

MORE THAN A MOMENT

ONE YEAR ON

November 2021

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Introduction

This report aims to outline the change that has been sought by the Black Creative Workforce following the launch of the Radical listening research and the More Than a Moment pledge in October 2020. The Black Creative Workforce demanded action after sharing their lived experiences with the Arts and Culture sector and co-designing the pledge; therefore this report will also highlight the challenges, opportunities and provide key insights, over the last 12 months as organisations embarked on implementing the pledge.

Over the last 12 months, the More Than a Moment working group sought to hold organisations accountable and to provide evidence and report on the implementation of the pledge. This in the hope of exploring new ways to rebuild the sector, in order to make radical, long term and transformational change in the 21st century. Sector learning sessions were held to discuss the key barriers and support needed to implement radical change. Some of the key themes included; COVID 19 recovery plans, the practicality of applying the actions within the pledge and learning new inclusive terminology.

Within this report, we document what Arts and Culture organisations have really done since the launch of the More Than a Moment Pledge.

Key Learnings

We uncovered that the More Than a Moment Pledge sits alongside wider organisational strategic priorities, and therefore can support the wider ecosystem of transformational change. Organisations can take inspiration from the pledge, and apply the pillars identified within the pledge, in the mission of supporting under-served communities. Leadership must embrace the pledge using a cross-functional approach within their workforce and beyond. This will require innovation, education and the desire to embed the More Than a Moment pledge within the entire workforce.

Organisations have the tools to rebuild a future-facing sector that leaves no one behind and this can be implemented through collaboration, innovation and accountability. In order for the Black Creative Workforce to truly achieve their potential in the Arts and Cultural sector as the sector recovers from COVID 19.

There is also an opportunity for the Black Creative workforce to invest and develop their skills and talents and embed future-facing skills within their cultural practice. Now more than ever is the time for innovation (i.e digital).



The Covid 19 recovery has created further challenges and opportunities to bring the Black Creative Workforce and organisations together to move forward within the 21 century, in order for all to thrive.

More than a Moment listened and heard what the Black Creative Workforce had to say, and ignited action, through the More than a Moment Pledge. The Pledge provides a framework for the organisational, systematic and industry-wide change required to rebuild the sector, and showcase how, by tangibly tackling systemic inequality and embedding anti-racist practice, the sector can enable everyone to thrive. Within this report, we will document what has really changed since the More than a Moment Pledge was launched.

Since the More Than A Moment Movement Began:

- Since June 2020, over £852k has been invested into the Black Creative Workforce and cultural activity. This includes roles, funded programmes and commissions.
- 79% of organisations are now committed to reporting, capturing, monitoring, assessing and openly communicating data regarding representation, progression and wellbeing of the Black Creative Workforce.
- 75% of organisations have reviewed senior roles and enabled processes that continually drive fresh, diverse talent, thinking and vision.
- 95% of organisations have equipped all staff and Board members with access to resources, training and tools to develop their knowledge, understanding and confidence to be actively anti-racist and create a safe and flourishing space.
- 88% of organisations surveyed no longer use BAME.



Methodology

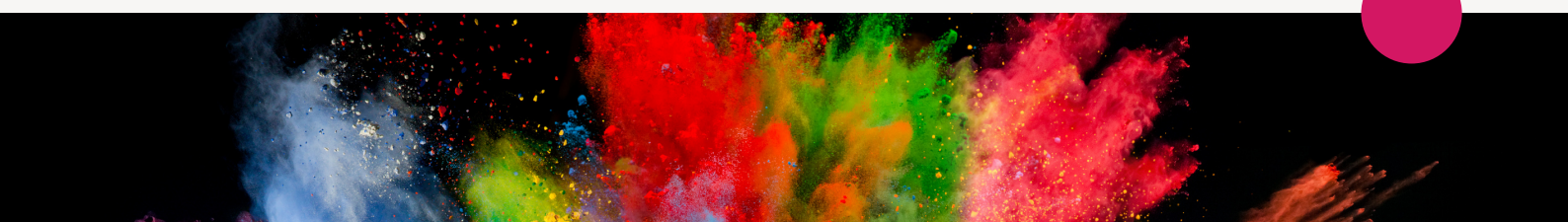
This report has been formed from a survey that was sent out to all organisations signed up to the More than a Moment pledge. We asked organisations to comment on their progress on the five areas of the pledge:

- Governance and leadership
- Recruitment pay and workforce development
- Organisational Culture
- Programming, Audience, Quality and Value
- Targets and Accountability.

