

Anti-Racism Action Plan: Working with artists, companies and partners who identify as Black, Asian and ethnically diverse.

February 2023

## **1: Introduction**

In 2021, Without Walls commissioned an independent review of its work with Black, Asian and ethnically diverse artists, managers and outdoor arts sector practitioners. We did this because of a growing recognition of the need for change in the practices of our Consortium in order to better promote equity for artists and professionals who identify as Black, Asian and ethnically diverse.

We know we have much to do to combat historic inequalities and we are committed to our action in this area. We have taken important first steps to redress this issue and, our key actions to date have been:

### *Governance*

- Commission of an independent governance review to consider best practice in governance and to address barriers to access.
- Implementation of Artistic Directors of the Future's Board Shadowing programme, a development initiative to progress leadership and governance skills.
- Appointment of two Board members who identify as Black, Asian and ethnically diverse.

### *Management and Communications*

- Creation of the Diversity and Inclusion Action Group (DIAG) to drive forward a programme of change.

### *Artistic Programme*

- A commitment that at least 30% of the commissioned programme and R&D investment is allocated to Black, Asian and ethnically diverse and deaf and disabled groups. We have exceeded this target in each of the previous three years.
- Appointment of a Development Producer to build relationships with artists who identify as Black, Asian and ethnically diverse.

### *Professional Development*

- Annual support of Associate placements within Consortium partners for creative professionals who identify as belonging to under-represented groups, including Black, Asian

and ethnically diverse participants.

- Delivery of the 'Discover' programme, offering an introduction and insight into the outdoor arts sector.
- Funding of 'Stepping Out', a creative lab for British South Asian artists wishing to develop new work in the outdoors.
- Host organisation for 2022 Transform Clore Fellow.

#### *Recruitment, Retention and Inclusivity*

- Offering Staff and Consortium and Board members regular EDI training opportunities.
- Working with diverse recruitment agencies/platforms who target diverse professionals to promote opportunities.

We will continue to promote equity for diverse artists and practitioners by carrying out a number of additional identified recommendations from the report. The following action plan demonstrates how we will do this.

## **2: Glossary of Terms**

Without Walls is a consortium of over 30 partners working together to create, develop and tour innovative new work and invest in the growth of the outdoor arts sector. We commission outdoor shows of the highest quality that push the boundaries of what outdoor arts can be. Each year, we present a programme of new work that premieres at our leading festival partners. These shows go on to tour across our wider network.

Without Walls supports artists that have been working at the heart of the outdoor arts sector for many years, as well as artists experimenting with work in public space for the first time. We provide financial support for the research and development of new work, as well as professional and creative development opportunities. We are a complex organisation and this is reflected in the action plan. A glossary of key terms and people mentioned in the plan is provided.

#### *Board of Directors*

The Board has overall responsibility for the Consortium's activity in accordance with its constitutional, legal and financial obligations. It currently has 14 members, six of whom represent Consortium members, seven of whom are independent. The Board meets four times each year.

#### *Diversity and Inclusion Action Group*

An action group of the Board that oversees the delivery of the consortium's EDI strategy and seeks to challenge the consortium to be more radical in its thought and action in the area of diversity, equity

and inclusion. It currently has seven members, three of whom are Board members, four of whom represent Consortium partners. The group meets four times each year.

#### *Management Team*

Up until 31st March 2023, Without Walls has not directly employed any staff, with its strategic development and day-to-day management delivered by XTRAX, an independent management and production company based in Manchester with over 15 years of experience in Outdoor Arts (XTRAX was one of the Without Walls founder members in 2007 and provided management and development services to Without Walls from 2012). This will change on 1st April 2023, when the XTRAX staff team will transfer to become employees Without Walls and XTRAX will cease to be involved with the consortium. For the purposes of this plan, the term Management Team is used interchangeably to describe employees of XTRAX and Without Walls.

#### *Artistic Directorate*

The Artistic Directorate has responsibility for the Consortium's annual programme of R&D, commissioning and touring. The Artistic Directorate also develops other relevant artistic ideas and creative partnerships that could assist in the delivery of the aims of Without Walls. There are currently nine member organisations.

#### *Development Producer*

A freelance consultant working with the Consortium to support the delivery of our EDI strategy as well as build relationships with artists who identify as Black, Asian and ethnically diverse and drive change.

