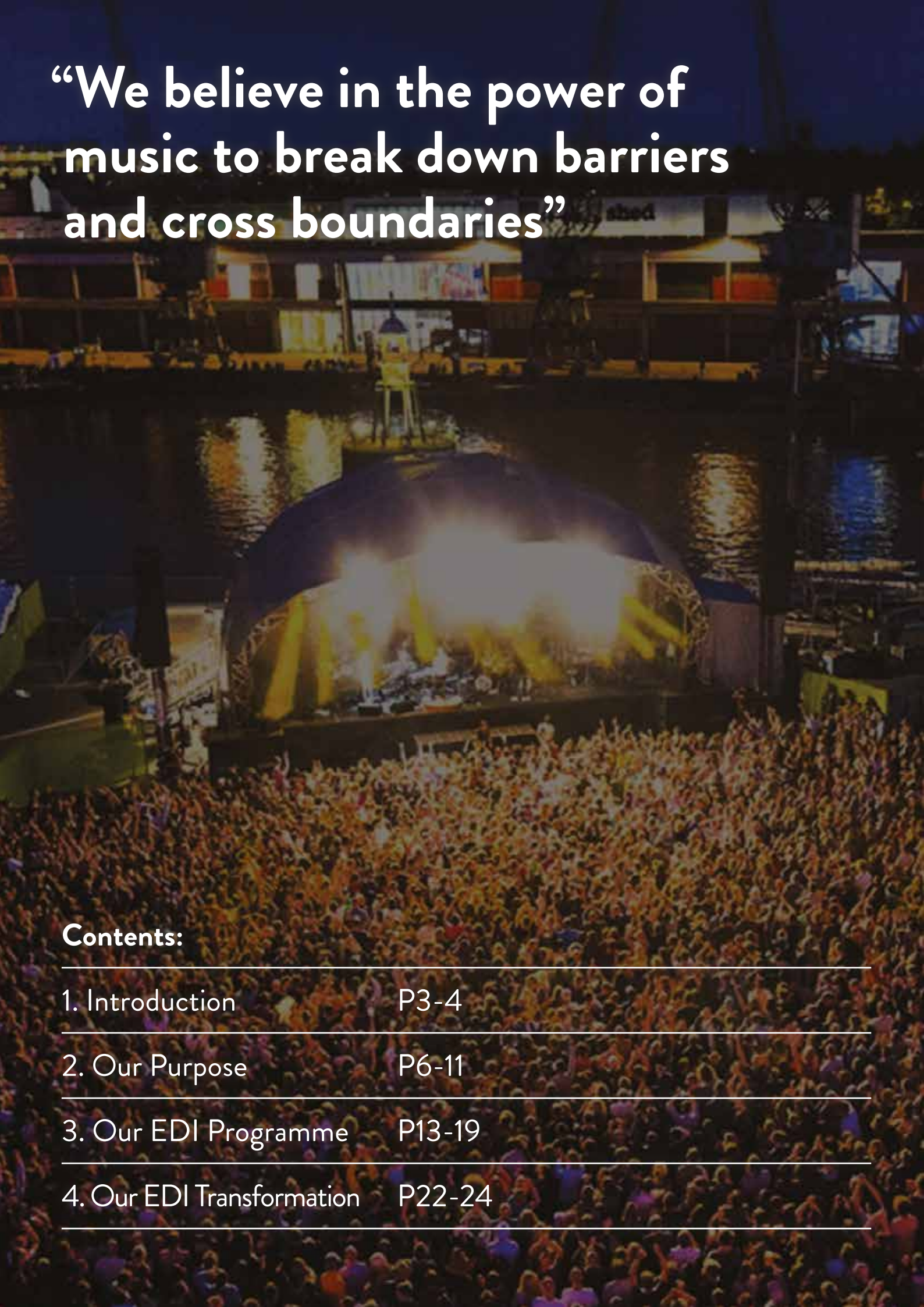


**Bristol Beacon**

# **Unity and Joy Through Live Music**



**Our Equality, Diversity, and Inclusion Action Plan**

A large crowd of people is gathered at a night festival. In the background, there is a stage with a bright light source, possibly a fire or a large screen, and a building with a sign that says "shed". The scene is illuminated by warm, yellow light from the stage and cooler, blue light from the surrounding environment.

**“We believe in the power of  
music to break down barriers  
and cross boundaries”**

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# Introduction

This document sets out how we at Bristol Beacon aim to develop our understanding of and approach to Equality, Diversity, and Inclusion throughout the organisation and across our work, within the context of the current 5-year business plan to 2025. It states how BMT views the role of Equality, Diversity, and Inclusion within the Arts and Cultural sector and explains how we will plan, deliver, monitor, and evaluate our work in a way that allows us to demonstrate our impact as a music charity. Most importantly, though, this document is a plan of action which maps out the activities we will deliver to support our organisational transformation over the coming five years, allowing us to fulfil our purpose of creating unity and joy through live music.

