

Policies & Procedures

Equality, Diversity & Representation

1. Introduction

The responsibility for ensuring equality, representation and diversity among potential and actual users, members, employees and job applicants, rests with all of CHWA's staff and membership, but ultimately with the Board of Directors. Members of staff - full-time, part-time and interns and volunteers - are responsible for the implementation of the policy, its observance, monitoring it on a day-to-day basis and reporting on its operation to the Board.

2. Statement of Intent

The Culture, Health & Wellbeing Alliance (CHWA) recognises that individuals and groups are discriminated against on grounds of disability, race, ethnic origin, culture, socio-economic background, gender, sexuality, religion, creed, marital status, pregnancy/ maternity status and age.

CHWA also recognises the relationship between inequalities and place.

CHWA will work towards eliminating all forms of discrimination, and will actively seek to build equity through its programme of work, through its partnerships, and through its employment policies and practices.

In its [statement in support of the Black Lives Matter](#) movement in 2020 CHWA acknowledged the pervasive ongoing influence of structural racism in particular, and committed to building a focus on health and cultural inequalities into our structures. CHWA committed to working towards becoming a more equal alliance in terms of representation in our Board, staff, freelance contractors, membership and stakeholder groups in terms of all recognised protected characteristics and socioeconomic background. CHWA also committed specifically to amplifying Black voices and the voices of minoritized and racialised communities through our website, bulletin and social media.

CHWA is also committed to ensuring that lived experience is central to the development of the creative health movement.

CHWA recognises that the consistent investment of time and budgetary resource is essential to becoming a more inclusive, diverse and representative organisation.

3. The Policy

3.1. Roadmap to building a more equal alliance

Our roadmap to building a more equal alliance is below. Our policy describes our commitments under these headings below the map.



3.2. Budget commitment

CHWA commits 1% of its core budget annually to improving Equality, Diversity and Representation across the organisation and broader sector. This can be used to support work under any of the headings below and should be regarded as the minimum spend of the organisation in these areas.

3.3. Gathering information

CHWA will conduct regular surveys of its members, staff and stakeholder groups to determine the diversity and representativeness of these groups. The results of these surveys will be anonymous and will be published by CHWA. ([Results can be found at this link.](#)) Results will be used to evaluate the success of our Equality Action Plan (see Appendix 1 below).

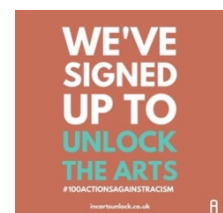
3.4. Adapting our structure

CHWA will seek wherever possible to democratise its structures to ensure that our strategic direction has been built inclusively with our membership, stakeholder groups and new partners. CHWA will actively build partnerships with organisations and individuals expert in tackling inequalities, to broaden the expertise of the organisation and its membership.

3.4.1 Recruitment and Selection

CHWA commits to using the IncArts Unlock tool to support its recruitment processes, and to using the Recruitment Principles provided by Creative Access: <https://opportunities.creativeaccess.org.uk/recruitment-principles>

CHWA will use a Checklist (Appendix 2, below) for any new or readvertised role to ensure it is responding to recommendations in IncArts and Creative Access guidance.



CHWA will take a targeted approach to ensure closed networks are actively opened, and advertise through agencies likely specifically to reach people identifying with the protected characteristics¹ and/or negatively impacted by socioeconomic status.

Advertised information will include the job description, a person specification and details of this Equality, Diversity & Representation Policy.

CHWA will offer video and sound file options for application for all opportunities.

Where possible CHWA will seek candidates based on skills and transferable skills rather than higher education qualifications.

CHWA will use positive action in its employment practices under the Equality Act 2020 where necessary (see <http://www.legislation.gov.uk/ukpga/2010/15/section/159>).

3.4.2 Employment

CHWA is a Real Living Wage employer.



CHWA will endeavour to ensure that its staff is not discriminated against through the terms and conditions under which they are employed. Furthermore, CHWA recognises that from time to time employees' family and social circumstances may change and consequently that workers may need to change their conditions of work. CHWA commits to accommodating the needs of those workers where circumstances and resources permit.

3.4.3 Staff and volunteer support

All staff and formal volunteers are entitled to support from their line manager, colleagues and the Board of Directors. All permanent staff will receive regular supervision from their line manager including an annual appraisal.

CHWA recognises that training is an important factor in leading to job achievement and opportunity. Induction training is particularly important and will be made available to all new staff. When other needs are identified, every effort will be made to ensure that training is provided. CHWA will commit an annual budget to support continuing professional development for all permanent staff.

