

## Anti-Racism Strategy | Lyric Hammersmith Theatre | 2023 – 2026

### Our Commitment to Change: 2020-2022

In 2020, we started ‘Our Commitment to Change’ a body of work with the aim of changing the Lyric for the better and becoming an actively anti-racist organisation. This work incorporated feedback and guidance from race equity consultants, audiences, and artists, current and former staff, creating our 18-month Action Plan for Change. This active plan had Key Performance Indicators, articulated priority commitments, describing the activities and outputs needed to achieve the commitments under the following areas of focus: HR, Diversity Development Group, Workforce Diversity & Culture, Our work: On stage & Young Lyric, internal communication and fundraising.

With a commitment to greater transparency, progress against the plan was documented on the Lyric’s website and was completed [in spring 2022; it can be download here](#). This public document sat alongside a HR action plan to improve internal processes delivered and overseen by an appointed freelance HR Consultant.

### Our Commitment to Change: 2023-2026

We know that ‘Our Commitment to Change’ work will never end or conclude whilst there is still racism in society, and we acknowledge that we play a direct role in making and initiating change within the theatre industry. We have the power to make change happen and will be proactive in contributing to the dismantling of systemic racism and the structures that support its continuation.

We operate under an anti-racist ethos – being not racist is not enough and as such we are committed to a continual process of direct actions against racism. One of our core organisational values is – ‘every day we learn and grow’ – we want to listen, and learn, and to do this we will continue to invest time and resources for training, we will improve upon our advocacy for our stakeholders, and build their trust by being consistent in our allyship.

This Anti-Racism Strategy supports the strategic strand of ‘Our People & Culture’ within the Lyric’s Strategic Vision.

### **Belonging Statement**

‘Inclusion’ is a behaviour and ‘belonging’ is a feeling. At the Lyric we believe and recognise that inclusion is not enough and we seek through this strategy to establish a culture of belonging.

At the Lyric we want those who identify as Global Majority to find within the Lyric a place where they belong, thrive, feel inspired and always supported in all areas of our work. A place where individuals can retain their own sense of being and are appreciated for who they are. We recognise the strength and importance of a diverse team and actively strive to create a culture that values individuality. We

acknowledge that building a diverse, inclusive, and equitable community is a continual process requiring an examination of our own perspectives and a willingness to explore wide-ranging perspectives.

Our objective in the creation of this strategy is to take the steps that will ensure the Lyric is and remains an inclusive organisation and workplace where people from a diverse range of identities, ethnicities and cultures can achieve their very best work, be provided with opportunity and experience great theatre that tells the stories that matter.

## Demographic Data: 2019/20 – 2023/24

We must be transparent about our current position in order to commit and identify the work we still need to do to become an actively Anti-Racist and representative organisation.

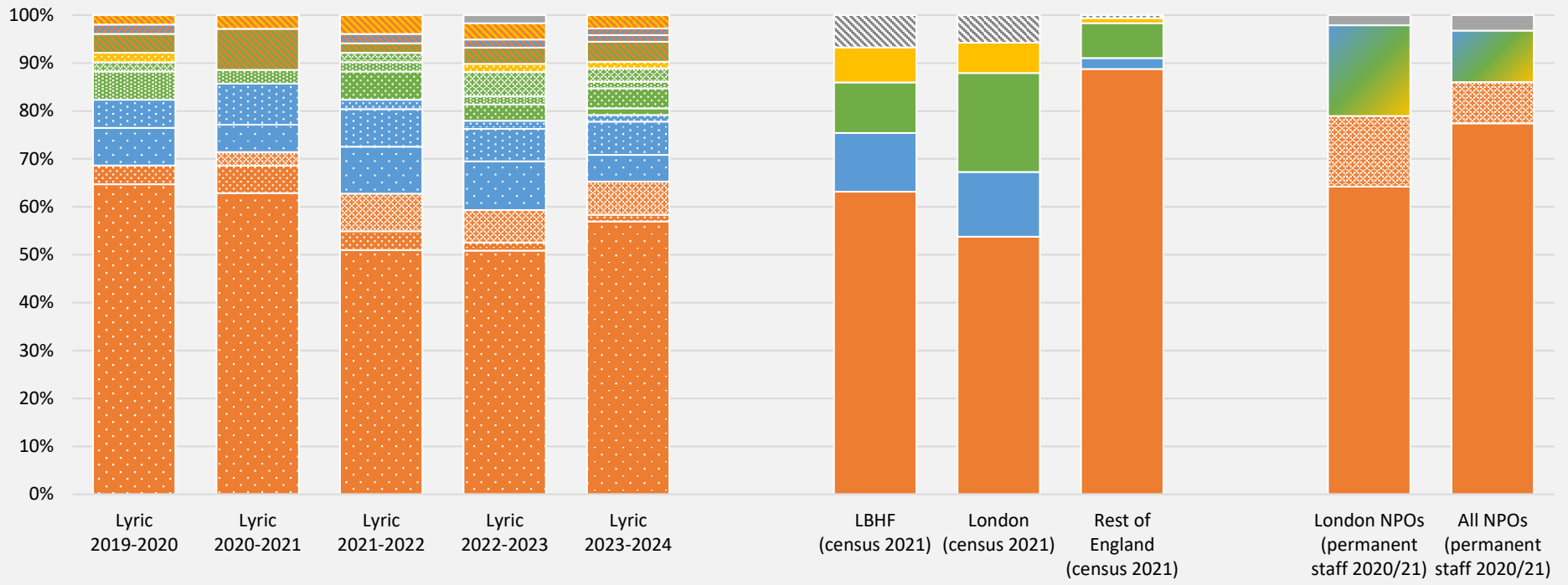
The people of the Lyric and those we invite to work with us are the driving force for this work and the stories we tell on our stages.