In total, 43 organisations responded to the survey. We also met with representatives of the Black Creative Workforce throughout the year, having 1-2-1 conversations, and short interviews for feedback.

In addition to this, the More than a Moment team held sector learning sessions, which enabled us to obtain a deeper insight into how organisations were addressing the pledge.

The sector learning sessions¹ enabled further opportunities for organisations to learn, to address the fundamental challenges to implementing the pledge, and to provide a space to hold organisations accountable to continuing to implement the pledge.



The Pledge - What Came Next?

Governance and Leadership

Radical change starts at the top. In order to be proactive towards sustainable and transformative change with and for the Black Creative Workforce in the 21st Century, organisations need to reimagine new ways of doing things at EVERY level, starting at the top.

Representation matters, how will organisations recognise indirect racial discrimination, barriers to progression and eradicate systemic inequality which leads to poor wellbeing, if there is no acknowledgement from the top?

The More than a Moment Pledge asked organisations to capture, monitor and openly communicate data regarding representation, progression and wellbeing within their workforce. 53% of organisations have had training to combat racial discrimination within the workforce, but what process is in place to recognise and support wellbeing following incidents within the workplace?

Before June 2021, 59% of organisations said they were not capturing, monitoring, assessing and openly communicating data regarding representation, progression and wellbeing of the Black Creative Workforce. In addition to this, 21% of the organisations said they were capturing and monitoring representation data, however, they were not necessarily capturing data on progression or wellbeing.

The City Mental Health Alliance, Mental Health and Race in the workplace toolkit highlights:

“To build a truly diverse, inclusive and mentally healthy workplace, businesses need to recognise systems that perpetuate discrimination, interrupt that system by calling it out and then ensure action to repair. They need to offer workplace mental health and wellbeing support that is appropriate, effective and accessible to all employees. And businesses must ensure that workplaces create a culture of psychological safety, where all people feel a sense of belonging”

- Poppy Jahman



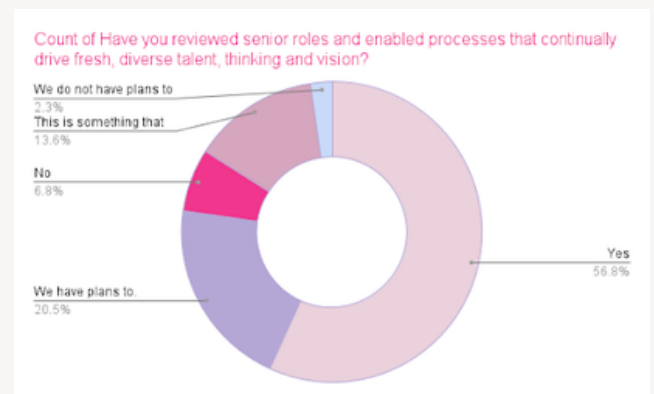
As part of their commitment to the More than a Moment Pledge, 79% of organisations have now publicly committed to reporting, capturing, monitoring, assessing and openly communicating data regarding representation, progression and wellbeing of the Black Creative Workforce. However, the responsibility for implementing this work sits within the senior leadership team and Governance.

Our research has found that 77% of organisations that were surveyed are proactively addressing under-representation (i.e through paid internships, secondments, accelerator, apprenticeships or mentorship programmes) for Black artists and employees. In addition to this, out of all of the organisations surveyed, there were a total of 337 members of boards, with 12.17% of these identifying as Black.

Out of the organisations surveyed, it was found that there were a total of 99 paid leadership roles within the West Midlands. However, only 4 out of the 99 identified as Black. This highlights the need for not only representation but the need for paid representation at senior level in order for equity to prevail.

In order to change this, the More than a Moment Pledge demanded that organisations review their senior roles and processes in order to drive fresh, diverse talent, thinking and vision. This requires innovation and further collaboration with Black-led cultural organisations, programs and communities.

The majority (55%) of organisations reported that they have reviewed their senior roles, with an additional 40% of organisations stating that they are either working on this or working toward this in the next 2 years. The remaining 5% stated that this was not in their plans.



