



# EQUITY

**EVOLVE** 23  
26

Evolving today to empower  
the creatives of tomorrow

Our Strategic Plan is underpinned by our purpose, vision and values that set out what we are, and how we are going to achieve our aims and objectives.

Our strategic themes apply to every part of the institution and define our major strategic focus to pursue and achieve our purpose and vision.

OUR  
THEMES

Excellence

Equity

Environment

Empowerment

Employability

Entrepreneurship

Each theme will be will be monitored and reported upon by Members, Council, Directorate, and relevant institutional committees and steering groups.





OUR VISION

To be a world leading centre of excellence for creative learning and vocational training

OUR PURPOSE

Enabling and empowering the creatives of the future to secure sustained work

OUR VALUES

Integrity  
Innovation  
Interdisciplinarity  
Diversity  
Equality  
Respect  
Transparency  
Community  
Kindness



# EQUITY



Our Equality, Diversity and Inclusion Committee, a sub-committee of the LIPA Council, has now developed a framework to support the Equity Theme

The new LIPA strategic plan focuses on strengthening our core business and addresses key priorities which include:

Increasing our capacity to grow our degree programme/student community to achieve higher levels of sustainable income

- Introducing new market-tested courses including postgraduate programmes.
- Developing our working environment, culture, and values. This work includes progressing our strategy and agreed action plan to widen access and for Equality, Diversity, and Inclusion, comprehensively covering student and staff recruitment, curriculum and pedagogies, creative programming, and how we engage proactively to develop relationships with communities locally.
- Developing our environmental and sustainability objectives to meet key commitments.
- Investing in our campus, both to accommodate an increase in student numbers and artistic output and maintain our profile as a creative learning and artistic centre of excellence.

The core themes and framework of the Strategic Plan for the period 2023-26 have now evolved to support us in achieving our vision and purpose.



## Goal

Create and develop a culture and environment for equality and inclusion at all levels throughout the institution



# EQUITY



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We will achieve these goals by pursuing the following actions:

- Strengthen our approaches to equitable and inclusive recruitment, retention and development of students, especially those from groups under represented in higher education and vocational training
- Develop a recruitment strategy and processes to encourage representation within the staff body that reflects our communities
- Develop training opportunities for students and staff
- Embed equity and inclusion into the learning environment, curriculum, and teaching practices
- Review staff roles and structures at all levels to provide progression and developmental opportunities
- Improve appraisal processes
- Develop strategies to increase applications for the 'making performance possible' programmes

We will measure our progress and success using these indicators:

- Development of ED&I Strategy / Implementation of Access and Participation Plan / Development of UK Regional Auditions
- Development of People Strategy
- ED&I and HR training and development plan
- Diversifying curriculum via periodic review and revalidation process
- Undertake review and assessment of staffing structures and pay spines
- Development of iTrent system to support online appraisal process
- Implementation of marketing strategy

EQUITY





## Vision

The Liverpool Institute for Performing Arts is a world leading Higher Education centre of excellence for creative learning and vocational training. Our employees are part of an international community of creatives, performers, technicians, film makers and business people.

Our students are the next generation of actors, dancers, musicians, stage and costume makers, directors, managers, facilitators and designers. Importantly, everyone works together.

Our innovative, creative programmes provide our students with the opportunity to work together on fully realised productions and projects. We enjoy a global reputation for the quality of our teaching, our world class facilities, and an enviable track record of graduate employment.



## Vision

Our equality, diversity and inclusion vision is that equity is in our DNA as a 'golden thread' running through, and central to, how we operate. We are committed to advancing, cultivating and preserving a culture of diversity, inclusion and belonging.

We believe in developing strong relationships within the creative arts sector and the communities in which we work because it makes us stronger. This directly aligns with our mission to inspire, enable and empower the creatives of the future to secure sustained employment. We do this by listening to our staff, our students and the wider community and learning from what we hear.

Our values of integrity, innovation, interdisciplinary, diversity, equality, respect, transparency, and community are a compass for building a community where employees and students bring their authentic selves to work and shine from the Box Office to the Boards.

