

NORFOLK NORWICH  
FESTIVAL



Norfolk & Norwich Festival  
Equality, Diversity & Inclusion Plan 2021

Version 1.05 July 2021

In the wake of the murder of George Floyd in 2020, and the resulting advancement of the Black Lives Matter movement, Norfolk & Norwich Festival has renewed our commitment to being an actively anti-racist arts organisation. We acknowledge that we can do more to lift the many and differing barriers for people from diverse and different backgrounds to our workforce and artistic programme. We recognised that in order to tackle a range of issues – systemic and otherwise – we needed to consult with communities, robustly analyse the issues and then work with our staff to find effective, sustainable solutions, resulting in measurable action and change for which we are accountable.

# Norfolk & Norwich Festival

## Equality, Diversity and Inclusion Plan 2021

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### About Norfolk & Norwich Festival

Norfolk & Norwich Festival (NNF) 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. Our Creative Engagement activity includes our work with volunteers, Norfolk Open Studios, Festival-related schools’ activity, and time-limited projects like Common Ground.

Festival Bridge is one of ten National Bridge Organisations supported by Arts Council England, with a mandate to develop arts and cultural opportunities for children and young people in the East of England.

Festival Connect & Create will encompass all our work in cultural education, creative learning and participation. Festival Connect & Create, will take place year-round, foreground creative participation for all, and create and facilitate partnerships and networks that improve the cultural offer for all children and young people across Cambridgeshire, Norfolk, Peterborough and Suffolk.

We will start to put the ideas and structures in place for Festival Connect & Create in 2021 and the programme will reach full stride by the start of 2023 when it becomes our programme building on and extending the relationships, expertise and vision of Festival Bridge (which formally comes to an end in March 2023) and incorporates the

Festival Creative Learning activities including volunteers, Norfolk Open Studios and NNF school engagement work.

Our core values are 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 equality, diversity and inclusion; placemaking; environmental sustainability; and technological change
- to have a stable and adaptive business structure with diverse income streams.

All of Norfolk & Norwich Festival's work is underpinned by our 'programme principles' – our embrace of:

- art relevant to today, blurring the boundaries between artforms and between art and everyday life.
- 'festival spirit' which we bring to our work to celebrate, to share cultural experiences and to bring our community together
- questions and actions about a changing world, with a focus on:
  - Equality, diversity and inclusion
  - Placemaking
  - Environmental sustainability
  - Technological change

Norfolk & Norwich Festival is committed to equality and 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.

Norfolk & Norwich Festival is an Arts Council England National Portfolio Organisation; one of ACE's ten National Bridge Organisations; and financially assisted by Norwich City Council and Norfolk County Council. Our annual turnover is around £2.25 million each year. We are a registered Charity.

[nnfestival.org.uk](http://nnfestival.org.uk)

## About Norfolk and Norwich

Norfolk is a largely rural county with a population of 859,400 (density of 155 per km<sup>2</sup>). Of the county's population, 40% live in four major built up areas: Norwich (213,000), Great Yarmouth (63,000), King's Lynn (46,000), and Thetford (25,000).

We have committed to creating and maintaining a set of data about Norfolk and Norwich, which compares our situation to East England and nationally. We have collated data from a variety of sources, largely governmental or local authority and have named this set our Data Pack.

This Pack feeds our EDI action plan by providing a foundation for our planning. When looking for partners, audiences to develop or areas in which to present work, this Data Pack provides evidence for where and at who we should be looking to start conversations. We intend by layering the data, we'll have a better picture of the area – for example, some culturally diverse areas may be wealthy or those with limited day-to-day activities may be in areas with a higher percentage of older people. This might impact on how we engage with them. It is our intention that layering these data sets will provide a depth of knowledge and thinking around intersectionality so we can engage more diverse audiences in more meaningful ways.

Although the data we use here has been published in different years, we've looked for the most current information and will review this pack annually for any updates.

### The Landscape

There is a perception of Norfolk as a place lacking diversity in its population. Our data confirms this, however, we can identify more diverse communities in certain areas of the region such as higher percentages of Portuguese speakers in Great Yarmouth and Breckland, and almost half of the South and East Asian population of Norfolk living in Norwich. North Norfolk has a much higher number of people aged 65+ whereas for Norwich it's those aged 20 – 24. We've also been able to see, from the data around sexual identity, that the percentage of people identifying as gay, bisexual or other has increased over the last 6 years in the East (even though we don't have district level data). Deprivation data highlights Norwich and Great Yarmouth as the most deprived places in our region.

## The Data Pack

Our draft Data Pack is as an appendix to this EDI plan. It is designed to be viewed as a spreadsheet with cross referencing across pages and links to external sources of data. It is a commitment of this plan that we will maintain this Pack and ensure it is updated annually.