2022 Governance & Leadership Focus Area: Wellbeing & Transparency

Recommendations

- Organisations should be working towards devising an anti-racism policy and openly stating their stance on discrimination within their work.
- Organisations must commit to a culture of transparency and prioritise well being, governance and leadership must take responsibility to ensure this action item as key priority.



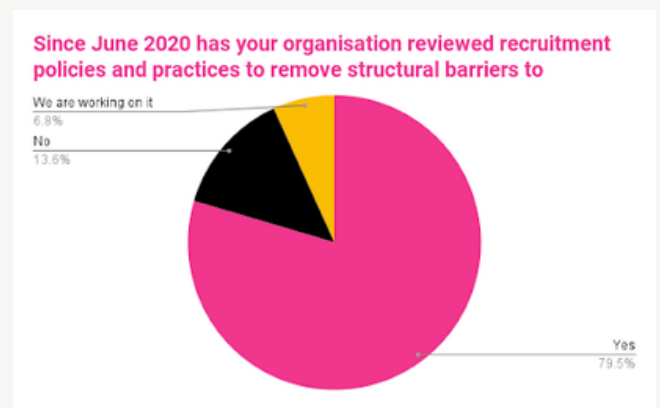
Recruitment, pay and workforce development (Workforce Development)

Organisations have committed to equity of opportunity, pay and development of the Black creative workforce. They have pledged to radically transform their recruitment practices to make them fair and equitable, and proactively work to dismantle systemic barriers to career progression faced by Black professionals. Organisations have taken positive steps towards their recruitment process, and have plans to end unpaid work, but how are organisations supporting continued skill development and upskilling within the workforce?

In June 2021, 79% of organisations reviewed recruitment policies to ensure the eradication of systematic barriers towards employment in order to encourage applications from the Black Creative Workforce, and diversify the workforce.

“We have begun to but it is a work in progress”

This included 83% of organisations communicating anti-racist values, expectations and behaviours through job descriptions, codes of conduct, visitor/audience charters or similar documents. In addition to this, all but one organisation said that they were actively supporting the development of, and opening opportunities for, the Black Creative Workforce.



The pledge demanded that organisations end the practice of unpaid work or consultation; ensuring expertise and advice is valued and appropriately paid for. 68% of organisations surveyed said they had plans to end unpaid work and consultation. Furthermore, organisations openly disapproved of unpaid work. Is this an indication for a cultural shift to end unpaid work across the sector?

“We don't have plans in place to end this, as we simply don't do it! Unpaid work or consultation is not acceptable to our organisation and has not been for some time.”

It is evident that organisations have shifted their recruitment practice, and have placed more attention on the creation of opportunities for the Black Creative Workforce. However, it is critical to note that an increased emphasis on workforce development and additional skills and training must be prioritised, due to the historic lack of opportunities faced by the Black Creative Workforce.



“Workforce development in the sector is also low. While there is some variation by firm size and sub-sector, employers in the Creative Industries are less likely than average to have offered training for their staff and (relatedly) employees working in the sector are less likely to report having received training. Taken together this raises concerns both about the pipeline of talent to the sector, and the level of both up and reskilling when in work.”

- The-PEC-and-Work-Advance-Creative-Skills-Monitor

We asked organisations to report how they connect and engage with Black communities in the region all year round, not only in relation to specific pieces or programmes of work. Most organisations commented they were making positive progress:

“...we have made the time to go out to meet communities in their home locations and invited them into our venue, leading to projects initiated by those communities being programmed and presented here; we have made the time for individual follow up conversations with creatives whenever requested/suggested; we have proactively distributed artist call outs and employment opportunities through our growing community networks each time new roles become available; we have introduced advance information video calls for prospective candidates in advance of application deadlines. These are just a few examples of the ways we have been working with communities year-round “

It is a fundamental requirement for organisations to continue to establish relationships with and collaborate with Black-led organisations and beyond creative communities, in order to build and restore trust and support in the wider talent development pipeline. This will not only benefit recruitment, it has a wider impact on the networks of Black creative workforce, and will help to raise awareness about cultural organisations, utilising channels that reach deeply into Black communities, therefore building long term and new audiences.

