



Equality, Diversity & Inclusion Action Plan

June 2021

Contents

Introduction	05
EDI Statement	06
Framework	10
Consultation	16
Programme	20
People	26
Ethos and Place	28
Revenue	30
Thank you	34

Introduction

This Equality, Diversity and Inclusion Action Plan is an essential bedrock of our organisation. While it does not represent a final position, as we will continue to learn, grow and respond, it sets out our determination to ensure that our organisation continually works towards access and inclusion for all.

Due to the devastating implications of COVID-19, the UK's arts and culture sector and therefore Britten Pears Arts will need to develop in order to operate within a challenging new environment. As we emerge from the crisis and begin to witness the impact on the world it is more vital than ever to address inequalities and to become even more representative of society and the communities in which we live and work.

Britten Pears Arts has been actively working towards establishing a more equal, diverse and inclusive culture among our audiences, participants and workforce, and broadening this out to include freelancers, volunteers and trustees. This document includes some of our achievements since 2018 as well as our plans and aspirations for the future, outlined under the following headings:

Programme | People | Ethos and Place | Revenue

We want those we work with and for, and those we would like to work with and for, to feel embraced and held by Britten Pears Arts. We want to continue open and honest conversations with artists, audiences and communities around equality, diversity and inclusion. Please do get in touch if you would like to take part in our ongoing discussions. There is still much to do.

Sarah Bardwell
Equality, Diversity and Inclusion Lead,
Britten Pears Arts

Equality, Diversity & Inclusion Statement

Benjamin Britten and Peter Pears shared a progressive vision that music and the arts should be useful, to help people enhance and bring joy into their lives. To achieve this vision, equality of access is paramount.

It is our responsibility to take active steps towards better educating ourselves to challenge and remove systemic inequalities – internally and externally. Our Equality, Diversity & Inclusion Action Plan acknowledges the trauma inflicted by racism, classism, sexism, ableism, ageism, and sexual orientation discrimination across the sector. We know that these forms of discrimination cannot be isolated, and recognise that the more excluded a person is, the more disadvantaged they have been made by our society.

As a publicly funded arts organisation, we acknowledge that diversity enriches everyone's contribution and encourages innovation. Our organisation aims to be welcoming, open to all and to live by these values by being equal, diverse, and inclusive.

Our commitments are:

- 1.** To be honest and transparent
- 2.** To assess and allocate proper resources where required
- 3.** To provide mandatory training and resources for staff, volunteers, and trustees to broaden mindset and improve knowledge
- 4.** To involve our communities in open conversation as part of this process, specifically those who have been historically underrepresented at Britten Pears Arts
- 5.** To publish our Equality, Diversity and Inclusion Action Plan including details of how we are making changes and holding ourselves accountable
- 6.** To embed the work of our Diversity Working Group across the organisation

October 2020



Equality, Diversity & Inclusion Framework

EDI is part of every aspect of our work and we have established a framework within which our progress can be managed, supported and assessed. This includes the appointment of a dedicated Diversity Lead, part of whose role is attendance at Board meetings to ensure that EDI is fully embedded across the organisation and is a focus for its leaders. The dedicated Diversity Lead will be responsible for driving EDI across the organisation, but Britten Pears Arts considers this is something for everyone across all levels of the organisation to be thinking about and help to achieve the ambitions we have set for ourselves.

The Diversity lead chairs the Equality & Diversity working group drawn from across the organisation. This group meets regularly and has access to an external group of advisors to help provide challenge and accountability. The group will be empowered to represent the organisation internally by sharing content from the discussions but is also outward looking with a presence across the national agenda at conferences and in training sessions.

In order that the progress of the EDI working group, and its tangible impact on the work of the organisation, is scrutinised and held accountable we will share the action plan with other Diversity Specialist organisations.

Context

The county of Suffolk has a population of 760,000 people, 95.2% of whom identify as white. 14% of children are living in low income families and Suffolk has a higher average than the rest of the East of England of people not in education, employment or training.

Ipswich is one of the most diverse areas in the East of England. 55% of children speak English as a second language, there are 122 different languages and dialects spoken as mother tongue across the county. Ipswich has a relatively young population compared with the rest of Suffolk, 65.7% of working age. 17.1% of the population of Ipswich are from black and other ethnic groups. 2,000 refugees live in Suffolk the largest proportion of whom live in Ipswich.