We are committed to all our work being for the people of West London and our home borough of Hammersmith & Fulham, so we must know who they are and our workforce should be representative of the community we serve.

Notes on data:

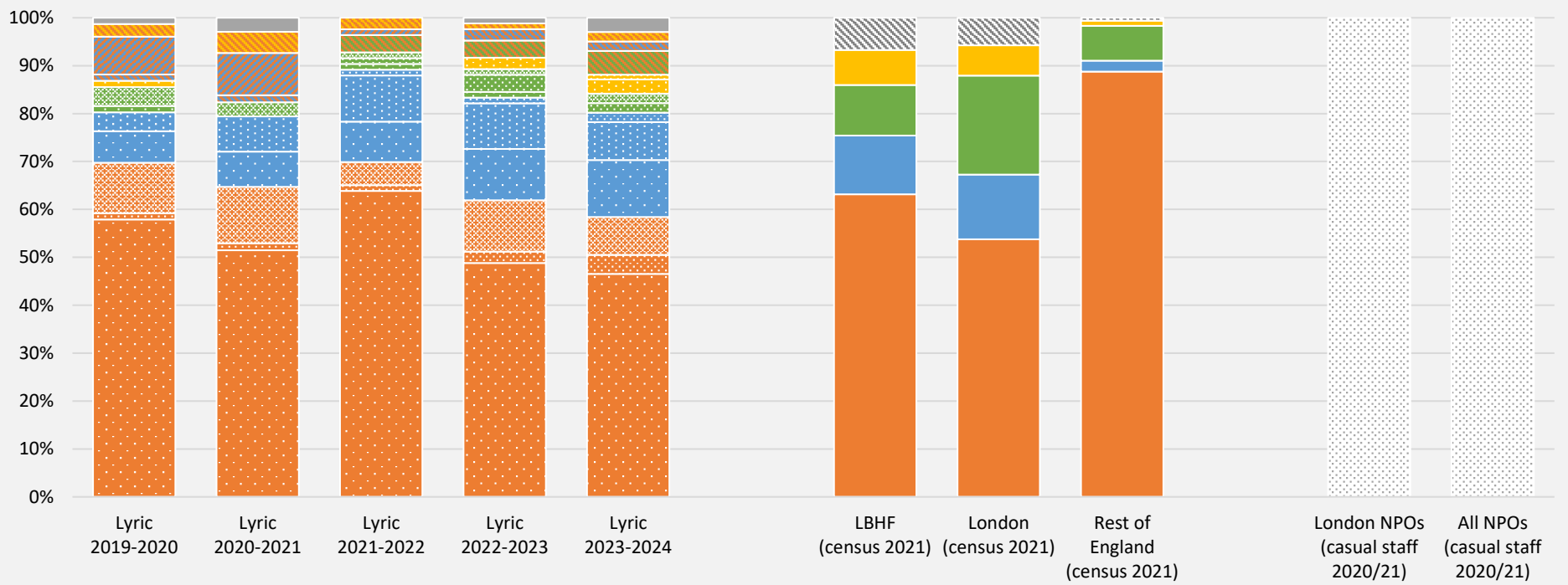
- Data source for London NPOs and NPO workforce and audience:  
<https://app.powerbi.com/view?r=eyJrIjoizTk1ZTlhYTctNGU3Yy00YWUwLTg3YjltZmUzYjVhNGFhbnM0IiwidCI6ImM3YTZmYzMyLTc1MzgtNGlwZS1hOTZhLTA1Zjg1NTAwN2MxMSJ9>
- Data source for NPO Trustees:  
<https://www.artscouncil.org.uk/equality-diversity-and-inclusion-data-report-2020-2021>
- Data source for Hammersmith & Fulham:  
<https://apps.london.gov.uk/census-2021-reports/#/ethnic-group>
- Due to the pandemic we do not have Lyric data for freelancers or audience data for 2020/21 due to our minimal activity in these years.
- The order of the ethnicity categories in each column are based on the largest > smallest percentages in the census data for LBHF.
- It should be noted that Lyric audience data is taken from survey data so does not represent our full audience, but the ethnicity % of those who completed the post show survey. Data collection did not take place in the same format for audiences in 2018/19 and as such is not included.
- The data graphs below do not include the percentage of those whose ethnicity is unknown.

