



Strategic Plan for Inclusion, Diversity Equity and Access April 2023

Compiled by Jenetta Hurst on behalf of Leicestershire Music

1. Communication and Community; 2. Evaluation and Review; 3. Recruitment and Retention; 4. Representation; 5. Training.

Key

Youth Music IDEA Pillars

1	Vision, Values and Strategy
2	People and Culture
3	Musical Offer
4	Youth Voice
5	Reach and Engagement
6	Key Policies
7	Communications
8	Partnerships and Advocacy

1. Communication and Community: to commit to using robust and creative methods to establish and maintain an inclusive working atmosphere for all where everyone feels valued and heard.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T1.1 Create and deliver regular opportunities for all students to raise concerns and feedback on what is going well.	Establish and facilitate a Youth Ambassadors group which meets regularly (Zoom and face to face).	Students will feel that their opinions are valued.	T1.5 Regularly inform and reiterate expectations to all stakeholders on expectations with regard to IDEA as well as dignity and respect.	Participate in IDEA shared learning opportunities around inclusive communications.	LM leadership and EDI Champion have confidence in the development of inclusive communications.
T1.2 Ensure PP, rural, and trans and non-binary students can take part fully in all activities offered by LM including residential.	Remissions policy to be promoted on a regular basis.	Avoiding breach of The Equality Act 2010 increases student's sense of inclusion.	T1.6 Communicate regularly with parents on the work LM is doing with regard to addressing IDEA.	Add an IDEA section to the parent newsletter so they understand the journey LM are on with regard to IDEA, the expectations of them, and progress towards your targets.	Parents will buy in more to the organisation and be reassured of the psychological safety of their child.
T1.3 Develop an integrated 'People Plan' that draws together staff policies and practices.	People Plan will draw together staff policies and practices.		T1.7 Communicate regularly with all stakeholders, including schools, on the work LM is doing with regard to addressing IDEA.	Develop the IDEA (currently EDI) area of the website to: Make it more prominent; Communicate the journey so far; Communicate commitments to the future.	All stakeholders will buy in more to the organisation and be reassured of the psychological safety of all children.
T1.4 Create and deliver regular opportunities for staff to raise concerns and feedback on what is going well.	Establish and facilitate a staff IDEA steering group which meets at least annually and reports to senior leadership.	Staff are reassured that LM take their suggestions and concerns seriously and are taking actions to address them.			

2. Evaluation and Review: We commit to monitoring, reviewing, and evaluating our IDEA strategy to ensure we deliver on our IDEA priorities.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T2.1 Ensure that IDEA is a permanent agenda item in all Board and senior leadership meetings.	Add to agenda as a standing item.	IDEA is not one person's responsibility but is part of everyone's role and responsibilities in order to drive it forward. Raises the profile of IDEA work.	T2.4 Create additional capacity to realise LM ambitions in a sustainable way and build in regular review points.	Discuss at leadership and Board level.	Continued movement towards IDEA targets in a manageable way for LM staff team.
T2.2 Ensure that IDEA is a permanent agenda item during line management and Annual Performance Reviews.	Add to agendas / APRs as a standing item	Raises the profile of IDEA work through conversation and mutual understanding of current topics	T2.5 Ensure that IDEA is part of business planning and is regularly reviewed.	Include IDEA work in LM's 15 Business Plan Objectives	Demonstrates long term commitment to IDEA improvement.
T2.3 Review IDEA Strategic Plan to ensure it is streamlined linking to LM Business Plan objectives and Youth Music Pillars, has sufficient workforce objectives and measurable targets.	Music Education Consultant to submit MEHEM EDI Strategic Plan.	Allows all elements of strategic planning to become aligned.	T2.6 Review IDEA targets	Include in leadership meetings and whole staff meetings.	Ensures progress is being made towards targets.
			T2.7 Commit to producing an annual report communicating progress on targets for the Board and other stakeholders.	EDI Champion to collate report, drawing on best practice, case studies of what's going well and outlining aspirational goals.	Demonstrates progress against Business Plan, Youth Music, and Strategic Plan targets.

3. Recruitment and Retention: We commit to creating an inclusive organisation representative of our region and the wider world.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T3.1 Review and update recruitment LM policies and procedures in line with Leicestershire County Council policies to ensure they are inclusive.	Review and update recruitment documents / webpages.	Ensures that IDEA work is embedded into the culture of the organisation.	T3.4 Use a wider range of methods for recruitment.	Amend recruitment procedures to reflect this and also amend interview tasks as necessary	Creates opportunities for a larger and more diverse field of applicants for vacancies. Allows candidates to perform to the best of their abilities.
T3.2 Research career pipelines in tandem with succession planning specifically for minoritised and marginalised people of workforce age.	Build and continue to sustain relationships with organisations that can support in this regard.	Ensures that IDEA work is embedded into the culture of the organisation.	T3.5 Widen recruitment methods by advertising vacancies on a range of platforms, and repeatedly via social media including LinkedIn, Facebook, Twitter and Insta etc. Advertise vacancies to City Network.	Timelines and clarity of expectation for recruitment to be shared with all staff	Enables vacancies to be seen by the widest possible range of people, thus increasing representation of protected characteristics within the organisation.
T3.3 Ensure that language used during the interview process is plain and as far as possible, cannot be misinterpreted, especially by those who are neurodiverse.	Amend interview questions to reflect this and also amend interview tasks as necessary.	Ensures there are no advantages or disadvantages given to individuals or groups of people during the interview process.			

