

NORFOLK & NORWICH FESTIVAL



Norfolk & Norwich Festival
Equality Action Plan 2018/19 –2021/22
December 2018

Updated March 2020

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Revised December 2018

About Norfolk & Norwich Festival

Norfolk & Norwich Festival shares exceptional arts experiences across East England. We lead and support celebration, creativity and curiosity in our community to make our part of the world a great place to live, work and play.

Norfolk & Norwich Festival takes place in Norwich and around Norfolk for 17 days each May. The Festival programme is multi-artform, contemporary, international and audience-centred. The Festival is distinctive because we collaborate with artists – from down the road and around the world – to explore the unique physical and cultural identities of our place and to make art which is meaningful to the lives of our audiences.

Year-round Norfolk & Norwich Festival brings our ‘festival spirit’ to initiatives and projects – including Festival Bridge, Common Ground and Norfolk Open Studios – which extend our reach and influence across East England.

- Festival Bridge creates and facilitates partnerships and networks that improve the cultural offer for all children and young people across Cambridgeshire, Norfolk, Peterborough and Suffolk.
- Common Ground enables young people from backgrounds of low cultural engagement to lead and develop new and exciting ways for themselves and their peers to engage in their local heritage.
- Norfolk Open Studios celebrates the creative talents of the visual arts and crafts community in Norfolk. Over 16 days in June artists open their studios to visitors who can learn about, enjoy and buy new art.

Our festival spirit is to be:

- Creative: We champion artistic excellence and value creativity in everyone.
- Curious: We explore and reflect the changing social and physical contexts in which we live.

- Inclusive: We are respectful of the diversity and difference of people and their views and values.
- Collaborative: We work with artists, communities, peers, partners and stakeholders to achieve common goals.
- Strategic: We balance artistic and social ambition with a sustainable business.

Norfolk & Norwich Festival’s goals are:

- to have more people experience and value the arts
- to be a champion for excellence in the arts
- to be valued – locally and internationally – for our unique and distinctive arts festival
- to be embedded in Norfolk and Norwich and to extend our reach and influence across East England and beyond
- to be socially responsible, committed to questions and actions about a changing world including diversity and difference, environmental sustainability and technological change
- to have a stable and adaptive business structure with diverse income streams.

Norfolk & Norwich Festival seeks to reflect the diversity and difference of England today. We use the term ‘diversity and difference’ to reference all the Protected Characteristics and socio-economic status. We are committed to being inclusive of the diversity and difference of our artists, audiences and workforce regardless of age, disability, gender, gender reassignment, sexual orientation, marriage and civil partnership, pregnancy and maternity, race, religion and belief (the ‘Protected Characteristics’), and class/socio-economic status. We use the term ‘cultural

diversity’ to refer to Black, Asian and Minority Ethnic (BAME) communities and people.

Our business plan 2018 – 2022 outlines our commitment to embed social responsibility and change in all of our work. Artistically, we prioritise questions and actions about a changing world in the Festival and our initiatives. But our commitment to social responsibility and change goes beyond our artistic programme and we will be successful if these are issues included in everything we do from the Festival; through skills, learning and schools; to the management of our own organisation.

At the heart of our social conscience is a commitment to address diversity and difference, the environment, and community cohesion through the arts and culture. Our concern for the future shape of the world means we are committed to encouraging and enabling the creative voices of children and young people.

Norfolk & Norwich Festival has been an Arts Council England National Portfolio Organisation since April 2012 and is one of ten National Bridge Organisations with a mandate to develop arts and cultural opportunities for children and young people in the East of England. We became a registered Charity in early 2016.

nnfestival.org.uk

About Norfolk and Norwich

Norfolk Insight (norfolkinsight.org.uk) is an excellent web-based resource provided by Norfolk County Council. It provides data and statistics on a wide range of areas including (but by no means limited to) population; health and wellbeing; deprivation and poverty; and education and skills.

For our understanding of the diversity of the population of Norfolk, we also rely on the Festival Bridge’s 2014 research: Data report on population and ethnic diversity, which covers the four counties of the Festival Bridge – Cambridgeshire, Norfolk, Peterborough and Suffolk. One proposed outcome of our plan is produce a companion piece of research around socio-economic inclusivity.

