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# Guide to producing **Equality Action Objectives and Plans for NPOs**

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## Additional Resources



In conjunction with Stephen Lawrence consulting

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## 1. EXAMPLE MATERIALS AND TEMPLATES

### 1.1 Example equality action plan template

Equality strand	Action	How will the impact of the action be monitored?	Who is responsible for implementing?	What are the timeframes?	Early success indicators

### 1.2 Example equality action plan template

#### Opera North Equality, Diversity and Inclusion Committee’s terms of reference (not available online)

Aim: The Opera North Equality, Diversity and Inclusion Committee champions diversity throughout the organisation, with a focus on improving representation and inclusion within our audiences, communications, programme and workforce.

Objectives:

- Develop, review and monitor progress on the equality and diversity action plan.
- Conduct reviews of the equality and diversity policy.
- Co-ordinate all areas of good practice, taking into account legislation in this area, and drawing upon good practice within the arts and other sectors.
- Establish, where necessary, ad hoc working groups to develop projects and report back to the committee on progress.

- Act as a focal point for consultation with staff, workers, contractors, volunteers, trustees, and audiences in minority groups.
- Identify learning needs across the organisation and source and develop appropriate solutions.
- Report to the board with commentary and recommendations.

Membership:

Board Member, External Affairs Director, Projects Director, Education Director, Planning Director, Collaborations Manager, Technical Manager, HR Manager, member of orchestra/chorus. Other members of staff may be invited to attend particular meetings or for particular agenda items, or to act as deputies.

Quorum: Five

Number of meetings: Three per calendar year

Agenda and minutes: HR Manager. Minutes to be circulated to board and on intranet.

## 2. USEFUL LINKS AND RESOURCES

### 2.1 General overview

#### **Equality and Human Rights Commission (EHRC) – [www.equalityhumanrights.com](http://www.equalityhumanrights.com)**

The statutory body with the responsibility to protect, enforce and promote equality across the seven 'protected' grounds – age, disability, gender, race, religion and belief, sexual orientation and gender reassignment. Telephone helpline (0845 604 6610) provides information and guidance on discrimination and human rights issues. All helpline staff have been specially trained to provide the service.

#### **The Office for National Statistics**

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/2011censuskeystatisticsandquickstatisticsforlocalauthoritiesintheunitedkingdompart1>

The Office for National Statistics provides data on population, ethnic group, country of birth, health and housing and accommodation by local authority area, based on the national census in 2011.

#### **Business in the Community**

<http://workplace.bitc.org.uk/>

Business in the community has a wide range of resources including case studies, fact sheets and toolkits focusing on different aspects of diversity, including age, gender and race. These cover issues from role modelling to inclusive succession planning and beyond.

### 2.2 Responding to the Creative Case for Diversity

Examples from the Arts Council of how organisations are responding to the Creative Case for Diversity [http://www.artscouncil.org.uk/search?f\[0\]=field\\_category\\_tags%3A875&f\[1\]=field\\_areas\\_of\\_work\\_tags%3A909](http://www.artscouncil.org.uk/search?f[0]=field_category_tags%3A875&f[1]=field_areas_of_work_tags%3A909)

### 2.3 Reaching diverse audiences

#### **Resources related to audience research**

- Audience research techniques <http://www.cultivate-em.com/uploads/audience-research-techniques.pdf>
- [www.audiencefinder.org](http://www.audiencefinder.org)

#### **Resources related to marketing**

- **Arts Marketing Association** <http://www.a-m-a.co.uk/audience-diversity-academy/>
- **Pricing family events: Guidance for arts organisations** <http://www.culturehive.co.uk/resources/pricing-family-events-guidance-for-arts-organisations/>
- **An Accessible Marketing Guide** <http://www.culturehive.co.uk/resources/an-accessible-marketing-guide>