### Ethnicity: Permanent staff



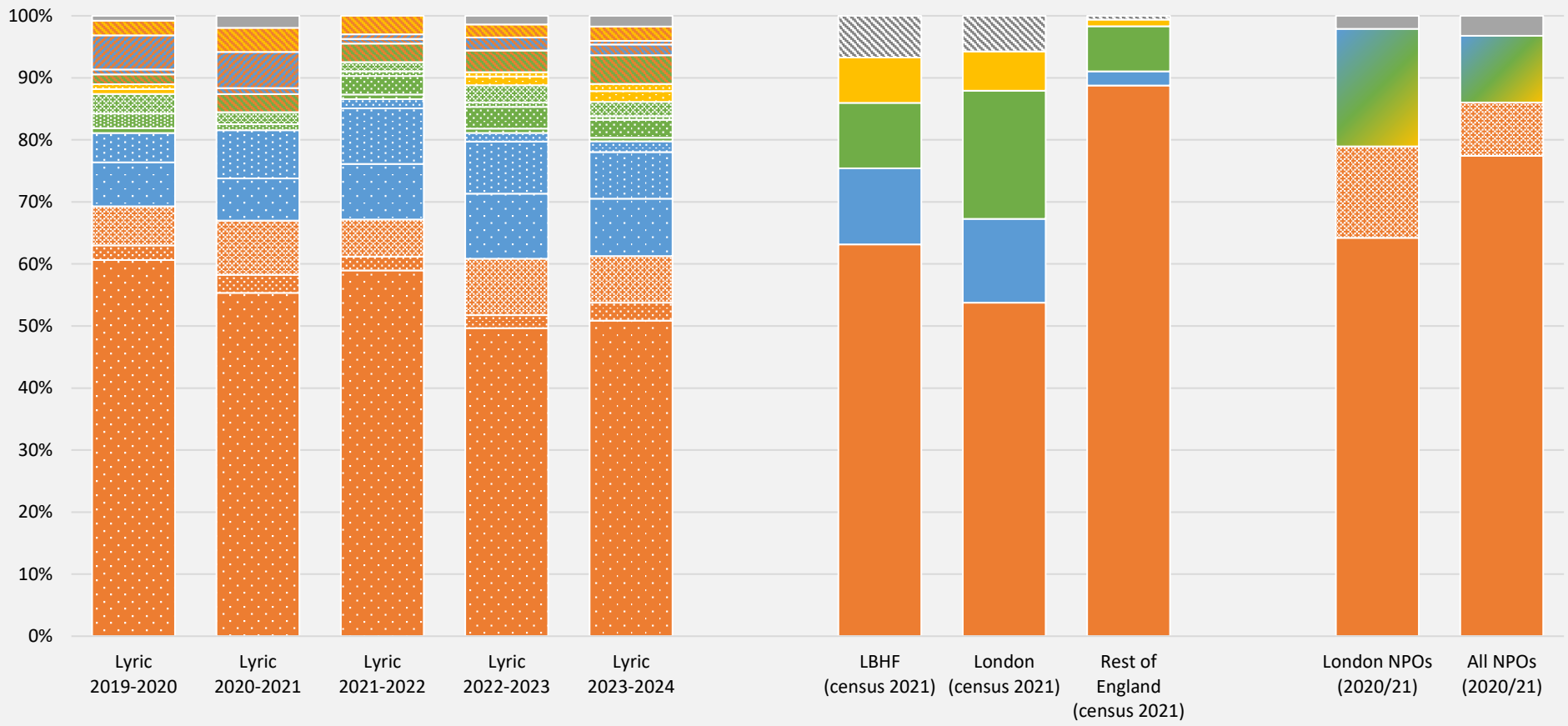
- White
- White: Gypsy
- Black, Asian and Ethnically Diverse
- Black / Black British: Caribbean
- Asian / Asian British: Bangladeshi
- Asian / Asian British: Pakistani
- Other: Arab
- Mixed
- Mixed: Black Caribbean and White
- Data not available
- White: English/Welsh/Scottish/Northern Irish/British
- White: Irish
- Black / Black British
- Black / Black British: Any other Black background
- Asian / Asian British: Chinese
- Asian / Asian British: Any other Asian background
- Other: Latin American
- Mixed: Asian and White
- Mixed: Any other Mixed / multiple ethnicity background
- White: Greek
- White: Any other White background
- Black / Black British: African
- Asian / Asian British
- Asian / Asian British: Indian
- Other
- Other: Any other ethnic group
- Mixed: Black African and White
- Prefer not to say

