Alexandra Palace

Equality, Diversity and Inclusion Action Plan

Summary

2021

Introduction

Our mission is to look after Alexandra Park and Palace for the public to enjoy forever. We have a duty to ensure that what we do and how we do it involves, engages and benefits as broad a spectrum of the public as possible. To do this well we must embed equality, diversity and inclusion in all areas of our organisation.

We deliver wide ranging events and activities, by and with diverse partners, artists and talent to achieve a broad programme, appealing to different ages and genders, socio economic and educational backgrounds, a range of physical and mental abilities and from a broad range of ethnic backgrounds. Although I am sure we can go further.

Our workforce is less diverse than the UK population and more so, the London population. We need to understand why and work on changing this.

As society changes Alexandra Palace must adapt to remain relevant to the people that we aim to benefit. However, expecting change to happen naturally hasn't been a successful approach. We need to be more proactive and understand that the systems and processes in our organisation, that may appear to have served us well for many years, could be why we have not changed and adapted enough, to meet the needs of and reflect society.

We want to do more than the minimum. We want to challenge our ways of working to remove unintended bias, hidden barriers and standardised approaches that deny opportunities to people who may not have the advantages that many in society benefit from.

There is clear evidence that more diverse organisations perform better.So, not only is it the right thing to do, it will enable us to deliver our charitable objectives more effectively, have greater impact and be more successful overall.

Over the last year, I have worked with our board members and a small group of staff who are advocates for change and understand that becoming more diverse and being more inclusive will strengthen our organisation and help it to thrive. Our focus has not been to produce the perfect plan, backed up with evidence and data and definitions of diversity. Our focus has been to produce a plan for action, measure progress and learn along the way.

2020 was the year that the Black Lives Matter movement achieved mainstream attention for their cause, but it also gave a voice to people who felt discriminated against or poorly served by organisations and institutions. In addressing how our organisation responds to the call to do better for people from Black and diverse ethnic backgrounds we have looked at how we can do better for members of society that are underrepresented and underserved in our workforce, our audiences, our visitors and on our stages.

I am proud to lead the team at Alexandra Palace and of their passion to create a better organisation that provides value and impact to more people. Our recent work on values and behaviours gives me the confidence that our organisation can challenge itself to embrace change and redesign our approaches to become more equal, diverse and inclusive.

I cannot achieve progress alone. I need the active support of all staff, volunteers and board members to make the changes, provide feedback on progress, to analyse their own behaviours and be open to change themselves. I welcome feedback from people inside and outside the organisation on our plan, especially from underrepresented groups.

Louise Stewart
Chief Executive
Alexandra Park and Palace Charitable Trust

1. Our Intention

To develop Alexandra Park and Palace, our facilities, programme of content and our workplace so that contemporary society is better represented by and within our organisation, so that everyone we work with, who works here, volunteers or visits feels a sense of welcome and belonging.

2. Our Goals

Our detailed EDI Action Plan has four goals, each goal covers a range of actions including establishing baselines so that we can monitor progress, training and development, policy reviews, process changes, creating pathways and creating and joining networks, and improving communications. We commit to sharing and publishing progress annually against each Goal in our Annual Report.

Goal 1 - Recruit and retain a diverse workforce
Goal 2 - Foster a collaborative culture that is inclusive and welcoming to all
Goal 3 - Advocate for diversity and be accountable to the public, sharing progress annually
Goal 4 - Reflect and represent the diversity of society in the content and services we provide

3. Actions

Our action will be across all areas of our organisation.

We will
- Review all policies for unintended bias and barriers to participation
- Review our processes for unintended bias and barriers to participation
- Provide mandatory training for all staff on: diversity, inclusion and unintended bias and additional training for line managers to give them the understanding and the tools they need to recruit, develop and lead their teams effectively
- Review the inclusivity of our communications and communication content
- Identify networks that we should engage with, and be part of, for all areas of our operation
- Identify and create pathways into our organisation for people from underrepresented groups
- Ensure that our major suppliers and contractors are aligned with our EDI policies and plans and that our procurement processes facilitate diversity in our supply chain
- Set baselines and targets for our actions, to monitor progress
- Review our action plan and report annually on progress

The Action Plan will be monitored by an internal staff-led committee with oversight form the Trust Board and the Trust Board EDI Champion.

