



LIME  
PICTURES

# Inclusivity Action Plan

## INTRODUCTION

**The true values at the heart of Lime are based upon understanding and respect, and are free from any form of prejudice. As a community and Company, we have clearly got some things wrong. Together we will improve and learn from our mistakes. Our culture must evolve, empowering people to have the confidence to challenge and speak out where things are not right. We will ensure that there are different ways to raise issues and concerns confidentially, processes that are clear, easy to follow and in which we all trust. Everyone at Lime, whoever they are, must know how and who to speak to if they are concerned about anything.**

We all need to be better at listening and relating to others' experiences, especially those of our Black Artistes and colleagues of colour. As a community we have to become more understanding, respectful and learn to really value difference. Above all, as a Company, we need to be more reflective and representative of society, becoming far more inclusive at **all** levels of Lime. We must always uphold a zero tolerance of racism or any form of discrimination.

As Managing Directors we want to be accountable to you in delivering the changes that we are all committing to making. As a first step, we thought it important to explain the key themes of the issues that have been raised and to set out the initiatives we are rolling out as an action plan for us all to be part of - in the short, medium and longer term - so that we can all work together to deliver long lasting, meaningful change.

We hope that you find this helpful as an overview of how we can all come together to make Lime the place we all want it to be. We will keep you regularly updated and further communications will provide more detail of the initiatives. As ever, please do not hesitate to raise any issues of concern, to feedback or to make suggestions via phone, in person or through the MDs email ([TheMDs@limepictures.com](mailto:TheMDs@limepictures.com)).

Lime is a wonderfully creative company with a fabulous community at its heart. Together, we must all seize this opportunity to make real and meaningful change, to truly live the values that we all believe in. In turn this will mean Lime will become an even better place, for everyone.

Thank you for being part of that change.

Handwritten signatures of Kate Little and Claire Poyser in black ink. The signature 'Kate' is on the left and 'Claire' is on the right, both with horizontal lines underneath.

Kate Little & Claire Poyser  
14 August 2020



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## BEING HEARD

**Making sure that Lime is a place where people feel safe and confident to speak out, where concerns are heard and action is taken.**

We investigate all concerns, issues or complaints and take appropriate follow up action, quickly and fairly. Sometimes this happens on an informal basis, with a discussion or meeting between those involved as opposed to following a formal disciplinary or grievance process, with the aim of reconciling the differences between parties. There are certain issues it is not appropriate to handle in this way and should always be dealt with formally, via the disciplinary or grievance process. We recognise that we have not always got this differentiation right, we must ensure that we do so in future.

We will ensure that people feel able to speak out on any issue that they want to raise. Everyone has a right to be heard – we will make sure that you are aware of the options and processes available to raise concerns so that you feel confident in doing so.

### **Our initiatives include:**

- A review of all Disciplinary, Grievance, Complaints and Anti-Bullying and Harassment Policies
- Launching a ‘Guardians Programme’ to provide additional, neutral support for anyone who wants advice on how best to raise an issue
- Through training and discussion, making sure Lime’s processes are clear and understood and that our Values are truly embedded in our Community

## **REVIEW OF ALL DISCIPLINARY, GRIEVANCE, ANTI-BULLYING AND HARASSMENT POLICIES**

We are currently reviewing all our disciplinary, grievance, anti-bullying and harassment policies to make sure:

- That they cover all situations and relationships within Lime – whether you are a permanent member of staff, a freelancer or a cast member
- That they are clear and easy to follow
- That they are readily available
- That they have meaningful sanctions
- That you are aware of, and understand, to whom you can bring issues of concern and feel confident that processes will be managed professionally and confidentially.

As part of this review we will be introducing a training programme to make sure that everyone who might need to respond to a complaint, carry out an investigation or conduct a disciplinary or grievance procedure has the right tools and expertise to manage the process.

We will always ensure that you are aware of any processes for confidentially escalating matters of concern that are organised by the broadcaster or platform commissioning the project that you are working on, for example Channel 4’s Speak Up facility and Netflix’s Production Hotline.

Moving forward, any allegation of unfair or biased treatment relating specifically to race will be referred to the Managing Directors, who will ensure that it has been dealt with appropriately. The MDs will provide a report on any such allegation raised, and how it was dealt with, to each meeting of the **Lime Values Board**.

## LIME GUARDIANS PROGRAMME

We propose to launch a peer-led support programme, **The Lime Guardians**, to help people feel comfortable and confident about raising issues or concerns. This will provide people with neutral and confidential assistance as they consider what to do regarding an issue or concern, or where they feel that an issue that has been raised has not been addressed, or has not been dealt with appropriately.

