



Race equality scheme
2004-7

Contents

Race equality, the arts and Arts Council England	3
Our commitment	4
Race equality and the arts – our approach	5
The race equality scheme	6
Introduction	6
Our duties and goals	7
Our race equality goals	8
Our clients and potential clients	9
1 Regularly funded organisations	10
2 Community partnership programme	10
Our resources	11
1 Grants for the arts – individuals, arts organisations and national touring	12
2 Other funds	12
3 Staffing at Arts Council England	12
Our organisation	17
1 Our policies	18
2 Monitoring and evaluation	19
3 Our procurement policy	19
4 Communicating	20
5 Consulting	21
6 Complaints	21

Race equality, the arts and Arts Council England

There is an essential link between the arts and society. The arts reflect, develop and symbolise different aspects of society, becoming part of our individual and collective identities as a testimony of a past, a reflection of a present or an indicator to a future. To promote artistic expression is to help build communities and understanding, enriching society as a whole.

For the arts to play this vital role they need to be relevant to the many, not just the few. This means that the importance of race equality to the arts goes beyond what is sometimes described as the 'legal' or the 'business' case.

As a publicly funded organisation, we promote equal access to arts venues and events, artistic expression and participation in the arts. Our services must meet the needs of the public while those who provide the service, namely our staff and funded organisations, must be aware of how their work contributes to race equality and promoting good race relations.

Arts Council England benefits from employing staff from a wide variety of racial and ethnic backgrounds. We aim to treat all employees and clients with respect and dignity, and to provide a positive working environment free from racial discrimination or harassment. We provide training and support for staff; consult staff, clients, and partner organisations about their experience of the working environment; and use culturally diverse images in any material that we produce for clients and staff. We aim to create an inclusive culture within the organisation, where issues of racism, stereotyping and discrimination can be discussed openly and where there is a shared commitment at all levels to challenging and preventing racism and discrimination.

We want everyone associated with this scheme to share our commitment and join us in making sure that policies and procedures are put into practice for the benefit of all.

For this scheme to be successful, it is vital that the Arts Council, our staff and our clients own it. Only a multi-layered approach that meets the cultural needs of the arts, the public and staff can succeed.

Our commitment

This race equality scheme is the main way for us to achieve the race equality goals of our corporate plan 2003–6. We will:

- promote good practice and cooperation in race equality across the organisation
- make sure that local, regional and national organisations are consulted when identifying good practice
- consult regularly on new policy developments with target groups, for example through appropriate staff networks
- consult with other staff groups to encourage wider ownership of the race equality agenda
- conduct annual staff attitude surveys that highlight where Arts Council England stands in relation to our aims
- make sure that all Arts Council England policies take race equality into consideration
- support Black and minority ethnic artists and organisations to enable them to create and develop projects that encourage confidence and self-sufficiency in developing arts for their communities and for society as a whole

For more information on the race equality scheme, or to comment on it, please contact me.

Tony Panayiotou

Director, Diversity

Phone: 020 7973 6463

Email: tony.panayiotou@artscouncil.org.uk

Race equality and the arts – our approach

Celebrating diverse cultures

We acknowledge that UK society consists of a wide variety of groups and communities, and these differ in race, ethnicity, disability, gender, sexual orientation, age and religion. We believe that each group must have equal opportunity for artistic expression and that all cultural variations should be valued equally.

Celebrating traditional artforms

We believe in celebrating traditional artforms that represent individuals or groups from across society. In many cases, the history of these individuals or groups is represented by the arts, making them important both for the identity of the group and for other people's understanding of that group.

Encouraging innovation in artforms

We acknowledge that innovation in artforms in many cases comes from groups or individuals outside the mainstream. We are committed to encouraging artistic innovation from all communities and all artforms.

Promoting excellence in artforms

We value excellence in all artforms. We are also aware that 'excellence' is a debatable term and that when it comes to assessing artistic expressions from across a culturally diverse society, it is necessary to use a wide range of criteria.

Embracing cultural differences

We see cultural difference as a value in itself and are committed to playing an active role in promoting cultural understanding and tolerance.

The race equality scheme

Introduction

Arts Council England acknowledges that racism exists in society and recognises that clients and staff may experience unfair treatment or discrimination because of their race, colour, ethnicity, religion or language. To quote *The Stephen Lawrence Inquiry*, both institutional and individual racism ‘can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness, and racist stereotyping which disadvantages ethnic minority people’.¹

We will act to eliminate individual and institutional racism, meet the needs of our clients and staff, comply with our statutory responsibilities and make race equality a core issue in all that we do, across all programmes and activities.