2022 Workforce Development Focus Areas: Skills & Training

Recommendations

- Invest in skills and training and workforce development with new employees.
- This is a prime opportunity for innovation and the creation of future-facing roles, as the sector faces an impending skills shortage due to the pandemic.
- Put networking and connecting with the Black Creative workforce at the forefront of recruitment strategies. The more people organisations authentically connect with, the more that the BCW will feel supported to apply.
- Organisations must address the potential skills deficit through further professional development training, mentoring and innovation.
- Continue to monitor the recruitment of Black members of staff. We would like to see a majority of organisations seeing an increase in Black representation within their workforce.



Organisational culture, behaviours and language (Culture)

It is important for commitments to be stated publicly, in order for the Black Creative Workforce to identify and ascertain how organisational values are showcased and implemented within the workplace. Trust and safe spaces are critical.

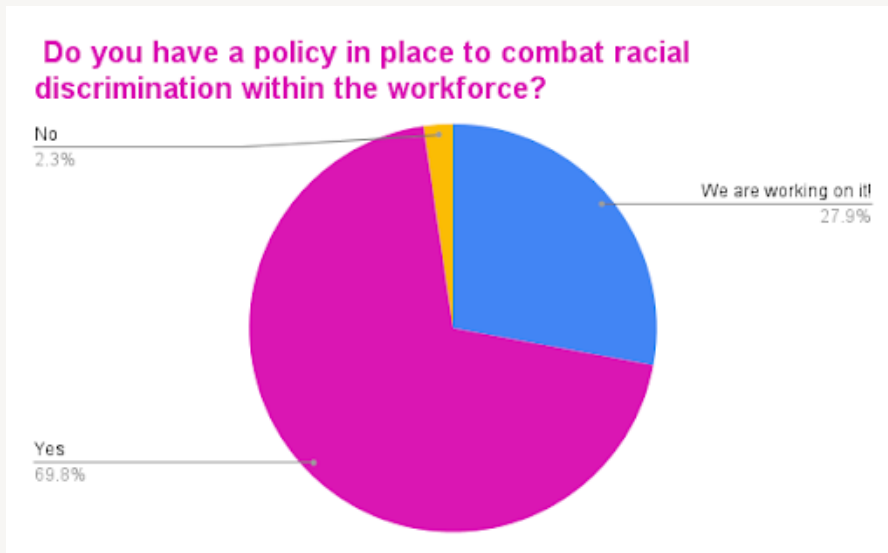
From the organisations surveyed, 95% stated that they have been equipping all staff and Board members with access to resources, training and tools to develop their knowledge, understanding and confidence to be actively anti-racist and create a safe and flourishing space.

In addition to this, the More than a Moment pledge asked organisations to be specific and eradicate the terms “BAME, People of Colour, Urban” and other acronyms used to address Black people, and instead to be specific. So far 88% of organisations surveyed said these acronyms have been removed from their language, and they are committed to being specific within their internal and external communications. One organisation said that they have used the term People of Colour, but not BAME. The final 7% said they still use the terms within their work.

The More than a Moment Pledge asked organisations to eradicate the use of generalisable terms from their language and to become more specific and intentional in the language they use to address the Black Creative Workforce. This is because the use of their term BAME, prevents a deeper insight into the stark cultural differences and the nuances between all of the communities that exist under the BAME terminology. This also leaves less room to provide nuanced insight into challenges faced by communities that exist under the BAME umbrella, therefore providing less opportunity to identify and resolve specific cultural challenges to make any real change.

It is important for organisations to create a culture that facilitates thriving, therefore the need for continued cultural understanding, training and education, creates the space for the Black Creative Workforce to feel trusted and valued. 69% of organisations who responded to the survey have policies in place combating racial discrimination within the workforce, and a further 23% have committed to working on this.





By organisations committing to delivering anti-racism training, and embedding clear policies dealing with incidents of racism within the workforce, this is a clear indication to the Black Creative workforce that they will take meaningful action and that they are valuable to the sector.

“We have aimed to share our learning and work on MTAM Fridays; We have set up an organisational advisory board to ensure more voices are heard, including Black communities; we have a new training programme targeting young music leaders (Black, Asian and SEND) to ensure our emerging workforce is more reflective of our Birmingham communities.”

2022 Culture Focus Areas: Education

Recommendations

- Organisations should embed a culture of learning and cultural education and understanding to provide authentic opportunities for people to celebrate their identities within the workforce.
- Organisations must commit to rebuilding trust with the Black Creative workforce and take a zero tolerance approach when key issues are raised.
- Enable and empower people to raise concerns safely, with confidence that they will be dealt with appropriately and with care, and without fear of repercussions.



