

Artsadmin Anti-Racism Strategy: July 2021-June 2022

INTRODUCTION

Artsadmin is currently a majority white organisation, which is not representative of the population of London, where we're based. 78% of our workforce is white, with 17% identifying as ethnic identities including Black British, British Indian, and East Asian. Data from the Greater London Authority indicates that 44% of the population of London are people of colour.

Over the last two years, Artsadmin as an organisation has come to understand 'race' as a social construct and how racism manifests in our workplace and in the wider arts sector.

We are not a majority white organisation by accident. We are aware of the part that white supremacy has played in the sustained success of our organisation over 40 years, but we are now committed to

- transforming our workforce, leadership and board so that it is more representative
- creating a safe working environment for people of colour to work in
- producing work by, and supporting artists from, diverse cultural and heritage backgrounds with an understanding and acknowledgement of the difficulties and discrimination and the greater financial precarity they are more likely to have faced

We have a lot of work to do, but we have made a start with this strategy, co-created by the whole team, staff and board. We have been fortunate to be led by Ishreen Bradley and Mel Larsen through 15 months of unconscious bias and anti-racism learning. Season Butler has provided invaluable insight and provocation to help us embed a more inclusive approach to our strategic planning across all aspects of our work. We thank all three inspirational women for their skillful and expert guidance.

Huge and heartfelt thanks also go to everyone who has participated in this work so far, most especially our workplace colleagues and artists, who have been clear, rigorous and patient in this process. We don't take lightly the effort, safety and the cost to you of this work and we are grateful for your forbearance.

CONTEXT

In early June 2020, in solidarity with the Black Lives Matter movement, we posted a blog on our website reaffirming our commitment to educating ourselves and achieving change at Artsadmin to become actively anti-racist.

In the twelve months prior to that, we had had to face some hard truths about the impact our organisational culture had had on some of our colleagues and artists of colour we work with. We had started our work on developing an anti-racism strategy in

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autumn 2019. We knew that creating a more equitable and inclusive working environment and culture would be difficult and take time, that we would need to rethink everything we do and how we do it.

We have posted regular updates on the actions we have taken. The most recent version was posted in November 2020:

<https://www.artsadmin.co.uk/anti-racism-actions-update/>.

Our actions in summary, to March 2021, include:

- Anti-racism training to understand race as a social construct and how racism and white supremacy are embedded and perpetuated in our society
- Supporting the staff Race Resolution groups formed in that training to work on developing this strategy
- Establishing an Accountability Committee to be a safe, carefully-facilitate space to uphold policies and ensure any discrimination that arises at Artsadmin is managed with sensitivity and integrity
- Recruiting a New Producer through a process designed to actively encourage and support applications from people of colour
- Inclusion of at least one, but preferably a majority of people of colour on all recruitment interview panels
- Recruiting two people of colour to our board of trustees, with a further three ready to join, making the board at least 40% people of colour by July 2021
- Supporting staff-led monthly Access and Inclusion meetings that discuss language, culture, policy-making and whole-team responses to and celebrations of difference
- Staff-led monthly reading group to share and discuss texts by diverse authors addressing racism, as well as its intersectionality with other forms of discrimination

In addition to these actions, our two Artist Support Producers have blazed a trail in reviewing and re-envisaging our Artist Support programme so that artists of colour feel more confident to participate and benefit from it, and that we are infinitely better placed to encourage their engagement.

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AMBITION

Our ambition in developing this strategy is that Artsadmin becomes a more inclusive organisation and workplace where people from a diverse range of identities, ethnicities and cultures feel inspired and supported to achieve their very best work.

We want artists of colour to feel that their projects can be represented to promoters around the world by an organisation with a diverse workforce that can speak about their work in a way that is informed by shared, lived experience.

This strategy will help us create foundations for a decolonised approach to artistic programming as we move into the future at Artsadmin, helping us to rethink our approach to old markers of excellence to a more values-driven approach to our artistic programme and project selection processes.

We want potential job applicants to look at Artsadmin and feel that they would fit in, and flourish in an organisation that is as representative as the city it is based in.