The UK population is becoming more diverse. The number of people from Black and minority ethnic backgrounds is increasing: nearly one in 10 of the population is Black or from a minority ethnic background. These changes to our population affect culture and emerging artforms, both within different groups and communities and in the mainstream.

The arts can help bring about positive and regenerative change in communities. Building the arts into regeneration and social inclusion programmes encourages all people involved to recognise the value of the different skills, outlooks and approaches brought to UK society by people from a wide range of backgrounds.

To be effective, the scheme must be built around the role and ambitions of the Arts Council. It is vital that it contributes to fulfilling our ambitions, which are:

- supporting the artist
- enabling organisations to thrive, not just survive
- championing cultural diversity
- offering opportunities for young people
- encouraging growth
- living up to our values

¹ *The Stephen Lawrence Inquiry: Report of an Inquiry* by Sir William Macpherson of Cluny.

Our duties and goals

The Race Relations Act 1976, amended by the Race Relations (Amendment) Act 2000, places a general duty [Section 71 (1)] to eliminate unlawful racial discrimination and to promote race equality. Its intention is to make race equality central to the way public authorities work, integral to policymaking, delivering services, regulation, enforcement and employment.

Statutory responsibility for meeting our general duty lies with Council (the governing body of Arts Council England). This race equality scheme is integral to us meeting our general duty of eliminating unlawful racial discrimination and promoting race equality. The executive director, development, through the chief executive, is accountable to Council for developing, maintaining and reviewing the scheme. This includes any good practice or guidance that may be issued by the Commission for Racial Equality or the Equal Opportunities Commission.

We will monitor our progress in implementing the scheme, and report our performance against targets in our race equality action plan to Council every six months.

The expectation underlying our general duty is that equal opportunities will be incorporated throughout our organisation's services. So, we will:

- publish this scheme setting out how we will meet our legal obligations
- decide which of our functions and policies are relevant to the general duty and review them at least every three years
- assess and consult on the impact of any policies that we propose on promoting race equality, including whether there may be any negative results
- publish the results of our assessment, consultations and monitoring
- make sure that people from Black and minority ethnic communities have access to the information and services we provide
- train our staff in race equality and relevant issues

Our race equality goals

By combining the work listed above with our understanding of best practice in the arts, we will be able to:

- make measurable improvements each year in reducing and eradicating race inequality
- make sure that our policies and procedures do not have any actual or potential negative effects on any clients or staff
- make sure that all elements of artistic creation are fully valued by Arts Council England, both as a public body providing services and as an employer
- develop a workforce that is diverse
- develop our organisation into one that is inclusive
- use our position as an organisation operating regionally and nationally to communicate on all levels about race equality
- promote more discussions and cooperation between Black and minority ethnic artists, organisations, groups and the Arts Council
- work with partners and the arts sector to improve access to the arts and, in turn, broaden arts audiences
- be aware of the obstacles that some employees and clients may face and be proactive in combating discrimination

We have approached this task by building the race equality scheme around the three main aspects of our work. These are:

- our clients and potential clients
- our resources
- our organisation

Our clients and potential clients

- 1 Regularly funded organisations
- 2 Community partnership programme

1 Regularly funded organisations

Most of our investment goes to regularly funded organisations. We ask them to promote cultural diversity as a central part of all their work. We will encourage them in widening access to the arts and reaching out to particular groups. The relationship with regularly funded organisations will be particularly important in reaching Black and minority ethnic individuals, organisations and groups that the arts in England have historically found difficult to attract and involve.

We will work more effectively with regularly funded organisations to make sure that their arts and related activities are appropriate to the differing needs of the target groups, and eliminate barriers to access.

