

Lyric Hammersmith Theatre: Action Plan for Change

There is no place for racism within the Lyric.

We are committed to being an actively anti-racist organisation. We have been listening, thinking and reflecting on the positive actions we can make as a theatre. We have worked with external consultants and together as a team, we have created our Action Plan for Change. This Action Plan is only the beginning and we will continue to develop and expand this work. Our Action Plan incorporates our actions from Inc Art's 'Unlock'.

Action	How will the action be monitored?	Timeframe	Updates
This Action Plan for Change will be a public document available on our website. It will be regularly updated to show our ongoing anti-racism journey.	Monthly reviews of website document.	Action Plan completed and on our website from start of June. Then ongoing.	Action Plan completed and added to website 07/06/21
This Action Plan for Change will include clear actions, targets timeframes and points of accountability that will be communicated to all staff.	Monthly reviews at Senior Management Team (SMT) meetings, with monthly updates to all staff and reports of progress at Board meetings.	Action Plan completed and communicated with all staff by start of June. Then ongoing.	Action Plan completed and shared with all staff and Board. Updates to all ongoing.
HR			
We are creating a separate action plan for HR processes to cover recruitment; induction, training and career progression; rotas and shift work; and record keeping. This will work will be implemented and communicated across the organisation.	Review of plan by Artistic Director/CEO	HR action plan to be in place by end of March 2021.	Our HR Consultant started in March 2021 and completed the actions of our HR Action Plan July 2021.

<p>All casual and assistant level staff to be given the option of a mentor from the SMT or senior or full time member of the permanent staff, to support their future career development. [Unlock Action]</p>	<p>Record kept of mentor relationships with a review to take place after one year.</p>	<p>Opportunity offered by July 2021. Year review to take place.</p>	<p>Offered to everyone and mentors were in place from Sep 21, with option offered to all new staff at point of induction.</p>
<p>All SMT annual reviews to include diversity and inclusion progress made by them and their teams, with key performance indicators set and reviewed.</p>	<p>Records kept and monitored by HR.</p>	<p>To start from 2022 annual reviews. Then ongoing.</p>	<p>Annual reviews to take place Spring 2022.</p>
<p>All managers to have career development and training needs of their teams as key performance indicators on annual reviews.</p>	<p>Records kept and monitored by HR.</p>	<p>To start from 2022 annual reviews. Then ongoing.</p>	<p>Annual reviews to take place Spring 2022.</p>
<p>All staff to undertake regular training on equality, diversity, inclusion and being active allies.</p>	<p>Records of training kept and reviewed annually</p>	<p>By the end of 2021</p>	<p>All staff have been asked to complete the following online training courses. They are also now compulsory for new starters to complete in their first 6 months:</p> <ul style="list-style-type: none"> • Equality, Diversity & Inclusion • Unconscious Bias • Sexual Harassment Awareness • Bullying & Harassment • Mental Health Awareness

			Front facing staff to be included in Inc Arts anti-racism training from Mar 2022
Line managers to be provided with support and training as needed in dealing with issues informally as well as formally, and when to raise concerns with HR or senior management.	Records kept and monitored by HR	May 2021 and ongoing	In place and ongoing as required
Diversity Development Group			
A new staff Diversity Development Group introduced. Set up in consultation with staff, it will be a space to develop progressive ideas and actions to aid the leadership in finding pathways to a more diverse and inclusive Lyric. It will be solution focused and collaborative. The group will be provided with a frame of reference.	Records to be kept of group activity and meetings in a central place on the shared drive.	First meeting of group to take place in February 2021. Then ongoing. Year review to take place Feb 2022.	First meeting took place on the 17 February. The groups development and work is ongoing.
Members of the Diversity Development Group to be given resources to achieve their aims. To include, but not limited to: time within their working day, opportunities to communicate with stakeholders, training as identified and a budget.	A review to take place after one year to ensure resources needed have been given to the group.	Ongoing. With review February 2022	
Diversity and Inclusion to be added for all board meeting agendas, which will include updates and conversations on items raised by the Diversity Development Group, with a member of the Board nominated as a sponsor for the group.	Relevant board meetings notes on diversity to be shared with the Diversity Taskforce.	Standing item from March 2021	Actioned from March 2021.
A review of diversity and inclusion language used internally and externally, led by the Diversity Development Group.	Review to be reported back to all staff and Board.	Completed by July 2021	Completed and ongoing with DDG and taken external guidance as needed with Inc Arts. To be

			regularly reviewed and considered to align with activity/output.
Workforce Diversity & Culture			
Individuals who identify as Black appointed to the Board of Trustees, as part of the 2021 Board recruitment. Increasing those who identify as people of colour on our board.	Public announcement made of new Trustees appointed	By the end of 2021	New trustees appointed in September 2021
Lyric staff to feel the organisation has made progress and taken steps to become an anti-racist organisation.	Staff survey review, the process of which will be discussed with the staff.	Reviewed as part of a staff survey in January 2022.	Staff survey completed and reported back to all staff and Trustees at May 2022 Board meeting.
All recruiting managers will actively seek opportunities to diversify our workforce through recruitment into permanent, casual and project based roles. Using the new recruitment processes put in place as part of the HR action plan.	Records kept of recruitment processes by HR.	Review in January 2022	
Introduction of a new policy for audition and casting guidance to be used by producing and Young Lyric team.	Records kept of audition and casting processes by producing team.	Policy introduced by September 2021.	Being developed by producing team – to be put in place for 2022 productions and beyond.
A commitment to diversify our creative and production teams working on our shows and projects.	Records kept of recruitment processes by HR.	Policy introduced by September 2021.	2022 Season announced aligning with this commitment.
We are increasing the agency and strategic impact of youth voice at the Lyric.	Activity monitored and reported back to board and SMT.	Youth advisory group launched in May 2021.	Interviews for Youth advisory