We want the leadership, directors, senior management team and board to also be representative; emphasising our commitment to sharing power.

We want to contribute to wider change within the arts sector through our actions, to encourage more young people to believe that a career in the arts is for them.

It's important for us to understand that we are making progress in our anti-racism work as we move forward, and to that end, we are committed to measuring and monitoring our progress against the milestone plan as set out below.

MILESTONE PLAN

The attached milestone plan has emerged from the Race Resolution work undertaken by three groups:

1. Leadership and Governance
2. Marketing, Programming and Partnership
3. Recruitment, Retention and Training

Each of the groups has identified a breakthrough goal, a number of growth areas to focus on and has set out milestone dates by which that work can be achieved. They will report their achievements to trustees at quarterly board meetings and internally at staff-led Access and Inclusion meetings.

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a) Leadership and Governance

We recognise that the leadership of Artsadmin, including directors, senior management team and board, is majority white and that is unrepresentative of London. It sends a message to the arts sector, particularly artists, colleagues and partners of colour, that we have not addressed racial inequality in our organisation and that it is potentially unwelcoming and unsupportive to people of colour.

The work of this group specifically focuses on the board and directors, the overall operation at the board level including recruitment, training, induction and ongoing support, establishing an accountability committee, taking steps to plan the induction, support and succession of leadership of Artsadmin and looking at the role of the senior management team.

Breakthrough Goal

That the leadership, directors, senior management team and board of directors is more representative of diverse London community - increasing diversity from 17% to 30% of permanent team (7 people of colour rather than 4).

Areas for growth

- create a clear strategy to transform the leadership of Artsadmin to become more representative
- ensure awareness and active engagement in the strategy by members of the board, providing training on a regular basis for new and existing trustees
- establish an accountability committee and procedures to evaluate the functionality of all race resolutions actions, and keep the board apprised of progress in dealing with any racism that occurs
- inspire active consideration of leadership to exemplify the values of the organisation through its method of leading

b) Programming and Marketing

This group looked at Artsadmin's engagement and communication with audiences, participants and artists. It considered

Communications & Brand

- Content, style and tone of communications (including language & imagery); data (what is gathered, how it is used, what message that gathering process sends), what networks and partner channels we are part of and how these could be made more diverse
- Sharing anti-racism work, principles and aims with artists we work with
- How the café can become more incorporated into our anti-racism work

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Partnerships

- Building active connections and partnerships with diverse-led organisations, on a reciprocal basis that respects their involvement and offers value in return

Producing

- Ensure project teams are diverse, with freelancers, trainees & placements of colour supported with adequate time, training, induction to the team and mentorship by staff/board or external paid mentors of colour
- Projects/commissions/programme opportunities are all accessible to artists of colour
- Develop a new curatorial approach to project selection, initiating projects with artists from different cultural backgrounds

Breakthrough Goal

To have a clear and visible anti-racist commitment throughout our artistic programme. That race is not a barrier to engage with our activity, whether that be as artists, participants or audiences. This will be underpinned by a robust and transparent methodology, brand and language.

c) Recruitment and Retention

This group looked at Artsadmin's working culture and systems, recognising that the HR function and practice at Artsadmin has an important role to play in helping to embed the anti-racism work undertaken by the staff team. Clearer systems designed to support transparency, achieve equity and support individual progression are vital to help prospective employees feel inspired and confident to apply for a job at Artsadmin.

Building on work on our recruitment processes that was done early in the development of the strategy by this group, they also crafted goals that will help establish a more representative senior management team and recognises the importance of visibility of the current staff team. Their focus areas included transparency around salaries, a review of the appraisal process and the ongoing importance of training in individual progression.

Breakthrough Goal

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That in five years' time, Artsadmin is a safe working environment for all people to work, especially people of colour. Our organisational culture is informed by how people from outside our organisation perceive us and we have critical friends who will tell us openly and frankly what we're doing well and what we need to work on. When a potential job applicant looks at an opportunity at Artsadmin, they feel they would fit in and flourish in our organisation, which is as diverse as the city it is based in. And not only are people reassured by what they see and hear, they love working here and stay for a while. They are clear about what progression routes are open to them and confident they will be supported in ways that are relevant to their development.