#### **Resources related to widening access and participation**

- **Action for Access** [www.artscouncil.org.uk/publications](http://www.artscouncil.org.uk/publications) Arts Council England's practical resource pack for arts organisations wishing to make their activities more accessible to disabled people.
- **How to Engage Under-Represented People in the Arts** <https://www.creativefuture.org.uk/wp-content/uploads/2015/12/Things-to-consider-when-trying-to-engage-under-represented-artists-and-writers-2.pdf>
- **A Brief Access Guide** [http://www.unlimitedimpact.org.uk/wp-content/uploads/2015/05/Shape\\_AccessGuide\\_2015.pdf](http://www.unlimitedimpact.org.uk/wp-content/uploads/2015/05/Shape_AccessGuide_2015.pdf)
- **Demystifying Access: a resource pack for the performing arts** [http://www.unlimitedimpact.org.uk/wp-content/uploads/2015/12/Unlimited\\_ProducersResourcePack-Dec-2015-v2.pdf](http://www.unlimitedimpact.org.uk/wp-content/uploads/2015/12/Unlimited_ProducersResourcePack-Dec-2015-v2.pdf)
- **Attitude is Everything** have a host of practical guides: <http://www.attitudeiseverything.org.uk/resources/practical-guides/>
- **Shape** have a host of practical guides: <https://www.shapearts.org.uk/Pages/News/Category/resources>
- **Graeae** have a host of links to resources: <http://graeae.org/about/resources/>

#### **Other resources**

- **Guide I Representative Reliable Surveys** <https://www.theaudienceagency.org/insight/guide/representative-and-reliable-surveys>
- **Data to Measure Diversity** <https://www.theaudienceagency.org/insight/data-to-measure-diversity>
- **Guide to Audience Development Planning** <https://www.theaudienceagency.org/insight/guide-to-audience-development-planning>
- **Audience Agency resources** <https://www.theaudienceagency.org/insight>
- **From them to us** <https://www.theaudienceagency.org/insight/from-them-to-us>

## 2.4 Building and sustaining a diverse workforce

### **Delivering Equality and Diversity – ACAS**

This booklet focuses on equality and diversity in the context of employment and covers reviewing/drafting an equality policy and action plan, monitoring how these are working in practice and taking action where needed to address inequality or promote diversity.

### **Discrimination: your rights** <https://www.gov.uk/discrimination-your-rights>

This government webpage sets out types of discrimination (protected characteristics), how you can be discriminated against, discrimination at work and what you can do.

### **The Chartered Institute of Personnel and Development (CIPD)** – [www.cipd.co.uk](http://www.cipd.co.uk)

The CIPD is the professional body for those involved in the management and development of people. Contractors may find this website useful when considering staff training and qualifications for HR staff.

## 2.5 Building boards that lead on equality and diversity

**Governance in the arts and museums: a practical guide**, Clore Leadership Programme  
[http://www.cloreleadership.org/userfiles/documents/630\\_toolkit\\_final.pdf](http://www.cloreleadership.org/userfiles/documents/630_toolkit_final.pdf)

**Appointments to Boards and Equality Law**, Equality and Human Rights Commission  
[https://www.equalityhumanrights.com/sites/default/files/appointments\\_to\\_boards\\_and\\_equality\\_law\\_22-07-14\\_final.pdf](https://www.equalityhumanrights.com/sites/default/files/appointments_to_boards_and_equality_law_22-07-14_final.pdf)

### **Trustee recruitment toolkit**

[http://www.sheffieldvolunteercentre.org.uk/uploads/files/GPTR\\_Trustee\\_Recruitment\\_Toolkit\\_NCVO\\_2006.pdf](http://www.sheffieldvolunteercentre.org.uk/uploads/files/GPTR_Trustee_Recruitment_Toolkit_NCVO_2006.pdf)

## 2.6 Disability resources

### **DaDaFest Manifesto** –

<http://www.dadafest.co.uk/wp-content/uploads/2014/10/DaDaFest-Manifesto.pdf>

The DaDaFest Manifesto sets out key facts in relation to deaf and disabled people, and makes the case that their rights are not an optional extra – they are human rights, and as such should be on every significant agenda.

### **Shape Arts Resources** <https://www.shapearts.org.uk/Pages/News/Category/resources>

Shape provides opportunities and support for disabled artists and cultural organisations to build a more inclusive and representative culture. The resources page of its website includes a series of resources to help art and cultural organisations become more diverse and inclusive, including marketing and creating accessible events.

### **Disability discrimination and the law**

<https://www.equalityhumanrights.com/en/advice-and-guidance/disability-discrimination>

Find out more about the law about disability discrimination on the disability discrimination page of the equality and Human Rights Commission website.

### **Access to work factsheet for employers**

<https://www.gov.uk/government/publications/access-to-work-guide-for-employers/access-to-work-factsheet-for-employers>

Government factsheet.