### **3: About the Plan**

The plan covers the period for 1st January 2023 - 31st March 2024.

It is part of our overall strategic approach to equity, diversity and inclusion, which is a priority area for the consortium. Our Equity and Diversity Strategy and Policy is available on request.

Despite a strong level of representation by Black, Asian and ethnically diverse artists in our annual programme, the Consortium has identified under-representation by Black, Asian and ethnically diverse people in other areas of our activity. This Action Plan is a key part of our response to this.

The Consortium also recognises and acts upon the need for greater representation by other protected characteristic groups, particularly those artists who identify as Deaf, disabled learning disabled and neuro-divergent.

Objective (WW wants...)	Action (WW will...)	Measure (WW has achieved its objective if...)	Timescale (WW aims to achieve this by...)	Responsibility
<b>1: Governance</b>				
Board membership reflects the diversity of England.	Identify potential Board members who identify as Black, Asian and ethnically diverse who meet recruitment profiles.	At least 15% of Board members identify as Black, Asian and ethnically diverse.	Continuous with Board review: <ul style="list-style-type: none"> <li>● March 23</li> <li>● September 23</li> <li>● March 24</li> </ul>	Board
Our commitment to anti-racism is a priority at Board level.	Establish equity, diversity and inclusion as a priority item on Board agendas and require the executive team to report on progress to the Board on a quarterly basis.	The progress of the executive team is reported to the Board by the Diversity and Inclusion Action Group on a quarterly basis.  Areas of concern are identified and result in actions being assigned to	Progress reports given to the Board: <ul style="list-style-type: none"> <li>● March 2023</li> <li>● June 2023</li> <li>● September 2023</li> <li>● December 2023</li> <li>● March 2024</li> </ul>	Board

		the executive team (see section 6).		
	Deliver or commission equity, diversity and inclusion training which Board members can attend.	At least two training sessions are delivered or commissioned every 12 months.  90% of training participants report improved awareness of their role in building an equitable and inclusive culture.	Annual review of training provision:  <ul style="list-style-type: none"> <li>• March 2023</li> <li>• March 2024</li> </ul> Review includes analysis of post-training evaluation.	Management Team
<b>2: Management and Communications</b>				
An open culture where diversity is promoted and championed	Maintain the Diversity and Inclusion Action Group (DIAG) made up of staff, Board members and Consortium partners to drive forward the equity, diversity and inclusion action plan.	The Diversity and Inclusion Action Group meets on a quarterly basis.	Continuous with quarterly meetings from January 2023.	Diversity and Inclusion Action Group

	<p>Use the Inc Arts 'Unlock' anti-racism toolkit to guide our work and inclusivity practices</p>	<p>Without Walls internal checklist created to monitor progress is being made in anti-racism practice.</p> <p>Relevant learning to be shared with Consortium members.</p>	<p>Checklist completed:</p> <ul style="list-style-type: none"> <li>● May 2023</li> </ul> <p>Reviewed</p> <ul style="list-style-type: none"> <li>● March 2024</li> </ul>	<p>Development Producer</p> <p>Management Team</p>
	<p>Enable staff, Board members, and Consortium partners with lived experience to lead conversations and activities.</p>	<p>Staff, Board members and Consortium partners with lived experience are regularly invited to contribute to Diversity and Inclusion Action Group meetings. The Development Producer reviews this expectation and can report back on progress to the Board.</p>	<p>Progress reports given to the Board:</p> <ul style="list-style-type: none"> <li>● March 2023</li> <li>● June 2023</li> <li>● September 2023</li> <li>● December 2023</li> <li>● March 2024</li> </ul>	<p>Diversity and Inclusion Action Group</p> <p>Development Producer</p>