The summary page of the Data Pack is summarised here as a top-level overview of data.

	Ethnicity			Deprivation		Disability			Age			First Language		
	% White British	% White other	% Other	IMD average score	% IMD Education score	% Limited a lot	% Limited a little	% Not limited	% 0-15	% 16-64	% 65+	% English	% Other European	% Other
Breckland	91.2	5.6	3.2	142	21	8.8	10.8	80.3	17	58	25	95	3	2
Broadland	95.9	1.4	2.7	264	0	8.1	10.6	81.3	17	58	26	99	1	1
Great Yarmouth	92.8	3.6	4.4	20	52	10.9	11.6	77.5	18	58	24	96	2	2
King's Lynn	92.4	4.5	3.1	94	30	9.8	11.5	78.7	18	56	26	96	2	2
West Norfolk	92.4	4.5	3.1	94	30	9.8	11.5	78.7	18	56	26	96	2	2
North Norfolk	96.6	1.7	1.7	127	18	10.3	13.0	76.7	14	53	33	99	1	1
Norwich	84.7	5.4	9.9	52	49	8.6	9.8	81.6	17	68	15	92	3	5
South Norfolk	95.2	1.9	2.9	235	0	7.4	10.5	82.1	18	58	24	98	1	1
Norfolk	92.4	3.5	4.1	24		9.1	11.0	79.9	17	59	25	96	2	2
EoE	85.3	4.5	10.2	20					19	61	20	95	2	3
England	79.8	4.6	15.6	30		8.3	9.3	82.4	19	62	18	92	2	6

## Legislation and guidance underpinning the Equality Diversity and Inclusion Plan

Norfolk & Norwich Festival's Equality Diversity and Inclusion Plan is informed by three primary sources:

- The Equality Act 2010
- Arts Council England's Inclusivity & Relevance Principle (March 2021)
- Arts Council England's Creative Case for Diversity (2011)

### 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 Inclusivity & Relevance Principle

Norfolk & Norwich Festival's Equality, Diversity and Inclusion Plan responds to Arts Council England's Inclusivity & Relevance Principle. The Inclusivity & Relevance Principle is based on three pillars, each with an attached Arts Council England ambition:

#### Communities

- We (ACE) want to ensure the sector is actively listening to, and taking account of, the views of the local community. We want organisations to actively form relationships with under-served communities. As a result, publicly funded culture will matter more to more people.

#### Workforce, leadership and governance

- The sector will create access and career opportunities for people from all parts of society. It will have a workforce, leadership and governance which fully reflects and represents all communities and organisations with inclusive cultures, who value and develop their people.

#### The Creative Case for Diversity

- The sector's programmes and activities reflect the culture and talent of creative practitioners drawn from all backgrounds.

## 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:

#### Equality

- A continued drive for equality is imperative to remove barriers in the art world, releasing and realising potential and helping to transform the arts so that they truly reflect the reality of the diverse country that we have become but still do not fully recognise.

#### Recognition

- There has to be a new conversation that attempts through various means to resituate diverse artists, both historically and theoretically, at the centre of British art – whether that is the performing arts, the visual arts, combined arts, music, literature or film.

#### A new vision

- We need a new framework for viewing diversity – one that takes it out of a negative or 'deficit' model and places it in an artistic context. Diversity must become not an optional extra but part of the fabric of our discussions and decisions about how we encourage a resilient, energetic, relevant, fearless and challenging artistic culture in England and the wider world.

Norfolk & Norwich Festival is 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.

## **Progress**

In recent years, with a new Chair (2017) and Artistic Director/Chief Executive Officer (2018), Norfolk & Norwich Festival has made great strides towards being a more inclusive organisation. We have implemented change across our relationships with communities; in workforce, leadership and governance; and in our artistic programmes. Key changes include:

### **Communities**

We refocused our creative learning energy, work programme and resources to work exclusively with schools in areas socio-economic deprivation. We delivered Festival projects with children and young people from socio-economically deprived backgrounds including Andy Field and Becky Darlington's New News News (2019) but have also instigated long-term and ongoing initiatives such as the Lost and Found Films of Norfolk (2020-2022).

We ran Creative Individuals Norfolk (2020) an initiative to support artists to work in and with communities including Emma Barnard working with young people in Diss; Laura Hopkins working with long-term unemployed in Dereham; Lewis Buxton exploring male identity through consultation with sports groups; and Sascha Gosling creating the Network for Norfolk's Black & POC Creatives.

We continue to develop our relationship to communities of people identifying as disabled through multi-year support for artistic companies working with and for people with disabilities. We undertook a three-year relationship with Stoppag Dance Company (2017-2019) including presentation of work, development of work with community participation.