Programming, Audience, Quality & Value

There is an immeasurable amount of talent within the West Midlands, but how often is there room for the talent within the Black creative workforce to truly thrive? Historically the Black creative workforce have been forced to either self-fund or finance D.I.Y programs with tiny budgets, and fight for their voices and cultural ambitions to be seen, heard, and most importantly valued on stage. This has often resulted in the BCW being economically and culturally undervalued for their contributions, or fatigued from rejections from major cultural institutions. The Black Creative workforce demanded tangible action to address the lack of inequity and inequality on and off stage.

This section highlights one of the most seismic shifts within the cultural sector over the last 12 months. Out of the organisations who submitted the contractual value of opportunities presented, a total of £852,601 has been invested into the Black Creative Workforce, which has been segmented into the creation of new roles including permanent staff, part-time and freelance staff, as well as new small, medium and large scale productions created by the Black Creative Workforce.

During the 2020 radical listening research, one of the major findings was that only 22% of respondents had positive experiences obtaining funding for creative programs. A key contributing factor to those negative experiences were due to a lack of trust and recognition and understanding of cultural value from institutions, and limited funding for specific development and programming opportunities.

The second key finding was a deeper need for further cultural understanding, recognition and trust, requiring a need for further representation and lived experiences within decision making roles in the workforce. One of the critical findings from the radical listening research was a need for representation of nuanced stories from the Black creative on and off stage.

The More than a Moment pledge sought to address this systemic and cultural barrier by calling for an end to unpaid work, and demanding further education in relation to cultural decision making, and assurance that Black culture is valued and artistic and cultural decision-making in relation to Black artists - or the experiences were co-designed with Black people. 57% of organisations have offered Associate roles, paid placements and shadowing opportunities wherever possible across activity, ensuring they are empowered to make decisions, and have time for creative freedom.



There have also been increased efforts from the sector to ensure the democratisation of decision making within the workforce. From organisations that responded to the 'one year on' questionnaire, 98% are actively supporting the development of, and opening opportunities for, the Black Creative workforce:

“We work collaboratively with artists to make new work and the commissioned artists leading and setting their own brief, based off initial creative stimulus from us”

“By employing Black artists; engaging Black Board members; actively seeking to work with Black communities in our year-round programme, which in 2020 was mainly online but usually takes place in person in communities' own spaces across the city.”

‘We are working with Black artist/curators in a mentoring capacity and commissioning new work. We are creating new opportunities with coverage on national radio and achieving national press coverage. We are working nationally with organisations, as we are a nationally focused organisation. ‘

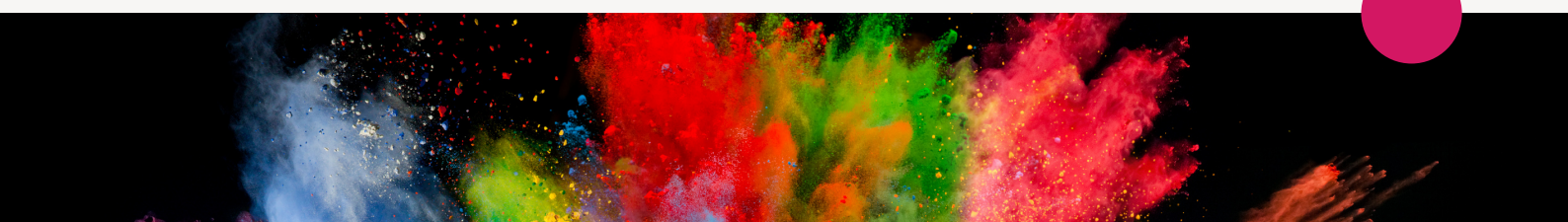
However, only 52% of organisations who responded to the survey have ensured artistic and associated decision-making related to Black artists-or experience is co-designed with Black people, e.g. artist briefs, artwork selection and casting calls being well researched - meaning that there is still a long way to go.

Albeit a large investment into the Black Creative Workforce, to withstand the test of time and move beyond tokenism, organisations must ensure that this is embedded into the design of the budgets, and sustain relationships with the Black Creative workforce. A new era of creative content has been generated due to the pledge, however organisations must continue to nurture, celebrate and champion the cultural input that the Black Creative Workforce have to offer in their long term strategic plans. Is now the moment for the West Midlands to capture the cultural landscape of the Black Creative Workforce?