<p>Staff are aware of the power of words and discussion about using appropriate language is openly encouraged.</p>	<p>Enable staff, Board members and Consortium partners with lived experience to speak openly about the use of appropriate language.</p> <p>Establish meetings (4 times a year) with staff and Board members to discuss openly and in a safe space the use of appropriate language in the work environment.</p>	<p>Staff, Board members, and Consortium partners with lived experience regularly lead discussions on use of appropriate language at Diversity and Inclusion Action Group meetings.</p> <p>Staff report that language used in the work environment feels inclusive.</p>	<p>Review by DIAG in:</p> <ul style="list-style-type: none"> <li>• July 2023</li> <li>• March 2024</li> </ul>	<p>Diversity and Inclusion Action Group</p> <p>Development Producer</p>
	<p>Deliver or commission equity, diversity and inclusion training which includes use of appropriate language for staff, Board members and Consortium partners.</p>	<p>At least one training session is delivered or commissioned every 12 months.</p> <p>100% of staff, Board and Consortium representatives have attended at training in the last 12 months.</p> <p>90% of participants report improved awareness of the importance of language in building an equitable and inclusive culture.</p>	<p>Continuous monitoring of staff training that has been undertaken.</p> <p>Annual review of training provision:</p> <ul style="list-style-type: none"> <li>• March 2023</li> <li>• March 2024</li> </ul> <p>Review includes analysis of post-training evaluation.</p>	<p>Management Team</p>

	Continually review language on our website, policy documents, and internal communications to reflect current advice and best practice.	Website and policy documents reflect current advice and best practice when subject to external review	External review: <ul style="list-style-type: none"> <li>• March 2023</li> <li>• March 2024</li> </ul>	Diversity and Inclusion Action Group
<b>3: Artistic Programme</b>				
Sector Leaders work together to drive forward anti-racism principles across the sector	Establish regular meetings with sector leaders to share knowledge and information on anti-racism activities, and to identify opportunities to work collaboratively to drive forward priorities.	Sector leaders meet every six months.  Priority areas are communicated to the Diversity and Inclusion Action Group by the Development Producer.	Sector Leaders Group meets in or around: <ul style="list-style-type: none"> <li>• March 2023</li> <li>• September 2023</li> <li>• March 2024</li> </ul>	Development Producer
Artistic Directorate membership reflects the ethnic diversity of England.	Target approaches for AD membership festivals led by people who identify as Black, Asian and ethnically diverse.	Organisations led by people who identify as Black, Asian and ethnically diverse are aware of the opportunity to join the Artistic Directorate and what membership entails.	Artistic Directorate membership is reviewed in Autumn 2023.	Management Team  Development Producer

	Require Artistic Directorate members to report regularly on what they are doing to cultivate diverse led programming and R&D approaches	Updates are shared at the annual Artistic Directorate Business Meeting.	Artistic Directorate Business Meetings in December 2023	Development Producer
	Review Artistic Directorates' terms of reference to assess if barriers exist that impede Black, Asian and ethnically diverse led festivals from joining the Artistic Directorate	Updates are shared at DIAG, Board meeting and Artistic Directorate Business Meetings and actions to remove barriers are identified.	DIAG Meeting July 2023 Board Meeting June 2023 Artistic Directorate Business Meetings in December 2023	Management Team Development Producer
Our artistic programme is selected by industry professionals who reflect the ethnic diversity of England	Continue to engage with senior industry professionals who identify as Black, Asian and ethnically diverse to find achievable ways to diversify the people with responsibility for the selection process.	Relationships are built with senior sector professionals who identify as Black, Asian and ethnically diverse.  The Development Producer and Without Walls Associates attend Artistic Directorate selection meetings.	Continuous until March 2024	Development Producer Management Team

		Associate membership model is identified to diversify selection panel		
	Establish an Artists Advisory Group whose members include professionals identifying as Black, Asian and ethnically diverse.	Artist Advisory meets three times a year and is represented in selection meetings taking place from March 2023.	Established March 2023 Evaluation and next open call for AAG members in November 2023	Management Team
Our artistic programme is created by artists who are representative of the ethnic diversity of England	Produce a communications plan specifically targeting artists who identify as Black, Asian and ethnically diverse.	An anti-racism statement, video and this action plan are published.	Publication January 2023 Review October 2024	Development Producer
	Ensure that at least 30% of the commissioned programme and R&D investment is allocated to artists who identify as Black, Asian, ethnically diverse and Deaf, Disabled and Neurodiverse	The numbers of ethnically diverse led projects receiving R&D funds meets or exceeds the 30% target.  The numbers of ethnically diverse led projects receiving commissioning funds meet or exceed the 30% target.	Reviewed after selection process for R&D support and Creation & Touring support  Evaluation in December 2023.	Management Team