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# Equity Themes

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## Commitment & Capacity

Leadership | Governance Accountability

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To establish, enact and communicate organisational systems, structures, policies and processes that mobilise and sustain ED&I commitments and resources through leadership, governance and accountability

## Creative Curriculum

Teaching | Learning Growing

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To enhance, innovate and develop continuously: embed equity and inclusion into the curriculum and our teaching and learning practices, in a manner that exemplifies inclusive excellence.

## Culture & Capability

Mindset | Belief Behaviours

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To treat everyone with dignity; we make decisions drawing on different perspectives; we involve, listen to, and seek to learn from everyone; we strive to nurture a sense of belonging so everyone can participate.

## Compositional Diversity

Membership | Equity

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To attract and engage a community of learners, creatives, practitioners, professional services and leaders who reflect local, national and international demographic diversity

## Community Engagement

Inclusion | Participation

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To develop a model of public participation that promotes relationship building to create a positive impact in the social and cultural fabric of our local, national and international communities.

# Defining our Equity themes

## Commitment & Capacity

### Leadership | Governance Accountability

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To establish, enact and communicate organisational systems, structures, policies and processes that mobilise and sustain ED&I commitments and resources through leadership, governance and accountability

### Possible Areas of Focus

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- Agree and embed a clear ED&I Vision Statement

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- Review and advise on LIPA policies through an ED&I lens

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- Agree an ED&I budget for activities to support the plan

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- Shape our commitment to gathering data and reporting on progress

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- Agree responsibilities and accountability for ED&I

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- Agree clear targets for success

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# Defining our Equity themes

## Creative Curriculum

### Teaching | Learning Growing

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To enhance, innovate and develop continuously: embed equity and inclusion into the curriculum and our teaching and learning practices, in a manner that exemplifies inclusive excellence

### Possible Areas of Focus

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- Review and advise on ambitions for a diverse curriculum

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- Build on success of Cultural Film Festival, considering other similar initiatives

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- Seek assurance that 'Audience With' events reflect diversity

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- Seek to achieve best in class status for ED&I within our curriculum

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- Seek assurances that we have resources reflecting diversity

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# Defining our Equity themes

## Culture & Capability

### Mindset | Belief Behaviours

---

To treat everyone with dignity; we make decisions drawing on different perspectives; we involve, listen to, and seek to learn from everyone; we strive to nurture a sense of belonging so everyone can participate

### Possible Areas of Focus

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- Review and advise on ED&I training for staff and students

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- Develop a calendar of cultural celebration

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- Review and advise on effectiveness of support provision

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- Support the development of internal diversity networks

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- Review and advise on how we ensure Safe Spaces

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- Embed ED&I as part of PD days in June and Sept 2023

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# Defining our Equity themes

## Compositional Diversity

### Membership | Equity

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To attract and engage a community of learners, creatives, practitioners, professional services and leaders who reflect local, national and international demographic diversity

### Possible Areas of Focus

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- Seek assurance recruitment policies are designed to secure greater diversity within applications of Council members

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- Seek assurance recruitment policies are designed to secure greater diversity within applications of all staff, support and otherwise, and advise where relevant

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- Assure marketing and recruitment activities are appropriately targeted and designed, in order to reach, engage and encourage more applicants from diverse backgrounds

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- Assure admissions processes are accessible & inclusive in design, & barriers to attending auditions/ interviews are reduced, especially for applicants from underrepresented groups

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- Publish progress in an annual Diversity and Inclusion Report

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# Defining our Equity themes

## Community Engagement

### Inclusion | Participation

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To develop a model of public participation that promotes relationship building to create a positive impact in the social and cultural fabric of our local, national and international communities.

### Possible Areas of Focus

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- Review and share outreach plans

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- Review and share plans for community engagement

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- Create connections via social media platforms

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- Improve connections with local, national & global communities & organisations

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- Create improved connections with local schools/colleges, as well as targeted schools/colleges further afield

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- Broaden diversity in public audiences at shows & events

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