

Anti-Racism: Action and Accountability

Opening Statement

For Clean Break, an active commitment to anti-racism lives at the very core of our mission to challenge injustice within and beyond the criminal justice system. The disproportionate number of Black women in our prisons is undisputed and we know that the harm caused by this experience further compounds and entrenches existing inequalities and exclusion. Structural racism also lies deep within the theatre industry, seen through the lack of diversity and representation on our stages and in our companies, the marginalisation of Black voices and gate keeping of talent that has served to maintain the status quo for generations. The discrimination facing individuals because of their race/class/gender and ability is unacceptable and our purpose as a theatre company requires us to dismantle the systems which perpetuate this.

World events during 2020, particularly the murder of George Floyd and the unequal impact of the Covid 19 pandemic have brought about a racial reckoning and a surge of grief, anger and burn out in many Black communities. In response, Clean Break has committed to transform its organisational approach to anti-racism and brought in the expertise and skilful guidance of *darvaja* to assist us, in recognition that we had been inadequate in our duty to drive out racism internally and to call out racism within the theatre and criminal justice systems. The Leadership Team and Co-Chairs of the Board acknowledge that the foundational connection between anti-racism and our mission should have been exercised more intentionally all along and that without it we have been complicit in racism ourselves. We also understand that this is likely to have resulted in harm for individuals within our community, and we will endeavour to redress this through implementing a reporting mechanism which will hold us accountable to any current and former experiences of racism at Clean Break. Moving forward we are resolute in our non-negotiable commitment to fight racism where it shows up systemically, structurally, culturally and at an interpersonal level.

We acknowledge the immense contribution of the Black feminists, Patricia Hill Collins and Kimberlé Crenshaw, who have informed and shaped the work we are embarking on. As a staff team and with Trustees, Members and artists, both individually and collectively we have invested time and energy seeking to better understand, reflect, listen and learn about how and where racism shows up in our practice. We have created multiple spaces where important and uncomfortable conversations have taken place. The building of trust has been a significant part of this journey, trust that the company is serious in its pursuit to eradicate racism from its structures and practices, and trust that the process takes time to result in

meaningful change rather than performative actions and platitudes. Everyone has brought themselves fully to this endeavour and we are grateful for the commitment and courage shown. In particular we want to acknowledge the Black women and women with lived experience of racism¹ in our organisation who have invested emotional labour committing to this course of action.

We are now at the stage where we have an anti-racism plan, which forefronts action and accountability. This plan has been co-created with contributions from all our stakeholders and has been sense checked at each stage in its development by those who are harmed by racism. It is a living document, owned by all of us and it will continue to grow and develop as we progress over time. It will be monitored by a newly formed cross-organisational working group, who will keep the organisation on track, identify gaps, review priorities and ensure that we are living our aspirations to alter our own practice and become a strong champion for change.

In the spirit of openness and learning, we welcome any feedback and comments on our plan or suggestions for improvements or gaps noticed. These can be shared through feedback@cleanbreak.org.uk.

How does Clean Break understand anti-racism?

- **Recognition** of racism, and **redressing** the harm it has caused to the people and communities that experience it (without hand wringing and emotionalism).
- **Proactively challenging** the ways in which racism exists, and **dismantling** it at the systemic, structural, and interpersonal level. We do this with an understanding of how other factors like sexism and classism can impact experiences of racism. This is based in an understanding of intersectionality (as created by Kimberlé Crenshaw).
- **Intentionally curating and reimagining radical systems, structures and practices**, centring dignity and respect; while actively challenging oppression and marginalisation.

Ultimately, Clean Break is working towards anti-racist practice becoming a non-negotiable for anyone - in the organisation, with all our people and partners.

¹ In the absence of an agreed shared language to use which affirms the identity and lived experience of our staff, we have used the term 'Black and those with lived experience of racism' in this document, to highlight the significance of anti-blackness in racism, whilst also acknowledging others' experience of racism. Although not preferred by all of our team who have lived experience of racism, it was agreed by a majority to serve the purposes of this plan until a fuller conversation can be had.

