



## PEOPLE AND EDI PLAN INCLUDING ANTI-RACISM ACTION PLAN

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### Embedding culture and strengthening practice

2024's EDI plan focused on shifting organisational culture and practice and began the process of embedding the organisational values across all of Magic Me's work. This work has been largely successful, with people leadership processes improving the capacity of the staff, artists and board team, and new mechanisms to allow the organisation to respond to feedback from a variety of stakeholders across the organisation in a timely manner. New approaches, such as our project management framework lenses (which highlight key questions for the organisation to ask when delivering each stage of a project from conceptualisation through to close), have been introduced to ensure EDI (including anti-racism and anti-ageism) is at the heart of all of our programme activities.

The 2025/26 plan will deepen the work that was done in 2024, embedding the practices that we created in 2024 in order to develop a more robust EDI culture which is embodied by all of our staff, artists, volunteers and board members. This year's plan is structured around two core objectives:

- People objective: To create an engaged, expert workforce that continues to develop new skills that serve them in their roles and supports the success evolution of the organisation.
- EDI objective: To dismantle discrimination and provide equal access to Magic Me's offerings to all who are interested, ensuring representation within our workforce and participants reflects the demographics of Tower Hamlets and the wider communities we serve.

The two plans are included together because we see the People Plan actions as key to underpinning our EDI efforts. Separating the two plans also allows us to maintain a clear focus and effectively measure the impact of our initiatives.



We acknowledge that while this plan will bring many benefits, the work will sometimes be uncomfortable and hard, a result of sharing power differently and breaking old habits and assumptions.

## People plan

### CULTURE & PRACTICE

#### Objective: Embed our Values and support staff development

- Initiatives:
  - Continue using the values-based performance management framework, where staff evidence how they are meeting our values and their responsibilities monthly.
  - Ensure each colleague has a development plan that identifies skills to develop, aligned with their role.
  - Continue weekly wellbeing meetings and 1:1s between staff and line managers.
- Outcomes:
  - Staff turnover remains below 15% annually.
  - 100% of staff have an up-to-date development plan.
  - Documented evidence of values being used in decision-making at SLT level (meeting minutes).
  - Feedback from staff pulse surveys and 1:1s indicates a high level of satisfaction with development opportunities and wellbeing.

#### Objective: Enhance Artist support and development

- Initiatives:
  - Finalise and implement artist scaffolding approaches, including a handbook detailing key information and support.
  - Continue artist Learning and Development Days, with content informed by artist feedback.
- Outcomes:
  - Artist handbook is completed and distributed to all associate artists.
  - Feedback from artists on the handbook and L&D days is positive including:
  - Increased artist confidence in applying Magic Me's principles and practice (measured through L&D day surveys).

### SYSTEMS & STRUCTURES

#### Objective: Improve recruitment, integration and retention

- Initiatives:
  - Publish current workforce recruitment and selection practice on the website.
  - Continue to embed the staff integration approach, gathering feedback from new colleagues.
  - Develop succession plans for each role within the organisation so colleagues understand their trajectory through the organisation.
- Outcomes:
  - Recruitment and selection practice is published on the website and linked in job packs.



- Feedback from 100% of new staff on the integration process is positive.
- Succession plans are documented for all roles.

NB. We have a diverse pool of associate artists and are not looking to recruit new artists at this stage of our Arts Council England National Portfolio Organisation cycle.

## EDI plan

### CULTURE & PRACTICE

#### Objective: Embed EDI and Values

- Initiatives:
  - Continue embedding EDI and values into the next strategy for 26-29.
  - Continue the development of and actively use the Project Management Framework (PMF) across all project delivery.
  - Finalise and implement our [anti-racism approach](#) across all project phases.
  - Create an Inclusive Language Guide, with agreed terminology and definitions.
  - Ensure Anti-racism Book Club (ABC) sessions end with agreed actions, logged in a central tracker, and reviewed quarterly by SLT and the People Committee.
- Outcomes:
  - New strategy document for 26-29 includes a clear outline of how our practice in this area will evolve over the three year period and documented links between creative programme and values.
  - Documented evidence of PMF use in all projects, with team feedback.
  - Anti-racism approach is documented and implemented across all project phases.
  - Inclusive Language Guide is drafted, approved, published, and incorporated into relevant policies.
  - ABC action tracker is maintained, and review notes are available from SLT and People Committee meetings.

#### Objective: Create inclusive scaffolding to support diverse pool of artists

- Initiatives:
  - Implement evaluation framework across all projects.
  - Involve participants in steering Magic Me's approaches and creative priorities through the Advisory Group.
  - Develop "working with me" documents for partners and artists.
- Outcomes:
  - Evaluation framework is used in all projects, with data collected and analysed.
  - "Working with me" document templates are finalised and implemented across all artists.

### PEOPLE & PARTNERS

#### Objective: Improve representation across Magic Me

- Initiatives:
  - Embed participant monitoring forms across all programme activities.



- Deliver or attend at least four targeted engagement activities in partnership with community groups representing Bangladeshi residents and/or men in Tower Hamlets.
- Collect equal opportunities data for 90% of staff and trustee applicants.
- Create partnerships with organisations who work with underrepresented communities to support the diversification of applicants
- Outcomes:
  - Participant demographic data is collected from all projects.
  - Participant demographic data shows an increase in Bangladeshi and male participation compared to 2024/25.
  - List of partner organisations and engagement activities is maintained.
  - Equal opportunities monitoring form completion rate is 90% or higher.
  - Summary report on applicant demographics is reviewed by SLT and Board.
  - List of partner organisations supporting recruitment is maintained, with reports showing applicant sources.

## SYSTEMS & STRUCTURES

### Objective: Understand programme demographics and ensure responsiveness to need

- Initiatives:
  - Implement evaluation framework across all projects.
  - Involve participants in steering Magic Me's approaches and creative priorities through the Advisory Group
- Outcomes:
  - Evaluation framework is used in all projects, with data collected and analysed.
  - Terms of Reference for the Advisory Group are drafted and approved.
  - Advisory Group meets regularly, with meeting minutes and summary reports provided to the Board
    - Membership list with demographic data is maintained.
    - Meeting minutes and summary reports are provided to the Board.