4) ACCOUNTABILITY & MEASURING PROCESS

Methodology

This strategy is a live document. It lays out a vision for building a decolonised, anti-racist, and culturally rich organisation for our board, staff, artists, and all of our audiences. We recognise that this is an ongoing and active process, which requires regular critical reflection and assessment of our operations across the organisation.

To support this strategy, we require a clear and robust approach to gathering and analysing data. This is crucial to understanding the progress we are making, as well as helping to reveal the areas which need more work. This data, and its analysis, will also support the accountability of this process, and allow for greater transparency. In this section we will articulate what data we are planning on collecting, why, and how this data will be used to support this strategy.

This strategy commits to gathering a significant amount of data - which is crucial to measuring our progress and reaching our goals. To support the management of this data, and to create systems for its analysis, we aim to engage a data consultant from autumn 2021.

Numbers and Statistics

Equal Opportunities Forms: we have recently re-written our equal opportunities in an effort to make the audiences we want to reach feel more seen in the form. Therefore, we have expanded our questions around ethnicity, heritage and nationality. This form will gather figures on who is engaging in our work in terms of gender/sexual identity, disability, nationality, ethnicity, heritage, and age. This form will be sent to those participating in our Radar Sessions, Creative Support Sessions, job applicants, and respondents to open calls as well as our staff and board.

We collect this data to inform our regular review process, which lets us know if we're achieving what we've set out to do - particularly in relation to our artist support and public programme. The data will be analysed in line with the questions posed, offering

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statistical evidence for each. This will help us determine who we reach with our work, whilst also maintaining the anonymity of respondents.

Audience Data: as part of this strategy, we will be creating a monitoring system to better understand 1) who uses our space at Toynbee Studios and the cafe, and 2) the audiences reached by our artistic programme outside of our space. The Programming & Marketing Race Resolutions group will be leading on this. In relation to audiences beyond Toynbee Studios, we recognise that this monitoring system will need to be flexible to the partners and venues we work with.

This will help us determine who uses our spaces and who we reach with our work. This data will inform our review process in relation to the welcome we offer at Toynbee Studios and our artistic programme.

Company Information: we will continue to monitor the gender, sexual identity, disability, nationality, ethnicity, heritage, and age of our staff and board members using the equal opportunities form we created in 2021. This is crucial to understanding and improving the diversity of our organisation, particularly in relation to recruitment and retention. This data will be monitored by the relevant Race Resolutions groups and the Accountability Committee once established.

Project/Financial Data: a key part of our activity is commissioning and/or producing artistic projects. As part of this strategy, we will create systems to annually track:

- a) what percentage of fees went to artists of colour across all projects,
- b) figures on projects with lead artists of colour
- c) the scale of projects with lead artists of colour.

This data will enable us to assess who we are supporting through our commissioning and producing activity, and at what level. The development of these systems will be led by the Programming & Marketing Race Resolutions group, with support from the finance team and the data consultant.

Focus Groups and Regular Meetings

The Race Resolutions groups, monthly all staff access and inclusion meetings, and our Accountability Committee¹ will all support the work of this strategy. These groups and meetings are a key part of the methodology for achieving this anti-racism strategy.

More specifically, they are designed to:

- facilitate critical reflection

¹- The Accountability Committee is governed by terms of reference and reports to our board of trustees

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- ensure broad engagement and understanding of changes across the whole staff team
- bring in external voices
- discuss emerging issues
- progress action towards the goals outlined in this strategy and report back to the wider team with any difficulty in achieving them
- ensure alignment with Arts Council England investment principles (inclusivity, dynamism and relevance)
- keep this work front and central for Artsadmin.