We established Common Ground which supports young people from socio-economic backgrounds under-represented in the arts to lead interpretation of heritage. At the heart of this initiative is a youth leadership programme. Our partners are: Norfolk Wildlife Trust, National Trust, Prince's Trust, SHARE Museums East, and Suffolk Wildlife Trust.

### **Workforce, leadership and governance**

We created a Diversity and Difference staff working group (2019, sitting alongside our Environmental staff working group) which works to our Equality Action Plan and

reports to each board meeting. Equality, Diversity and Inclusion is therefore a standing board agenda item.

We changed the make-up of our Board from being all-white to having 17% culturally diverse representation. We are committed to making our next appointment a person who identifies as disabled but also note that while Lucy Garland of Frozen Light (appointed 2019) does not identify as disabled she brings a wealth of experience around arts and disability to our Board.

In 2019 we instigated a trainee/assistant programme to employ talented individuals on an 18-month fixed term contract. The roles, which replace a system of multiple short-term contracts (common in festivals) enable participants to learn on the job but also to craft a tailored professional development programme. We have had great success recruiting people from diverse and different backgrounds. Of the five assistants appointed since we started the initiative, two are from culturally diverse backgrounds, one identifies as being LGBTQ+, one is from a socio-economic background under-represented in the arts and 60% are women. We worked with Without Walls to put in place a tailored support programme around outdoor arts for the assistant from a socio-economic background under-represented in the arts.

As part of our volunteer programme (120 pa), we instigated a pro-active inclusivity initiative with a focus on people with learning disabilities. We introduced Easy Read application forms (2019) and expanding the number of our volunteers who have learning disabilities. We created a Buddy Scheme (2019) offering one-on-one support for volunteers with learning disabilities, working in partnership with other organisations including City College's Inclusive Learning Initiative.

Our office at Augustine Steward House is not accessible for wheelchair users. We have therefore implemented a long term plan to move office and this will be complete by the end of 2021, when we move to the Norwich Guildhall. In preparation for our move we are installing a disabled toilet at the Guildhall.

### **Creative Case**

In 2019/20 19.3% of our programme was culturally diverse and/or disability led, up from 17% the previous year. This statistic focuses on our two 'priority areas' (as defined by our Diversity and Difference Plan at the time), taking into consideration all protected characteristics the diversity of our programme is well over 30%.

We refocused our commissioning (since 2020) towards artists and companies from diverse and different backgrounds. Commissioned artists include: curious (2019), Talawa Theatre Company (2019), Yara El Sherbini & Davina Drummond (2019/20), Javaad Alipoor (2020), Davide Lakshmanasamy & Jake Francis (2020) and Frozen Light (2020).

We set in place a priority to programme artists and companies from diverse and different backgrounds in our main-stage presentations including Boy Blue's Blak Whyte Gray, Las Maravillas de Mali, and Beverley Knight (2019).

This Plan has been written after a successful Norfolk & Norwich Festival in May 2021. However, because of ACE's timeframe of the Plan we have not included a summary of our achievements in 2021. We will do this when reporting on the Plan but we already know that we have continued to make exciting and important developments in our commitment to the Creative Case.

## **The Plan**

### **Timeframe**

This plan is written for the 2021 financial year (April 2021 to March 2022). It replaces Norfolk & Norwich Festival's Equality Action Plan 2018/19 –2021/22 (most recently updated March 2020).

The one-year plan has been requested by Arts Council England. It is written at a time when ACE has introduced Let's Create, its strategy for 2020 – 2030 but has not yet released its own delivery plans.

We have agreed with ACE to produce this one-year plan as a transition. It is a transition between our old plan and a future plan (which will be written for a longer period, in-line with ACE National Portfolio Organisation funding) but also a bridge between Arts Council England's own strategies and frameworks.

### **Language**

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). We use the terms 'cultural diversity' and 'from a culturally diverse background' to refer to People and Communities of Colour (sometimes called Black, Asian and Minority Ethnic (BAME) communities and people).

We acknowledge that it is challenging to navigate the language around diversity and difference. However, the challenge is so important that we have chosen to address it as one of our actions over the 2021 year (rather than to set the language we use 'in stone' at this time).

### **Structure**

We have structured our plan in line with ACE's three new pillars of the Inclusivity & Relevance Principle: communities; workforce, leadership and governance; and the Creative Case for Diversity. We have added a final section on monitoring and evaluation.

Because it is a transition plan we have chosen to structure it with background to our current position but with a focus on specific actions for 2021.

### **% target**

Historically, we have set percentage targets with our Diversity and Difference Plan. However, in this plan we have chosen not to place percentage targets against criteria because we believe percentage targets fail to represent the complexity of EDI. We will however, still report outcomes on a percentage basis.