The aim is to ensure that our Community feels able to make well-informed and appropriate choices about how to raise and escalate matters of concern.

Volunteers, “The Lime Guardians”, will be drawn from across our communities, at all levels. You will be able to approach them in strictest confidence in order that they can provide advice about the possible options for raising an issue or concern. In effect, a sounding board for colleagues who have something that they may want to share, but are unsure about the best way of doing so.

Guardians will not be calling out inappropriate practice; nor will they intervene and try to resolve problems. They will only advise colleagues as to the potential actions and steps that could be taken. Guardians will also promote and uphold Lime’s Values.

Guardians Programmes have worked very positively in other creative companies and were spearheaded by The Old Vic.

We will be circulating more information about the Lime Guardians Scheme separately over coming weeks.

## LIVING OUR VALUES

People from across Lime have worked collaboratively to identify and champion our values as an organisation. Our values describe what we think is important and unique about the way we work.

**TALENT**

**PRIDE**

**DIFFERENCE**

**RESPECT**

**ADVENTUROUS**

As a community, we need to ensure that we live by these values and that they are implicit in **everything** we do, to make sure that we are creating a healthy and dignified workplace, where we can continue to produce the highest quality work. We are striving to create an environment where we all have a voice, where we understand and learn from one another and move forward together.

As part of defining and describing our Values, we also identified the sort of behaviours that underpin them at Company level. The next step in embedding our values is for each department to identify what those behaviours are and should be for their own teams. This work will be led by Heads of Department, supported by our external training consultant, Elonka Soros.

At the heart of those behaviours will be a focus on inclusion and zero tolerance of racism or inappropriate behaviour in the workplace.

## TRAINING

**It is key that we all have access to the tools that we need to navigate complex and sometimes difficult conversations, so that we can all grow together:**

- We will continue to deliver Respect and Inclusion training to all staff, freelancers, cast and contributors.
- We will continue to provide training to help all staff give and receive feedback.
- We will provide further training for everyone who is involved in recruitment, performance review and staff development.

## THE LIME VALUES BOARD

### Being Accountable for Delivering Change

Management accountability is key to reassuring you that we deal with issues fairly and appropriately. We want to ensure that you feel confident that we deliver on our commitments to you and that we are putting our words into action.

You also need to know that our action plan, together with our processes have been stress-tested externally, to ensure that they are effective, fair and appropriate and to make sure that we are setting the right tone and culture for the organisation.

We will therefore be forming a **Lime Values Board**. The majority of the Board will be external appointees, along with members of Lime's management team. The Board will meet at least every quarter to review our action plan, to make sure we keep change and progress on track, to agree priorities and help formulate the strategy for improving Lime's inclusivity.

- The Values Board will set targets to track success and review performance against those targets.
- It will be a way for Lime to broaden its network and to develop partnerships to support our action plan.
- We will report to the Values Board about Lime's Disciplinary, Grievance and Complaints Processes.
- The Values Board will feedback to you all, once a quarter.

We will circulate more information about the Board, its members, its work and how it will feedback to you soon.

## DELIVERING GREATER INCLUSIVITY

**Talent is the life blood of our organisation. We want to attract, nurture and retain the very best talent in the industry that is truly reflective of our society. Lime needs to be more inclusive, across all levels and all areas of the organisation.**

### RECRUITMENT

We need to look at how and when we recruit to make sure that as an organisation across all our sites and productions we attract applicants from a wide and inclusive community, so we have the broadest possible talent base and the best people in the industry working with us.

To help make sure that we do, we are:

- Undertaking a thorough review of our recruitment practices, for staff and freelancers, at all levels, looking at where, when and how we recruit, so we can always ensure that we have the best possible talent working on all our productions.
- Identifying if there are ways that we could recruit more often.
- Reviewing the initiatives that we have already undertaken, to promote greater inclusivity within the recruitment process, to determine what has worked and what hasn't, to increase representation within applications.
- Talking to external partners, in particular **Mama Youth**, to draw upon their expertise to help promote inclusivity.

We will review the recruitment process with the **Lime Values Board** and agree a revised policy. Thereafter, **all** positions at Lime that require recruitment follow the new recruitment process.

### CAREER PROGRESSION, MENTORING & SUPPORT

We need to ensure that everyone feels able to progress and grow within the Company and that opportunities to move forward within Lime are as inclusive as possible, so that everyone can develop their careers and do their best possible work at Lime.

We are reviewing our career progression and performance review practices to ensure that everyone has an opportunity to evaluate their personal performance and progress.

We will ensure that all freelancers are given the chance to provide feedback on their experience at the end of an engagement and can receive feedback from us if they wish.