Artsadmin Anti-Racism Strategy
Milestone Plan: July 2021 to June 2022

FOCUS AREAS	30-Sep-21	31-Dec-21	31-Mar-22	30-Jun-22
LEADERSHIP & GOVERNANCE				
1. Accountability Committee	Terms of reference agreed. Purpose & KPIs for yr 1 clear & published	Blog to announce committee posted	Artists / partners invited to join 3rd meeting	Review of first year. Report published
2. Supporting Board members	Conversations with trustees before the Sept meeting. Induction plan in operation	Board/Staff away day with social time to meet for intros & brief exchanges	Check in with trustees to ensure understanding of Artsadmin activities	Trustees fully empowered and confident to question & interrogate organisational activity
3. Annual Audit Board Membership and Tracking Progress	Agree principle of equality audit of board identity, skills & experience at May meeting	Agree structure & metrics of audit, including representation & intersectional markers, profession & expertise	Undertake equality audit & analyse data to inform future targets re ACE investment principles & business plan 2023-26 KPIs	Evidence achievement of 1st target (50% Black people and people of colour) published
4. Board Recruitment and appraisal	Define purpose & plan for board appraisal process with particular reference to anti-racism	Support chair to implement plan Style of Board meetings reviewed	Board proud to champion achievements in anti-racism & confidently acknowledge ongoing challenges	Open recruitment call planned to achieve next targets based on intersectional evaluation Appraisal process implemented & meetings more equitable.
5. Leadership succession & Senior Management Team function	New job descriptions for Directors with staff & board input to identify what skills & qualities needed to achieve vision 2023-26	Review internal org structure re Senior Management meetings & propose terms of reference for discussion by staff & board	Training/learning by directors about power, power sharing, reflecting on leadership practice & decision making process	Clear understanding of leadership & senior management activity & function

MARKETING & PROGRAMMING

1: The welcome to Toynbee Studios (TS) including general public using the cafe and project participants/artist support users using the studios and Artsadmin office

	<p>1. Consult with building users who are Black and people of colour (and local people who don't use TS) to identify barriers to TS/office, working with consultant/writer who are people of colour (part of Small Capital Kickstart funded work). 2. Commit to talking to local people and partners, invest time in building genuine relationships as we start to reopen our doors.</p>	<p>1. Refresh images of projects around TS/in the stairwell to reflect projects we currently produce. 2. Research and agree a methodology for monitoring audiences using Toynbee Studios and the cafe, work with cafe staff to identify way to better understand cafe clientele and monitor impact of collaborations with Tati on audiences and projects in the cafe</p>	<p>1. To have reviewed our office environment to understand potential barriers for participants and artists (like Artsadmin Youth), and make adjustments to make the space anti-racist. 2. Review other signage around the building. Possibly create floor plan that is visible in the foyer/reception so people know what happens inside.</p>	<p>1. To have collated a data set that tracks ethnicity of audiences and enables us to understand impact of anti-racist actions 2. For Artsadmin Youth, artists and other participants to feel welcomed into the office, cafe and studios 3. For there to be clear signposting outside, in foyer and cafe about how audiences to engage with our wider offer and programmes (Artsadmin Youth, school etc.)</p>
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2: Artistic Programme

<p>Artists (produced, commissioned, programmed, etc.) & Audiences (for AA events everywhere).</p>	<p>1. Include produced artists in anti-racism commitments, communicate policy to them and implement actions in how we work with them. 2. Creating interconnectivity /dialogues between range of artists we work with. 3. Share, analyse and discuss ethnicity data on 20/21 activity/events (collated for ACE annual survey in June). 4. Set a standard approach to ask for audience data, (included in planning and contracts). Let partners know about our anti racism goals and explore data-collection options - acknowledging that different approaches may be necessary for different partners. Ask all partners for this data for 21/22.</p>	<p>1. Based on 20/21 and 19/20, agree a methodology for counting/benchmarking work with artists who are Black and people of colour: what data is collected and how, how it's monitored and shared, who it's shared with - staff, Board, audiences. Committing to measuring: * financial tracking to see artists' fees across all projects (pull a report on job code for artists' fees). I.e. what percentage of fees went to artists of colour across all projects * total project budgets for clear understanding of scales of projects with lead artists of colour * figures on projects with lead artists of colour.</p>		<p>1. Offer a minimum of 41% number/percent of 2022 Artsadmin Lab opportunities to artists of colour (in line with London % population) 2. Embed process of reviewing: * undertaking a period of reflection to digest and re-set targets based on data emerging from 2021/22. * set a model of review for the future based on this experience.</p>
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3: Communications and language