4. Our EDI Focus

To enable us to make lasting change within the available resources our plan will focus on four under represented groups

- People from under represented ethnic communities
- Disabled people and their personal assistants
- People from lower socio-economic backgrounds
- People from the LGBTQI+ community

Whilst addressing the needs of our target groups we know that we need to be aware that various types of inequality often operate together and exacerbate each other. We need to recognise that inequality

based on ethnicity is not separate from inequality based on gender, class, sexuality or immigrant status. Some people are subject to more than one type of inequality.

Dealing with different inequalities in isolation fails to recognise that forms of systemic discrimination intersect with each other and present unique challenges for affected individuals and communities. This is important because failing to recognise this can mean that inequalities are not properly addressed.

We are already committed to delivering our legal duties and responsibilities as set out in the Equality Act 2010 and our Equality Policy. This plan does not replace any existing obligations to all protected groups. It is a recognition that we need to:

- do more than the minimum, and;
- take specific action in relation to the target groups;
- whilst ensuring that any changes we make are beneficial to other groups in society that experience barriers such as those related to age, neurodiversity and educational attainment.

We are mindful that terminology used to describe underrepresented groups can be sensitive, imperfect and subject to change. We will continue to review the terminology that we use throughout the life of this plan. A glossary and explanation of the terminology used, compiled at the time of writing, is attached.

5. How we will measure progress

We don't have all the data that we would like but we don't need data to get started. We know there are things we need to do andso our focus is on action. Where possible, we will establish baselines so that we can track our progress in the four identified areas where we are commiting to make change.

By 2023;

5.1 Workforce
- Underrepresented target groups increased by 20% in our workforce
- Equivalent retention and turnover rates for all employees, regardless of diversity status
- Increased level of awareness and support for our diversity and inclusion targets among employees, volunteers, partners and contractors

5.2 Content and Programming
- Diversity representation in content and programming captured through our tracking systems
- Production, planning and commissioning informed by content diversity data, audience data and research into the needs of our target groups

5.3 Audience and Visitors
- Diverse audiences attracted to our events, activities and site
- Audience and visitor experiences monitored to ensure positive, inclusive and welcoming

5.4 Perception
- Alexandra Palace is perceived as a diverse and inclusive organisation, accessible to all for enjoyment, recreation and entertainment
- Alexandra Palace is perceived as a diverse and inclusive employer

6.   EDI SWOT Analysis – 2020

STRENGTHS	WEAKNESSES
Leadership • Strong leadership commitment on Diversity and Inclusion (Board and Senior Executive); • Open and honest public statement - where we are and a commitment to do more; • EDI agenda led by CEO and individuals who are positive about championing diversity; • Diverse ethnic and female representation at Board level; **Culture** • Organisational Values support behaviours to support diversity and inclusion; • Code of Conduct in place that includes Diversity and Inclusion and Bullying and Harassment; • High levels of staff engagement; **Workforce** • Clear and transparent pay and grading system and Pay Panel - decisions have a clear rationale, are fair and transparent; • Diverse age range of the workforce; **Policies, Training and Benefits** • Suite of policies in place - Diversity and inclusion, Zero Tolerance Anti-Harassment and Bullying, Recruitment and Selection, Whistle Blowing; • Equality clauses included in all policies, Job Descriptions, contracts; • Programme of training in place - mandatory Equality and Diversity f2f training to all front-line staff and e-learning to desk-based staff; • Unintended Bias training for members of Executive leadership team and Diversity and Inclusion group; • Enhanced maternity/ paternity pay and leave; **Benchmarks/Attainments** • Access Development Strategy in place; • Disability Confident Employer: Level 1. Governments official Disability/Accessibility scheme; • Successful applications for equipment funding through Access to Work e.g. voice recognition IT equipment; • Attitude is everything – Silver Award Status **Data** • Data collection and monitoring of our employee equality data in place; **Content & Promotion** • Broad programme of content; • Promotional images display a broad range of people experiencing our content; **Procurement & Supply Chain** • Agencies suppliers and contractors adhere to the highest standards of ethics, are required to treat workers with dignity and respect. Termination is a consequence of failure to adhere to condition; **Performance Monitoring** • Performance monitoring of individuals and the organisation is in place and actively managed	**Leadership** • Board appointed from restricted pool; (although we achieve an ethnic and gender diversity balance) • Elements of diversity deficit in senior management/ leadership roles (i.e. particularly diverse ethnic presence) • Inclusion / diversity could be more explicit in our strategic objectives than it currently is, given that our charitable purposes are broad in context and description; **Culture** • Lack of diverse employee base means that our culture is not as rich as it could be and we lose out on insights, experience and perspectives (particularly lived experience) **Workforce** • Senior management / leadership roles is not representative of society or our local community; • Workforce is not representative of society, Greater London or our local community; • Our heritage site and workspaces are not conducive to working for those that may be physical disabled; **Policies, Training and Benefits** • Absence of EIAs carried out for policy formulation; • Our processes are compliant with the law but have not been designed to root out bias; • Lack of diversity in current workforce means that we may not be able to see the bias in our policies & processes **Data** • Gaps in monitoring data (HR, programme, visitor and audience data); • Lack of information/ data/ insight into how we are perceived as an organisation (staff, visitors, partners, contractors etc.) **Procurement and Supply Chain** • Some limitations on procurement routes and processes due to governance; • Absence of EIAs carried out for procurement processes; **Performance Monitoring** • We don't currently monitor diversity in programmes **Macro Environment** • Traditional CVs do not allow for removal of unnecessary personal data that could impact decision making at shortlisting;