Our reach extends beyond Suffolk and whilst our immediate communities are central to our work and frequently they are our primary in-person focus, we aim to reach much broader national and international audiences and users. We continue to address equality, access and inclusion in our digital engagement, whilst acknowledging that digital poverty is also a challenge to address.

Programme

Participants | Artists | Freelancers

The Programme area of the plan includes all the activity that we undertake. It ranges from our work with Communities (schools, prisons, young people, deprived areas of our region, people living with life limiting illness) to our engagement with the public at our heritage sites and in the archive. Work is ongoing to embed our EDI values within the onstage public performances and at all stages of the Artist Development programme.

To support this we have created an Artistic Recruitment Toolkit and set of Diversity Standards for the Music Programme and Audience Development plan (as of November 2020). The toolkit provides benchmarks and targets for staff in the areas of Artist Representation, Programme participants, Project Teams and Accessibility.

In addition we have taken steps to ensure a broad freelance recruitment pool, and have also joined organisations such as KeyChange which take action to empower talented underrepresented genders with training, mentoring and network support.

Looking to the future...

We will continue to implement and develop our Artistic Recruitment Toolkit to ensure diverse representation across all areas of our programme. Per our agreement with Arts Council England, we have a particular focus on targets relating to Age, Disability, Race and Socio-economic status. These targets are unique to each area of the programme, but consistently aim to achieve 25% of artists and 30% of creative project teams being from underrepresented groups, as well as making recruitment for all of our programmes more accessible. Regular, specific and ongoing reviews will take place within each department. If you are interested in seeing the full toolkit, please let us know.



Participant learning new skills while rehearsing with Group A in Ipswich

People

Staff | Volunteers | Audiences

People are absolutely central to ensuring that our plans are properly developed and implemented. They are involved in every area of our operation whether as staff, volunteer, or audience member: without the engagement of people in our action plan we will not be able to address the change we want to see.

Significant change that is already underway can be seen in our staff recruitment processes. Our aim is to broaden our diversity within the staff teams by advertising through new channels, using specialist diversity recruitment networks, engaging on social media, and continually reviewing our responses. To enable this we are being transparent about pay scales, ensuring clarity of language in job descriptions and holding virtual meetings for all first-found interviews. We will also provide expenses for travelling to interviews and aim as far as possible to remove financial barriers to our volunteer schemes by ensuring that there is support for travel, clothing and meals.

Other ongoing activity includes regular and better assessment and reports of the current permanent workforce profile. This is being achieved with surveys and new software to enable easier reporting.

To make our aim to be as inclusive an organisation as possible we have encouraged organisational use of gender pronouns to be reflected in their email footers and in other appropriate locations.

Training is integral to developing an equality driven workforce: we have taken up several training opportunities, and more are in the pipeline. External training has been targeted throughout the staff team: specific activities have included an "I'm In" workshop led by Music Masters, Best practice recruitment workshop led by Creative & Cultural Skills, various Arts Council training opportunities, Sound Connections, and an Unconscious Bias training session led by Tonic Theatre.

In addition we are establishing training roles to develop opportunities through the use of our resources. For example we support and fund a WRAGS (Work and Re-train as a Gardener) placement opportunity.

As well as external support we are looking at ways in which we can help and educate ourselves. With this in mind we have established a Book Club for staff and volunteers devoted to diversity. This is a place for open and safe learning about issues affecting marginalised and underrepresented communities.

Looking to the future...

During 2021 we will investigate opportunities for our organisation to promote opportunities and career trajectory at career fairs locally. We will also be exploring transport initiatives to support access and diversity along with helping reduce our environmental impact. We will review our work experience offer, again addressing the transport challenges that this can bring.

We will continue to provide training for staff and volunteers to raise awareness and engagement on EDI issues. We plan to hold specific training for audience-facing volunteers. Other opportunities to be researched include participation in trainee and kickstart schemes and the possible re-introduction of an archive training position.

We particularly recognise our responsibility to work with socio-economically challenged groups and communities in the region and are developing ways to identify and work with these groups as participants and as audience members. During the year we will test different types of events and programmes to encourage engagement from a variety of audiences. Examples may include: more relaxed performances suitable for family audiences; appropriate signposting and language to indicate performance suitability for specific audiences; supporting attendance by people from challenging socio-economic backgrounds, including 'pay what you can' and early bird discounts.

Ethos

Access | Culture | Governance | Board

Britten Pears Arts aims to be an open and inclusive organisation. It has already produced a number of statements and policies which provide a structure towards achieving that goal. These documents are available on our website and include a Safeguarding policy, staff recruitment statement and an EDI statement.