For over a decade now, we have been at the forefront of the development of the concept of Inclusive Excellence in the Arts and Cultural sector. Inclusive Excellence is a concept rooted in the belief that the Arts can be a source of unity and joy for everyone. It holds that the success of a modern, thriving Arts sector depends upon the quality of the relationship we have with local and regional communities. As ‘Excellence’ means something different to everyone, we recognise the value of strong community partnerships in making sure everyone’s voice is represented in our decision-making process. Culture needs Diversity; there is no Excellence without Inclusion.

Working with The National Foundation for Youth Music, we have developed the HEARD model (see fig.1, below), which helps us to reflect on our work in a way that supports and encourages inclusivity. The model uses five questions, designed to stimulate dialogue around the purpose and impact of what we do and has been adopted by the Alliance for a Musically Inclusive England, and by Music Education Hubs across the country:

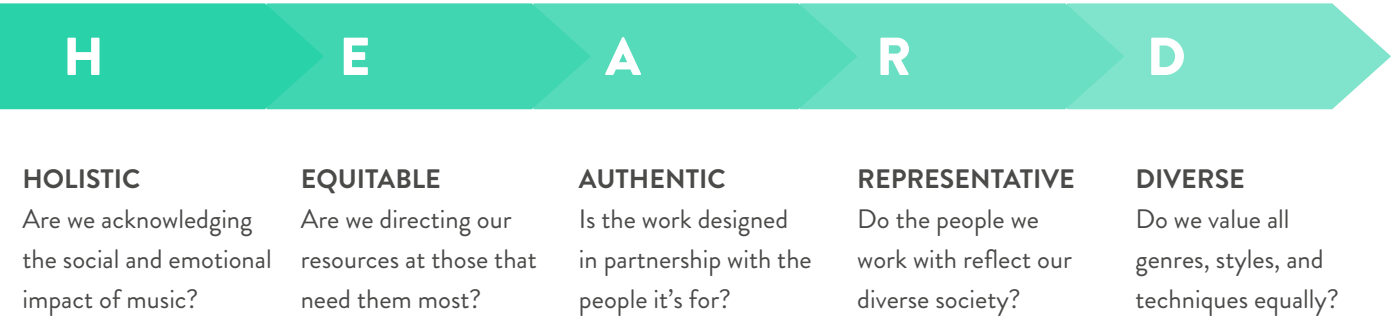
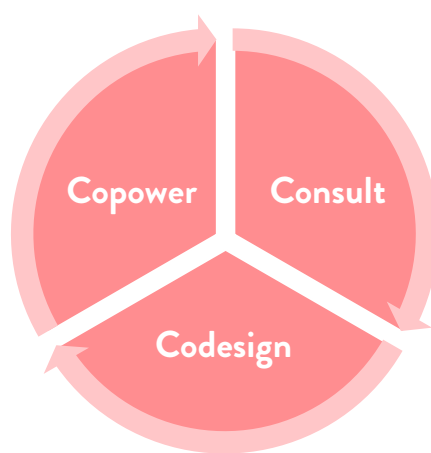


fig. 1. The HEARD model

# Consult, Codesign and Copower

The way we interact with and include our communities is key to building and sustaining excellence across every aspect of our work. We have learned that the more purposeful we are in developing relationships and building trust, the better the chances of attracting and engaging those we seek to serve. Our Consult, Codesign, Copower cycle (see fig.2, below) puts the voices of our communities at the heart of our decision-making process. It actively seeks out the input of those who have historically gone unheard, ensuring that everything we do is as relevant and as representative as possible.



*fig. 2. Consult, Codesign, Copower*

**Consultation** can take various forms. It can involve audience surveys, social media analysis, or it can make use of the lived experience of partners or staff. Consultation is a process by which we learn about the need for our work, so that we can be ‘well-informed’ rather than just ‘well-meaning’.

**Codesigning** actively involves staff, audiences, communities, and partners in shaping our activities. We work with sector partners to ensure that we can meet the needs of our audiences. This helps make our programme of activities relevant and authentic, building and sustaining trust.

**Copowering** involves rebalancing power away from the institution toward those whose voices are not heard enough. This can involve actively commissioning artists with protected characteristics, seed funding community enterprise, or investing in under-represented artist training and development. Over time, this enables us to step back from the consult and codesign phases, as a more natural proportion of diverse voices are represented in the decision-making process.





