



Equality Action Plan

Date created: November 2020
Person responsible: Kat Joyce
Trustee responsible: Sophie Scull
Date of this review: November 2020
Date of next review: November 2021

Tangled Feet is a founder-led ensemble. The founders of the company (now its leaders and core team) built the company together and have been working together for nearly twenty years. Whilst this unique makeup is one of the company's key strengths, we also acknowledge that this presents us with particular challenges in terms of making sure Tangled Feet is home to an array of diverse talent. There is no 'staff turnover' of this core team and we are all white, all able-bodied, all university educated and all the same age. We are alert to this limitation, and what it means about where and how power is held in our organisation.

This is a question we will continue to wrestle with.

We are keenly focussed on the future we would like to be part of constructing. How do we create and hold the space for difficult or provocative questions and feedback? What will our legacy be? Where will power be held in 10 years time and how can our actions now influence that?

Guiding principles

We are committed to:

- striving to create arts experiences which are genuinely accessible to all,
- using creative processes which are genuinely collaborative, which share authorship, which listen to and elevate stories and experiences which aren't our own,
- acknowledging our privilege and using it to raise up, amplify and platform more marginalised artists
- acknowledging that we will always have 'blind spots' and seeking to continually broaden our awareness so that we can actively create workplaces and arts experiences that are accessible to all
- Collecting and analysing data on our workforce (although we recognise that data has its limitations) to identify areas where we need to increase diversity, and to being transparent about our record, our successes and weaknesses, and our actions.
- committing resources to targeted talent development which seeks to remove the obstacles that stand in the way of a creative career
- building a future where artists from all backgrounds have the opportunity to build sustainable careers.

We are working at a time where huge strides are being made in awareness.



Our equality action plan will evolve as we learn and progress. This is a working document which we regularly revise. We welcome comment and constructive criticism

This plan has been influenced by team discussion, Culture Needs Diversity key principles for change <https://incarts.uk/%23cultureneedsdiversity>, We Shall Not be Removed campaigns <https://www.weshallnotberemoved.com/campaigns/> , the work of the Freelance Task Force, and peer actions/statements.

NEW OBJECTIVES AND / OR MILESTONES for 20/21

We have broken this down into **ongoing actions** to maintain and improve our equality and diversity and **specific actions** to address areas where we should be challenging ourselves more. These challenge areas are identified after careful analysis of our workforce data, and reflection with our core team and Trustees.

Specific actions

Analysing our data for the previous year we have identified two specific areas to address:

Challenge Area:

In performance roles and on our stages our workforce was representative of Britain's racial diversity (STATISTIC). However there was little representation from Black and Asian backgrounds in leadership and head-of-team roles.

Actions:

- We will recruit an Associate Director from a Black or Asian background to co-lead at least one project in 20/21.
- We will continue to proactively seek Board members from Black and Asian backgrounds when we recruit new Trustees.

Responsibility of: Co-Artistic Directors

Challenge area:

We had small numbers in our paid workforce who identified as disabled or living with a long-term chronic condition (although higher numbers amongst our volunteer cohort). 10% of the general population identify as having a disability, and our workforce should better reflect this.

Actions:

- Drawing from the social model of disability (which asserts that people are disabled by barriers in society, not by their impairment or difference) we will interrogate what barriers exist to full participation in our work.
- We will proactively seek to recruit Board members who identify as having a disability or long-term condition.
- We acknowledge that identification as 'disabled' is a complex subject. Some people do not identify as disabled, but do identify as neurodiverse or as having an impairment. We



commit to collecting more nuanced data (than required by ACE) and using this to further our understanding the access barriers our workforce face and the adaptations that we need to make.

- We will explore the implementation of Access Riders to be used on future projects.

Responsibility of: Co-Artistic Directors

ONGOING ACTIONS:

Leadership:

	RESPONSIBILITY OF:
We continue to collect and analyse data on our workforce and Board in order to identify areas where inequalities exist and to address areas where our workforce/Board is lacking in diverse perspectives. We recognise that there can be issues with data collection questions which can fail to capture a persons true sense of identity and their experience and we will look to ways to mitigate this.	General Manager
Alongside pre-planned Unconscious Bias Training we will pro-actively plan training regularly throughout the year to include Micro-Aggression, Enabling Environments Training and Disability Equality Training for entire core team.	General Manager
All Tangled Feet employees and Freelance Staff are issued with our Equality and Diversity Policy and our Respect at Work policies at the point of employment, and sign to say that they understand and abide by them.	General Manager
Employment opportunities are shared in a variety of ways and in accessible forms. We will monitor the diversity of applications we receive in order to address areas where we are not reaching particular groups.	General Manager
All applicants and employees complete an Equality Monitoring Form covering disability, cultural background and gender identity.	General Manager



AUDIENCES

	RESPONSIBILITY OF:
We will continue to look for ways to survey audiences and to monitor the diversity of our audiences. This remains a challenge in outdoor performance. When we are working in partnership with other organisations, we will stipulate in contracts that this information is collected and shared.	General Manager
Our Co-Artistic Directors will continue to attend almost all live performances – this enables us to stay aware of audience diversity which is visually apparent (such as race, age and visible disability) in our audiences.	Co-Artistic Directors
Accessibility and reaching audiences with low arts engagement remains a strategic priority, and we will discuss accessibility with commissioners/venues/partners at concept and planning stage.	Co-Artistic Directors

STRUCTURES AND POLICIES

	RESPONSIBILITY OF:
In 20/21 for the first time, each project budget will include a 2% inclusion budget line to be spent on a diversity intervention	Co-Artistic Directors

<https://www.dropbox.com/s/7y8u5jn3s1ae689/The%201%25%20A%20systemic%20approach%20to%20inclusion%20in%20the%20arts%20sector.pdf?dl=0>



ARTISTIC / PARTICIPATORY PROGRAMME

	RESPONSIBILITY OF:
We will take positive action to ensure that our talent development programmes, internship schemes, participatory programmes in Luton are in line with local demographics: 45% young people from ethnically diverse backgrounds	Participation Director
We will monitor the progression pathways through Tangled Feet for people with protected characteristics, so that we can address barriers to progression.	Participation Director
We will target mentoring and career/development support for young Black and Asian artists and those from working-class backgrounds, who are statistically under-represented in terms of gaining Arts Council funding for projects.	Participation Director
We will strategically share our social media platforms with younger artists and artists with protected characteristics in order to signal boost a diverse range of voices and perspectives.	Communications Manager

TRANSPARENCY AND ACCOUNTABILITY

In the interests of keeping this plan a live and robust document, we commit to:

Sharing the plan on our website for interrogation and comment	General Manager
Reviewing it twice a year, remaining accountable to it, and reporting progress and obstacles to progress to our Board of Trustees	Co-Artistic Directors
Updating this plan at least annually	Co-Artistic Directors