Regularly funded organisations need to consider:

- how to establish partnerships with Black and minority ethnic artists and organisations
- how they can implement their own race equality action plans or diversity action plans
- how they can effectively advertise performances, exhibitions, events, etc, within appropriate Black and minority ethnic media
- how they contribute to promoting particular events for the target groups, for example Black History Month
- what they can do to create a climate that attracts Black and minority ethnic people
- how they promote artistic and support roles within the arts to combat racial stereotypes

2 Community partnership programme

As well as working with regularly funded organisations, we will support the building of a community partnership programme through:

- developing strong and sustainable links with communities
- developing networks and contacts with Black and minority ethnic individuals and organisations, regionally and nationally, to promote them to wider audiences and provide them with more exposure within mainstream arts

Our resources

- 1 Grants for the arts – individuals, arts organisations and national touring
- 2 Other funds
- 3 Staffing at Arts Council England

1 Grants for the arts – individuals, arts organisations and national touring

By investing in different forms of art through Grants for the arts, we are increasing the opportunities for people to experience high quality art. Our grants are for individuals, arts organisations and other people who use the arts as part of their work.

A specific objective of Grants for the arts is to promote cultural diversity within the arts. Cultural diversity can be interpreted in many ways. We take a broad and inclusive interpretation, as meaning the full range and diversity of the culture of this country. In some cases our focus will be on race and ethnic background and in others on disability.

We will support the arts sector in addressing race and equality issues through our work within Grants for the arts. In particular, we will:

- continue to develop Grants for the arts in a way that emphasises simplicity and inclusiveness in the supporting systems
- continue developing programmes such as Creative Partnerships, and decibel legacy, making sure that they address issues facing under-represented groups as potential clients
- create a climate in our organisation and the sector that is conducive to improving access for Black and minority ethnic people
- make sure that people who are interested in exploring the arts, including artists, are supported
- make sure that our present and future initiatives are sustainable through the use of effective development strategies

2 Other funds

Arts Council England has other funds we can use to carry out specific national programmes and initiatives. We will build the race equality dimension into the design of any such activities.

3 Staffing at Arts Council England

The working environment

To attract and retain a wide range of talented staff, we need an inclusive working environment where diversity and individual difference are celebrated, and individuals feel recognised for their personal contribution and can develop within the organisation. We are committed to providing this for staff at all levels.

Arts Council England will monitor our training, performance appraisals, grievance procedures, disciplinary procedures, dismissals and staff reasons for leaving.

The working environment – our approach

The Arts Council will work to become an exemplary employer by:

- refusing to tolerate discrimination or harassment of any kind, and having appropriate sanctions for offenders
- providing confidential reporting and advisory services for victims of bullying and harassment
- considering new working practices that recognise the changing requirements of different groups of staff, for example flexible working schemes
- working to combat traditional perceptions of what constitutes conventional work roles for particular groups, and to make sure that staff have a greater choice of career paths
- taking steps to enable the target groups to continue working in a mutually comfortable environment, for example to take all practical steps to accommodate the religious needs of employees and clients of the various services of Arts Council England
- developing and implementing comprehensive human resources strategies that place equality at their centre
- meeting staff development and training objectives, both now and in the future, including management development
- developing equal opportunities targets, with associated programmes, and implementing good practice including equal pay for work of equal value and a national system of job evaluation
- regularly reviewing staffing needs, reflecting changes in demands and technology
- annually reviewing performance of all staff, with open and objective criteria

We will address race equality issues in employment by:

- maintaining and updating an equal opportunities policy on employment to focus on a proactive approach to cultural diversity, including race equality, and taking into account legislation arising from European Community directives
- providing all selection panel members with recruitment and selection training that emphasises race equality issues
- raising awareness about the importance of collecting data on ethnicity, in particular as a management tool for redressing imbalances in the workforce
- making sure that our data collection systems record, by ethnic origin, recruitment and selection, promotion, staff turnover and dismissals, training and development opportunities, appraisal, and involvement in grievance,

disciplinary and complaints procedures, as well as making sure that our recruitment monitoring records relevant data by grade, gender, race, disability and age

- putting in place a training programme for all staff to make sure that we can meet the requirements of the Race Relations (Amendment) Act 2000 effectively
- reviewing the scope for a positive action programme to address any imbalances in the workforce

Recruitment and selection

We need to use our recruitment and selection mechanisms to their full potential to create an organisation that is truly representative of the society we live in. This means considering how we advertise vacancies, internally and externally, and how we recruit. It also means looking at career development for staff, including support such as mentoring, and creating, maintaining and developing staff networks and forums.

