



**Coventry City of Culture Trust**  
**More than a Moment Pledge – Action Plan**

24 June 2022

The Trust has signed up to the More than a Moment Pledge – the West Midlands' arts sectors promise to take radical, bold, and immediate action to dismantle the systems that have for too long kept Black artists and creatives from achieving their potential in the arts and cultural industries.

Trustees have collaborated with senior colleagues to ensure that progress against the pledge is documented and considered at every Board meeting. A series of measurable actions have been agreed in order to continue to make progress during the next two years, building on what we have achieved over the last two years.

This is a pivotal moment for the Trust as it moves from being a large-scale organisation delivering the UK City of Culture celebrations in 2021/22 to becoming a leaner, commissioning focussed legacy company. While we may not have the resources or convening power that comes with the City of Culture title, the Trust remains committed to improving the conditions and opportunities for artists in the city, including the Black Creative workforce. We are therefore pleased to publish a summary of the actions we will be taking over the next two years.

A handwritten signature in black ink, appearing to read 'M Sutherland'.

Martin Sutherland - Chief Executive

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<b>GOVERNANCE &amp; LEADERSHIP</b>	<b>Leader</b>	<b>Supporters</b>	<b>Timescale notes</b>
Capture, monitor, assess and openly communicate data regarding representation, progression and wellbeing of the Black Creative Workforce, including freelancers	Head of HR and Team Development	CEO, Monitoring & Evaluation Manager	Ongoing – with results published twice yearly. Work do be done to determine a methodology for capturing and reporting “wellbeing” – this will be agreed in autumn 2022
Include Diversity and Inclusion as an agenda item at all staff, Board and team meetings, including programming	CEO	Senior Team, team administrators	Ongoing – but to be added to new commissioning meetings from August 2022 onwards
Resource coaching and mentoring support for the Black Creative Workforce	Head of HR and Team Development	CEO, Commissioning Director	Ongoing – however, from September 2022 when we finalise our commissioning framework, we will review budgets to ensure that appropriate investment is available to deliver this action
Practice compassionate leadership through delivery of our Fair Pay and Condition Principles	CEO	Head of HR and Team Development, Commissioning Director	Ongoing – to remain a central principle in our contracts with commissioning partners and those we engage directly
Review senior roles, including at Board level to support progression of the Black Creative workforce	CEO	Head of HR and Team Development, Commissioning Director	Ongoing – the Trust has undertaken a comprehensive restructure in readiness for legacy period. It is clear that there remain fewer opportunities than is desirable for Black Creative workforce. This deficit will be addressed as vacancies arise – but will also inform the development of our new commissioning framework (due in September 2022). The creation of a new Associate CEO role was a response to this.

<b>RECRUITMENT, PAY &amp; WORKFORCE DEVELOPMENT</b>	<b>Leader</b>	<b>Supporters</b>	<b>Timescale notes</b>
Continue to review recruitment policies and practices to remove barriers to employment, build trust and encourage applications from Black people	Head of HR and Team Development	CEO, Trustees	Ongoing – but reviewed at quarterly EDI meetings and annually by Trustees as part of our policy and procedure review
Continue to review where and how we advertise and raise awareness about roles within our organisation, and within those organisations that we commission to deliver on our behalf	Head of Team Development	CEO, Commissioning Director	Ongoing – we will continue to monitor effectiveness of recruitment channels and be open to investing in new routes to ensure we reach deeply into Black communities. Our Community Connectors, City Hosts, Trustees, and apprentices can be utilised more effectively
Following our Fair Pay Principles, continue to ensure that expertise and advice is appropriately paid for	Commissioning Director	CEO	Ongoing – and enshrined within all contracts. Twice yearly reporting, within our Monitoring & Evaluation framework, will provide details of the investment made by the Trust in the Black Creative workforce. In September 2022, the Trust will publicly publish these Principles, encouraging other major employers to do so too
Continue to adhere to an MOU with all appropriate Unions (including Equity, Musicians Union and BECTU) to ensure that the Trust pays fairly and influences all those in its supply chain to do so too	CEO	Commissioning Director, Finance Manager	Ongoing – however, in September 2022 we will recommit to the MOU, publicly, ensuring that all those who engage with the Trust are aware of our continued support for unions
Continue to build in time within all interview and application processes to provide direct, constructive feedback	Head of HR and Team Development	Senior team, Trustees	Ongoing