• Monitoring of diversity in our workforce and volunteer base	
OPPORTUNITIES	**THREATS**
• AP is located within a diverse community and city; • Establish a critical friends cohort to review, advise and critique on progress • Developing pathways with other organisations and from volunteering and work experience to job opportunities; • Connecting with EDI existing networks and initiatives • Work/life balance / home-working / office working flexibility could allow for greater pool of candidates and volunteers to be reached; • Achieve external standards and benchmarks to promote our work and progress; • Improve our insight – fill gaps and increase analysis of data we do collect - applicants / shortlisted candidates / successful candidates/pay; • Explore a more diverse range of suppliers to meet our needs;	• Reputation damage if ○ we continue as we are and do not challenge ourselves to do more • We do not realise our full potential as an organisation • We fail to fully deliver our charitable objectives • Loss of relevance to society, our audiences, workfoce and community

7. Glossary of terms used and explanation of terminology

Equality

Equality is not about treating everyone the same, it is about making adjustments and removing the barriers that exclude. We recognise that we sometimes may need to treat people differently, in some cases to specifically advantage some people so that equality may be achieved. The Equality Act permits treating some people better than others, if by doing so it would remove the barriers that stops participation.

Ethnicity and race

We refer to ethnicity and not race. This is because our data and other surveys usually ask people for their ethnicity and not their race. Using consistent terms will helps us and others to understand our data.

Diverse ethnicities

We use 'diverse ethnicities' to refer to all ethnic groups except the White British group. Diverse ethnic groups includes some White ethnic groups, such as Gypsy, Roma and Irish Traveller groups. For comparisons with the White group as a whole, we use 'all ethnic groups combined' excluding the identified white ethnic groups. We also refer to 'White' and 'Other than White' if space is limited.

We try to avoid using the abbreviations BAME, BIPOC, POC and terms such as ethnic minorities and commit to keeping up to date with changes in the way different communities express their preference for how they would like to be referred to.

EDI	Abbreviation for Equality, Diversity and Inclusion
EIA	Abbreviation for Equality Impact Assessment – A tool to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. This covers both strategic and operational activities. An EIA can help to understand the potential effects of the policy by assessing the impacts on different groups both external and internal and help to identify any adverse impacts so that these can be designed out or actions identified to remove or mitigate them.
Diversity	Diversity is any dimension that can be used to differentiate groups and people from one another. In a nutshell, it's about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Diversity allows for the exploration of these differences in a safe, positive, and nurturing environment. It means understanding one another by surpassing simple tolerance to ensure people truly value their differences. This allows us both to embrace and also to celebrate the rich dimensions of diversity contained within each individual and place positive value on diversity in the community and in the workforce. Each individual in an organisation brings with them a diverse set of perspectives, work and life experiences, as well as religious and cultural differences. The power of diversity can only be unleashed and its benefits reaped when we recognise these differences and learn to respect and value each individual irrelevant of their background. At Global Diversity Practice, we help organisations to implement diversity policies that will help instil inclusion, respect and appreciation across the entire workforce.