Our board of trustees have a clear line of sight of these statements and policies for approval. In addition they review our EDI progress at every board meeting. They have recently undertaken unconscious bias training as a group along with the leadership team and are now actively working towards recruiting new board members from groups not currently represented.

Our physical sites can be challenging for everyone to use and we have ongoing plans to make them as accessible as possible. Recent improvements have included providing access to previously inaccessible areas. The café and terrace that provide stunning view points at Snape Maltings are being upgraded to accommodate wheelchair use, while level access around more areas of the Red House garden is being provided.

Looking to the future...

We are planning to increase the diversity of the Board through a recruitment plan with an equality lens, specifically with consideration towards the socio-economic deprivation that is a particular factor of our region.

We will aim to continue to address and improve accessibility of both sites. Where this is not achievable, we will increase other forms of engagement through a greatly increased digital offer, including fully developed online shopping facilities and access to digital sites. A new website (under construction) will be fully DDA compliant and designed for easy navigation. We will begin the process of becoming a Family Arts Organisation and a Dementia Friendly Organisation.

Britten Pears Arts will continue to lobby for the reinstatement of a local bus route, and is seeking funding for its own service to link the communities of Leiston, Saxmundham, Aldeburgh and Snape.



Aldeburgh Young Musicians -
Afro-Beat Grooves with Afrik
Bawantu

Revenue

Fundraising | Ticket sales | Trading

In addition to our vital support from the Arts Council there are four main revenue streams that support the work of Britten Pears Arts; fundraising, tickets sales, royalty income from the performances of Britten's music, and commercial activity through our trading subsidiary business Snape Maltings Trading Ltd (SMTL).

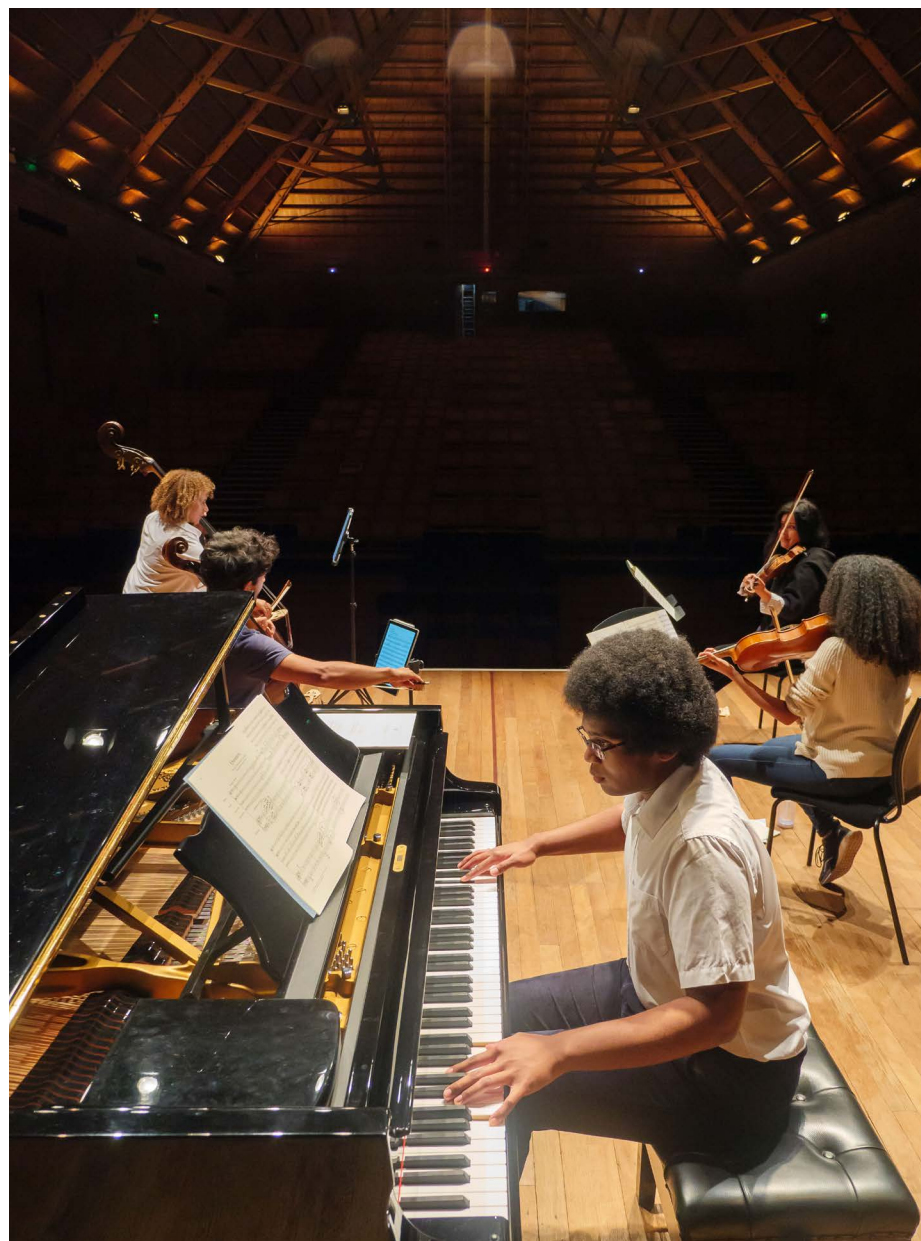
The development team currently develops, nurtures and values philanthropic contributions of all sizes and ensures that partnerships reflect our commitment to diversity and inclusion. Ticket income is part of our wider audience development to ensure that there are a range of accessibly priced tickets and other engagement opportunities across the whole programme. Our royalty income is enhanced by agreeing to as wide a variety of uses as possible.