2022 Quality & Value Focus Areas: Value Exchange

Recommendations

- Organisations must think beyond their venues and build genuine long term authentic relationships with Black Artists and Black-led cultural organisations.
- Organisations must come together and think about the talent development infrastructure with the Black Creative Workforce, move beyond short term one-off opportunities and nurture the talent within their cities.
- Organisations should continue to sustain investment into the Black creative workforce and the creation of artistic output made by Black artists year on year, and ensure that from programming to casting representation is present at every level.



Accountability & Targets

Prior to the More than a Moment pledge, The Black Creative workforce were unable to reach their full potential and realise their creative ambition due to the systematic inequalities and barriers within the West Midlands Culture sector. Simultaneously, the sector has missed out on celebrating and showcasing the Black British cultural history made within the Midlands.

Accountability must remain at the centre of this work because it is the vehicle to the fundamental transformation that the sector is making, through practical, tangible action and transparency until this work is embedded.

Whilst the information reported paints a picture of positive development in the landscape of the Arts and Culture sector, proactive and consistent change cannot prevail without a commitment to targets and accountability. The More than a Moment pledge asked organisations to use bold, radical, meaningful goals to hold themselves to account. It is important to note that trust was a key theme within the radical listening research and the Black Creative Workforce recognises that without targets and accountability, efforts will be tokenistic, and no real change will be made.

Below are examples of how organisations have exemplified some specific aims, objectives and actions:

Small organisation:

“We offer paid placements through the University of Birmingham as we are a small organisation and don't currently have the budget to fund them ourselves. We implement the same recruitment strategies for placement students as with other staff including the spirit of the Rooney rule. We have close relationships with many Black artists, including on our Board who we have consulted about artistic programming and commissioning. We have paid Black freelancers to sit on recruitment panels.”

Large organisation:

“Again there are various ways in which this is being ensured. In the last 6 months, we have employed 3 Black people in permanent full-time roles within our artistic team (Programming & Artist Development, Community & Talent Development, Learning) in addition to the three placement/apprentice roles outlined above. Each is seeing potential work, designing, managing and delivering projects and programmes. <cont'd >



...Casting briefs for an upcoming large scale production are being co-written with the writer and musical director, both of whom are Black. Artwork for a new production is in the process of being developed and redrafted with input from key Black employees and freelance artists. In upcoming funding bids for specific work, Black employees will contribute to the writing of the bids and feedback on the bid as a whole.”

After one year, 61% of organizations are working on creating short, medium and long term organisational goals, and 38% have produced short, medium and long term organisational goals in response to our commitment to the More Than A Moment pledge. There is a correlation between organisations that are willing to be transparent and accountable for their work, and organisations that have a strong desire to build deeper relationships with the Black Creative Workforce and tackle systemic inequality within and beyond the workforce.

There is now a baseline of what organisations can tangibly and practically achieve in the middle of a global pandemic and the Covid 19 recovery.

This indicates that more impact will happen in the medium to long term as the sector seeks to rebuild itself. Therefore, there is an expectation for 90% of all organisations to publicise their short, medium and long term goals by October 2022.

2022 Accountability & Targets Focus Areas: Goals

Recommendations:

- Collaboration is at the centre of accountability, connect with a Black Artist or Black-led organisation and state your intentions for change
- Set targets and actions and communicate them publicly, implement one key action at a time.
- Be transparent and communicate any foreseeable challenges at the earliest opportunity and co-design a solution.
- Publish short, medium & long-term goals on your website.



Conclusion: How do we thrive?

In the 12 months following the launch of the More than a Moment pledge, the West Midlands culture sector has showcased the power of collaboration and collective change. This report has provided a transparent snapshot of what tangible efforts have been made, showcasing what happens when commitment turns into action. It was clear from the 2020 Radical Listening survey, the Black Creative Workforce were tired of talking, and wanted to see some tangible action occur. Finally, we have begun to see this.

However, this is just the start.