CHWA also commits to Creative Freedom's Manifesto for a Mentally Healthy Cultural Sector (available in full here: <https://www.creative-freedom.org/manifesto>).

- **Provide first aid:** Every organisation should have Mental Health First Aiders to support their employees, contractors and other workers
- **Remove stigma:** Every organisation should commit to talking positively about mental health and removing the stigma

¹ Protected characteristics, as defined by the Equality Act 2010 and the Equality Duty 2011, are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation.

- **Be vigilant:** Workplaces should be vigilant for the warning signs of mental ill health and offer support to those displaying them
- **Reduce risk:** Workplaces should develop strategies to minimise the risk factors for mental ill-health
- **Support:** Workplaces should provide support and guidance for those experiencing mental ill health
- In line with this commitment CHWA will appoint at least one mental health first aider from its staff or board. CHWA's current mental health first aiders are:

Name: please contact info@culturehealthandwellbeing.org.uk to confirm

3.4.4 Working with freelancers

CHWA recognises that the particular financial pressures on freelancers working in the cultural sector have been exacerbated by austerity policies, covid and the cost of living crisis. CHWA is committed to paying fees to freelancers for any work undertaken in support of CHWA, including presenting at meetings and attending working groups to provide expertise. Our full policy in relation to payments to freelancers will be made available at <https://www.culturehealthandwellbeing.org.uk/policies-procedures>. CHWA also advocates to policymakers, funders, commissioners and researchers to ensure appropriate compensation for freelancers (see for example our [Thriving Practice Model](#)).

3.4.4. Purchasing, fundraising and partnership

CHWA's policy and processes in relation to the values and ethics of organisations with whom we partner or from whom we seek services or funds can be found via our Fundraising, Procurement and Partnership policies, available here: <https://www.culturehealthandwellbeing.org.uk/policies-procedures>

In addition to the roadmap above CHWA is committed to the following:

3. 5. Accessibility

CHWA is committed to ensuring its resources and events are accessible to and actively inclusive of a representative audience from within its membership and beyond. This accessibility must rest on an awareness of barriers created for all people identifying with the protected characteristics and in relation to socioeconomic deprivation. Specific actions include:

Digital:

CHWA's website is designed to adhere to Web Content Accessibility Standards 2.1 level A (see <https://www.w3.org/WAI/standards-guidelines/wcag/>).

CHWA asks all event attendees for their accessibility needs and acts to support these.

CHWA provides easy-read versions of all documents on request and for conference programmes as default.

CHWA provides subtitles at all public meetings and on all public videos.

See also recruitment, below.

In person: CHWA commits to making materials available where appropriate in a variety of media, e.g. in large print. In particular, all printed materials will be in a minimum of 12pt type. It is also recognised that given its limited capacity, CHWA may not be able to meet all the demands made upon its services.

Additionally, it is recognised that there may from time to time be complaints against members of staff or the service in relation to Equality, Diversity and Representation. CHWA's policies including its Comments, Complaints and Compliments procedure are made available online and via its "About Us" page: <https://www.culturehealthandwellbeing.org.uk/policies-procedures>

4. Review and Maintenance of Policy

The Culture, Health and Wellbeing Alliance CIC shall undertake to review this policy, its implementation and effectiveness every two years. The views of all employees and volunteers shall be sought where necessary and reflected in the review process.

Any new legislation or developments in existing legislation will be considered as and when required and the policy will be updated to reflect these developments.

This policy was approved and agreed by the Board of Directors on the date shown below.

Signed:



Name (please print): Matt Walsh

Position: Co-Chair of Board of Directors

Date: 8 December 2022

Review dates: Every two years from the date above

Organisation name: Culture, Health & Wellbeing Alliance CIC

Company Number: 12359172

Appendix 1: Equal Opportunities Action Plan

Equality strand	Action	How will the impact of the action be monitored?	Who is responsible for implementing?	What are the timeframes?	Early success indicators
Budget commitment	1% budget commitment	CHWA budget and accounts; Board minutes	Exec Director	Ongoing	Published blogs and vlogs by global majority led organisations; recruitment processes supported by specialist agencies
IncArts Unlock antiracism tool	Apply tool in phases: 1. Hire 2. Work & Care 3. Leadership	Board minutes and recruitment processes	Exec Director	By 2022-3	Changes to job descriptions and advertising processes Changes to policies relating to staff welfare
Gather information	Regular survey of CHWA staff, board, members, regional champions and freelancers to gather EDI information	1. Analysis of survey against national figures 2. Through Board minutes	Exec Director, Board support for communication / dissemination	Staff, Board and freelancers surveyed for June 2022 (ACE annual survey) Larger survey: 2023 (month tbc, to coincide with Creative Health Review led by APPG)	Reporting data to ACE Publication of broader results
Evaluate & review	Evaluate and review this plan via Board meetings and the risk register	Board minutes, revised EDR Policy	Exec Director, Board	Policy to be revised March 2022; ongoing evaluation via Board meetings	Changes effected between Board meetings as documented in Minutes

Develop our Structures and staffing	Assess SAMs group to understand how best it can support focus on culture and health equity	Report produced by freelancer	Contractor managed by Exec Director	June 2022	Report offers roadmap for group
	Employ two Kickstarters with support from Creative Access' Kickstarter programme (CA are diversity and inclusion specialists)	Board minutes, regular meetings with employees	Board and Exec Director	Appointments will run March-Sept 2022 [application deadline 29 Jan]	Feedback from from Creative Access and Kickstart employees, exit interviews
	Appoint Co-Chair	Board minutes, business plan 2023 onwards	Board and Exec Director	Appoint by winter 2021 [complete]	Increased clarity on CHWA's role in challenging health inequalities
	Appoint new board member/s	Board minutes	Board and Exec Director	Appoint spring 2022	Increased representation and diverse membership on Board
	Support LENSs organisational development	LENSs Steering Group minutes	Coordinator, Exec Director, LENSs Coordinator and Steering Group	LENSs Directors in place by summer 2022	Motivated LENSs steering group (evidenced in minutes)
	Honoraria for LENSs	CHWA budget and accounts, LENSs Steering Group minutes	Exec Director, Coordinator and LENSs Steering Group	December 2022	Signed agreement with LENSs
	Honoraria for freelancers	CHWA budget and accounts, makeup of Steering Group and events	Exec Director and Coordinator	By May 2022	Freelancers able to remain active members of Steering Group and events (evidenced in minutes)
Develop our programme & communication	Amplifying underrepresented voices	Website, bulletin, events programme	Exec Director, Coordinator, Board	Ongoing (assess March 2022)	Proportion of content devoted to lived experience and underrepresented groups

Training	Specialist EDI training commissioned to support micro-orgs/freelancers working in creative health. Cost spread across members to make accessible to existing and future creative health leaders.	CHWA Activity Plan (maintained online), Board minutes	Exec Director, Coordinator	(funding dependent) by March 2024	Training designed and delivered (attended by min of 38 attendees and evaluated in collab with external delivery org).
	Connected leadership programme for the 25 LENS champions in partnership with CHWA regional champions - see Dynamism, above).	CHWA Activity Plan, Board minutes	Exec Director, Coordinator	(funding dependent) by March 2024	Programme designed and delivered to support 25 LENS steering group members and Directors and 18 CHWA regional champions. Evaluated using surveys and 1:1 interviews.
Accessibility	Ensure subtitles are provided for all events. Ensure attendees at any event are offered opportunities to discuss specific access needs.	CHWA Activity Plan	Exec Director, Coordinator	April 2022	Subtitles as default on all events and post-event videos
	Follow employment checklist to maximise accessibility in all contract and staff opportunities (Appendix 2)	CHWA Activity Plan	Exec Director, Coordinator	September 2022	Changes to employment processes as described in checklist
	Consider provision of guidance on accessibility, including tech adaptations for smaller organisations	CHWA Activity Plan	Exec Director, Coordinator	March 2024	Decision on whether to create new guidance or share existing
	Adapt employment checklist with Disability-specific guidance from expert organisations	CHWA Activity Plan	Exec Director	March 2023	Revised employment checklist

Appendix 2: Checklist for employment processes

This checklist is based on those developed by Creative Access and IncArts, with additions by CHWA