On *Hollyoaks*, we are looking at ways to provide new cast with additional support when they join Lime, from fellow, longer serving artistes. We are also introducing a new Cast Liaison role to ensure that there is someone within the team dedicated to supporting our artistes.

On *The Only Way is Essex*, we have created a new role and appointed a Welfare Executive Officer. This is an independent position, sitting outside of production, whose role is to support the cast. We will look to roll out a similar structure across all our Unscripted shows.

In particular, we want our staff, cast and freelancers of colour to be as supported as possible. We will therefore be offering mentoring with a member of the Senior Management Team, who sits outside their personal line management structure.

## EMPLOYEE RESOURCE GROUPS

We will be supporting the establishment of a series of Employee Resource Groups across Lime by employees.

Employee Resource Groups (or ERGs) are employee identity or experience-based groups that build community amongst employees, provide support and contribute to personal and professional development in the work environment.

- An ERG creates an open forum for employees who share a common identity to meet and support one another in building their community and sense of belonging.
- Lime would work alongside the groups, providing support and access to senior management.
- ERGs would facilitate a clear line of communication to leadership in order to voice concerns and help solve problems.

## LIME'S OUTREACH

### Broadening our Community, at Lime and in the Wider Industry:

Lime has established a number of schemes to improve our outreach into the community and to offer entry level opportunities for people to join the TV industry. We want to continue our work targeting those who might otherwise find it hard to get a foot on the TV ladder. As an industry, it is crucial that we are truly reflective of society, the nature of our business means that Lime is able, and has always endeavoured, to play its part in opening up the sector to all.

We want to build upon our existing outreach activity alongside introducing new initiatives and partnering with external organisations where it will help us to amplify and extend our work and drive our Inclusivity Action Plan. We will be discussing with the **Lime Values Board** how best to build upon our existing schemes and develop new initiatives.

### Examples of our schemes to date include:

- In London, Liverpool and Leeds, working to support the Channel 4 Diversity Internship and the PACT Diversity Schemes to provide entry level roles for new talent.
- **Lime Interns:** our in-house intern initiative, now in its second year, currently providing nine individuals with nine months work experience paid at the living wage, in a specific department within Childwall. Entirely supernumerary to production, these opportunities provide a consolidated period of paid work experience as a launch pad to a career in the TV industry. We are rolling the scheme out across our London base and are talking to **Mama Youth** about how we can partner to broaden the inclusivity of the scheme.
- Insight Days at Childwall providing opportunities for groups to see how a TV production company works in practice, in particular with Screenskills, and the Film 42 Project that works to support the development and engagement of young black men in urban spaces to improve mental health.
- Talking at schools and colleges within our local communities in London and Liverpool, providing information to young people about the wide range of different jobs that exist within television.

## CREATIVE INCLUSIVITY

### Improving Authenticity

Greater authenticity will flow automatically from increased inclusivity. Making Lime a community that truly reflects the wider society is a key and urgent priority for us.

Whilst we broaden our inclusivity and improve representation, we need to make sure that we include and involve creative voices in the editorial process who can speak to the authenticity of our story telling, our scripting and our design processes.

On *Hollyoaks*, alongside our Pentecostal Faith advisor, Bishop Dr Joe Aldred, and our Islamic Cultural Advisor, Bea Mahmood, we have engaged Verna McKenzie as a Caribbean Cultural Advisor.

We are working with Channel 4 to ensure that our Hollyoaks Directors Scheme continues to provide meaningful entry level opportunities for first time continuing drama directors, especially for women and people of colour.

In addition to our continued support for the Hollyoaks Northern Writers Scheme, we are reviewing our opportunities for new and upcoming writing talent to create an additional scheme specifically supporting writers of colour looking for experience in continuing drama.

## HAIR & MAKE UP

### Hair & Make Up Review

As our cast has become more inclusive and reflective of society, we need to undertake a thorough review of the support that we provide to cast in Hair and Make Up. We must have the right skills and expertise, the correct and appropriate level of creative and technical ability and the right equipment to make sure that all cast feel completely looked after by our teams.

We are currently undertaking a full review of the Hair and Make Up Department.

## INDIVIDUAL COMPLAINTS AND INVESTIGATIONS

A number of individual complaints and issues have been raised or highlighted, confidentially or on social media in recent weeks. As we are sure you understand, for reasons of confidentiality it is not appropriate to discuss individual issues or disciplinary matters in an open forum.

We would like to assure you that all complaints have been investigated thoroughly and we have taken or are taking appropriate action. Where concerns have been raised about the nature and process around investigations and disciplinary matters, we have addressed them within this Inclusivity Action Plan.