### **Scope**

Norfolk & Norwich Festival currently has two National Portfolio agreements with ACE, which have been extended to March 2022 and are likely (subject to application) to be subject to a further extension year up to March 2023. Our business plan outlines our ambition to operate as 'one organisation' with one funding agreement with ACE.

This organisational shift is extremely important and will significantly affect how we – as one organisation – approach equality, diversity and inclusion. However, for the sake of clarity, this plan only addresses the activities of Norfolk & Norwich Festival as outlined in our ACE funding agreement and therefore does not include actions specific to Festival Bridge in the 2021/22 year.

<b>Deliverable</b>	<b>Success criteria</b>	<b>Current position and notes</b>	<b>Actions 2021</b>	<b>Timescale</b>	<b>Sign off</b>
Norfolk & Norwich Festival will ...	The deliverable is a success if ...	<b>(Current position refers to Actual 2019/20 figures the most recent point of reporting to ACE)</b>	Our action in 2021 will be ...	We aim to achieve this deliverable by ...	The deliverable will be signed off by ...
<b>Communities</b>					
<b>Deliverable:</b> Create a data pack, which provides NNF with a base-line statistical understanding of diversity and difference in Norfolk to act as 'evidence' to inform our discussions about what we mean by 'the diversity of cultural experiences and backgrounds that constitute the UK today' and to inform our decisions and actions.	<b>Success criteria:</b> Completion of the data pack and adoption across the organisation.	<b>Current position and notes:</b> NNF currently draws on a broad array of data to inform our activities, especially around EDI. However, we have not formalised and agreed this across the organisation.  This plan includes our first draft of a data pack.  A data pack will, in particular, help NNF form a picture of what we mean by 'the diversity of cultural experiences and backgrounds that constitute the UK today' and will act as 'evidence' for our decisions and actions.	<b>Action 2021</b> To develop a data pack of base-line data about diversity and difference in Norfolk. The data pack is to be integral to future EDI Plans.	<b>Timescale:</b> First draft completed with this plan (July 2021) and update by Dec 2021.  Annually reviewed and updated.	<b>Sign off:</b> By GM.
<b>Deliverable:</b> Identify, form and nurture relationships with EDI individuals, organisation and networks: <ul style="list-style-type: none"> <li>• For the creation and presentation of work.</li> </ul>	<b>Success criteria:</b> Meaningful relationships are developed and outcomes agreed and met.	<b>Current position and notes:</b> We have a strong track-record of relationship building. However, these have often been on a project by project basis and we could be more	<b>Action 2021</b> To develop and implement an EDI Partnership Plan which:	<b>Timescale:</b> Ongoing. Reviewed annually in April.	<b>Sign off:</b> By GM.  EDI Plan signed off by AD.

<ul style="list-style-type: none"> <li>To provide us with advice and guidance.</li> <li>To disseminate opportunities available through NNF and our activities.</li> </ul>		<p>strategic in our relationship building and in sustaining the relationships over time.</p> <p>Successful relationships include Stopgap Dance Company (3-year artistic) and support for establishment of Norfolk Black &amp; POC Creatives Network.</p>	<ul style="list-style-type: none"> <li>Provides strategy and structure for our partnership building</li> <li>Defines criteria for relationship building</li> <li>Identifies a timescale for engagement (3 in year 1, 10 in year 3, etc)</li> <li>Includes a communications strategy.</li> </ul>	<p>Complete 3-year EDI Partnership Plan by Dec 2021.</p>	
<p><b>Deliverable:</b> Utilise artists to build connections/bridges between NNF and EDI community groups.</p>	<p><b>Success criteria:</b> Sustainable EDI community relationships are nurtured through artist-led projects</p>	<p><b>Current position and notes:</b> NNF has a strong track record of community engagement through artist-led projects. However, these have largely been a project by project basis and not strategic. (eg Frozen Light, Andy Field: News News News, etc)</p> <p>Creative Individuals Norfolk in 2020 was an important initiative to build relationships with communities.</p>	<p><b>Action 2021:</b> Creative Individuals Norfolk #2 to ensure artist-led projects develop stronger connection between NNF and community groups.</p>	<p><b>Timescale:</b> Relaunch CIN #2 in April 2021 and appraise in March 2022.</p>	<p><b>Sign off:</b> AD</p>
<p><b>Deliverable:</b> Create an internal EDI and access toolkit and communications manual</p>	<p><b>Success criteria:</b> Toolkit and manual created and in use by all staff.</p>	<p><b>Current position and notes:</b> Within NNF there is already much good practice around EDI and access but this is not implemented consistently across the organisation.</p>	<p><b>Action 2021:</b> To create an internal EDI and access toolkit and communications manual, which specifically addresses EDI and access:</p> <ul style="list-style-type: none"> <li>Best practice guide</li> <li>Commission checklist</li> <li>Common usage baselines (eg format for web content)</li> </ul>	<p><b>Timescale:</b> Complete internal EDI and access toolkit and communications manual by Dec 2021.</p>	<p><b>Sign off:</b> By Head of Communication and Development (HCD) and AD.</p>