### Ethnicity: Casual staff



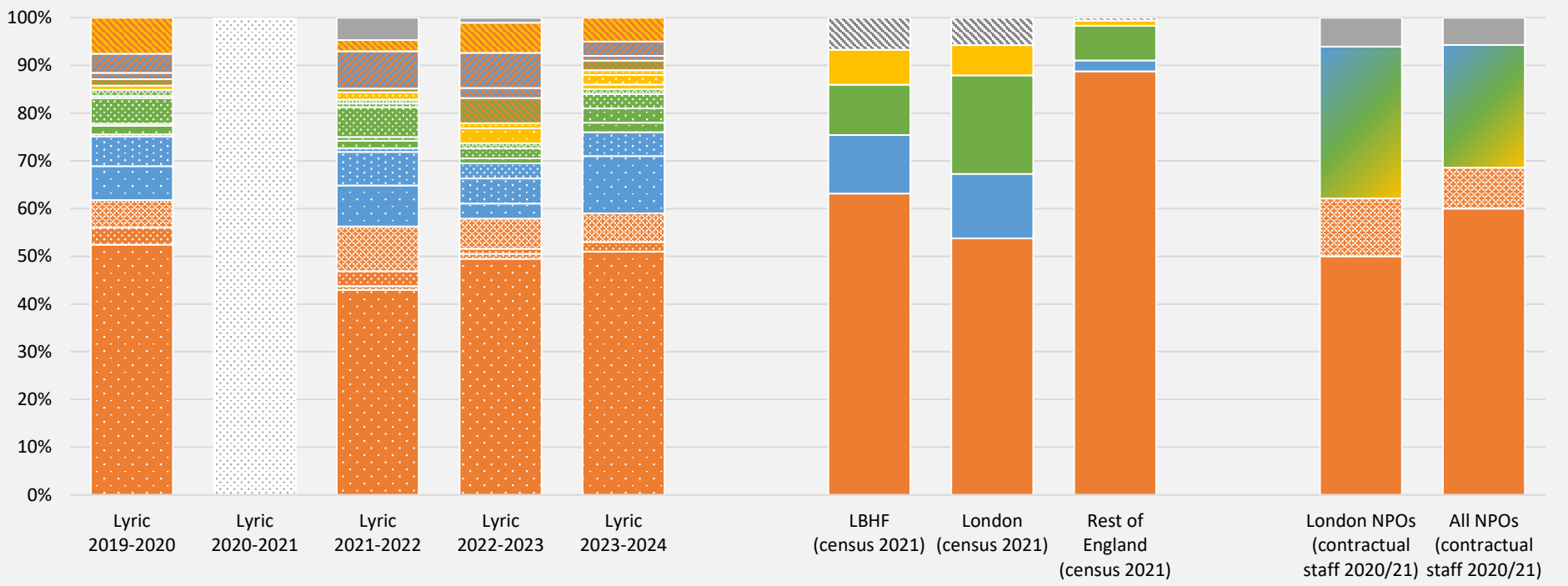
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- Asian / Asian British: Indian
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- Other: Any other ethnic group
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### Ethnicity: All staff