Our Goals

Clean Break has been working with *darvaja* to better understand racism, and how it operates. *darvaja* shared useful Black Feminist frameworks for Clean Break to better organise how racism shows up in and around our work so we can target our action. Guided by *darvaja*, we have organised our goals below using Patricia Hill Collins Matrix of Domination framework.

Goal 1: Systemic

Clean Break seeks to disrupt and dismantle **systemic racism** which is built into the fabric of the sectors we work in, including our organisation. We do this through intentional anti-racist practice in the criminal justice system, theatre industry, and voluntary sector.

Anti-racist practice is a non-negotiable when working with Clean Break.

Goal 2: Structural

Clean Break has effective structures, systems, policies, and procedures that enable the organisation and its people to challenge racism internally, and drive anti-racist practice externally. These structures serve to protect all its people (staff; Members; trustees; artists; and volunteers) against racism at every level; particularly Black Women and women with lived experience of racism.

Goal 3: Practice

Clean Break creates and embeds anti-racist practice as a culture for our organisation. Challenging and dismantling racism, and its **intersection** with classism and sexism is integral to our work. Clean Break ensures that people are fully equipped with the tools and understanding they need to embed anti-racism in their work - through regular training; effective management; and an open and reflective practice on race, racism, and systemic oppression.

Goal 4: Interpersonal

Everyone within Clean Break is supported to stand up to personal experiences of racism when they happen and to report them safely. When racism presents, individuals trust that Clean Break will respond with accountability and action through **restorative justice**, without defensiveness, punishment or blame.

Glossary – other terms referred to

Institutional and **structural racism** work hand in glove. **Institutional racism** was first coined by Stokely Carmichael and Charles V. Hamilton in their 1967 book *Black Power: The Politics of Liberation*. The term became known in the UK in the Macpherson report into the racist murder of teenager Stephen Lawrence, which identified the police as institutionally racist.

Structural racism goes beyond the institution and refers to wider political, economic and social disadvantages within society, such as higher rates of poverty or high rates of death from COVID-19 amongst Black people.

Systemic racism is seen in all areas of society, including social systems as well as laws and regulations, to privilege white people and result in and support unfair or harmful treatment of others based on their race.

Intersectionality is an analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege. The term was coined by leading American civil rights activist and scholar, Kimberlé Crenshaw in 1989. Examples of these identities include gender, caste, sex, race, ethnicity, class, sexuality, religion, disability. Intersectionality broadens the lens of the first and second wave of feminism, which largely focused on the experiences of white and middle-class women.

Intersectional feminism acknowledges women's different experiences and identities, particularly those of Black and migrant women.

Restorative justice refers to an approach to justice that seeks to repair harm by providing an opportunity for those harmed and those who take responsibility for the harm to communicate about and address their needs in the aftermath of an offence. In this context, it is a process which allows people affected by racism, if they wish, to communicate with the individual/organisation which caused harm. This gives them the chance to talk about the incident, explain how it has impacted them, seek assurances that it won't happen again, and agree on how to put things right.

The Detail

Immediate (0-3 months)

These steps are the initial steps on Clean Break’s journey, needed to be put in place to minimise any ongoing harm; and make the commitment to anti-racism explicit. These are also core operational steps to make sure that Clean Break has the right foundations to build anti-racism in practice.