			<ul style="list-style-type: none"> <li>Language usage.</li> </ul> <p>To incorporate a specific budget line for EDI and access in 2022 (if identified in toolkit /manual).</p>		
<p><b>Deliverable:</b> Undertake an audience data collection strategy with standardised 'core' research data, which includes data collection about cultural diversity.</p>	<p><b>Success criteria:</b> All ticket purchasers surveyed by email.</p> <p>Outdoor arts audiences surveyed in person.</p>	<p><b>Current position and notes:</b> In 2019 Audience Agency surveyed 8 outdoor events and all ticketed audiences received an online survey.</p>	<p><b>Action 2021:</b></p>	<p><b>Timescale:</b> Surveys reviewed after each Festival.</p>	<p><b>Sign off:</b> By HCD.</p>
<p><b>Deliverable:</b> Ensure Festival venues are accessible to all. Work with venues, artists and producers to provide access to facilities including wheelchair lifts and ramps.</p>	<p><b>Success criteria:</b> Annual audit of venue accessibility undertaken. All access requirements communicated through Festival communications.</p>	<p><b>Current position and notes:</b> For 2019 Festival venue access guides were produced and venue information pages included within the website.</p>	<p><b>Action 2021:</b> Publish access guides for 2021 Festival.</p>	<p><b>Timescale:</b> For each Festival.</p>	<p><b>Sign off:</b> By Head of Production and Programme (HPP).</p>
<p><b>Deliverable:</b> D/deaf and visually impaired audiences can experience Festival events and performances.</p>	<p><b>Success criteria:</b> A minimum of three performances annually undertaken which special access initiatives (eg BSL or sur-titles).</p>	<p><b>Current position and notes:</b> No BSL or sur-titled shows in 2019.</p>	<p><b>Action 2021:</b> Trial BSL interpretation and/or sur-titles for one or more shows.</p>	<p><b>Timescale:</b> For each Festival.</p>	<p><b>Sign off:</b> By AD/HPP.</p>
<p><b>Deliverable:</b> Audiences can engage with our communications channels and marketing materials regardless of disability.</p>	<p><b>Success criteria:</b> Accessibility is included in all briefs (and therefore delivery) for all design (including print and electronic marketing and publications).</p>	<p><b>Current position and notes:</b> For 2019 an audio brochure and large print brochures were produced. Our website is W3 Standard Compliant.</p>		<p><b>Timescale:</b> At the point of writing design briefs.</p>	<p><b>Sign off:</b> By HCD.</p>

## Workforce, leadership and governance

### Governance and board development

<b>Deliverable:</b> Aspire to reflect, in the membership of our Board, the diversity of cultural experiences and backgrounds that constitute the UK today.	<b>Success criteria:</b> There is a gender balance in the membership of our Board.	<b>Current position and notes:</b> Gender balance 8/4 66/33% female/male.	<b>Action 2021:</b> Undertake annual Bd skills and EDI audit.	<b>Timescale:</b> Ongoing. Reviewed annually (AGM). as part of Bd skills and EDI audit.	<b>Sign off:</b> By the Board (Bd).
	<b>Success criteria:</b> The membership of our Board reflects the diversity of cultural experiences and backgrounds that constitute the UK today.  We have chosen not to place a target % against this criterion because it fails to represent the complexity of EDI.	<b>Current position and notes:</b> Culturally diverse: 1/12 Disabled: 1/12 LGBTQ+: 1/12	At the point of next appointment (autumn 2021) consider EDI as part of appointment process, addressing under-represented diverse backgrounds.		
<b>Deliverable:</b> 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 Inclusivity & Relevance Principle.	<b>Success criteria:</b> Board are well informed about issues of diversity and difference. Training needs identified and implemented as necessary.	<b>Current position and notes:</b> 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.	<b>Action 2021:</b> Undertake a dedicated Bd session on ACE's Inclusivity & Relevance Principle.	<b>Timescale:</b> Ongoing. Reviewed annually.	<b>Sign off:</b> By Bd.
<b>Deliverable:</b> Maintain the staff EDI group (formerly titled D&D group). Meeting every six weeks, leading EDI discussion twice a year in staff meetings, and reporting quarterly to Board.	<b>Success criteria:</b> EDI group meets every six weeks, leads EDI discussion at staff meeting twice a year, and reports to board quarterly.	<b>Current position and notes:</b> The EDI group was formed in 2019 and has met regularly. This plan has been developed in consultation with the group.	<b>Action 2021/22:</b> In 2021 the EDI group will more directly report to board around the actions of this plan.	<b>Timescale:</b> Ongoing.	<b>Sign off:</b> By GM in preparing quarterly Bd papers.