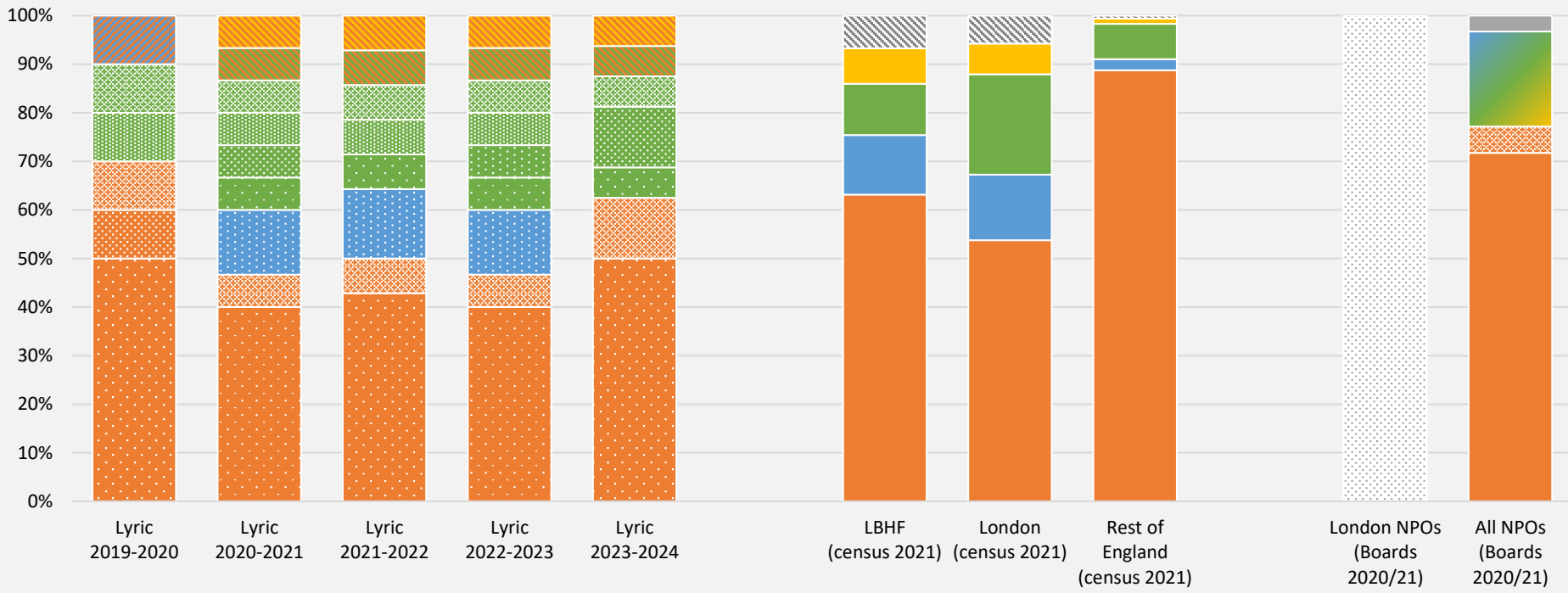
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- Asian / Asian British
- Asian / Asian British: Indian
- Other
- Other: Any other ethnic group
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- Prefer not to say

### Ethnicity: Freelancers



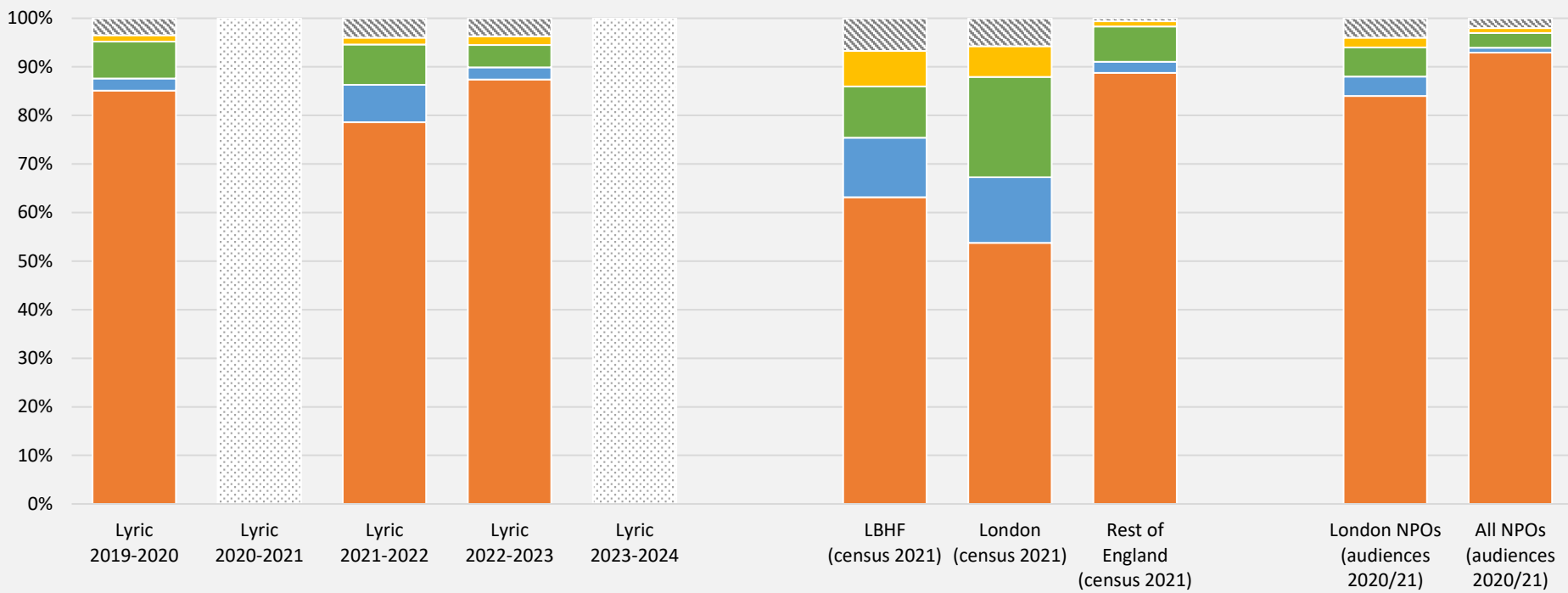
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- Asian / Asian British: Indian
- Other
- Other: Any other ethnic group
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### Ethnicity: Trustees