Norwich City Council has provided guidance on ‘reducing inequality’ including specifying target areas within the city.

In recent years the Black and Ethnic Minority (BME) population of the UK has been steadily rising. Norwich’s population shows slightly less diversity than the national average but is more diverse than the Eastern Region and Norfolk.

	England	East	Norfolk	Norwich
White British	79.8%	85.3%	92.4%	85.4%
Other ethnic group	20.2%	14.7%	7.6%	14.6%

Update

We have updated this plan in March 2020. The plan remains active and current but we have introduced data on actual outputs in the table below. The text from the plan, written in December 2018 remains.

Legislation and guidance underpinning the Equality Action Plan

Norfolk & Norwich Festival's Equality Action Plan is informed by three primary sources:

- The Equality Act 2010
- Arts Council England's Equality Objectives 2012 – 17
- Arts Council England's Creative Case

Equality Act 2010

In line with the Equality Act 2010, Norfolk & Norwich Festival will:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Arts Council England's Equality Objectives

Norfolk & Norwich Festival's Equality Action Plan responds to Arts Council England's Equality Objectives. Through this we commit to:

- Engage with the Arts Council in creating an equality framework for our sector.
- Introduce best practice recruitment based on equal opportunities in order to diversify our workforce and board.
- Use diversity and equality as factors in artistic decision making including programming work from diverse arts and cultural practitioners.
- Engage with the Arts Council on the Creative Case work.
- Engage with local communities and people from the protected characteristics.
- Encourage artistic collaborations between diverse and non-diverse practitioners.

Arts Council England's Creative Case

Arts Council England's Creative Case states that it is:

“based upon the simple observation that diversity, in the widest sense, is an integral part of the artistic process. It is an important element in the dynamic that drives art forward, that innovates it and brings it closer to a profound dialogue with contemporary society.”

Norfolk & Norwich Festival is committed to the Arts Council England's vision expressed through the Creative Case and its approach through the three elements of equality, recognition and a new vision.

We are also committed to the principle of the Creative Case which brings art back to the centre of discussion and thinking on diversity. Like the Creative Case, Norfolk & Norwich Festival's ambitions for diversity and equality are seen alongside and integral to those of excellence, reach, engagement and innovation.

The Plan

For this plan we have chosen to use the term 'diversity and difference' to signify diversity in all its forms (as represented by the protected characteristics and socio-economic status) and 'cultural diversity' to refer to Black and Minority Ethnic (BME) cultural identities.

This plan has two distinct parts, which we have called 'internal' and 'external'. Internally our focus is on ensuring the protected characteristics and socio-economic inclusivity are always considered in relation to our governance and staff. Externally we will prioritise our actions around cultural diversity, disability and socio-economic inclusivity.

Internal – governance and staff

In terms of governance and staff, Norfolk & Norwich Festival will take a 'back to basics' approach to addressing diversity and difference. This plan aims to implement basic change in monitoring and recruitment to ensure the diversity of cultural experiences and backgrounds that constitute the UK today are represented in our staff and on our Board.

Internally we will consider our performance in relation to all of the protected characteristics.

We aim to increase the diversity and difference of our board membership and staff. We will maintain diverse representation on the board at 10% in 2019 and increase this to at least 20% by 2020. Currently 60% of our trustees are women and we will not let this level fall below 50% over the life of this plan.

External - programming, audience development and partnerships

The 'external' focus of our Equality Action Plan is cultural diversity, disability and socio economic inclusivity.

A core commitment of Norfolk & Norwich Festival is to be socially responsible, committed to questions and actions about a changing world including diversity and difference, environmental sustainability and technological change. Over the life of this plan we will seek to introduce a step-change in our external engagement with questions of diversity and difference. In programming, audience development and partnerships, we will seek to develop our commitment to the diversity of cultural experiences and backgrounds that constitute the UK today.

Over 2018 – 2022 we aim for at least 20% of our programme to be led by BAME and/or disabled artists. We will focus our development of socio-economic inclusivity through our Creative Learning work with children and young people.

We will actively monitor our performance around equality of gender, sexual orientation and preference, and age. For those areas we monitor we will introduce actions if we believe our activities fall below acceptable levels of engagement.

