

Action Plan for Change: Chronological order

Key	Complete/ongoing	In progress	Overdue/postponed
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Date	Action	Who's responsible	Update	Done?
February 2021				
In place from February	A new staff Diversity Development Group introduced.	Director of Communications	First meeting took place 17 February	Completed, move to ongoing
March				
End of March	HR Action Plan in place and being actioned	HR Consultant	HR Consultant started on 22 March and began work on HR Action Plan	Completed
From March	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.	Artistic Director/CEO	Reports from the DDG group added to Board meetings and diversity a fixed agenda item	Completed
May				
From May then ongoing	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.	Head of Admin & HR	Sitting within the HR Action Plan as part of the work around training.	In place and ongoing as required
In May	Youth advisory group launched: We are increasing the agency and	Director of Young Lyric	Interviews taken place, public announcement of the 10 members of the Youth	Completed and ongoing with group meeting regularly

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	strategic impact of youth voice at the Lyric.		Advisory Board to take place mid-June	
May	Make a public commitment to anti-racism. [Unlock action]	Director of Communications	Commitment to change and being anti-racist on our website: https://lyric.co.uk/our-home/about-us/commitment-to-change/	Completed and ongoing. Act Against Racism Campaign launched alongside Out West
May	Dedicate regular active anti-racism engagement for all staff teams. [Unlock action]	Artistic Director/CEO	All permanent and Board received training in Anti-racism. Engaged on Action Plan and continued work.	Completed and ongoing
May	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.	Director of Development	Will be part of the renewed fundraising and ethics policy going to the Board for approval in September.	In place and ongoing as required
June				
Start of June	Action Plan on the website	Director of Communications	https://lyric.co.uk/our-home/about-us/commitment-to-change/	Completed
07 June	First monthly update to staff on Action Plan	Artistic Director/CEO	To then take place at the first staff meeting of each month	Completed
11 June	Update to Board on Action Plan	Artistic Director/CEO	To then continue at each Board meeting	Completed
June	Each department to have weekly team meetings or an email update from their SMT.	Artistic Director/CEO	Each SMT confirmed with ROR	All in place

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From 18 June	A member of SMT to be present at every performance of the Lyric's first show when we reopen to work with the front facing teams.	Commercial Director		Completed
From June	Provide free tickets to regular contracted staff (including cleaners and security) & their families.	Director of Communications		Completed and in place for all Main House shows
Established by June	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.	Senior Producer	Lyric's inaugural/pilot script submission process is now live (as of November 2021) – led by the Literary Associate.	Completed.
June	Provide specialist care and expertise in styling and consultation on Black hair and makeup when working with Black actors. [Unlock Action]	Head of Production	This is in place and will be adapted based on the individual needs of the artists we are working with.	In place and ongoing as required
June	Actively support artists in the event of racist and discriminatory reviews/press. [Unlock Action]	Director of Communications		In place and ongoing as required
July				
5 July	Monthly update to staff on Action Plan	Artistic Director/CEO		Completed
20 July	First quarterly staff meeting	Director of Communications	Meeting took place and notes circulated to all	Completed
Confirmed by July	All casual staff working regularly with us will have quarterly 121	Head of Admin & HR		Completed, with new monthly managers of

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	meetings with their direct line manager or department head.			casuals meeting to review feedback and schedule in place for next round of 121s
Offered by July	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]	Head of Admin & HR		Offered to everyone.
Completed by end of July	A review of diversity and inclusion language used internally and externally, led by the Diversity Development Group.	Director of Communications		Completed and ongoing. To be regularly reviewed and considered to align with activity/output.
August				
August	Provide BSL interpreters in all meetings when required. [Unlock action]	Head of Admin & HR		In place and offered depending on individual needs as part of our recruitment process.
August	Adhere to Equity's Manifesto for casting. [Unlock Action]	Senior Producer		Ongoing
September				
Introduced by September	Introduction of a new policy for audition and casting guidance to be used by producing and Young Lyric team.	Senior Producer	Being developed by producing team – to be put in place for 2023 productions and beyond.	In development