Support work by artists of South Asian and South East Asian heritage who are currently under represented in our programme.	Discussions on development and programming of South Asian and South East Asian led work as regular DIAG agenda items. Invite Consortium members including TNP to contribute.	Development of South Asian and South East Asian led work is discussed twice a year at DIAG meetings.  Meeting includes at least 3 consortium members.	Approved by DIAG February 2023  Focussed agenda item DIAG meeting July 2023	Development Producer  Diversity and Inclusion Action Group
	Approach Mela leaders to introduce the work of Without Walls, identify potential co-commissions, and seek introductions to new companies and artists.	Mela organisations visit partner festivals and/ or attend Without Walls events	Activity will take place over the 15 months to March 2024. KPIs will be met by this date.	Development Producer
	Issue targeted open calls to South Asian artists and South Asian led companies and provide advice to those that are developing proposals.	At least five South Asian led companies/artists are identified and supported when developing proposals.	Activity will take place over the 15 months to March 2024. KPIs will be met by this date.	Development Producer
<b>4: Professional Development</b>				

<p><b>Black, Asian and ethnically diverse</b> professionals working in the outdoor arts have the leadership skills required to make positive change within the sector.</p>	<p>Consult with senior industry professionals who identify as Black, Asian and ethnically diverse to identify appropriate leadership development opportunities.</p>	<p>Opportunities are incorporated into the Associate scheme.</p> <p>Opportunities are made available to Consortium partners.</p> <p>Opportunities are shared with sector leaders.</p>	<p>Continuous</p>	<p>Development Producer</p>
	<p>Offer informal mentoring support for Associates, artists, staff and Board members who identify as Black, Asian and ethnically diverse(including those in senior roles).</p>	<p>At least three informal mentoring relationships are established.</p> <p>Three meetings are held annually with mentors.</p> <p>Mentors are identified across the consortium and across skill sets.</p>	<p>Review in October 2023</p>	<p>Development Producer</p>
	<p>Where appropriate, support Without Walls Associates and Consortium staff in applying for the Clore Emerging Leaders, Leadership Pulse Programmes or other leadership development programmes.</p>	<p>Associates and Consortium staff attend appropriate leadership development programmes.</p>	<p>Review in July 2023</p>	<p>Development Producer</p>

<p><b>Black, Asian and ethnically diverse professionals</b> working in the outdoor arts sector at junior, middle and senior management levels have the required skills and knowledge.</p>	<p>Support at least one Associate role with Consortium partners each year. These will be offered to professionals wishing to develop their career in outdoor arts and positive action provisions will be implemented at recruitment and interviewing stages.</p>	<p>Evaluation shows Positive Action measures supporting Black, Asian ethnically diverse, Deaf and Disabled candidates to apply are prioritised and implemented by host organisations at recruitment stage.</p> <p>Evaluation shows skills development at appropriate career level.</p>	<p>Delivery of continued Associates programmes in 2023 and 2024.</p>	<p>Management Team and Development Producer</p>
	<p>Formally review the Associate programme (2018-2023), including identifying key recommendations</p>	<p>Evaluation shows strengths and weaknesses as well as recommendations for future action</p> <p>Mapping of other programmes to potentially partner up with</p> <p>Mapping of trusts and foundations to potentially partner up with.</p>	<p>Creation of report to review the past programme and bring recommendations for the future years of activity. in March 2023</p>	<p>Management Team</p>

	Monitor career paths and progress for Associates following the end of their programme at: 6 months, 1 year, 2 years	Associates have made progress in outdoor arts career and/or demonstrate a good understanding of what the sector has to offer	Associates progress reviewed: <ul style="list-style-type: none"> <li>● September 2023</li> <li>● March 2024</li> </ul>	Development Producer
	Collaborate with sector leaders to identify career pathways for professionals who identify as Black, Asian and ethnically diverse.	Professional development is discussed at sector leaders group meeting	Sector Leaders Group meets in or around: <ul style="list-style-type: none"> <li>● March 2023</li> <li>● September 2023</li> <li>● March 2024</li> </ul>	Development Producer
Introduce Outdoor Arts to directors, producers, creatives and artists who identify as <b>Black, Asian or ethnically diverse</b> .	Maintain an online Discover programme offering introduction and insight into the outdoor arts sector, delivered by industry practitioners (either directly delivered by Without Walls or delivered in partnership).  Share live networking visits and showcase opportunities with Black, Asian and ethnically diverse artists and professionals. .	70% of participants identify as Black, Asian and ethnically diverse.  90% of participants report improved knowledge and confidence around outdoor arts.	One round of Discover delivered by March 2024.	Management Team