The actions

The plan describes a number of actions and breaks each down into the deliverable, success criteria, timescale for delivery and sign-off. Core actions are included in our business plan as key measures and indicate progression over the life of the plan.

Deliverable	Success criteria	Actual 2019/20	Timescale	Sign off
Norfolk & Norwich Festival will ...	The deliverable is a success if ...		We aim to achieve this deliverable by	The deliverable will be signed off by ...

Governance and board development				
Deliverable: Aspire to reflect, in the membership of our Board, the diversity of cultural experiences and backgrounds that constitute the UK today and in particular to reflect the population of Norwich and Norfolk.	Success criteria: There is a gender balance in the membership of our Board.	Actual 2019/20: The current makeup of the board is 66% Female and 33% male. (March 2020)	Timescale: Ongoing. Reviewed annually.	Sign off: By the Board (Bd).
	Success criteria: 20% or more of the Norfolk & Norwich Festival Board are from diverse backgrounds (including, but not limited to, members from culturally diverse backgrounds and/or members with disabilities).	Actual 2019/20: Diversity of the board is currently at 17%. (March 2020)	Timescale: Achieve 10% by 2019 and 20% by 2020. Reviewed annually.	Sign off: By Bd.
Deliverable: Commit to the Board maintaining their knowledge and awareness of issues of diversity and difference including commitment to the Equal Opportunities Policy, an understanding of this plan, and an understanding of ACE's Creative Case.	Success criteria: Board are well informed about issues of diversity and difference. Training needs identified and implemented as necessary.	Actual 2019/20: Diversity is an agenda item for each board meeting to ensure full and thorough discussion at regular intervals during the year and to ensure progress is monitored and plans set in place accordingly.	Timescale: Ongoing. Reviewed annually.	Sign off: By Bd.

Staff recruitment and training

Deliverable: Aspire to reflect, in the make-up of our staff, the diversity of cultural experiences and backgrounds that constitute the UK today and in particular to reflect the population of Norwich & Norfolk.	Success criteria: There is a gender balance in our staff.	Actual 2019/20: As at April 2019 core staff: 22 Female, 9 male	Timescale: Ongoing. Reviewed annually in April.	Sign off: General Manager (GM).
	Success criteria: 10% or more of the Norfolk & Norwich Festival staff are from diverse backgrounds (including, but not limited to, staff from culturally diverse backgrounds and staff with disabilities).	Actual 2019/20: As at April 2019 6% of core staff were from diverse backgrounds.	Timescale: Ongoing. Reviewed annually in April.	Sign off: By GM.
Deliverable: Commit to staff maintaining their knowledge and awareness of issues of diversity and difference including commitment to the Equal Opportunities Policy, an understanding of this plan, and an understanding of ACE's Creative Case.	Success criteria: Staff are well informed about issues of diversity and difference. Training needs identified and implemented as necessary.	Actual 2019/20: A Diversity and Difference staff working group was established in 2019. This group works to this Equality Action Plan and reports to each board meeting. Training needs are identified through the annual Staff Performance Reviews.	Timescale: Ongoing. Reviewed annually during staff appraisals in June/July.	Sign off: By GM.
Deliverable: In recruitment, make all potential applicants aware of our commitment to being an equal opportunity employer.	Success criteria: All job descriptions include a statement of equality of opportunity.	Actual 2019/20: Ongoing	Timescale: When undertaking any staff recruitment.	Sign off: By Artistic Director/Chief Executive (AD/CE) when approving all job descriptions.
	Success criteria: The Norfolk & Norwich Festival Equal Opportunities Policy is distributed to all new staff.	Actual 2019/20: This forms part of the staff induction process	Timescale: At time of induction.	Sign off: By GM.