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From September	A commitment to diversify our creative and production teams working on our shows and projects.	Artistic Director/CEO & Head of Production		2022 Season announced aligning with this commitment.
From September	We will actively support schools and teachers in West London in the delivery of a more diverse theatre curriculum.	Director of Young Lyric	<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> <p>In addition, we have updated our Schools Pack for A Doll's House, created a new curriculum link resource and produced three in depth interviews to support students learning.</p>	Ongoing
October				
19 October	Quarterly staff meeting	Executive Director	In all staff diaries	Completed
November				
November	Training for staff in inclusive behaviour towards audiences. [Unlock action]	Commercial Director	iHasco online training for all staff including casuals on the courses: Equality, Diversity &	Planning completed, ongoing work as it is

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			Inclusion and Unconscious Bias	rolled out to casual staff.
November	Choose to work only with casting directors who regularly and demonstrably include ethnically diverse and migrant actors in auditions. [Unlock Action]	Senior Producer	Only CD's who have demonstrable experience in this have been engaged for our 2022 productions. The Lyric have also engaged an emerging ethnically diverse casting director for our co-production of Running with Lions – giving them their first opportunity to cast a major main stage production.	Completed, moved to ongoing.
December				
By end of the year	All staff to undertake regular training on equality, diversity, inclusion and being active allies.	Head of Admin & HR	<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 <p>Front facing staff took part in Inc Arts anti-racism training in 2022</p>	Completed with ongoing monitoring

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By end of 2021	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.	Chair of the Board	New trustees appointed in September 2021	Completed with ongoing monitoring
2022				
From 2022	All SMT annual reviews to include diversity and inclusion progress made by them and their teams, with key performance indicators set and reviewed.	Executive Director	Annual reviews to take place in Spring 2022	Completed by Summer 2022
From 2022	All managers to have career development and training needs of their teams as key performance indicators on annual reviews.	Head of Admin & HR	Planning to be put in place for appraisals due for all staff in April 2022	Appraisals forms now include 'Identify training that will support your career development'.
January 2022				
January	Staff survey: Lyric staff to feel the organisation has made progress and taken steps to become an anti-racist organisation.	Executive Director	Staff survey taking place w/c 17 January	Completed
Review in January	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.	Executive Director	Review taking place end of January with SMT.	All utilising new recruitment processes and monitoring continues by our HR Business Partner.

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From January	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.	Director of Young Lyric & Head of Production	Springboard launched with first year participants starting on the 10 January 2022	Completed and ongoing
February 2022				
17 February	Year review of Diversity Development Group and its impact and that they have the resources needed	Executive Director	Following staff changes and recruitment of HR Business Partner, setting new objectives to align with our 2023+ plans.	Development work and consultation with staff continues and is active
March 2022				
March	Youth employment target reviewed: We are increasing the agency and strategic impact of youth voice at the Lyric.	Director of Young Lyric	We have introduced clearer age breakdowns on our equal opps forms, to better capture and reflect our data on youth employment As of 31 March 2021, 52% of our contractual workforce were aged between 20-34 and 3% were aged between 0-19.	Data change to capture age statistics completed. Ongoing work in regards to recruitment and retention of youth employment
May 2022				
May	Publish transparent pay scales for all in your organisation including freelancer rates. [Unlock action]	Director of Finance & Resources	Pay scales for staff to be published with Remuneration Policy (in progress May 2022, requiring Nominations Committee approval). Publication of freelancer rates postponed.	Remuneration policy postponed to 2023 due to staff leave.

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May	Create anti-racism statements to be read at all first rehearsals, board meetings and quarterly staff meetings. [Unlock action]	Director of Communications	Idea reviewed and decision made to align with Lyric Values	
May	Commit to 50% representation including in senior creative team for projects from or about diverse communities. [Unlock Action]	Senior Producer	Achieved	Ongoing monitoring
May	Advertise and provide free use of space. [Unlock Action]	Senior Producer	This is already being actioned in many forms – to include our pilot Studio Residency programme for ethnically diverse companies (which ran in autumn 2021). The Lyric will continue to identify future opportunities/programmes of work throughout 2022.	Ongoing