- White
- White: Gypsy
- Black, Asian and Ethnically Diverse
- Black / Black British: Caribbean
- Asian / Asian British: Bangladeshi
- Asian / Asian British: Pakistani
- Other: Arab
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- Black / Black British: African
- Asian / Asian British
- Asian / Asian British: Indian
- Other
- Other: Any other ethnic group
- Mixed: Black African and White
- Prefer not to say

### Ethnicity: Audiences



- White
- White: Gypsy
- Black, Asian and Ethnically Diverse
- Black / Black British: Caribbean
- Asian / Asian British: Bangladeshi
- Asian / Asian British: Pakistani
- Other: Arab
- Mixed
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Through staff, Trustee and stakeholder consultation and conversation we have created five strategic aims. Under each aim are commitments in our work to 2026 with the action plan of appendix one showing the timeline of this work and accountability framework.

**Aim One: We are committed to ongoing evaluation and reflection against the progress taken through this strategy within the context of our industry.**

**Aim Two: We will ensure the Lyric is a welcoming, safe and supportive space for staff and freelancers who identify as Global Majority.**

**Aim Three: We will programme work that reflects and tells the stories from and for the diverse communities of West London, ensuring authentic representation.**

**Aim Four: We will provide opportunity for creative experiences to Global Majority young people and support them in finding pathways into the theatre industry.**

**Aim Five: We will take part and contribute to the wider theatre industry conversation on Anti-Racist best practise, to ensure progress is made across the industry.**

**Aim One: We are committed to ongoing evaluation and reflection against the progress taken through this strategy within the context of our industry.**

We value the importance of continuous evaluation and accountability. In this work we will be transparent, open, humble to criticism and comfortable with addressing the uncomfortable in order to make the progressive change we as an organisation are determined to achieve. In this we commit to:

- Establish mechanisms other than meeting the Arts Council of England targets to monitor and evaluate progress in implementing anti-racist practices within our theatre and industry.
- Our policies will hold all our staff, the people we invite to work with us, including freelancers and Trustees accountable for maintaining inclusive practices and encourage transparency in reporting and addressing instances of racism.
- We will ensure all our stakeholders feel confident and trust in the mechanisms for safe reporting and addressing micro and macro aggressions.
- This strategy and commitment will be a public document and we will provide updates against our action plan.
- All staff and Trustees will be required to evaluate their own position on the matter of racism, with mandatory training, open conversation and the provision of a safe space for open dialogue.

**Aim Two: We will ensure the Lyric is a welcoming, safe and supportive space for staff and freelancers who identify as Global Majority.**

We are committed to greater representation within the Lyric. We acknowledge that we are a majority White workforce and leadership team. It is vital that our workforce is representative of the West London community we serve to ensure long term and authentic change within the Lyric and the industry. In this we commit to:

- Review our employee engagement and satisfaction through our annual staff survey to identify areas of improvement.
- Be committed to full staff and continual training in Anti-Racism. Including formal anti-racism training during the probation period for all staff, annual Equality, Diversity and Inclusion and Unconscious Bias training, whilst exploring, resourcing and being open to other training opportunities to develop all staff.
- Provide career development opportunities to ensure pathways through the organisation and opportunities for promotion or expansion of responsibilities.
- Empower the Diversity Development Group to be a leading voice within the Lyric so they can support the Lyric in taking positive action to be actively Anti-Racist.
- Deal promptly and appropriately with any reports of Racism, discrimination or micro aggressions and follow our rigorous HR processes.
- Continue to review and develop established policies and practices that eliminate any discriminatory recruitment practices and remove institutional barriers.
- Develop our measures for safe reporting for staff and freelancers making these accessible and visible for all.