Staff, recruitment and training					
<b>Deliverable:</b> Aspire to reflect, in the make-up of our staff, the diversity of cultural experiences and backgrounds that constitute the UK today.	<b>Success criteria:</b> There is a gender balance in our staff.	<b>Current position and notes:</b> Gender balance 19/29 66/33% female/male.  We employ more female than male staff. However, there are more men in leadership roles and therefore on average men are paid more.	<b>Action 2021:</b> In 2019/20 we identified a disparity in average pay between male and female employees. In 21/22 we will devise a criteria to measure pay difference and shifts in pay difference.	<b>Timescale:</b> Ongoing. Reviewed annually in April.	<b>Sign off:</b> General Manager (GM).
	<b>Success criteria:</b> The membership of our staff reflects the diversity of cultural experiences and backgrounds that constitute the UK today.  We have chosen not to place a target % against this criterion because it fails to represent the complexity of EDI.	<b>Current position and notes:</b> Culturally diverse: 1/29 Disabled: 2/29 LGBTQ+: 8/29  While a third of our workforce identifies with a protected characteristic, we acknowledge that there is a lack of cultural diversity in our staff and we have not met our criteria for success.	<b>Action 2021:</b> Through the EDI Partnership Plan, identify 'associates' (freelancers with identified roles) who bring experience of diversity and difference to NNF.		
<b>Deliverable:</b> 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 Inclusivity & Relevance Principle.	<b>Success criteria:</b> Staff are well informed about issues of diversity and difference. Training needs identified and implemented as necessary.	<b>Current position and notes:</b> A Diversity and Difference staff working group was established in 2019. This group works to this EDI Plan and reports to each board meeting.  Training needs are identified through the annual Staff Performance Reviews.	<b>Action 2021/22</b> In 2021 we will engage an external consultant as EDI trainer. Specific content yet to be agreed.	<b>Timescale:</b> Ongoing. Reviewed annually during staff appraisals in June/July.	<b>Sign off:</b> By GM.

<b>Deliverable:</b> In recruitment, make all potential applicants aware of our commitment to being an equal opportunity employer.	<b>Success criteria:</b> All job descriptions include a statement of equality of opportunity.	<b>Current position and notes:</b> Ongoing		<b>Timescale:</b> When undertaking any staff recruitment.	<b>Sign off:</b> By Artistic Director/Chief Executive (AD/CE) when approving all job descriptions.
	<b>Success criteria:</b> The Norfolk & Norwich Festival Equal Opportunities Policy is distributed to all new staff.	<b>Current position and notes:</b> This forms part of the staff induction process		<b>Timescale:</b> At time of induction.	<b>Sign off:</b> By GM.
<b>Deliverable:</b> In recruitment, all applicants are given the opportunity to identify barriers to their learning and career development.	<b>Success criteria:</b> Applicants self-identify EDI barriers to professional development in a supportive environment.	<b>Current position and notes:</b> NNF trialed guaranteed interviews for candidates who identified as from a culturally diverse background and/or disabled.	<b>Action 2021:</b> Building on learning, include a new application form question which allows all candidates from protected characteristics and disadvantaged socio-economic backgrounds to identify barriers to their professional development /progression.	<b>Timescale:</b> Implemented in 2021. Reviewed annually.	<b>Sign off:</b> By GM
<b>Deliverable:</b> In recruitment, monitor the diversity and difference – protected characteristics and socio-economic background – of all applicants.	<b>Success criteria:</b> A diversity and difference monitoring form is included in every application pack.	<b>Current position and notes:</b> Ongoing		<b>Timescale:</b> When undertaking any staff recruitment.	<b>Sign off:</b> By GM.
	<b>Success criteria:</b> Statistics of diverse and different applicants are maintained.	<b>Current position and notes:</b> Ongoing		<b>Timescale:</b> When reporting on new appointments.	<b>Sign off:</b> By GM when reporting to Board on new appointments.