Recruitment and selection – our approach

We will:

- take measures to attract a wider pool of talented candidates from diverse groups and communities, for example by advertising vacancies in media appropriate to the relevant groups
- check all recruitment and selection processes for equality concerns, for example whether job descriptions include unnecessary requirements
- help with setting up dedicated, self-organised groups for staff
- provide pre-interview preparation in presentational skills for staff in under-represented groups who are seeking promotion
- apply our approach to all staff, full and part time, permanent and temporary
- only use recruitment and employment agencies that have equal opportunities and race equality policies and schemes

Management and staff development

We all need adequate training to make sure that we can realise our policy aims and meet our requirements under the Race Relations Act. We must carry out management and professional development initiatives as appropriate to meet the needs of staff and clients. The success of this scheme depends on effective leadership and management at every level of the organisation.

Council members

Members of the Council and our regional councils are responsible for making sure that:

- our corporate plan 2003–6 includes a commitment to race equality
- they are aware of the Arts Council's statutory responsibilities in relation to race legislation as an employer and service provider
- they receive and respond to the racial group monitoring information about partners, clients and staff
- they set appropriate and realistic targets for achieving a representative workforce

Regional council members are also responsible for making sure that their membership reflects the diversity of the communities they serve.

Council members will:

- undertake suitable training and induction
- require that all reports submitted to them include race equality and diversity considerations
- receive the annual race equality progress report
- annually review the ethnic profile of their council and take any necessary actions

Executive directors

Executive directors are responsible for giving a consistent and high profile lead on race equality and making sure the scheme is being implemented.

To do this, they will:

- undertake suitable training and induction
- report progress to Council annually
- make sure that the staff in their directorate undertake suitable training
- include race equality indicators in managing and appraising senior staff
- make sure that all our plans, from strategic to operational to arts development, comply with the duties placed on the Arts Council by the Race Relations (Amendment) Act 2000
- communicate with staff and clients to make sure that their commitment to race equality is visible and understood

Directors and heads of department

Directors and heads of department are responsible for making sure that:

- their staff create a positive, inclusive ethos that challenges racist or inappropriate behaviour on the part of managers, staff or clients
- they are aware of the Arts Council's statutory duties in relation to race legislation
- all aspects of the Arts Council's policy and activities are sensitive to race issues and that race equality considerations are integrated into policy development
- we collect and monitor information to do with racial groups
- our publicity materials present appropriate and positive messages about Black and minority ethnic artists and organisations
- appropriate training and development is provided to their staff

Arts Council England staff

Arts Council England staff are responsible for making sure that:

- they are aware of the Arts Council's duties in the area of race relations as set out in this scheme
- the Arts Council and each of our staff confront racism, whether deliberate or unwitting, whenever it occurs
- they challenge inappropriate behaviour by clients, contractors or other members of staff
- they champion the scheme and integrate race equality into all aspects of their work

To do this, staff will:

- be trained in the race equality scheme and wider diversity issues
- make race equality indicators a part of managing and appraising any staff
- make sure that any racist incidents are identified and resolved speedily
- enjoy a working environment that is secure and respectful
- be proud of and celebrate the multicultural nature of Arts Council England

Our organisation

- 1 Our policies
- 2 Monitoring and evaluation
- 3 Our procurement policy
- 4 Communicating
- 5 Consulting
- 6 Complaints

1 Our policies

This scheme sets out arrangements for promoting race equality and good race relations. This includes assessing and consulting on all Arts Council policies to consider whether they may have any negative effect on artists or other people from Black and minority ethnic communities or on race equality in general. If such a situation is likely, staff responsible for the policy will consider:

- how we can best meet our duties under the Race Relations (Amendment) Act 2000
- alternatives that could meet the policy objectives without any negative effect
- whether the negative effect is unavoidable, and whether it can be justified in relation to the aims and importance of the policy
- any measures that would help to reduce the predicted problem
- whether a second round of consultation should be undertaken

Our policy development approach

Organisational learning

We must make sure that our organisation is self aware enough to be able to see any obstacles arising while we implement the scheme.

Prioritising

Given our wide-ranging responsibilities, it is even more important that we prioritise this scheme and apply it to all other main policy areas. This is the only way that the scheme can help us grow and develop.

Delivering our services

We will make sure, through training for our staff, that our clients benefit from our implementation of the scheme.

Clarity in roles

It is important that we are clear about the roles of our regional and national offices in promoting race equality. For example, we may set up national frameworks with strategic themes, supplemented by an understanding of local needs.

Regional staff need to be involved in determining national policy and strategy, as they are closely involved with contemporary practice in their work with artists and arts organisations, regional agencies and local authorities in non-arts contexts. This includes work which helps build cohesion and engagement within communities, contributes to regeneration, and develops skills, capacity and aspirations.