**Aim Three: We will programme work that reflects and tells the stories from and for the diverse communities of West London, ensuring authentic representation.**

The Lyric is bold, innovative and welcoming in our programme. We reach specific communities by speaking directly to them. As we develop and increase the variety of communities we reach, we broaden and diversify our audience. We are never tokenistic in our work and will continue to be committed to genuine progressiveness. In this we commit to:

- Minimum 40% of the artists we work with identify as Global Majority, those from underrepresented backgrounds and/or those who identify as Disabled in tandem with our Strategic Vision.
- Ensure that stories are told from diverse perspectives by those with lived experience, avoiding stereotypes and tokenism.
- Collaborate with local communities, including our Young Lyric Associates, to develop our work on stage, to ensure that their voices and experiences are authentically represented in theatre productions.



- Foster dialogue and partnerships with other theatres and organisations who share our values and Anti-Racism commitments
- Continue and grow our *For the Culture* body of work led by our Associate Director to allow for deeper conversation and celebration of work by Black artists.
- Ensure Global Majority artists are supported during the time at the Lyric in all areas and that this is an open conversation with artist at induction; including being aware of cultural and religious calendars throughout the year, providing support when working on culturally sensitive material and budgeting/resourcing necessary hair and make-up requirements.
- Develop an audience development strategy and deliver our programming approach that welcomes and is for Global Majority audiences.

**Aim Four: We will provide opportunity for creative experiences to Global Majority young people and support them in finding pathways into the theatre industry.**

Young Lyric aims to ensure our staff and partners are actively anti-racist so that young people from all backgrounds, (representative of West London), can access our programme. In this we commit to:

**Ensure our staffing and partners are actively anti-racist**

- Ensure that Young Lyric creative teams are representative of the young people we work with in West London
- Provide Inclusive Guidance document to practitioners, hosts, and assistant facilitators at the point of contract
- Maintain our Young Lyric partnership offer to be led by at least 50% of Global Majority staff (practitioners, hosts, workshops, assistants) and acknowledge this act of positive discrimination.
- Cultivate relationships with a potential Global Majority Young Lyric Partner to aid on discussions and strategy in regards to diversity within the Young Lyric partnership.

**Ensure our Young Lyric programme is diverse**

- Continue to create programmes that provide access and opportunities for aspiring artists from underrepresented communities to engage with theatre onstage and offstage, including mentorship programs and workshops.
- Actively advocate schools' selection of 'Representation in Drama' (RiD) play texts.

**Ensure our outreach and recruitments channels allow us to reach young people from all backgrounds, representative of West London**

- Establish and increase stronger connections with community and youth group leaders who work with mainly Global Majority young people.

- Ensure that applications and referrals of our Young Lyric Associates, Springboard, and START projects are representative from the Global Majority community of West London.
- Prioritise our £5 YL member ticket offer for content specific shows that focus on themes of race and ethnicity to those from that community represented in the production.

**Aim Five: We will take part and contribute to the wider theatre industry conversation on Anti-Racist best practise, to ensure progress is made across the industry.**

We will foster dialogue and open discussion about race and representation within the theatre community to address challenges and identify solutions. We will be outward facing in our Anti-Racism work, seeking opportunities to share, learn and advocate. In this we commit to:

- Engage with advocacy groups and initiatives that work towards racial equity in the arts.
- Be an active contributor to the national conversation: hold roundtables and platform evenings with artists and thinkers from the Global Majority as well as allies.
- Develop the RiD campaign by leading collaborations between LTC, regional theatres and exam boards to map engagement with RiD texts nationally and establish a network of advocates (theatres & creatives).
- Join with other organisations and individuals working on anti-racism initiatives to share resources and strategies.

Anti-Racism Action Plan: 2024				
Completion Date	Action	Lyric accountable person	Update	Done
Actions against aim one: <b>We are committed to ongoing evaluation and reflection against the progress taken through this strategy within the context of our industry.</b>				
End of January	Anti-Racism Strategy and website updates on our Commitment to Change	Comms Team with the Executive Director	Completed and on website	Done - to update website as needed
March 2024	Creation of 24/25 Inclusivity & Relevance Action Plan with targets linked to this strategy	Executive Director	Completed and submitted to ACE	Done - to follow through 2024/25 and progress reported to Board quarterly
Through the year	Reports on progress against this action plan taken to Board meetings	Executive Director	Ongoing at Board meetings	Ongoing
Through the year	Quarterly reviews of this action plan to review progress and opportunity for further development	Diversity Development Group Co-Chairs with the Executive Director	Quarter 1 meeting has taken place and minor amends made to this action plan May 2024	Ongoing
March 2024	Commitment to publishing workforce and freelance data annually on our website ensuring the data is up to date for the last five years.	Administration Manager	22/23 data published within anti-racism strategy.	Done -updated with 23/24 data in July 2024.
Actions against aim two: <b>We will ensure the Lyric is a welcoming, safe and supportive space for staff and freelancers who identify as Global Majority.</b>				
23 January 2024 (QSM)	Finalise and launch across the workforce an inclusive language guide	Diversity Development Group Co-Chairs with the Executive Director	Launched at QSM in May 2024	Done - with annual review date set for guide