SMTL manages a number of shops, cafés, galleries and holiday accommodation, which are visited by 500,000 people each year. While SMTL is a separate entity and employer, it embraces the same EDI principles, policy values and behaviours as Britten Pears Arts, and is working on a programme to improve the accessibility of its offer and facilities. Though the property is, the site is available for people to enjoy the lawns and environment

without charge (parking is free). Free events and exhibitions are organised to increase visitor numbers, and there is no obligation to purchase.

Looking to the future...

During the coming year we plan to develop an Ethical Fundraising Policy to ensure that all supporters understand our principles. We will continue to look at ways to develop our audience and, along with the 'pay what you can offer', look at other opportunities to encourage attendance. Our trading subsidiary is continually researching ethically sourced products at a range of prices as well as environmentally friendly packaging materials.



Chineke! Chamber Ensemble
rehearsing at Snape Maltings
Concert Hall

We will measure the impact our increased focus on Equality, Diversity and Inclusion has on our organisation. Having measured through surveying and review where we were in 2018 we will continue to evaluate and monitor progress. There are a number of objectives that we hope to achieve. We have highlighted three specific priorities from each of the areas.

Programme			
Objective	Owned	Timeline	Evaluation
Implement artistic toolkit	Music Programme Team	Ongoing	Monitoring and reporting
25% of artists from underrepresented groups	Music Programme Team	Ongoing	Monitoring and reporting
30% of creative project teams engaged from underrepresented groups	Music Programme Team, The Red House Team	Ongoing	Monitoring and reporting

People			
Objective	Owned	Timeline	Evaluation
Promote opportunities at Britten Pears Arts at local career fairs and with diverse recruitment organisations	HR Department	Ongoing	Reporting Progress
Raise awareness about EDI across the organisation	EDI Lead	Ongoing	
Test different events to encourage engagement from a wider variety of audiences	Music Programme Team, Communications Team	Summer 2021	Survey and data capture

Ethos and Place			
Objective	Owned	Timeline	Evaluation
Recruitment of new board members with particular consideration of diversity	Executive Director	Summer 2021	Reporting
New fully compliant website	Communications Team	Summer 2021	External appraisal
Lobby for reinstatement of local bus routes	COO	2021/2022	Review

Revenue			
Objective	Owned	Timeline	Evaluation
Develop ethical fundraising policy	Development Team	End of 2021	Review of sources of support
Ethically sourced products at a range of products	Snap Maltings Trading Limited	Ongoing	Review by Trading directors
Pay What you can initiative	Communications Team	Ongoing	Data capture and survey



Thank you

We recognise the need to continually educate ourselves about equality, diversity and inclusion. It is essential that we monitor our individual actions and behaviour and the way we operate as an institution to ensure we are achieving the best outcomes possible. This EDI Action Plan gives us the opportunity to do that as well as to constantly question and improve.

Thanks to all those who have helped us get to this point and for ongoing support and advice. Particular thanks to Fay Jennett, Lucy Kerbel and Tonic Theatre, and Arts Council England.

brittenpearsarts.org

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Snape Maltings

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The Red House

Golf Lane

Aldeburgh, Suffolk

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