2 Monitoring and evaluation

As well as monitoring the impact of a policy or service on Black and minority ethnic artists, arts organisations and communities, we have a specific duty to monitor our staff by race and ethnicity and to publish the results annually.

We will create ways to evaluate the race equality scheme and to be able to respond appropriately if either performance against policy objectives or any specific activities give cause for concern. Our race equality action plan provides detailed targets and ways of measuring them so that we can audit our performance in a process that is open, transparent and reported to Council. This will mean that we can review our strategies as progress is being made and data is coming to light, and change our approach where necessary.

To be able to do this, we need to develop a robust and sustainable infrastructure. The scheme needs an organisational structure that is solid, with managerial support built in, to provide the right environment for the action plan to be carried out and for the scheme to be successful in the long term.

Our monitoring and evaluation approach

To create an organisational environment that supports race equality, we need to:

- be aware of ‘where the organisation is at’, that is, how we’re feeling and how we’re doing, in relation to race equality at any point in time
- encourage open discussions
- have commitment at the top level of the organisation
- communicate effectively and share best practice within the organisation
- make race equality a central focus within the organisation so we can address the issues effectively

3 Our procurement policy

All suppliers and contractors providing us with goods and services must show us evidence that they have effective race equality policies and processes in place.

We will review our procurement process to make sure this is part of our specifications and requirements. We will also liaise with the Commission for Racial Equality to provide guidance on good practice on managing race equality issues in procurement practices.

In awarding contracts, we will support Black and minority ethnic led businesses wherever possible.

4 Communicating

One of the main ways that we will be able to meet our scheme's goals is by communicating effectively. We must not only take action on race equality but be seen to be doing so, through our internal and external communications. We need to promote our work in integrating race equality issues across all our management and activities. By sharing good practice, we can position ourselves as a leading organisation in race equality in the cultural sector.

We will publish this scheme, conclusions from the first year's evaluation and the annual progress report on our website.

Our communications approach

Planning

We will plan ahead to identify opportunities to communicate our information and messages proactively and effectively, through our publications and to the media.

Internal communication

We will identify relevant activities and events at local, regional and national levels so that we can share information and expertise in a timely and consistent way.

External partnerships

We will work with partners to promote opportunities and achievements in the arts sector, and in doing so promote our contribution to race equality and cultural diversity. This will include using external media resources and networks to target messages to culturally diverse audiences and, wherever appropriate, to staff. We will encourage our partners to do the same.

Relations with the media

We will keep building professional working relationships with the media, to work towards fair, balanced and timely coverage of our role.

Monitoring, feedback and improvement

We will monitor race equality coverage and concerns in our own publications and in the media and listen to feedback, to review and improve our performance. We will develop guidance about integrating race equality into corporate communications and marketing.

5 Consulting

For the Arts Council to really 'own' this scheme, we need to inform all staff and interested parties about it and make sure they understand and participate in it.

To understand and best support the needs of the arts sector and of Black and minority ethnic artists in particular, we will develop a comprehensive procedure for consulting. This will provide guidance and support for staff that initiate or develop policy, as listening is essential when making change. Listening also encourages the level of involvement that greatly strengthens any sector-wide strategy.

6 Complaints

We need procedures that allow individuals, clients and staff to express any complaints or concerns that we are not meeting our statutory obligations to promote race equality, or that more should be done.

We will review our complaints procedure to make sure that it reflects the Race Relations (Amendment) Act 2000. We will also determine whether we need to train senior managers to consider race equality concerns when handling complaints. We will collect and monitor the ethnicity of people who complain so that we can investigate any discrepancies that might arise in the number of complaints from people of different backgrounds.

Arts Council England
14 Great Peter Street
London SW1P 3NQ

www.artscouncil.org.uk
Phone: 0845 300 6200
Email: enquiries@artscouncil.org.uk
Textphone: 020 7973 6564
Charity registration no 1036733

You can get this publication in Braille, in large print, on audio CD and in electronic formats. Please contact us if you need any of these formats

To download this publication, or for the full list of Arts Council England publications, see www.artscouncil.org.uk

ISBN: 0-7287-1026-9
© Arts Council England, February 2005

We are committed to being open and accessible. We welcome all comments on our work. Please send these to the director, information, at the Arts Council address above