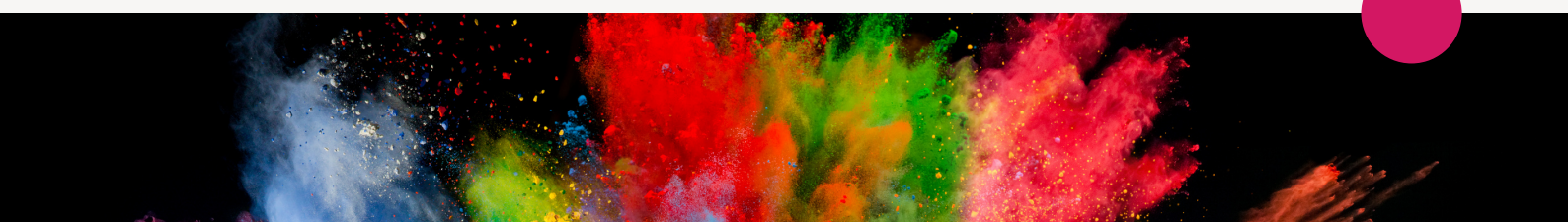
The fundamental purpose and the mission of More than a Moment is to create radical change with and for underserved communities. However, this change must be sustainable, future-facing and co-created. Our aim is to make the world a more inclusive, safer and equitable place through creativity, data, innovation and disruption. In order to get to that destination, consistent, tangible action must be taken. The More Than a Moment Pledge provides a framework of how organisations can start to eradicate the systems that perpetuate inequality. However, the findings of this report suggest organisations want more support on the practicalities of the change sought. In order to do this, More than a Moment will be releasing more guidance and toolkits for organisations to utilise to support the implementation of the More than a Moment pledge.

The Kitemark

The Kitemark is a benchmark measured by the Black Creative Workforce, who will provide honest feedback of their experiences of the culture sector throughout the year, and validate the statements created by organisations who signed up to the pledge.

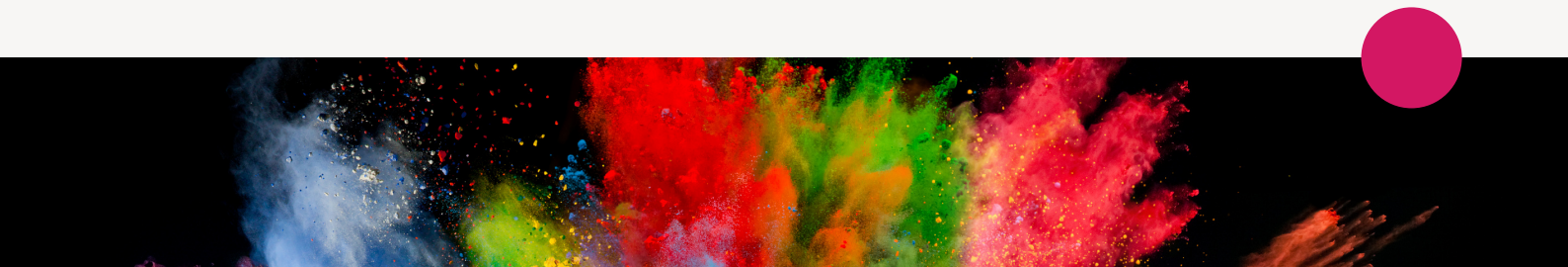
Accountability Cycle

The Accountability Cycle is an action-led accountability model that puts collaboration at the centre of change. This has been designed to ensure that the pledge can evolve to the needs of the Black Creative workforce and broadened to wider communities and organisations at any given year. The purpose of the cycle is to ensure year on year progress can both be measured and implemented, whilst also granting space for learning, adaptation, improvement and most importantly change.



More Than a Moment is committed to supporting and guiding organisations to create long term sustainable change with and for the Black Creative Workforce and with under-served communities.

The More Than a Moment pledge has proven to be a solid framework in challenging the systems of inequality through collaboration and tangible action. It is important that we keep this momentum moving into 2022.



Credits and fair usage

This research was carried out by Elizabeth Lawal and Loreal Stokes, as part of the **More Than A Moment** pledge and process - designed and created by the **More Than a Moment** Working Group, in partnership with the Black Creative Workforce and West Midlands Cultural Sector.

We acknowledge and thank all of the Black Creative Workforce for their time, honesty and emotional labour in contributing to this research, and all of the More Than A Moment pledge organisations who completed the survey, attended learning sessions and are committed to driving this change forward.

The research, pledge and any other supporting documents and materials are free to use for individuals and organisations in the West Midlands Cultural Sector and under a Creative Commons License, however, if you wish to use this for commercial purposes, please contact info@culturecentral.co.uk.

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