First or Second QSM of the year	Training session at Quarterly All Staff Meeting in Anti-Racism led by Trustee Farah Karim-Cooper	Executive Director		Took place at June QSM
End of February	Updated staff handbook that articulates this strategy	HR Business Partner	Currently being reviewed with a deadline for end of September	
September 2024	Creation of freelancers welcome pack that contains the details of our Anti-Racism commitment	Director of Producing & Planning		
End of October 2024	New customer facing signage on zero tolerance to racism and discrimination in our building	Director of Communications & Sales		
June 2024	Establish a safe and supportive environment for reporting discriminatory incidents and ensure there are clear and accessible reporting mechanisms for all staff including freelancers.	HR Business Partner	Poster for Freelancers to report concerns is pending.	After a discussion with DDG. A poster relating to safer reporting of concerns has been devised and advertised on all staff notice boards throughout the building.
May 2024	Maintain policies and keep relevant, review all support offered to staff.	HR Business Partner	Policies outstanding: Menopause, Bullying & Sexual Harassment	
January 2024	Review mandatory interview questions on equality, diversity and inclusion	Administration Manager		Reviewed and updated 16 April 2024.
March 2024	Line Managers to actively encourage Global Majority staff to seek out and attend	HR Business Partner	Email sent to line managers - to	Line managers have responded and have considered this point

	management & leadership training programmes		conclude by 28 <sup>th</sup> August	during their staff annual reviews – Action completed.
September 2024	Creation and roll out of Audience Development Strategy	Director of Communications & Sales with Executive Director		
<b>Actions against aim three: We will programme work that reflects and tells the stories from and for the diverse communities of West London, ensuring authentic representation.</b>				
August 2024	Creation of casting policy	Director of Producing & Planning		
August 2024	Creation of casting policy	Director of Producing & Planning	First draft completed	
September 2024	Review contractual notes for freelance Director contracts to add clauses relating to the Lyric’s expectations in regards to casting and creative team diversity.	Director of Producing & Planning		
September 2024	Explore the adoption of the Anti-Racism Touring Rider	Director of Producing & Planning		
January 2024	For the Culture two year vision and plan published internally and externally	Associate Director with Director of Producing & Planning	For the Culture Festival announced following vision	
Ongoing as needed	Budget for necessary hair and makeup products and technicians for Global Majority artists.	Director of Producing & Planning		
Ongoing as needed	Create a protocol for giving Global Majority performers	Production Manager with Head of Costume		

	input into their hair and makeup design and for providing Global Majority performers with necessary hair and makeup products. Communicate this with artists at point of engagement.			
Ongoing as needed	Ensure that all costume and/or hair and makeup designers have experience and training in working with Global Majority thicker textured hair including, but not exhaustive of 3A texture and upwards and/or that a qualified assistant, MUA or hairdresser is hired to support this work if the production includes Global Majority artists.	Director of Producing & Planning		
End of 2024	We will produce Wedding Band in our Spring Season and Raisin in the sun in the Autumn	Artistic Director	Wedding Band has ended. Raisin in the Sun is in rehearsals and scheduled for the autumn	
<b>Actions against aim four: We will provide opportunity for creative experiences to Global Majority young people and support them in finding pathways into the theatre industry.</b>				
Ongoing:  Young Lyric Inclusive Guidance	Provide Young Lyric Inclusive Guidance document to practitioners, hosts and assistant facilitators at the point of contract.	Director of Young Lyric	Inclusive guidance is issued to all YL practitioners at point of contract and was reviewed in April 2024	Ongoing

due for review April 2024				
September 2024	Develop a series of CPD/schools workshops which are a permanent part of the annual Education programme.	Director of Young Lyric		
Ongoing	Continue to offer discounted or free tickets to under-represented communities and partnering with organizations that support access initiatives	Director of Young Lyric		
November 2023	Deliver a response project to Wedding Band and/or A Raisin in the Sun for Global Majority participants	Director of Young Lyric	Wedding Band response project completed. Plans in place for Raisin in the Sun.	
December 2024	Ensure Springboard applications for the 2025 cohort remain representative of our West London community	Director of Young Lyric		
Actions against aim five: <b>We will take part and contribute to the wider theatre industry conversation on Anti-Racist best practise, to ensure progress is made across the industry.</b>				
Ongoing	Connect with a minimum of 2 other racial equity groups in the LTC and other arts industry networks, and hosting discussion and idea sharing sessions.	Diversity Development Group		

June 2024 and ongoing	Through communications & PR strategy we will communicate the work we are doing and instigate conversations on best practise.	Director of Communications & Sales		
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