

More Than A Moment: MAC Action Plan 2022/23



Equality and Diversity Statement

This has been a tumultuous time for many of our communities. As well as the unprecedented effects of the pandemic on people's health, livelihoods, and living conditions, it has also been time to re-evaluate who and how we serve people with greater empathy and impact.

As an early signatory to the More Than A Moment pledge, MAC is proud to build on our longstanding ethos of equality, inclusivity and diversity. We regularly review areas within the organisation that needed greater representation and diverse voices. We recognise we need to take further action in partnership with a range of internal and external stakeholders.

Beyond expressing solidarity for the Black Lives Matter campaign, we want to use this time to thoroughly review our organisation's processes from recruitment to contracting, communications, programming and audiences. We want to do better. We continue to proactively campaign with More Than A Moment, and the West Midlands Arts sector's promise to take radical, bold and immediate action. We will publish improved information on the breakdown of our workforce, Board, leadership team and artists under commission. Plus, our reporting both internally and externally for the Board, staff and stakeholders will be more transparent with an active work plan to ensure positive and numerical progress is made.

We hold ourselves accountable to action on diversifying our workforce. We will seek external guidance on how we can better our recruitment processes, what succession plans or programmes we can put in place to enable more people from the Global Majority to rise to leadership positions within MAC.

At the heart of our approach is a commitment to valuing diversity, training people with dignity and respect, eliminating discrimination and promoting social cohesion through our organisation and artistic programme. We understand that if MAC is to play a relevant and important role in Birmingham, our staff and programmes need to be reflective and representative of the diversity within the city that we serve, responding to the interests and cultures of those who live and work here. MAC is proactive in its approach to diversity and inclusion, and our Equality and Diversity Action Plan is an active tool that enables effective strategic approach and monitoring by staff and the Board.

Throughout the organisation from Board level to all staff teams including catering, artist tutors and core staff, we will commit financially on a regular basis to resources, training, opportunities and to access and meet measurable targets to ensure progress. We aim for a future where there are no barriers for individuals to engage with and be part of MAC, as a member of the workforce, Board, volunteering programme, audience, participant or artist.

Summary of Aims

Our Programme

- We will continue to present, produce and commission work by Black artists based both locally and internationally and to nurture mentoring opportunities.
- Our work across exhibitions, theatre, cinema, creative courses and special events will continue to reflect and represent the diversity of our audiences, platforming narratives of frequently marginalised communities and cultures.
- We will not shy away from presenting challenging, critical and thought-provoking work that calls into question institutional failings and the need for reform.
- We will continue to work with Black artists, creatives and professionals to bring lived experience and diversify the voices behind the programme decisions and choices.
- The public are keen to see their culture and identities reflected in our work at MAC and we will continue to invest in projects, exhibitions and dance performances that celebrate all aspects of our community. We passionately care about representing city-wide experiences and interests and meaningfully engaging with challenging or political issues that support community cohesion and tolerance.

Workforce Recruitment, Board Representation

- We will focus on diversifying our workforce and Board and recruiting people with a breadth of experience to ensure equal representation and to reflect the audiences we serve.
- Diversity and Inclusion training is a mandatory part of our on-boarding process, and we will increase the number of training sessions available for our workforce.
- Board members will also undergo a skills audit to identify where the skill sets and knowledge are on the Board that could contribute to supporting us to make change.
- Board members contribute to at least one of the committees and/or other board responsibilities including Diversity & Inclusion.
- We undertake a regular programme of Board renewal; to ensure we have an appropriate mix of skills to support strategic planning.

Marketing, Communications and Organisational Language

- Across our communications we will strive to ensure all language is inclusive, specific and we will completely remove inadequate and outdated terms – for example, removing ‘BAME’ from our lexicon.
- We will deliver more training and sessions to ensure all staff use appropriate language in official documents, marketing, communications and when conversing with the general public in front-of-house roles.
- We will develop our public communications leading with transparency, to publish our statements and pledge to More Than A Moment, our work on Diversity and Inclusion, and relevant policies and action plans, as well as using our website and social media channels to communicate important organisational updates and messaging.
- We will use our platforms to champion Black voices and share opportunities for Black creatives and artists in the West Midlands and beyond.
- Our Marketing and Communications department will attend more sessions on accessibility, inclusion and learning workshops to ensure our organisational language and tone is accurate and inclusive.
- We will improve our communication skills/PR and keep refining them in consultation with communities so we better understand the nuances of their lifestyles and interests.

Freelance and Creative Development Opportunities

- We will create more paid-for opportunities for Black creatives and artists through open calls, creative development placements, and freelance positions.

Audience and Community Engagement

- We will increase and expand our work with the local community, offering more opportunities for Black audiences to engage with the arts through free creative sessions.
- We will develop longer-term relationships with strategic partners and groups in the local area to ensure we are reaching Black audiences through our programmes.
- We will aim to make our audiences are more representative of the demographics of Birmingham through better engagement efforts with our Marketing and Communications strategy and community outreach projects.
- The change we want to see is that our communities, in particular our adjacent neighbourhoods, have access to collaborative experiences and can showcase their own cultural interests and talents.

Key Objectives, Actions and Targets 2022/23

1. EDI Strand: Workforce & Board

Objectives: Increase the diversity of our workforce (including volunteers) and the Board so that they reflect the diversity of the communities MAC is working with and working to reach.

Actions: Work with specialist groups and agencies, as well as using networks to reach wider communities; Try alternative recruitment processes to reach wider demographics than through previous methods.

Targets; Increase the proportion of the workforce (currently 17.5% ethnically diverse as of February 2022) in ethnic diversity of staff to over 20 %. Increase the diversity of the Board (currently 26% ethnically diverse as of February 2022); Introduce new processes for recruitment in at least two departments. Increase pathways into the sector through an increase in the number of opportunities and Apprenticeships available.

2. EDI Strand: Ethnic & Cultural Diversity

Objectives: Encourage the use of MAC's facilities by people from the Global Majority, which better reflects the diversity of our catchment area through offering a diverse programme

Actions; Our artistic programme in 2022 will focus on 'Our Place in the Commonwealth' particularly celebrating the work of Caribbean and South Asian artists; Our programme is relevant to all parts of the community including exhibitions by Black artists John Akomfrah and Sharon Walters, alongside work by the Mixed Rage Collective; Focus on artists with Commonwealth heritage as part of the Birmingham 2022 Festival; Detailed public programme to coincide with The Unfinished Conversation on Black British experience. Carnival Music Day with ACE Dance and Refugee Week.

Targets; Be more specific about audience heritage and ethnicity. Undertake two audience surveys in summer and winter 2022 to collect data that is granular; Increase audiences from the Global Majority from 28% to 30%; Present the work of 100 Global Majority artists in the main programme including 10 new commissions, with at least 30% Black British artists.

Please contact us on email: marketing@macbirmingham.co.uk for a conversation or further information.