5: Recruitment, Retention and Inclusivity				
Data on workforce diversity, retention and seniority across the Consortium is used to inform strategy and practice.	Circulate workforce diversity audit covering Management Team, Consortium partners and the wider outdoor arts sector.	Baseline data on workforce diversity is available for Without Walls and Consortium partners to inform strategy.	By July 2023	Diversity and Inclusion Action Group
	Introduce a new system to capture demographics of freelancers directly engaged by the Consortium.	Consortium partners are using new standardised system	By March 2024	Management Team
Staff recruitment processes and interviews are welcoming of diverse applicants.	Demonstrate best practices in recruitment through expert advice, training and engagement with people with lived experience.  This will include guidance on positive action, language	Recruitment and interview guidance is produced and used in all staff recruitment.	Review in: <ul style="list-style-type: none"> <li>October 2023</li> <li>January 2024</li> </ul>	Management Team

	usage and advertising job opportunities.			
Consortium partner recruitment processes are welcoming of diverse applicants.	Develop the terms of reference for Consortium partners to include a commitment to pursue inclusive recruitment processes.	Revised terms of reference are considered by the Board and Artist Directorate	By April 2023	Board
	Share recruitment best practice guidance with Consortium partners	Recruitment and interview guidance is produced and shared with partners	By January 2024	Management Team
Black, Asian and ethnically diverse staff at Consortium partners are retained.	<p>Further develop the terms of reference for Consortium partners to include:</p> <ul style="list-style-type: none"> <li>• A commitment to raise the visibility and transparency of anti-racism policies and action plans.</li> <li>• A commitment to providing anti-racism training for staff and Board members.</li> </ul>	Revised terms of reference are considered by the Board and Artist Directorate	By April 2023	Board

	<p>Run a series of four structured training sessions on inclusion in the workplace for Consortium members:</p> <ul style="list-style-type: none"> <li>• Equality, Diversity &amp; Inclusion (EDI) Core Principles</li> <li>• Running an Inclusive Recruitment Campaign</li> <li>• Designing an Inclusive Induction Process</li> <li>• Reflecting on How Your Organisation Comes Across to Potential Talent</li> </ul>	<p>At least 12 attendees from the Without Walls Consortium attend the training sessions.</p> <p>90% of participants report improved awareness of their role in building an equitable and inclusive culture.</p>	<p>Annual review of training provision:</p> <ul style="list-style-type: none"> <li>• March 2023</li> <li>• March 2024</li> </ul>	<p>Management Team</p>
<p><b>6: Monitoring and Review</b></p>				
<p>Our actions are transparent and subject to continual improvement</p>	<p>Review this Action Plan at Board level every six months until March 2024. These reviews will be led by the Diversity and Inclusion Action Group and will include external</p>	<p>A revised Action Plan is approved by the Without Walls Board every six months.</p>	<p>Continuous with Board review in:</p> <ul style="list-style-type: none"> <li>• March 2023</li> <li>• September 2023</li> </ul>	<p>Board</p>

	consultation with sector leaders and professionals with lived experience.	New commitments are identified and incorporated into the revised strategy and plan.	<ul style="list-style-type: none"> <li>March 2023</li> </ul>	
	Establish a RAG system of monitoring for the Action Plan and review this within the staff team on a quarterly basis.	Areas of concern and a lack of progress within the Action Plan are continually identified and assigned to staff, Board members or Consortium partners for corrective actions with adjusted timeframes..	<p>Continuous with review of the RAG monitoring system:</p> <ul style="list-style-type: none"> <li>March 2023</li> <li>June 2023</li> <li>September 2023</li> <li>December 2023</li> <li>March 2024</li> </ul>	<p>Diversity and Inclusion Action Group</p> <p>Development Producer</p> <p>Management Team</p>
	Publish an annual impact statement, so that the public are able to see our achievements and areas where we need to improve.	<p>The impact statement is disseminated through the Without Walls website and social media channels,</p> <p>Annual evaluation shows that Consortium partners and artists are aware of the statement.</p>	<p>Statement published:</p> <ul style="list-style-type: none"> <li>March 2023</li> <li>March 2024</li> </ul>	Management Team