<i>Action</i>	<i>Responsible / Lead</i>	<i>Accountable to</i>	<i>Resources Needed</i>	<i>Area of focus</i>
Identify and define what resources available for this action plan (Time, budget). Including an immediate review of staff time and capacity to ensure space and time exists for work arising from the Anti-Racism Plan.	Senior Leadership Team (SLT)	Board	Time / Financial resources	Structural / Interpersonal / Practice
<p>Rationale: <i>Building and embedding anti-racist practice for Clean Break will take time, financial resource, and sustained effort from across the organisation. Identifying what resources are available will help the organisation strategically plan its anti-racism actions.</i></p> <p><i>In particular, staff and line managers will need support and guidance to reprioritise workloads to make space for staff to undertake the work outlined in this plan.</i></p>				
Review current strategic plans and integrate this action plan alongside.	Executive Director (ED) / SLT	Board		Structural / Practice
<p>Rationale: <i>Anti-racist practice is a long-term strategic priority for Clean Break, and is important to align this with other strategic priorities and organisational commitments. This may necessitate some reprioritisation of work.</i></p>				
Develop Board and Leadership Team Terms of Reference (ToR).	Leadership Team (LT) and Board Co-Chairs (CC)	All Board and Staff	Time/ Facilitation support?	Systems; structures; Practice

	<p>Rationale: <i>This action is to make sure that roles and responsibilities are clear for the Trustees and Leadership Team of Clean Break.</i></p>			
Explicit sharing of Board ToR with Staff team.	LT and CC	All Board and Staff	Time	Systems and structures
	<p>Rationale: <i>This action is to make sure that power and decision-making for governance is clear for the staff team. Through this, all Clean Break people can understand how the organisation is governed, and who is responsible for what.</i></p>			
A representative working group be identified to support, inform, and monitor this plan, and Clean Break’s anti-racist practice, to meet every 4-6 weeks	LT	The Board	Time /resources	Systems; structures; Practice
<ul style="list-style-type: none"> - This working group should have a formal Terms of Reference. - Have oversight to review and measure progress. - Group should be made up of representatives from all Clean Breaks people (Staff; Members; Trustees; Artists). 	<p>Rationale: <i>This plan was created through a participatory co-creation approach. Establishing a working group allows Clean Break to continue this collaborative and representative approach in practice. It also shares power and decision-making with a broader group.</i></p> <p>Staff participants of the working group must be supported to reprioritise their workloads to make time for this work.</p>			
Drafting and agreeing a public Anti-racism statement from Clean Break; in alignment with this plan.	LT and CC	All Board and Staff	Time / resources	Systems, Structures, practice
	<p>Rationale: <i>This statement is Clean Breaks external, public commitment to challenging racism and building anti-racist practice, which will be an important part of Clean Break taking accountability for the past, as well as operating with</i></p>			

	<i>transparency in the future.</i>			
Review and improve Clean Break’s building to ensure it strongly communicates our anti-racism commitments.	SLT	All Board and Staff, Members	Time/ Resources	Systems, Structures, practice
	Rationale: <i>The building is home to our practice and it is important that it aligns and makes visible our anti-racism commitment to challenging racism and building anti-racist practice.</i>			
Define consistent resources available for a dedicated healing space for those with lived experience of racism. This is to be self-defined by the group once the resources are identified. Staff workloads should be considered in the development of this space.	SLT	Board/Staff with lived experience of racism	Time / Money / Facilitation	Interpersonal / systems
	Rationale: <i>Clean Break deals with complex issues of marginalisation - including race, gender, and class. This can place an additional cognitive load on those with lived experiences of racism to engage with both professionally and personally, and this action seeks to redress that burden.</i> <i>The financial resources required by this will need to be sustained to ensure there is consistent support available.</i>			
Develop an external interim reporting system for Clean Break people to be able to report any concerns regarding Clean Break’s approach to anti-racism.	Head of Operations / Working Group	Board	Resources	Interpersonal / Practice
	Rationale: <i>Organisations can often make more mistakes when they seek to address racism in practice. Having a reporting system in place will support Clean Break people to raise concerns about any incidents; and/or give input and feedback - from systemic to personal.</i> <i>Positioning this externally initially can help people to feel confident to raise concerns while Clean Break develops capacity and trust in-house.</i>			
Monthly scheduled updates	LT	Working		Systemic /