**“The best, most captivating,  
transformative, thought-  
provoking musical experiences”**

# Our EDI Purpose – Unity and Joy Through Live Music

Bristol Beacon’s purpose is to create unity and joy through live music. We believe that music is a universal language that knows no barriers; a belief which underpins every decision we make. We recognise the positive impact that music can have on people’s lives and acknowledge the passion and commitment of our staff in playing their part in helping to make this happen. We are committed to attracting and engaging more diverse audiences and staff and, in doing so, becoming a more relevant and representative arts organisation, fit for the 21st Century.



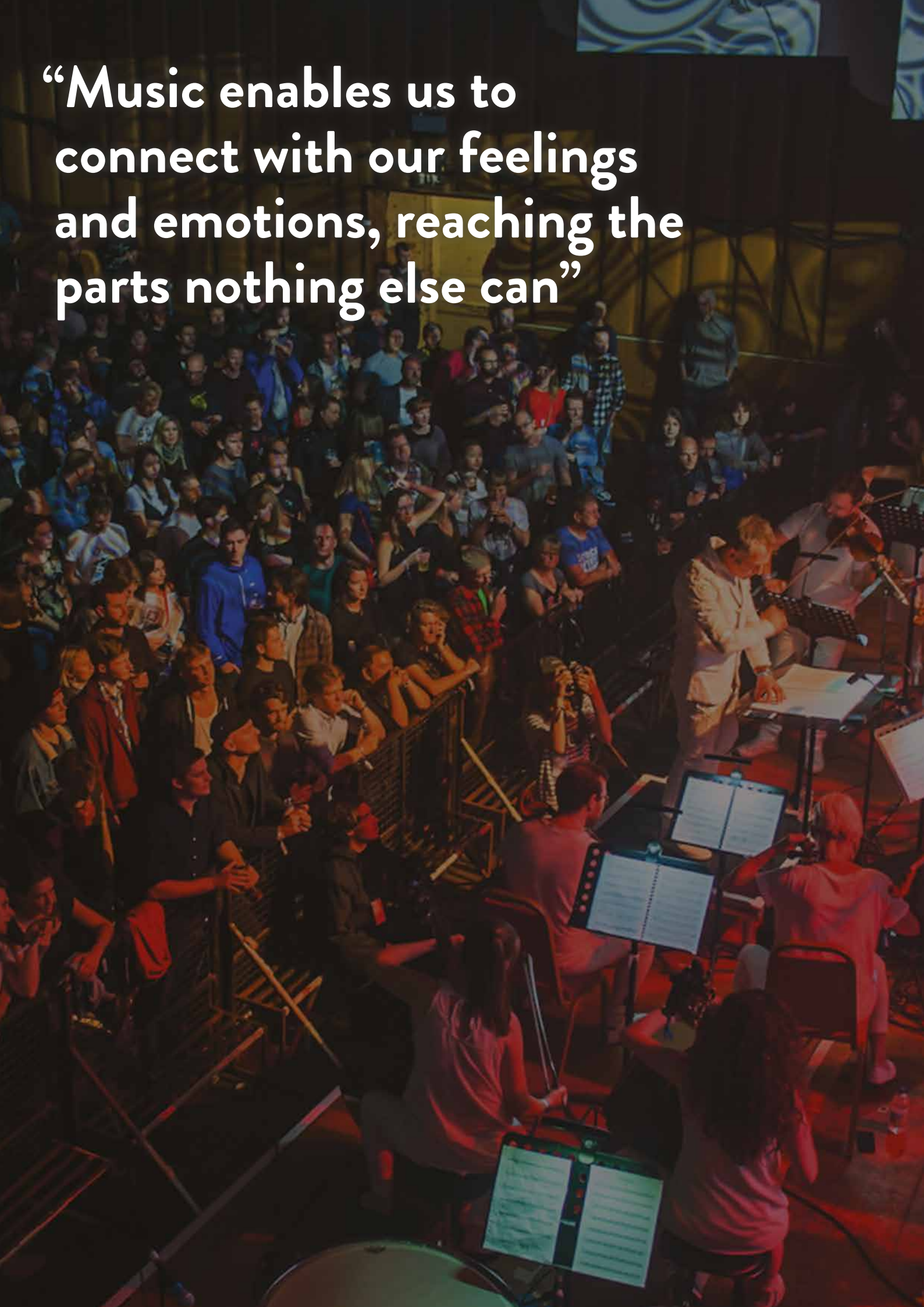
*fig. 3. Four areas of change*

To help us track whether we are fulfilling our purpose, we have identified four areas of change (see fig 3, above). The degree to which these changes take place corresponds to how well we are fulfilling our purpose and so our programme of work is specifically designed with these changes in mind. Data is gathered routinely and regularly to help us reflect upon our work, evaluate our progress, and share our learning with our audiences and the wider arts sector. In this way, everything we do is directly linked to the fulfilment of our purpose.