		Youth employment target reviewed in March 2022.	group took place end of May 2021.
Publish transparent pay scales for all in your organisation including freelancer rates. [Unlock action]	Activity monitored and reported back to SMT.	May 2022	
Provide free tickets to regular contracted staff (including cleaners and security) & their families. [Unlock action]	Activity monitored and reported back to SMT.	From June 2021	Completed and in place for all Main House shows
Create anti-racism statements to be read at all first rehearsals, board meetings and quarterly staff meetings. [Unlock action]	Activity monitored and reported back to SMT.	May 2022	
Training for staff in inclusive behaviour towards audiences. [Unlock action]	Records kept of training provided.	By November 2022	iHasco online training completed by all staff including casuals on the courses: <i>Equality, Diversity & Inclusion</i> and <i>Unconscious Bias</i>
Create your own anti-racism policy for board, staff and all who engage with you. [Unlock action]	Created in consultation with Diversity Development Group. Shared with staff and Board.	May 2022	
Make a public commitment to anti-racism. [Unlock action]	Statement shown on website as part of commitment to change.	May 2021	Public commitment on website and in our programmes.
Provide BSL interpreters in all meetings when required. [Unlock action]	Actively monitored.	August 2021	In place and offered depending

			on individual needs as part of our recruitment process.
Dedicate regular active anti-racism engagement for all staff teams. [Unlock action]	Staff survey	May 2021	All permanent staff and Board received training in Anti-racism and Unconscious Bias training. Engaged on Action Plan and work continues.
Our work: On stage & Young Lyric			
The diversity of our community will be represented on our stages and within creative teams and backstage staff.	Audience survey and data capture	Ongoing	
We will introduce a staff reading group and through the new role of Literary Associate diversify the texts and writers we explore. With the aim of introducing a new policy in unsolicited scripts by writers from underrepresented groups.	Group activity reported and monitored monthly at SMT	Group to be established by June 2021	Lyric's inaugural/pilot script submission process is now live (as of November 2021) – led by the Literary Associate. The deadline for submissions is in December – with reading to take place through until January. Should there be any exciting pieces/writers of interest, the Lyric

			<p>will explore development opportunities for selected individuals.</p> <p>The internal staff reading group commences in December 2021 – to become a regular feature of activity for 2022.</p>
<p>We will actively support schools and teachers in West London in the delivery of a more diverse theatre curriculum.</p>	<p>Activity monitored and reported back to Board and SMT.</p>	<p>From September 2021</p>	<p>The Lyric in collaboration with the London theatre Consortium has produced the educational resource '150 plays by Global Majority Playwrights', which will be released in early October. The Lyric will ensure this is disseminated in all West London schools to support the delivery of a more diverse theatre curriculum.</p>

			In addition, we have updated our Schools Pack for <i>A Doll's House</i> , created a new curriculum link resource and produced three in depth interviews to support students learning.
We will introduce and look at a new pathway programme for young people in West London looking for a career in theatre both onstage and backstage.	10 west Londoners each year aged 18 – 25 recruited for Company Lyric. Progress monitored and records kept.	From January 2022	Springboard launched with first year participants starting on the 10 January 2022.
Commit to 50% representation including in senior creative team for projects from or about diverse communities. [Unlock Action]	Activity monitored and reported back to board and SMT.	May 2022	
Adhere to Equity's Manifesto for casting. [Unlock Action]	Activity monitored and reported back to board and SMT.	August 2021	Ongoing
Advertise and provide free use of space. [Unlock Action]	Details shared on website and Lyric channels.	May 2022	
Provide specialist care and expertise in styling and consultation on Black hair and makeup when working with Black actors. [Unlock Action]	Activity monitored and reported back to SMT.	June 2021	This is in place and will be adapted based on the individual needs of

			the artists we are working with.
Actively support artists in the event of racist and discriminatory reviews/press. [Unlock Action]	Activity monitored and reported back to SMT.	June 2021	In place and ongoing as required
Internal Communications			
Each department to have weekly team meetings or an email update from their SMT.	Staff survey.	To be introduced from June 2021.	In place and actively monitored.
Quarterly all staff meetings introduced taking into account the building and production schedules so everyone can participate. All permanent and casual staff will be invited to attend and contribute to agenda items, for casual staff their attendance is voluntary and if they attend they will be paid their per hour rate. Anti-racism will be a fixed agenda item for all meetings. Notes from the meeting will be circulated to all. The meetings will end with an informal social opportunity for all staff attending.	Attendance numbers at meetings. A review of the meeting structure and impact to take place after one year.	Meetings to begin from when the building reopens, starting July 2021. Year review to take place.	Quarterly meetings booked for 2021 and 2022.
All casual staff working regularly with us will have quarterly 121 meetings with their direct line manager or department head.	Record kept of 121 meetings held and monitored by HR.	First 121 meetings confirmed with casual staff by July 2021.	Completed, with new monthly managers of casuals meeting to review feedback and schedule in place for next round of 121s
Fundraising			
New approach introduced for use of case studies in fundraising applications, events and literature. We acknowledge that it is important to have visible representation and tokenism will not be tolerated.	New approach shared and discussed with all staff and available on request	May 2021	New policy written and approved by the Board.

We will seek opportunities to fundraise for new or additional roles that are ring fenced for creative teams who identify as a person of colour. [Unlock Action]	Actively monitored and reported back to SMT.		Ongoing
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