<p>from CEOs on progress and tracking; transparent sharing of any challenges.</p>		<p>group / Board</p>		<p>Structural / Practice</p>
<p>Rationale: <i>Consistent, regular scheduled updates from the Leadership Team can help to build trust in Clean Break to carry this work forward and keep momentum.</i></p>				
<p>Increased opportunities for connection between the staff team and the board. This could be:</p> <ul style="list-style-type: none"> - 1-2-1 Board/Staff Buddy System, self-determined - board and staff are able to express an interest, and then paired based on interest - Regular staff/board sessions for sharing 	<p>Board / Co-chairs</p>	<p>Board</p>	<p>Coordination Support</p>	<p>Systems / Structures</p>
<p>Rationale: <i>A strengthened relationship between the board and staff team will support Trustees to have a better understanding of Clean Break practice; while also ensuring more connection between the different parts of the organisation in an informal way.</i></p> <p><i>This is not a performance or line management relationship, but one intended to set the tone for more collaborative progressive practice.</i></p>				
<p>Conduct a needs assessment for the frontline team; with particular consideration for the additional cognitive load presented by supporting women with complex lived experiences of the criminal justice system.</p>	<p>SLT</p>	<p>Board / Participation Team</p>	<p>Time</p>	<p>Systemic / Practice / Interpersonal</p>
<p>Rationale: <i>Clean Break explicitly acknowledges that supporting women with lived experience of the Criminal Justice System can be weighty, and especially for those staff who also have lived experience of racism and systemic violence.</i></p> <p><i>Clean Break seeks to address the additional cognitive load presented by this work, and will start this by assessing the needs of these staff and teams.</i></p>				

Foundations (3 -12 months)

Through these actions, Clean Break will start to build the core operational and programmatic foundations for our anti-racist practice.

<i>Action</i>	<i>Responsible</i>	<i>Accountable to</i>	<i>Resources Needed</i>	<i>Area of focus</i>
Based on the needs assessment, develop additional support for the current frontline delivery team responsible for supporting women with lived experience of the CJS.	SLT	Board / Participation Team	Time / financial resources	Systemic / Practice / Interpersonal
	Rationale: <i>Following a needs assessment, this action is for Clean Break to explicitly address the additional cognitive load presented by supporting women with complex lived experiences of the criminal justice system, particularly for those staff and teams who also have lived experience of racism and systemic violence.</i>			
Commence Succession Planning for Clean Break Leadership - including the Leadership Team and the Board.	LT, CC	Board	Time	Systemic Structural / Practice
	Rationale: <i>We recognise that those with lived experience of racism are directly and indirectly kept from positions of power and leadership. Clean Break seeks to dismantle this by proactively planning for those with lived experience of racism and the Criminal Justice System to move into leadership positions within our organisation.</i>			
Allocate Board members an area of practice to support/be a critical friend, to be met with regularly.	CC, SLT	Board	Time	Structural / Practice / Interpersonal
	Rationale: <i>Trustees of charities have power to hold organisations accountable for their actions in a way staff cannot. By offering more connection with Clean Break's practice, we will be able to increase our accountability and transparency to the board, while also harnessing their power to speak about and advocate for Clean Break outwardly with their networks.</i> <i>This will depend on the availability and capacity of both Trustees and Staff teams.</i>			
Develop our shared language for race and racism.	Working Group led	Board	Time / facilitation?	