<b>RECRUITMENT, PAY &amp; WORKFORCE DEVELOPMENT</b>	<b>Leader</b>	<b>Supporters</b>	<b>Timescale notes</b>
Set a minimum percentage of employed and freelance roles to be filled by Black people within each level of our organisation	CEO	Commissioning Director, Head of HR & Team Development, Trustees	Review to be completed before September 2022, with targets agreed by Board in autumn 2022
Continue to address under-representation through paid apprenticeships	Head of HR & Team Development	CEO	Six level 3 apprentices to be recruited from September 2022 – working with the Trust for 18 months

<b>ORGANISATIONAL CULTURE, BEHAVIOURS &amp; LANGUAGE</b>	<b>Leader</b>	<b>Supporters</b>	<b>Timescale notes</b>
Continue to deliver and review resources, training, and tools available to all colleagues to develop their knowledge, understanding and confidence to be actively anti-racist	Head of HR & Team Development	CEO, Trustees	Training plan for the next 12 months to be agreed in September 2022
Support and encourage staff to develop their own anti-racism practices both within and outside of the workplace	Head of HR & Team Development	EDI working group	The legacy team will be in post by September 2022, at which point we will recruit colleagues to various working groups – including a refreshed EDI group. This entity will take responsibility to co-designing initiatives to support this action
Review code of conduct, staff handbook, job descriptions and similar documents to ensure anti-racist expectations are clear	Head of HR & Team Development	CEO, Trustees	The new team handbook will be ready by September 2022, so a review will be completed prior to this.
Continue to be specific in our language and avoid use of harmful acronyms in our internal and external communications	CEO	Marketing & Communications Director, Trustees, Commissioning Director	A review of language and terminology was undertaken in 2021. The EDI working group will review again in autumn 2022. However, we continue to avoid use of all harmful acronyms having taken a policy decision to do so last year.

<b>PROGRAMMING, AUDIENCES, QUALITY &amp; VALUE</b>	<b>Leader</b>	<b>Supporters</b>	<b>Timescale notes</b>
Ensure all commissioning opportunities are available to Black Creative workforce	Commissioning Director	Marketing & Communications Director, CEO	Framework to be launched in autumn 2022 and will ensure that our approach, promotion, expectations, and remuneration are not barriers to engagement by the Black Creative workforce. As we did in 2021, we may elect to create specific commissioning funds for the Black Creative workforce, but this would be in addition to, and not instead of, other opportunities.
Support our commissioned partners to include paid associate roles within their delivery teams	Commissioning Director	Creative Commissioners	From September 2022, the commissioners will work with our partners as they devise their activity budgets and plans – to identify opportunities for paid associate roles.
Continue to ensure that grant and commissioning panels are representative, to ensure that artistic decision making is fair	Commissioning Director	CEO	Ongoing – with reporting to Trustees twice yearly
Credit partnerships with Black cultural organisations and artists	Marketing & Communications Director	CEO, Commissioning Director	Ongoing

TARGETS AND ACCOUNTABILITY	Leader	Supporters	Timescale notes
Produce short-, medium- and long-term measurable goals	CEO	Trustees, senior team, EDI working group	To be reviewed by Trustees in September 2022, with further review points in March 2023 and every six months. Action plan updated annually to reflect progress and shared publicly
Continue to publish diversity data through our monitoring and evaluation processes	Head on Monitoring and Evaluation	Marketing & Communications Director	Ongoing – published every six months
Continue to ensure that senior colleague participates in More than a Moment accountability learning meetings and annual Change Summit	Head of HR & Team Development	CEO, Trustees	Ongoing