<p><b>Deliverable:</b> In recruitment, promote our opportunities to potential applicants from diverse and different backgrounds.</p>	<p><b>Success criteria:</b> We receive at least 10% of applications from applicants from diverse and different backgrounds.</p>	<p><b>Current position and notes:</b> For year 2018/19 - 15% of applicants were from diverse and different backgrounds. 2019/20 looks to be at a similar level.</p>	<p><b>Action 2021</b> We have an informal network or partner promoters. We will formalise this resource as part of our EDI Partnership Plan and ensure all job opportunities are promoted through these partners.</p>	<p><b>Timescale:</b> When undertaking any staff recruitment.</p>	<p><b>Sign off:</b> By AD/CE when approving recruitment strategies.</p>
<p><b>Deliverable:</b> In recruitment of 'entry level' posts – specifically trainee/administration posts – we undertake targeted recruitment campaigns to potential applicants from diverse and different backgrounds.</p>	<p><b>Success criteria:</b> We receive at least 15% of applications from applicants from diverse and different backgrounds.</p>	<p><b>Current position and notes:</b> For year 2018/19 - 19% of applicants were from diverse and different backgrounds. 2019/20 looks to be at a similar level.</p>		<p><b>Timescale:</b> When recruiting for trainees.</p>	<p><b>Sign off:</b> By AD/CE when approving recruitment strategies.</p>
<p><b>Deliverable:</b> Aspire to reflect, in the make-up of our volunteers, the diversity of cultural experiences and backgrounds that constitute the UK today.</p>	<p><b>Success criteria:</b> There is a gender balance in our volunteers.</p>	<p><b>Current position and notes:</b> Volunteers in 2019 were: 67% female 33% male</p>		<p><b>Timescale:</b> Ongoing. Reviewed annually in April.</p>	<p><b>Sign off:</b> Volunteers Offer (VO) reporting to EGM.</p>
	<p><b>Success criteria:</b> Our volunteers reflect the diversity of cultural experiences and backgrounds that constitute the UK today.</p>	<p><b>Current position and notes:</b> Volunteers in 2019: 9% identified as disabled  In 2019 we introduce a 'buddy' initiative, which has greatly increased our volunteering by people identifying as disabled.</p>			
<p><b>Deliverable:</b> Undertake an annual survey of all staff (permanent, casual and volunteers) to provide a picture</p>	<p><b>Success criteria:</b> All staff complete the annual staff survey and a summary report is prepared.</p>	<p><b>Current position and notes:</b> The Survey for 2019/20 completed and 20/21 survey currently underway.</p>		<p><b>Timescale:</b> April each year (and results</p>	<p><b>Sign off:</b> By GM.</p>

of the demographic make-up of our staff.				reported to ACE in annual submission in July)	
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## Creative Case for Diversity

<p><b>Deliverable:</b> 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.</p>	<p><b>Success criteria:</b> Our artistic programme reflects the diversity of cultural experiences and backgrounds that constitute the UK today.</p> <p>We have chosen not to place a target % against this criterion because it fails to represent the complexity of EDI.</p>	<p><b>Current position and notes:</b> The 2019 Festival Programme was diverse including 19.3% culturally diverse artists. However, our reporting makes no differentiation between whether artists are commissioned, programmed, community etc.</p> <p>As a result, we decided in 2021 to introduce more specific EDI actions around mainstage programming, commissioning and classical music (following).</p>		<p><b>Timescale:</b> Ongoing. Reviewed annually post-Festival.</p>	<p><b>Sign off:</b> By AD/CE in collaboration with programme staff and reported to the Bd.</p>
<p><b>Deliverable:</b> Ensure 'main-stage' presentations include the work of artists and companies from diverse and different backgrounds.</p>	<p><b>Success criteria:</b> One or more 'main stage' productions are led by artists/companies from diverse and different backgrounds.</p>	<p><b>Current position and notes:</b> In recent years we have begun to ensure that artists and companies from diverse and different backgrounds are 'front and centre' in our programming.</p> <p>We have taken this approach because we question the efficacy of a %-led programming strategy which often sees diverse work programmed but kept in the margins.</p>	<p><b>Action 2021</b> Commit to ensure 'main-stage' presentations include the work of artists and companies from diverse and different backgrounds</p>	<p><b>Timescale:</b> Ongoing. Reviewed annually post-Festival.</p>	<p><b>Sign off:</b> By AD/CE in collaboration with programme staff and reported to the Bd.</p>

