under-representation.
<p>2.4 In line with Equality Act guidance on positive action, develop regular opportunities for Black community groups and individuals to visit Leeds Playhouse and learn about how to access opportunities in the sector.</p>		Associate Director, Creative Engagement	All staff involved in recruitment and selection are aware of the remit and limits of positive action as specified in the Equalities Act 2010.	Feb – Apr 22	Being planned.

<p>2.5 Diversifying staff: Set a target for ethnic diversification of Leeds Playhouse staff with the goal being that the staff group reflects the ethnic diversity of the city region.</p>	21/22 AI1	Artistic Director and Chief Executive	22/23 Business Plan target.	May – July 22	Once targets set (number and timescale) as part of the Arts Council England funding application, a plan will be discussed for how to achieve this.
<p>2.6 Recruitment analysis: post-selection reports prepared for all recruitment exercises, summarising data arising from each stage of the recruitment and selection process.</p>	21/22 AI1	Director of Human Resources and Learning	Recruitment analysis report submitted to the Board of Trustees twice yearly for comments and suggested actions.	Dec 21 - June 22	Examination of diversity data for recent posts has demonstrated the feasibility of carrying out analysis more widely. - Additional administrative time is being added to the HR & Learning team in April 2022 to allow this work to be carried out as a matter of course for each role, and periodically by grade and by larger areas of the business.
<p>2.7 Diversifying Senior roles: set a target for ethnic diversification of SMT/HODs within a given period.</p>	21/22 AI1	Director of Human Resources and Learning	22/23 Business Plan target.	May – July 22	<ul style="list-style-type: none"> • Aim to have SMT reflecting figures in 2.5 by the end of 2022. Then look to next level of management. • Look to provide additional opportunities, building in

					training and mentoring to growth and development opportunities for Global Majority staff.
2.8 Design, fundraise for and appoint a senior post whose focus includes engaging with artists and communities from ethnically diverse backgrounds.	21/22 BR3	Artistic Director and Chief Executive	Recruitment of post.	May – July 22	Completed.

Ambition Three: To better support Black members of staff including freelancers and volunteers.					
Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting
3.1 Repeat internal Plan for Change survey.	21/22 AI1	Artistic Director and Chief Executive	10% increase in respondents agreeing/strongly agreeing with statements in the Plan for Change survey.	May 22	Being revised to circulate early May.

3.2 Mentoring: Investigate and implement opportunities for mentoring for staff, volunteers and freelancers.	21/22 AI1	Director of Human Resources and Learning / Artistic Director and Chief Executive	Roll-out of pilot.	Explore models internally and in the wider sector May – July 22.	Due to begin in May.
3.3 Explore the feasibility of reverse mentoring.	As above.	Director of Human Resources and Learning / Artistic Director and Chief Executive	As above.	As above.	Due to begin in May.

Ambition Four: To build an anti-racist culture at Leeds Playhouse.					
Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting
4.1 Outcomes of Plan for Change activity to be communicated across the organisation.	21/22 AI1	Joint CEOs and SMT	Sharing event for all staff with input from SMT, trustees and members of the Reference Group.	July 21	Completed in staff meetings, freelancer meeting, cycles of PLAN or Change Reference GROUP, Access & Inclusion, Board and HOD meeting.

<p>4.2 To support every member of SMT to take responsibility for specific actions and commitments within their teams so the Plan for Change has impact across the whole organisation.</p>	<p>21/22 A11</p>	<p>Artistic Director and Chief Executive / Associate Director</p>	<p>Add measurable objectives into Annual Review and assess where there are gaps in knowledge / experience that SMT members can have support in addressing.</p>	<p>Aug – Oct 21</p>	<p>Ongoing.</p>
<p>4.3 Leeds Playhouse stance on anti-racism to be included in freelancer induction pack.</p>	<p>21/22 A11</p>	<p>Senior Producer</p>	<p>Agreed definition of anti-racism.</p>	<p>Aug – Oct 21</p>	<p>Completed and remodelled pack to highlight ambitions around anti-racism and inclusivity more generally.</p>
<p>4.4 Leeds Playhouse stance on anti-racism to be included in trustee induction pack.</p>	<p>21/22 A11</p>	<p>Director of Human Resources and Learning</p>	<p>Agreed definition of anti-racism.</p>	<p>Aug – Oct 21</p>	<p>Being developed in line with the freelancer pack approach.</p>
<p>4.5 Anti-racism training to be included as mandatory core training for all staff and volunteers.</p>	<p>Possible link to wider Equal Opportunities training</p>	<p>Director of Human Resources and Learning</p>	<p>Select Train the Trainer provider Train a cohort staff to deliver training.</p>	<p>Feb – Apr 22</p>	<p>Objectives of training currently being discussed.</p>

Ambition Five: To connect with others to promote and exemplify anti-racism across the city and the sector

Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting
<p>5.1 External launch of Plan for Change to announce Leeds Playhouse’s ambitions in respect of racial equality. Align with LCC on approach.</p>	<p>21/22 AI1</p>	<p>Marketing and Communications Director</p>	<p>Co-produced event at Leeds Playhouse to launch its Five Ambitions, invite feedback and establish accountability.</p>	<p>Aug – Oct 21</p>	<p>Plan for Change publicly Launched via website and social media channels.</p>
<p>5.2 Sharing our antiracism practise with Yorkshire NPOs.</p>	<p>21/22 AI1</p>	<p>Associate Directors / Artistic Director and Chief Executive</p>	<p>Discuss with Yorkshire NPO colleagues an ongoing forum for sharing and disseminating best practice.</p>	<p>Aug – Oct 21</p>	<p>Completed. Project with Inc. Arts and Eclipse now in progress.</p>
<p>5.3 Benchmark practice against best practice in the charity sector.</p>	<p>21/22 AI1</p>	<p>Joint CEOs</p>	<p>Agree terms of reference for collaboration with Lloyds Bank Foundation and/or Voluntary Action Leeds.</p>	<p>Feb – July 22</p>	<p>Under discussion.</p>