	<p>Rationale: <i>Developing explicit, active shared language for race and racism within our organisation will ensure everyone in the Clean Break ecosystem is equipped with the same tools to challenge racism.</i></p> <p><i>This can be complex, and Clean Break will ensure that those with lived experience of racism and systemic oppression have space to self-determine what language is most appropriate. Operationally, this is to be developed and led by the working group, potentially with additional external facilitation.</i></p>			
<p>Collaboratively design an internal decision-making matrix, with options for collaborative / representative decision making, including clear points for Members involvement and enabling all staff to influence decisions.</p>	<p>SLT, with representatives from all teams</p>	<p>Board; Shared with all staff team</p>	<p>Time</p>	<p>Systemic / Structural / Practice</p>
	<p>Rationale: <i>Racism is easier to hide in organisations where decision-making structures are unclear. Unclear decision-making structures also make transparency and accountability harder.</i></p> <p><i>By developing transparent decision-making structures with clear communication channels, we can take more responsibility and ownership when racism and systemic oppression does show up.</i></p>			
<p>Regular sharing of action points and updates from Board meetings with Staff.</p>	<p>LT and CC</p>	<p>All Staff</p>	<p>Time</p>	<p>Structural / Practice</p>
	<p>Rationale: <i>Boards of Trustees hold power within charities. By sharing regular action points with the staff team, there can be greater clarity around decision-making and responsibility.</i></p> <p><i>This action is to ensure accountability and responsibility in decision-making and power.</i></p>			
<p>Map all Clean Break Policies and Procedures, and plan a collaborative Policy Review.</p>	<p>Head of Operations and ED</p>	<p>Board</p>	<p>Time</p>	<p>Structural</p>
	<p>Rationale: <i>Formal organisational structures and policies can reinforce and enable racist practices directly and indirectly. Often, these policies and practices are generic, and not</i></p>			

	<p><i>tailored to the specific needs of the organisation, and the people it supports. This action is an opportunity to take stock of the different policies and procedures; prioritise which ones need to be revised first, and consider who may need to be involved in the revision of each one. This may result in the removal of policy and procedure that is no longer necessary; as well as potentially identifying gaps/a need for new policy and procedures.</i></p>			
<p>Review existing contracts and Service Level Agreements with current delivery/creative partners: update to ensure antiracism is present as a core contract requirement. Consider the role of the Anti-Racism Touring Rider where relevant.</p> <p>Incorporate the Antiracism Policy into all new contract agreements.</p>	<p>ED / Head of Operations</p>	<p>SLT / Board</p>	<p>Time</p>	<p>Systemic / Structural</p>
<p>Co-design Clean Breaks Anti-Racism Policy / framework / conduct guide communicating to staff, members, partners, and funders the expected standards for anti-racist practice.</p> <p>Outline what Clean Break will support and challenge, for all stakeholders to know the state of play.</p>	<p>SLT to lead collaborative process with all depts/ working group</p>	<p>Board</p>	<p>Time for collaboration</p>	<p>Systemic / Structural / Practice / Interpersonal</p>
	<p>Rationale: <i>Clean Break is small, but it is mighty! We have some power and influence in the Women's Sector; in the Arts Sector; and within Criminal Justice advocacy organisations. Unfortunately, lots of racist practices are legal within the UK, so this can make formal accountability with delivery partners difficult.</i></p> <p><i>To ensure anti-racist practice non-negotiable when working with us, Clean Break will be revising and strengthening contracts to ensure that anti-racism is present in our formal structures.</i></p> <p>Rationale: <i>This formal document will provide a structured outline and guidance for anyone working in or with Clean Break to know the minimum standards for practice. This will help Clean Break Staff, Trustees, Artists, Members, and Partners to have a clear understanding of what is expected of them, and what they can expect from the organisation. This can help everyone in the ecosystem to feel clear and strong on when and how they can challenge racism, without the need to constantly seek permission from managers or leadership.</i></p>			