Deliverable: In recruitment, monitor the diversity and difference of all applicants including cultural background, age, disability and gender.	Success criteria: A diversity and difference monitoring form is included in every application pack.	Actual 2019/20: Ongoing	Timescale: When undertaking any staff recruitment.	Sign off: By GM.
	Success criteria: Statistics of diverse and different applicants are maintained.	Actual 2019/20: Ongoing	Timescale: When reporting on new appointments.	Sign off: By GM when reporting to Board on new appointments.
Deliverable: In recruitment, promote our opportunities to potential applicants from diverse and different backgrounds.	Success criteria: We receive at least 10% of applications from applicants from diverse and different backgrounds.	Actual 2019/20: For year 2018/19 - 15% of applicants were from diverse and different backgrounds. 2019/20 looks to be at a similar level.	Timescale: When undertaking any staff recruitment.	Sign off: By AD/CE when approving recruitment strategies.
Deliverable: In recruitment of 'entry level' posts – specifically traineeships – we undertake targeted recruitment campaigns to potential applicants from diverse and different backgrounds.	Success criteria: We receive at least 10% of applications from applicants from diverse.	Actual 2019/20: For year 2018/19 - 19% of applicants were from diverse and different backgrounds. 2019/20 looks to be at a similar level.	Timescale: When recruiting for trainees and casual staff.	Sign off: By AD/CE when approving recruitment strategies.
Deliverable: Aspire to reflect, in the make-up of our volunteers, the diversity of cultural experiences and backgrounds that constitute the UK today and in particular to reflect the population of Norwich & Norfolk.	Success criteria: There is a gender balance in our volunteers.	Actual 2019/20: Volunteers in 2019 were: 67% female 33% male	Timescale: Ongoing. Reviewed annually in April.	Sign off: Volunteers Offer (VO) reporting to EGM.
	Success criteria: 10% or more of the Norfolk & Norwich Festival volunteers are from diverse backgrounds (including, but not limited to, staff from culturally diverse backgrounds and staff with disabilities).	Actual 2019/20: Volunteers in 2019: 5% non-white 9% identified as disabled	Timescale: Ongoing. Reviewed annually in April.	Sign off: VO reporting to GM.
Deliverable:	Success criteria:	Actual 2019/20:	Timescale:	Sign off: By GM.

Undertake an annual survey of all staff (permanent, casual and volunteers) to provide a picture of the demographic make-up of our staff.	All staff complete the annual staff survey and a summary report is prepared.	The Survey for 2019/20 is currently underway.	April each year (and results reported to ACE in annual submission in July)	
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Programme				
Presentation				
Deliverable: We seek to ensure our programme reflects the diverse cultural experiences of the UK today and, in particular, we aim to facilitate the telling of the stories of these experiences to audiences.	Success criteria: We programme at least 20% of works which are led by culturally diverse, disability and/or socio-economic inclusivity.	Actual 2019/20: 2019 Festival Programme was: 19.3% BAME Artists 2.5% Disabled Artists	Timescale: Ongoing. Reviewed annually post-Festival.	Sign off: By AD/CE in collaboration with programme staff and reported to the Bd.
Deliverable: Aspire to reflect, in the Norfolk Open Studios participants, the diversity of cultural experiences and backgrounds that constitute the UK today and in particular to reflect the population of Norwich & Norfolk.	Success criteria: At least 10% of Norfolk Open Studio participant artists are from culturally diverse backgrounds and/or disabled.	Actual 2019/20: 2019 Open Studios artists identified as: 8% disabled 6% other white	Timescale: Ongoing. Reviewed annually in summer as part of the Norfolk Open Studio report.	Sign off: By Creative Learning Officer reporting to the Bd.
Festival Bridge				
Deliverable: Festival Bridge gathers and summarises research on population and socio-economic inclusivity in the Festival Bridge's geographic areas.	Success criteria: Festival Bridge creates and publishes a research document providing a data report on population and socio-economic inclusivity in the Festival Bridge's geographic areas.	Actual 2019/20: 2019/20 report is currently in production and will be available at end of March 2020	Timescale: By December 2019.	Sign off: By Head of Festival Bridge and Creative Engagement (HFBCE).
Deliverable:	Success criteria:	Actual 2019/20:	Timescale:	Sign off:

<p>Local Cultural Education Partnerships within the Festival Bridge region commit to maintaining their knowledge and awareness of issues of diversity and difference including an understanding of ACE's Creative Case.</p>	<p>All Local Cultural Education Partnerships within the Festival Bridge region agree and produce an equality action plan including actions for cultural diversity, disability and socio-economic inclusivity.</p>	<p>A statement has been drafted for LCEPs which some have chosen to adopt.</p>	<p>By December 2019.</p>	<p>By HFBCE.</p>
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Creative Learning				
Deliverable: In delivering the Creative Learning Programme, ensure we employ artists from culturally diverse backgrounds as workshop leaders.	Success criteria: At least 10% of artists leading workshops are artists from culturally diverse backgrounds.	Actual 2019/20: Of the artists leading workshops in 2019, 11% were from culturally diverse backgrounds	Timescale: Reviewed annually post-Festival as part of the Creative Learning review.	Sign off: By Creative Learning Manager (CLM)
Deliverable: Across the Creative Learning Programme, ensure participants are from diverse cultural backgrounds with a focus on social equality in Norwich and Norfolk.	Success criteria: At least 10% of participants are culturally diverse, disabled	Actual 2019/20: The Creative Learning Programme focuses on schools and communities in deprived socio economic parts of the County. Strong relationships are being developed with SEND settings.	Timescale: Reviewed annually post-Festival as part of the Creative Learning review.	Sign off: By CLM.
Deliverable: As part of the Creative Learning Programme, seek and facilitate engagement by schools from areas defined by Norwich City Council as 'reducing inequality' target areas.	Success criteria: Increased take up by schools in areas defined by Norwich City Council as 'reducing inequality' target areas.	Actual 2019/20: The Creative Learning Programme facilitated engagement from schools in deprived areas. 6 schools engaged in 2018. This increased to 10 schools in 2019.	Timescale: Reviewed annually post-Festival as part of the Creative Learning review.	Sign off: By CLM.

Audiences				
Deliverable: Create an audience data collection strategy with standardised 'core' research data, which includes data collection about cultural diversity.	Success criteria: Survey 20 events each year.	Actual 2019/20: Audience Agency surveyed 8 outdoor events and all ticketed audiences received an online survey.	Timescale: Surveys reviewed after each Festival.	Sign off: By Head of Communication and Development (HCD).
Deliverable: Ensure Festival venues are accessible to all. Work with venues, artists and producers to provide access to facilities including –	Success criteria: Annual audit of venue accessibility undertaken. All access requirements	Actual 2019/20: For 2019 Festival venue access guides were produced and venue information pages included	Timescale: For each Festival.	Sign off: By Head of Production and Programme.

where possible – wheelchair lifts and ramps.	communicated through Festival communications.	within the website. For 2020 360degree videos and routes to venues are being produced		
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Deliverable: D/deaf and visually impaired audiences can experience Festival events and performances.	Success criteria: A minimum of three performances annually undertaken which special access initiatives (eg BSL or sur-titles).	Actual 2019/20: No BSL or sur-titled shows in 2019	Timescale: For each Festival.	Sign off: By AD/CE.
Deliverable: Audiences can engage with our communications channels and marketing materials regardless of disability.	Success criteria: Accessibility is included in all briefs (and therefore delivery) for all design (including print and electronic marketing and publications).	Actual 2019/20: For 2019 an audio brochure and large print brochures were produced. Our website is W3 Standard Compliant.	Timescale: At the point of writing design briefs.	Sign off: By HCD.

Partnerships and collaborations

Deliverable: We will form partnerships and work with networks which will enable further dissemination of the opportunities available through Norfolk & Norwich Festival and our activities.	Success criteria: Our organisation profile and information about opportunities for artists and other arts professionals from culturally diverse backgrounds is extended to new partners and networks.	Actual 2019/20: We are working with both local and national partners to increase the reach of opportunities created	Timescale: Ongoing. Reviewed annually in April.	Sign off: By GM.
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Monitoring and evaluation

Deliverable: Monitor and evaluate our outcomes against our stated aims and against our own, our partners, and our funders' expectations.	Success criteria: We monitor our progress and evaluate our outcomes. We report regularly to ACE about our progress.	Actual 2019/20: Ongoing	Timescale: Annually. Reviewed at AGM.	Sign off: By Bd.
Deliverable: Undertake to update this plan annually and to incorporate information gained through	Success criteria: We update this plan annually and incorporate information	Actual 2019/20: Ongoing	Timescale: Annually. Reviewed at AGM.	Sign off: By Bd.

our monitoring and evaluation into the plan.	gained through our monitoring and evaluation into the plan.			
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