	<ol style="list-style-type: none">1. Update website with new Artist Support (AS) services, update other pages with refreshed language (not 'advisory') to reflect restructured programmes.2. To have reviewed language used on Equal Opps form around Ethnicity in line with AS services update and update other uses of the form (HR).3. Hold two A&I meetings about the language and imagery we use in relation to anti-racism (March 2021)	<ol style="list-style-type: none">1. Embed anti-racism in any rebranding processes, ensuring it is highlighted in the brief and that people of colour audiences and artists are consulted (paid).2. Staff feel confident about the language we do and don't use around race and ethnicity; we acknowledge that language is constantly evolving and continue listening to people of colour about the most appropriate language to use.	<ol style="list-style-type: none">1. To have reviewed data collected from April-Sept using new language on Equal Opps (EO) form around ethnicity and collated feedback to share with the team.2. To make any adaptations to the EO form based on the data review.	<ol style="list-style-type: none">1. As part of the rebranding process, staff have an understanding of the language we use about ethnicity and race to describe what we do and who we work with.2. Embed process of reviewing and discussing our language regularly so we are using the correct and up-to-date terms.3. Following the strategic review, the way we talk about Artsadmin and what we do clearly shows our anti-racism and allyship (website, social media, boilerplates).
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RECRUITMENT, TRAINING & RETENTION				
1. Visibility of staff team on website	Interim group zoom picture captured at staff lunch Conversation in access & inclusion meeting about writing bios inc language	Interim individual photos & bios	Professional photos done	Individual staff profiles with biographies and professional portraits
2. Revised recruitment policy doc	R&R (Recruitment and Retention) group have dedicated meeting to pulling existing policy apart	invite one person from board (e.g. employment lawyer) to an R&R meet to look at revising* apart	Staff & board consultation on revised version	Signed off & online. Review timetabled for March 2023
3. Revised appraisal process with salary as a heading & line manager form to pre-complete	Clarify purpose & function of appraisal process. Look at pros & cons of performance related approaches linked to salary. Establish test model for autumn 21 appraisals	Test new 360 approach in annual appraisals & collate feedback to inform further improvement. Review 6 month review meetings as part of process	Collate feedback to inform further improvement to appraisal & review system system	Appraisal system supports achievement of individual goals and development
4. Clear salary bands	Draft salary band framework has been discussed by board & further development undertaken	Staff consultation re clarity & equity of framework. Feedback to designated member of HR/Finance Committee to feed into further board discussion	Salary bands can be discussed in staff appraisals	HR/Finance committee reviews salary bands on an annual basis as part of background process to budget setting
5. Training e.g. excel, budgets, fundraising, digital, interpersonal, supporting vulnerable people	6 month review meetings take place with all staff to identify training & development needs.	Training needs from part of business planning process in, using information from review process as well as needs articulated through A&I meetings	Training & Development Plan exists as an appendix to Business Plan 2023-26	Training budget for 2022/23 enhanced in line with training needs
6. Representative SMT	Review of function & scope of SMT in relation to other staff meetings. Audit of staff meetings and their terms of reference	Draft proposal re staff meetings & how they relate to decision making, including SMT	Proposal for new staff meeting structure agreed and adopted from Jan 2022. SMT morphs into a 'Staff Council' which is more representative of staff team	Staff Council agendas & minutes are visible to all staff
7. Culture & language of over time / lieu / annual leave / work life boundaries / responsibilities	Review of staff contract, terms & conditions and staff handbook agreed & timetabled	First stage of review involves gathering staff views on current language & culture	Issues identified and form basis for independent HR consultancy, to be budgeted in 2022/23	Staff consultation re contract & terms & conditions to be carried out by independent consultant in 2022/23