<p>Review changes made to recruitment and onboarding process and identify further gaps and improvements and implement for future recruitment.</p>	<p>Head of Operations and SLT</p>	<p>LT</p>	<p>Time</p>	<p>Structural / Practice / Interpersonal</p>
<p>Rationale: <i>Traditional recruitment and onboarding processes can reinforce and reproduce systemic oppression. This review will enable us to identify and reflect on where our current process may not be sufficiently inclusive. We will then seek to make appropriate changes to ensure those with lived experience of racism and oppression are not excluded or penalised in any recruitment or onboarding process.</i></p>				
<p>Pay review: a transparent review of pay scales, with consideration for the Ethnicity Pay Gap. The UK ethnicity pay gap is reportedly highest in London.</p>	<p>ED + Board</p>	<p>All Staff</p>	<p>Time/ Resources</p>	<p>Systemic / Structural / Practice / Interpersonal</p>
<p>Rationale: <i>In the push for more representation of vulnerable and marginalised voices within our organisation, it is important to ensure this is also reflected in the pay of our staff. If it is not, it should be publicly acknowledged and corrected.</i></p>				
<p>Publish employment data annually.</p>	<p>ED + Board</p>	<p>All Staff</p>	<p>Time/</p>	<p>Systemic / Structural / Practice / Interpersonal</p>
<p>Rationale: <i>By publishing this data publicly, we are seeking to lead with accountability and transparency regarding demographics of workforce.</i></p>				
<p>Review volunteering programme, and revise as appropriate to give access to volunteering opportunities for those who have lived experience of racism and systemic oppression.</p>	<p>Volunteer Manager / Head of Operations</p>	<p>SLT</p>	<p>Time/ resources</p>	<p>Systemic / Structural / Practice /</p>
<p>Rationale: <i>Volunteering opportunities are often only accessible to those who can afford to work for free - which often excludes those who have lived experience of racism and systemic oppression. To challenge this, we want our Volunteering Opportunities to remove traditional systemic barriers to participation.</i></p>				

Developing (06 - 18 months)

Once Clean Break has laid strong foundations for its anti-racist practice, these steps support the steady maturing of practices that not only seek to dismantle how racism is currently embedded, while also challenging racism in the sector more broadly

<i>Action</i>	<i>Responsible</i>	<i>Accountable to</i>	<i>Resources required</i>	<i>Area of Focus</i>
<p>Line managers to support the development of individual actions for each role at the organisation; with transparent reviews for performance.</p> <p>(Staff can request an additional observer/support for this).</p>	SLT and Line Managers	LT and Staff		Structural / Practice / Interpersonal
<p>Rationale: <i>As Clean Break embeds anti-racist practice organisationally; it is important that we support our individual staff to feel equipped to know what this means in their daily role. This action plan has multiple people involved from across the organisation, and some people may need to make adjustments to their workload to make space for anti-racist actions.</i></p> <p><i>Putting this check-in as part of the line-management relationship may support staff to have a clear opportunity to raise concerns or areas for development for individual staff who may not feel comfortable raising it otherwise.</i></p>				
<p>Embed review of creative content from an anti-racist perspective throughout development:</p> <ul style="list-style-type: none"> - How does Clean Break tell Black stories? - What is the narrative of Blackness being perpetuated? - How is Clean Break leaving audiences mobilised for anti-racism? 	Working Group / Joint Artistic Directors	Lived Experience Group and Board		Systemic / Structural / Practice / Interpersonal
<p>Rationale: <i>Storytelling about the lived experience of racism is often grounded in pain, scarcity, and heartache; ignoring Black joy; Black creativity; and the power of community. This reductive style of storytelling can perpetuate racist stereotypes, and further harm individuals and communities experiencing racism.</i></p> <p><i>Through this action, Clean Break seeks to be led by those with lived experience of racism to ensure any narratives around race and racism have considered how to offer a full</i></p>				