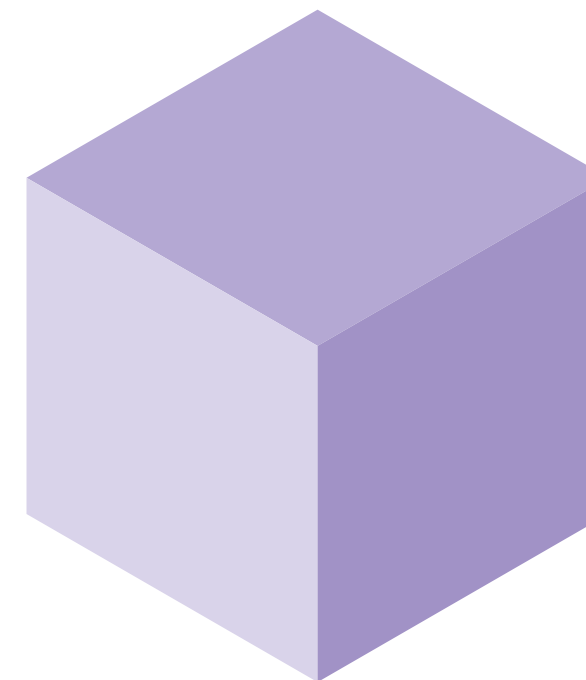
### **Disability Confident employer scheme and guidance**

<https://www.gov.uk/government/collections/disability-confident-campaign>

Guidance and resources about employing disabled people and how the Disability Confident employer scheme can help.

There is more information and guidance about reasonable adjustments on the Equality and Human Rights Commission website <https://www.equalityhumanrights.com/en/multipage-guide/employment-workplace-adjustments>

- **Disability:** The legal definition is that the protected characteristic of disability applies to a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.



### 3. GLOSSARY

- **Disability led:** There is no set definition for a disability led project or organisation, though usually key artistic leaders and decision-makers are disabled. Artistic work may or may not reference or be influenced by their disability.
  - **Discrimination:** Treating one person worse than another because of a protected characteristic (known as direct discrimination) or putting in place a rule or policy or way of doing things that has a worse impact on someone with a protected characteristic than someone without one, when this cannot be objectively justified (known as indirect discrimination).
  - **Due regard:** ‘Due regard’ is a term used in the Equality Act 2010. To ‘have due regard’ means that in carrying out all of its functions and day-to-day activities, a listed public authority must consciously consider the needs of the general equality duty: to eliminate discrimination; advance equality of opportunity; and foster good relations.
  - **Equality Act 2010:** The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. The Equality Act 2010 brings together a number of existing laws into one place so that it is easier to use.
- It sets out the personal characteristics that are protected by the law and the behaviour that is unlawful.

  - **Equality and diversity policy:** This should explain your organisation’s approach to equality and diversity and set out the legal rights and obligations of your staff. It is your promise to treat all employees, and potential employees, fairly and considerately.
  - **Gender reassignment:** The protected characteristic of gender reassignment will apply to a person who is proposing to undergo, is undergoing or has undergone a process to change their sex.
  - **Harassment:** This includes unwanted conduct related to a protected characteristic which has the purpose or effect or violating someone’s dignity or which creates a hostile, degrading, humiliating or offensive environment for someone with a protected characteristic.
  - **Indirect discrimination:** Indirect discrimination happens when there is a rule, policy or even a practice that applies to everyone but which particularly disadvantages people who share a particular protected characteristic, e.g. calling interviewees to remind them about their interview puts deaf people at a disadvantage as they do not receive a reminder of their appointment.

- **Positive action:** Some people with protected characteristics are disadvantaged or under-represented in some areas of life, or have particular needs linked to their characteristic. They may need extra help or encouragement if they are to have the same chances as everyone else. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.
- **Public Sector Equality Duty (PSED):** The duty on a public authority when carrying out its functions to have due regard to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity. [www.equalityhumanrights.com/private-and-public-sectorguidance/public-sector-providers/public-sector-equality-duty](http://www.equalityhumanrights.com/private-and-public-sectorguidance/public-sector-providers/public-sector-equality-duty)
- **Protected characteristics:** These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race/ethnicity, religion or belief, sex/gender and sexual orientation. [www.equalityhumanrights.com/private-and-public-sectorguidance/guidance-all/protected-characteristics](http://www.equalityhumanrights.com/private-and-public-sectorguidance/guidance-all/protected-characteristics)
- **Unconscious bias:** This occurs when people favour others who look like them and/or share their values. For example, a person may be drawn to someone with a similar educational background, from the same area, or who is the same colour or ethnicity as them. This can influence decisions on recruitment, promotion and performance management. It could be discriminatory when the unconscious bias relates to a protected characteristic.
- **Victimisation:** Victimisation is treating someone unfavourably because they have taken (or might be taking) action under the Equality Act or supporting somebody who is doing so.