	(Globaldiversitypractice.com)
Inclusion	Inclusion is an organisational effort and practice in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organisational tenure, even personality, such as introverts and extroverts.
	Inclusion is a sense of belonging. Inclusive cultures make people feel respected and valued for who they are as an individual or group. People feel a level of supportive energy and commitment from others so that they can do their best at work. Inclusion often means a shift in an organisation's mind-set and culture that has visible effects, such as participation in meetings, how offices are physically organised or access to particular facilities or information.
	The process of inclusion engages each individual and makes people feel valued as being essential to the success of the organisation. Evidence shows that when people feel valued, they function at full capacity and feel part of the organisation's mission. This culture shift creates higher performing organizations where motivation and morale soar.
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Disability	A physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities. Substantial is more than minor or trivial, eg it takes much longer than it usually would to complete a daily task like getting dressed. 'Long-term' means 12 months or more, eg a breathing condition that develops as a result of a lung infection. Equality Act 2010.
	People with progressive conditions, a condition worsening over time can be classed as disabled.
	However, you automatically meet the disability definition under the Equality Act 2010 from the day you're diagnosed with HIV infection, cancer or multiple sclerosis.
	Being disabled is a result of society's failure to remove the disabling barriers that stop disabled people fully participating in all areas of life.
	Disabling barriers include:
	a environmental: (Building, street, transport design), (be :
	b Attitudinal, (discrimination, myths and stereotypes);
	c institutional (rules by which services are supplied or organisations work).
	We therefore use the term "disabled people.

	We use the term Personal Assistant on the understanding that that this is the term many disabled people prefer, for those who support them to live independently, whether in a paid or voluntary capacity.
Neurodiversity	The range of differences in individual brain function and behavioural traits, regarded as part of normal variation in the human population (used especially in the context of autistic spectrum disorders). Neurodiversity has been recognised within the context of employment and the workplace. Many neurological conditions are protected by the Equality Act 2010. Neurodiversity is often referred to as a hidden disability.

BAME	Black Asian Minority Ethnic. The term has been previously widely used but is now becoming less so, in recognition that it fails to recognise the diversity of individual ethnicities within the broad categories it uses.
POC	People of Colour
BIPOC	Black Indigenous People of Colour

LGBTQi+	- lesbian, gay, bisexual, transgender, queer (or sometimes questioning), and others. The "**plus**" represents other sexual identities including pansexual and Two-Spirit. • L (Lesbian): A lesbian is a woman/woman-aligned person who is attracted to only people of the same/similar gender. • G (Gay): Gay is usually a term used to refer to men/men-aligned individuals who are only attracted to people of the same/similar gender. However, lesbians can also be referred to as gay. The use of the term gay became more popular during the 1970s. Today, bisexual and pansexual people sometimes use gay to casually refer to themselves when they talk about their similar gender attraction. • B (Bisexual): Bisexual indicates an attraction to all genders. The recognition of bisexual individuals is important, since there have been periods when people who identify as bi have been misunderstood as being gay. Bisexuality has included transgender, binary and nonbinary individuals since the release of the "Bisexual Manifesto" in 1990. • T (Transgender): Transgender is a term that indicates that a person's gender identity is different from the gender associated with the sex they were assigned at birth. • Q (Queer or Questioning): Though queer may be used by people as a specific identity, it is often considered an umbrella term for anyone who is non-cisgender or heterosexual. But it is also a slur. It should not be placed on all members of the community, and should only be used by cisgender and heterosexual individuals when referring to a person who explicitly identifies with it. Questioning refers to people who may be unsure of their sexual orientation and/or gender identity. • + (Plus): The 'plus' is used to signify all of the gender identities and sexual orientations that are not specifically covered by the other five initials. An example is Two-Spirit, a pan-Indigenous American identity. A person's gender identity is their internal sense of gender, whether that is woman, man, or a nonbinary gender. A person's gender identity does not necessarily correspond to their sex assigned at birth or with their gender expression. Other terms that can be seen and heard related to the LGBTQ+ community include: • Asexual: Sometimes shorted to "ace," this term refers to someone who has little or no sexual attraction; they may, however, experience romantic attraction. • Cisgender: This term refers to individuals whose gender identity corresponds to the gender associated with the sex they were assigned at birth. • Intersex: A term to describe individuals who are born with variations of sex characteristics that do not fit with binary definitions of male or female bodies.3 • Nonbinary: A person whose gender identity is neither exclusively woman or man. • Gender nonconforming: An individual whose gender identity or expression is outside or beyond the traditional masculine/feminine and woman/man norms.