<p><b>Deliverable:</b> Prioritise commissions of new work from artists from diverse and different backgrounds</p>	<p><b>Success criteria:</b> Majority of commissions of new work are from artists from diverse and different backgrounds</p>	<p><b>Current position and notes:</b> In recent years we have begun to ensure that artists and companies from diverse and different backgrounds are 'front and centre' in our commissioning of new work. (eg Talawa Theatre Company (2019), Javaad Alipoor (2019/20))</p> <p>We have taken this approach because we question the efficacy of a %-led programming strategy which often sees diverse work programmed but kept in the margins.</p>	<p><b>Action 2021</b> Commit to ensure the majority of NNF commissions are of work by artists and companies from diverse and different backgrounds</p>	<p><b>Timescale:</b> Introduce in 2021.</p>	<p><b>Sign off:</b> AD</p>
<p><b>Deliverable:</b> Ensure that in programming classical music, NNF considers the contribution to the Creative Case for Diversity.</p>	<p><b>Success criteria:</b> All classical music presentations have prompted a discussion and possible action in partnership with artists around the Creative Case.</p>	<p><b>Current position and notes:</b> The classical music sector has a long standing challenge around the diversity of its workforce and content.</p> <p>NNF has committed to challenge this from 2021 onwards.</p>	<p><b>Action 2021:</b> In programming classical music, ensure consideration of the contribution to the Creative Case for Diversity.</p> <p>This may be to encourage/insist on female composers, conductors, soloists and/or focussing commissioning of new work from composers from diverse backgrounds.</p>	<p><b>Timescale:</b> Introduce in 2021.</p>	<p><b>Sign off:</b> AD and Music Programmer (MP).</p>
<p><b>Deliverable:</b> Aspire to reflect, in the Norfolk Open Studios participants, the diversity of cultural experiences</p>	<p><b>Success criteria:</b> At least 10% of Norfolk Open Studio participant artists are from culturally diverse backgrounds and/or disabled.</p>	<p><b>Current position and notes:</b> 8% of NOS artist identify as disabled, however, there is poor mix of cultural diversity.</p>		<p><b>Timescale:</b> Ongoing. Reviewed annually in summer as</p>	<p><b>Sign off:</b> By Creative Learning Officer reporting to the Bd.</p>

and backgrounds that constitute the UK today.				part of the Norfolk Open Studio report.	
<b>Deliverable:</b> In delivering Creative Learning activities, ensure we employ artists from culturally diverse backgrounds as workshop leaders.	<b>Success criteria:</b> The artists we employ for creative learning reflect the diversity of cultural experiences and backgrounds that constitute the UK today.	<b>Current position and notes:</b> Of the artists leading workshops in 2019, 11% were from culturally diverse backgrounds		<b>Timescale:</b> Reviewed annually post-Festival.	<b>Sign off:</b> By Creative Learning Manager (CLM)
<b>Deliverable:</b> Across Creative Learning activities, ensure participants are from diverse and different backgrounds with a focus on social equality in Norwich and Norfolk.	<b>Success criteria:</b> The participants we work with in creative learning reflect the diversity of cultural experiences and backgrounds that constitute the UK today.	<b>Current position and notes:</b> 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.		<b>Timescale:</b> Reviewed annually post-Festival as part of the Creative Learning review.	<b>Sign off:</b> By CLM.
<b>Deliverable</b> Introduce Connect & Create programme which draws together Festival Bridge and NNF creative learning provision.	<b>Success criteria:</b> 'First steps' for organisational change towards Connect & Create are taken.		<b>Action 2021:</b> Articulate a plan for Connect & Create which builds a new vision of NNF based on Festival and year-round engagement and participation (Connect & Create).	<b>Timescale:</b> Introduce Connect & Create in 2023.	

## Monitoring and evaluation

<p><b>Deliverable:</b> Monitor this EDI Plan on a regular basis considering outcomes and actions.</p>	<p><b>Success criteria:</b> We monitor this plan on a regular basis and demonstrate that actions are met.</p>	<p><b>Current position and notes:</b> In 2020, we established an EDI Staff Group (formerly D&amp;D Group)</p>	<p><b>Action 2021:</b> We continue to develop the EDI Group and ensure reporting to board is in line with this plan.</p>	<p><b>Timescale:</b> EDI Group meets every 6 weeks and reports to Bd quarterly.</p>	<p><b>Sign off:</b> EDI Group reporting to Bd.</p>
<p><b>Deliverable:</b> Monitor and evaluate our outcomes against our stated aims and against our own, our partners, and our funders' expectations.</p>	<p><b>Success criteria:</b> We monitor our progress and evaluate our outcomes. We report regularly to ACE about our progress.</p>	<p><b>Current position and notes:</b> Ongoing</p>		<p><b>Timescale:</b> Annually. Reviewed at AGM.</p>	<p><b>Sign off:</b> By Bd.</p>
<p><b>Deliverable:</b> Undertake to update this plan annually and to incorporate information gained through our monitoring and evaluation into the plan.</p>	<p><b>Success criteria:</b> We update this plan annually and incorporate information gained through our monitoring and evaluation into the plan.</p>	<p><b>Current position and notes:</b> Ongoing</p>		<p><b>Timescale:</b> Annually. Reviewed at AGM.</p>	<p><b>Sign off:</b> By Bd.</p>