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T3.6 Develop relationships with people, societies and groups who can amplify job vacancies for people with protected characteristics, particularly those who are from minoritised groups and people with disabilities.	Build and continue to sustain relationships with organisations that can support in this regard.	Enables vacancies to be seen by the widest possible range of people, thus increasing representation of protected characteristics within the organisation.	T3.9 Create and implement a menopause policy.	Seek consultancy guidance on best practice and review existing models of menopause policies.	
T3.7 Review IDEA targets	Build and continue to sustain relationships with organisations that can support in this regard.	Strengthens career pipeline for people with these protected characteristics.	T3.10 Conduct exit interviews and / or surveys when colleagues leave and respond to findings and suggestions.	LM Business Operations Team / HR to plan and implement this process. Surveys can be easier to implement and more likely to gather quick responses.	Allows LM to learn about its inclusivity when colleagues have nothing to lose and can be their most open.
T3.8 Provide leadership CPD and specific developmental programmes for people from the global majority, people with disabilities and those who identify and LGBTQ+.	Build and continue to sustain relationships with organisations that can support in this regard.	Strengthens career pipeline for people with these protected characteristics.			

4. Representation: We commit to making our creative opportunities and output representative of our region and the wider world.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T4.1 Creating a workforce which is more diverse and representative of the world we live in.	Link to T3.5: Widen recruitment methods by advertising vacancies on a range of platforms, and repeatedly via social media including LinkedIn, Facebook, Twitter and Insta etc. Advertise vacancies to City Network.	Allows opportunities for students to see themselves reflected in the art forms they are creating. Demonstrates commitment to IDEA work. Avoids performative IDEA work.	T4.4 Creating a Youth Ambassadors group which is more diverse with regard to all protected characteristics.	Youth Ambassador Group launch (supported by IDEA project funding) and Exec Board recruitment.	Provides opportunities for the leadership development.
T4.2 Ensuring that musical content is more diverse, including ethnically, but also in terms of musical genre.	Undertake a mapping of your musical offer and how it currently aligns with workforce interest, skills and experience.	Allows diversification of audiences. Allows opportunities for students to see themselves reflected in the art forms they are creating.	T4.5 Creating boards and governing bodies which are diverse with regard to all protected characteristics.	Participate in IDEA shared learning activities exploring strategies for engaging Board. This will develop a top-level plan for empowering the Board to advance IDEA.	Enables the Board to problem solve and lead in the most rigorous manner possible.
T4.3 Ensuring that there are a range of ways to take part in and perform music.	Carry out each of the stages identified in Target 4: Representation	Ensures equitable access to participation.	T4.6 Ensure that opportunities are available to all student stakeholders regardless of identity and socio-economic background.	Gather data on the demographics of children and young people engaging in the services of the Hub.	Ensures that all students regardless of background, have access to music services.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T4.7 Increase representation of student participants from poorly represented groups including: Black heritages, Students on Free School Meals, Rural students, in line with regional data.	Big Audacious Goal: By 2026, LM will increase participation of young people from Leicester and Leicestershire in activities funded by Leicestershire Music & the Hub to 20%, of which 25% should be from disadvantaged backgrounds.	Ensures students feel heard and that their opinions are valued. Demonstrates that music is for everyone and that everyone can participate in music-making.
T4.8 Provide opportunities for student led ensembles	LM EDI Champion and IDEA Strategic Lead to meet to discuss opportunities and set clear measurable milestones to be achieved in the development of student-led ensembles.	Develops career pipeline.
T4.9 Monitor engagement of protected characteristics for all activities on offer through Leicestershire Music Hub including individual instrumental lessons and other school-based activities.	Undertake first-level mapping study of potential and current partnership opportunities across the region.	Allows for careful analysis of where barriers may be appearing for access to activities.

5. Training: We commit to investing in our people to ensure they have the developmental opportunities so that everyone can fulfil their potential.

Target	How will Leicestershire Music meet this commitment?	Expected impact on actions	Target	How will Leicestershire Music meet this commitment?	Expected impact on actions
T5.1 LM staff audit and implement musical diversification.	Link to T4.1: Creating a workforce which is more diverse and representative of the world we live in.	Fosters confidence in staff to be able to handle and deliver high quality tuition in areas they are not familiar with.	T5.4 Create, implement, and review an effective IDEA training plan.	Provide sufficient training and subject knowledge development to allow EDI Champion to execute their role to a high standard.	Allows students and staff to feel heard and valued.
T5.2 Provide updates on IDEA to ensure staff have up to date understanding of latest developments in this field.	Link to T5.4: Create, implement, and review an effective IDEA training plan.	Demonstrates commitment to IDEA work.	T5.5 Collect feedback from staff on the quality and impact of training on their ability to fulfil their duties.	EDI Champion to create a feedback form to share with staff, following all IDEA-specific training and at the end of the academic year.	Ensures training is high quality and relevant for the current time and short/medium term.
T5.3 Provide training for IDEA leaders to be able to execute their role effectively.	Consider which training and development resources the Hub (and its senior leadership and EDI team) might further develop as CPD offers for schools and delivery partners.	Fosters confidence in staff to be able to handle and deliver high quality tuition in areas they are not familiar with.			