

Leeds Playhouse Plan for Change – Action Plan



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 to the Playhouse) you design a set of tangible, measurable and stretching **actions**, progress against which is **regularly reviewed**. This process of review might take place twice yearly at 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, you should specify which **strategic and/or business plan objectives** the actions contribute to.
- **Performance measures** enable you to specify how you will determine whether actions have been achieved. We've included a couple of examples of measures but you will need to consider what are appropriate measures for you.
- The proposed **actions** below are based on outcomes of the internal survey and conversations with stakeholders.

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
Conduct an audit – including impact assessment - across all areas of the business to identify where under-representation exists.	21/22 AI1	Joint CEOs	Audit outcomes reported to Board	Feb – Apr 22	
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	21/22 Furnace objectives (F1)	Associate Director / Furnace team with input from Director of Fundraising	Feasibility report presented to Board	Nov 21 – Jan 22	

include financial as well as mentoring, creative, development and technical support.					
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.	21/22 Furnace objectives (F1)	Associate Director / Furnace team	Clarify and communicate aims and success measures for the Open House. 30 Black, Asian and ethnically diverse creatives from across the region sign up to and attend the inaugural event. SMT to be represented at front desk.	Deliver inaugural Open House between Feb – Apr 22	

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.					
Action	Contribution to other Strategic and Business Plan Objectives	Lead	Performance measure	Timeline	Progress reporting
Establish reliable baseline	21/22 AI1	Director of Human	Staff data broken down by level	Aug – Oct 21	

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]).		Resources and Learning			
Produce fair recruitment and selection guidance.	21/22 A11	Director of Human Resources and Learning	Everyone involved in recruitment and selection to have read, understood and implemented guidance.	Aug – Oct 21	
Recruitment analysis: Post-selection reports prepared for all recruitment exercises, summarising data arising from each stage of the recruitment and selection process.	21/22 A11	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	
Positive action: Briefing on positive action prepared and circulated to all staff	21/22 A11	Director of Human Resources and Learning	All staff involved in recruitment and selection to have access to workforce and	Nov 21 – Jan 22	

<p>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> <p>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>		<p>Associate Director: Creative Engagement</p>	<p>employment data for the region (or more widely where appropriate).</p> <p>All staff involved in recruitment and selection are aware of the remit and limits of positive action as specified in the Equalities Act 2010.</p>	<p>Feb – Apr 22</p>	
<p>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>	<p>21/22 A11</p>	<p>Joint CEOs</p>	<p>22/23 Business Plan target</p>	<p>May – July 22</p>	

Diversifying Senior roles: Set a target for ethnic diversification of SMT/HODs within a given period.	21/22 AI1	Director of Human Resources and Learning	22/23 Business Plan target	May – July 22	
Design, fundraise for and appoint a senior post whose focus includes engaging with artists and communities from ethnically diverse backgrounds.	21/22 BR3	Joint CEOs with input from Director of Fundraising	Recruitment of post	May – July 22	

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
Repeat internal Plan for Change survey.	21/22 AI1	Joint CEOs	10% increase in respondents agreeing/strongly agreeing with statements in the Plan for Change survey.	May 22	
Mentoring: Investigate and implement	21/22 AI1	Director of HR&L	Roll-out of pilot.	Explore models internally and in	

opportunities for mentoring for staff, volunteers and freelancers.				the wider sector May – July 22.	
Explore the feasibility of reverse mentoring .	As above	As above	As above	As above	

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
Outcomes of Plan for Change activity to be communicated across the organisation.	21/22 AI1	Joint CEOs	Sharing event for all staff with input from SMT, trustees and members of the Reference Group.	July 21	
Anti-racism training to be included as mandatory core training for all staff and volunteers.	Possible link to wider Equal Opportunities training	Director of HR&L	Select Train the Trainer provider Train a cohort staff to deliver training.	Feb – Apr 22	
To support every member of SMT to take responsibility for	21/22 AI1	Joint CEOs & Dir HR & L	Add measurable objectives into Annual Review	Aug – Oct 21	

specific actions and commitments within their teams so the Plan for Change has impact across the whole organisation.			and assess where there are gaps in knowledge / experience that SMT members can have support in addressing		
Leeds Playhouse stance on anti-racism to be included in freelancer induction pack.	21/22 AI1	Senior Producer / Associate Directors	Agreed definition of anti-racism	Aug – Oct 21	
Leeds Playhouse stance on anti-racism to be included in trustee induction pack.	21/22 AI1	Executive Director	Agreed definition of anti-racism	Aug – Oct 21	

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
Benchmark practice against best practice in the charity sector.	21/22 AI1	Joint CEOs	Agree terms of reference for collaboration with Lloyds Bank Foundation and/or	Feb – July 22	

			Voluntary Action Leeds		
External launch of Plan for Change to announce Leeds Playhouse's ambitions in respect of racial equality. Align with LCC on approach.	21/22 A11	Director of Marketing & Comms	Co-produced event at Leeds Playhouse to launch its Five Ambitions, invite feedback and establish accountability.	Aug – Oct 21	
Sharing our antiracism practise with Yorkshire NPOs	21/22 A11	Associate Director/ Furnace team	Discuss with Yorkshire NPO colleagues an ongoing forum for sharing and disseminating best practice	Aug – Oct 21	