	<i>and nuanced picture to audiences of the Black experience.</i>			
Undertake a collaborative internal policy review following the policy mapping process.	Head of Operations, with support from all relevant teams	LT	Time	Structural / Practice / Interpersonal
	Rationale: <i>Following a Policy Mapping Process, this action is about taking a look at the policies; considering their individual function; who they serve; and adapting/ revising them for anti-racist practice at Clean Break.</i>			
Develop minimum standards for onboarding new staff, trustees, and artists - assume no prior knowledge of anti-racism. Communicate anti-racism standards to all staff at inductions	Head of Operations / ED	LT	Time	Structural / Practice / Interpersonal
	Rationale: <i>Clean Break has gone on a deep journey of learning about anti-racist practice, and this plan sets out how we seek to challenge racism. We cannot assume that new people will have this knowledge or experience of our specific approach, and so it is vital that we share these with all new people explicitly when they start.</i>			
Proactively build relationships with Global majority-led theatre companies and Black practitioners in theatre - share space and platforms. Be ready to collaborate, and not just for content on race.	Joint Artistic Directors and producers	Board and Working Group to review	Time / resources	Systemic / Structural / Practice / Interpersonal
	Rationale: <i>There are already brilliant and bold theatre companies challenging racism in their practice. We seek to build our relationships and networks with them, formally and informally so we can share power and amplify the voices of those with lived experience of racism and the CJS.</i>			
Create theatre that explores and challenges racial and gender injustice in the CJS as well as theatre that celebrates history,	Joint Artistic Directors	LT / Board	Time / resources	Systemic / Structural / Practice / Interpersonal

<p>culture and justice.</p>	<p>Rationale: <i>As a theatre company, we seek to create pieces that raise awareness of the violence perpetuated by CJS against women. This action is about bringing an understanding of how race exacerbates this violence into our artistic advocacy work.</i></p>			
<p>Resource Members anti-racism work (to include training workshops and facilitated spaces for Members).</p>	<p>SLT (resources) and Head of Participation (Design and implementation)</p>	<p>Board and Members</p>	<p>Time / money</p>	<p>Systemic / Structural / Interpersonal</p>
<p>Rationale: <i>Anti-racist practice is integral to what we do, and therefore it is vital we provide spaces for those in our ecosystem to have formal learning and development on this topic.</i></p>				
<p>Quarterly All-Staff Equity and Inclusion Training/Workshops - ensuring CPD, and a shared understanding.</p>	<p>SLT</p>	<p>Board</p>	<p>Time / money/ facilitation</p>	<p>Systemic / Structural / Practice / Interpersonal</p>
<p>Rationale: <i>Organisations invest in staff training for essential themes like Safeguarding; or Health and Safety. Anti-racist practice is integral to what we do, and therefore it is vital we provide spaces for those in our ecosystem to have formal learning and development on this topic.</i></p>				

Transforming (18 months onwards)

These actions will enable Clean Break to maintain and build its anti-racist practice - challenging racism internally within our own systems and practices, and externally with partners and funders.

Action	Responsible	Accountable to	Resources required	Area of Focus
Develop a creative piece with an all-Black team, ensuring that Clean Break is sharing power and access to spaces that have traditionally been withheld.	Leadership Team / Joint Artistic Directors	Board	Time / money	Systemic / Structural / Practice / Interpersonal
	Rationale: <i>Given the underrepresentation of Black artists on and off stage, this action will enable Clean Break to use its influence to challenge this. This action places us where we can explicitly share power and access with those with lived experience of racism.</i>			
Clean Break to develop an in-house training programme/accelerator programme for Black women, seeking to share access to resources, space, and opportunities.	Developed by SLT with input from those with lived experience of racism		Time/ Money / Staff time	Systemic / Structural / Practice
	Rationale: <i>We recognise that opportunities for those with lived experience of racism can be scarce. Where opportunities do exist, these can be exploitative. We are uniquely positioned to use our power to develop a supportive and responsive programme embedded in an understanding of racism and systemic oppression.</i>			
Actively advocate against racialised violence within the CJS and the arts in the UK - Share campaigns with Clean Break audience.	LT and Board Leads	Board	Time / Expertise	Systemic
	Rationale: <i>Clean Break holds some power and influence in the different sectors it works within. We can use this power to explicitly raise awareness of racism with our community</i>			

<p>- Support direct action where appropriate.</p>	<p><i>and audience; as well as uplift other campaigns of solidarity; and share power and voice with them.</i></p>
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