



Cultural
Leadership
Board

More Than A Moment Action Plan

Version: June 2022

Governance



The Pledge

1. The leadership of our organisation will own accountability for driving positive change and banishing tick box attitudes to equality, diversity and inclusion. Instead we will track and act on data to ensure faster and long-lasting progress.
2. To have representation from Black professionals on our Board, within decision-making conversations throughout our organisations, and in all areas of our practice.

Governance Actions

Action	How?	Timeline	Status
Capture, review and communicate data regarding representation, progression and the wellbeing of the Black Creative Workforce.	Conduct a diversity audit once a year within the board.	Next diversity audit summer 2022	Ongoing
	Publish diversity data on website.	In place	
Review senior roles and enable processes that continually drive fresh, diverse talent, thinking and vision.	Regularly monitor regulatory and best practice developments and review senior board positions.	In place	



Governance Actions

Action	How?	Timeline	Status
Progression planning for Black members. Support for personal development & succession.	Anyone can progress to Deputy-Chair & Working Group roles.	In place	
Practise compassionate leadership and develop a culture of transparency and openness.	Implement Board self-assessment.	In place Board self-assessment annually – next one Aug-Sep 2022	Ongoing
Have Diversity and Inclusion as an agenda item at all Board and working group meetings.	EDI added to board agenda as a standard item.	In place	

Recruitment



The Pledge

- Ensure fair representations of Black candidates for employment, contracts, commissions and procurement; and ensure fair and equitable pay for Black employees, freelancers and consultants appointed to these roles.
- Commit to increasing representation in all areas of our workforce, at all levels.
- Demonstrate our commitment to career development and artistic development in the Black creative workforce through all of our processes.

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Recruitment Actions

Action	How?	Timeline	Status
Remove structural barriers from recruitment policies, processes and advertisements. Provide time to receive direct, constructive feedback.	Recruitment policies link to the Governance principles and Equal Opportunities Policy. Feedback is offered to all candidates.	In place	
	Selection panels reflect the diversity of the region.	In place Implemented as required	
	CLB consider and approve processes to ensure fairness & transparency.	In place Implemented as required	
End the practice of unpaid work or consultation.	CLB positions are unpaid, but we pay travel expenses & compensate freelancers where this is a barrier for participation.	In place & included in Terms of Reference	
	WMCA procurement rules ensure any tendered work is paid for.	In place	



Recruitment Actions

Action	How?	Timeline	Status
Regularly review future recruitment of roles, consider fixed-term appointments and have clear assessment criteria that meet the principles of this pledge.	CLB membership and Deputy Chair positions are fixed-term appointments and recruitment processes have an assessment criteria.	In place	
Address under-representation through paid internships, secondments, accelerator, apprenticeships or mentorship programmes.	Developing a new mentoring programme to access board opportunities	Looking to launch late 2022	In process
	Increasing opportunities through skills development	Implemented & ongoing through Skills group	Ongoing
	Working groups to reflect diversity of region and be entry point for open and inclusive learning.	In place & to be reviewed biannually	Ongoing

Culture, Behaviours & Language



The Pledge

- Enable and empower people to raise concerns safely.
- Commit to rebuilding trust with the Black creative workforce and ensure safe spaces for this process.
- Recognise when someone is speaking up, this takes emotional labour and needs to be acknowledged and understood.
- Deal with all reported cases of racism to scale.
- Acknowledge language has the power both to include and exclude, pledge to be inclusive, welcoming and respectful.

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Culture, Behaviours & Language Actions

Action	How?	Timeline	Status
Communicate anti-racist values, expectations and behaviours through all documents and operate zero-tolerance on racism.	Terms for Reference outlines that diversity and representation are considered across all activity & governance policies are transparent.	In place	
	Clear anti-racism statement in Terms of Reference.	In place	
Eradicate the use of terms such as BAME, People of Colour, Urban and other acronyms and terms that generalise or cause harm. Use specific language.	CLB reviewed language on current documents and agreed not to use term BAME.	In place	
	We will actively review language to reflect changes in external environment.	In place	



Culture, Behaviours & Language Actions

Action	How?	Timeline	Status
Equip Board members with access to resources, training & tools to develop their knowledge, understanding & confidence to be actively anti-racist.	Create a learning resource for board members.	In place	
	Invite external presenters to educate & challenge board members.	First sessions during 2022	Ongoing
	Discussion with Chair & board members on how to encourage an open culture, enabling people to ask questions and fully engage.	In place & reviewed annually Self-assessment Aug/Sep 2022	
Stop using sector jargon that can exclude people from important conversations and decision-making. Create an accessible environment.	Implement 'jargon busters'.	In place	
	Check all documents and amend as required.	Ongoing	

Targets & Accountability



The Pledge

- Commit to publicly and positively promoting the action we're taking, the impact it's having and the work that still needs to be done.
- Commit to cultural cross-sectoral investment and allocate resources with the core aim of building an equitable and inclusive sector, based on active accountability.

Targets & Accountability Actions

Action	How?	Timeline	Status
Produce short, medium and long-term organisational goals in response to our commitment to the pledge.	Action plan	In place	
Publish a live, transparent diversity action plan. Include a statement of intent about what our organisation will look like.	Action plan published on website	In place & aligning pledge with CLB	





Targets & Accountability Actions

Action	How?	Timeline	Status
Commit to Board member attending the annual More Than a Moment Change Summit and quarterly learning meetings.	CLB representatives to attend meetings and represent CLB.	In place	
Publicly publish current diversity data and illustrate the narrative supporting the data with clear plans to address data, or lack thereof.	Publish CLB diversity audit.	In place	



This action plan is a live document which will be amended and reviewed on a regular basis. The plan is specific to the WMCA Cultural Leadership Board. As a public body, the WMCA has its own organisational policies in place.

This plan is part of WMCA Cultural Leadership Board's commitment in principle to the More than a Moment Pledge initiated through the West Midlands Cultural Recovery Unit. For more information about the 'More than a Moment' pledge, please visit:

<https://www.culturecentral.co.uk/mtam/>

For any questions about this action plan, please email

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