Advertise	Y / N	Recruit	Y / N	Welcome	Y / N
Is the job advertised at or above the Real Living Wage?		Research pronunciation of names and preferred pronouns in advance of interview – and use appropriately at interview.		For all staff and freelancers, provide in-person introductions to all areas of business that is led by Senior Management team members.	
Include a query about access needs		Research pronunciation of names and preferred pronouns in advance of interview and use appropriately at interview.		Before they start, share photos and information about visiting staff, freelancers and new members to all in your organisation.	
Include a salary or salary range (this will be a mandatory requirement from 1st January 2023)?		Ensure an ethnically diverse interview panel at all times - minimum 1 in 5 people on panel.		Induction to take place prior to commencing work duties.	
Use inclusive language and avoided jargon and acronyms		Adhere to Equity's Manifesto for casting.	NA	Arrange tech schedules to allow for accommodation check-in.	
Focus on key skills and competencies and minimised the need for academic qualifications?		Shortlist to reflect the demographic of the community in which you are based - and use EDI recruitment specialists if you don't get the shortlist you need		Provide a robust induction/welcome pack to visiting staff, freelancers and new members to all in your organisation to inform them fully.	

Reference opportunities for flexible working, parental leave, benefits, accessibility and CHWA ED&R policy

Keep the role open for the full application period - don't close early
ADVERTISE all roles beyond your usual socials and website

Advertise all roles beyond your usual socials and website.

SIGNPOST ACCESSIBILITY in your job ads. Let people know what access you provide - don't let anyone have to ask you.

Provide travel reimbursement as routine without candidates having to ask.

Break the 'closed loop' of non-diverse networks: commit to using diverse led organisations' contact lists for hiring people - and do not create your own. - See Reference: 3 at the bottom of the page.

Hire creatives with the relevant lived with experience for projects that are from or about diverse communities.

Use EDI specialists on all jobs you advertise

Additional

Be inclusive in considering migrant skills and qualifications: use UK ENIC or similar expertise.

Commitment to integrated casting on ALL productions.

Ensure new staff are clear about how to cascade complaints.

No unpaid internships for any role lasting more than 1 week.

Additional

Regularly rotate days and times of all staff meetings - as a routine - to ensure all staff can make at least some of them.

Partner with diverse-led organisations to source interns and advertise internships.

Create monthly forums for staff to air concerns and issues - including freelancers, visiting staff and touring companies.

State in your ads that you reimburse anyone who is interviewed - and provide a link to claim when you notify people for interview.

Implement blind recruitment practices in your application process.

Can the applicants apply in non-traditional formats (e.g. sound / video)?

Additional

Share your ads and roles with diverse networks.

Commitment to integrated casting on all productions that are not culturally specific

Guarantee 25% representation of people with relevant lived experience on production teams for projects that are from or about diverse communities.

Allow remote working for all roles that are not directly involved in a live production - in the hours of their choosing. See Reference 3 at the bottom of this page.

Commit to 50% representation including in senior creative team for projects from or about diverse communities.

Publish transparent pay scales for all in your organisation including freelancer rates.

Provide free tickets to regular contracted staff (including cleaners and security) & their families.

Can you go further?

Physical and Permanent acknowledgement in buildings and programmes of complicity in racist practice and link to your anti-racism policies.

Physical and permanent acknowledgement in buildings and programmes of complicity in racist practice and link to your anti-racism policies.

Verbal acknowledgement of complicity in racism and anti-racist work prior to performances.

Make your ads accessible - provide audio recordings of application packages.

Screen job descriptions and reduce biased language in your ads and job descriptions with the help of an EDI recruitment specialist.

Use local employment schemes to increase applications that reflect the demography of local communities.

Do not research candidates' PERSONAL social media profiles prior to shortlisting.

Can you go further?

Share your roles with ethnically diverse arts networks at least 24 hours before you share elsewhere.

Organisations that work with migrant artists to assist the artists to remain in this country and continue making work.

DIVERSE ONLY shortlists for critical staff roles that are NOT aimed at diversifying your workforce or audience.

All job descriptions and person specs to ask for evidence of transferable skills, not 'years of experience'.

Advertise every job you have - no matter how long it lasts.

Give every candidate you interview written feedback that's specific to them - as routine and without request.

Acknowledge the impact and importance of addressing racism: Take the knee before each production and at the beginning of exhibitions.

Create anti-racism statements to be read at all first rehearsals, board meetings and quarterly staff meetings .

PAID evaluation of projects by diverse stakeholders once the project is finished.

Commit to working ONLY with contractors and business suppliers who have proven and demonstrably diverse teams.

Ensure all staff roles have a minimum 6-week window for applications

Employ diverse recruitment specialists to advertise all roles lasting for 3 months or more.

Provide BSL interpreters and language interpreter for interviews.

Introduce the Rooney rule: interview at least 1 person who is ethnically diverse for each role you interview for.