The following pages provide information on how area of change relates to our overall purpose and how we intend to collect and share evidence.



**“Music enables us to  
connect with our feelings  
and emotions, reaching the  
parts nothing else can”**



# Improved Audience Diversity

*“We’re here for the people of Bristol and beyond, regardless of ability, background and circumstance”*

Although creativity and culture are everywhere, many people feel that the Arts sector is not relevant to them. Our overall aim is to create unity and joy through live music, to everyone, and we are committed to improving the diversity of our audiences. For us, ‘the audience’ means anyone who engages with us - whether at a concert, in the classroom, or at a community centre.

The data we collect not only helps us to see how well we are achieving our overall goal; it also informs the decisions we make about our programme. Data includes audience demographics and audience feedback via surveys, consultations, and focus groups.

<b>Indicators that we are achieving this outcome</b>	<ul style="list-style-type: none"><li>• Increased numbers of concert audience members who are people of colour or who identify as Disabled</li><li>• Increased numbers of CLE (Creative Learning and Engagement) programme participants who are people of colour or who identify as Disabled</li></ul>
<b>Relevant, specific sources of evidence</b>	<ul style="list-style-type: none"><li>• Audience data</li><li>• CLE programme registration data</li></ul>
<b>Appropriate data collection methods</b>	<ul style="list-style-type: none"><li>• Quarterly Spectrix reports</li><li>• Termly Paritor reports</li></ul>
<b>How we will share evidence</b>	<ul style="list-style-type: none"><li>• Annual impact assessment report shared online and via social media channels</li><li>• Quarterly enews shared online and via social media channels</li></ul>



# Improved Community Partnerships

*“We are your hall: your memories are our memories;  
your joy is our joy”*

Our success as a charity depends on the quality of our relationships with local communities. How Bristolians feel about our organisation and our work is important to us and we want them to be proud of what we do and feel better-represented by our programme and by us as an organisation.

As part of our ‘Consult, Codesign, Copower’ approach (see p4), we routinely gather feedback from our communities and involve them in shaping our activities. In this way, we hope to be able to improve how relevant we feel to all people in the city and wider region.

<b>Indicators that we are achieving this outcome</b>	<ul style="list-style-type: none"><li>• Concert audiences feel an increased sense of trust and pride in Bristol Beacon</li><li>• CLE programme participants feel an increased sense of trust and pride in Bristol Beacon</li></ul>
<b>Relevant, specific sources of evidence</b>	<ul style="list-style-type: none"><li>• Concert audience feedback</li><li>• CLE community feedback</li></ul>
<b>Appropriate data collection methods</b>	<ul style="list-style-type: none"><li>• Monthly concert audience surveys</li><li>• Termly CLE community surveys</li></ul>
<b>How we will share evidence</b>	<ul style="list-style-type: none"><li>• Annual impact assessment report shared online and via social media channels</li><li>• Quarterly enews shared online and via social media channels</li></ul>

# Improved Workforce Diversity

*“We reflect Bristol and its people”*

A modern, forward-thinking arts organisation is one which represents and reflects the identities and experiences of all people. Although this is currently not the case across the arts and cultural sector, Bristol Beacon is committed to improving workforce representation over the next five years so that those who produce our work (including employees, volunteers, artists, and tutors) mirror the diversity of our local area.

By working with experienced partners, we will gradually but consistently improve the diversity of the artists performing at our concert hall, music practitioners working in schools and community settings, and Bristol Beacon staff members.

<b>Indicators that we are achieving this outcome</b>	<ul style="list-style-type: none"><li>• Increased numbers of artists who are people of colour, Female, or who identify as Disabled</li><li>• Increased numbers of CLE music practitioners who are people of colour or who identify as Disabled</li><li>• Increased numbers of BMT staff and volunteers who are people of colour or who identify as Disabled</li></ul>
<b>Relevant, specific sources of evidence</b>	<ul style="list-style-type: none"><li>• Artist demographics</li><li>• CLE practitioner demographics</li><li>• BMT staff demographics</li></ul>
<b>Appropriate data collection methods</b>	<ul style="list-style-type: none"><li>• Quarterly concert programme reports</li><li>• Termly CLE programme reports</li><li>• Annual BMT staff demographic report</li></ul>
<b>How we will share evidence</b>	<ul style="list-style-type: none"><li>• Annual impact assessment report shared online and via social media channels</li><li>• Quarterly enews shared online and via social media channels</li></ul>

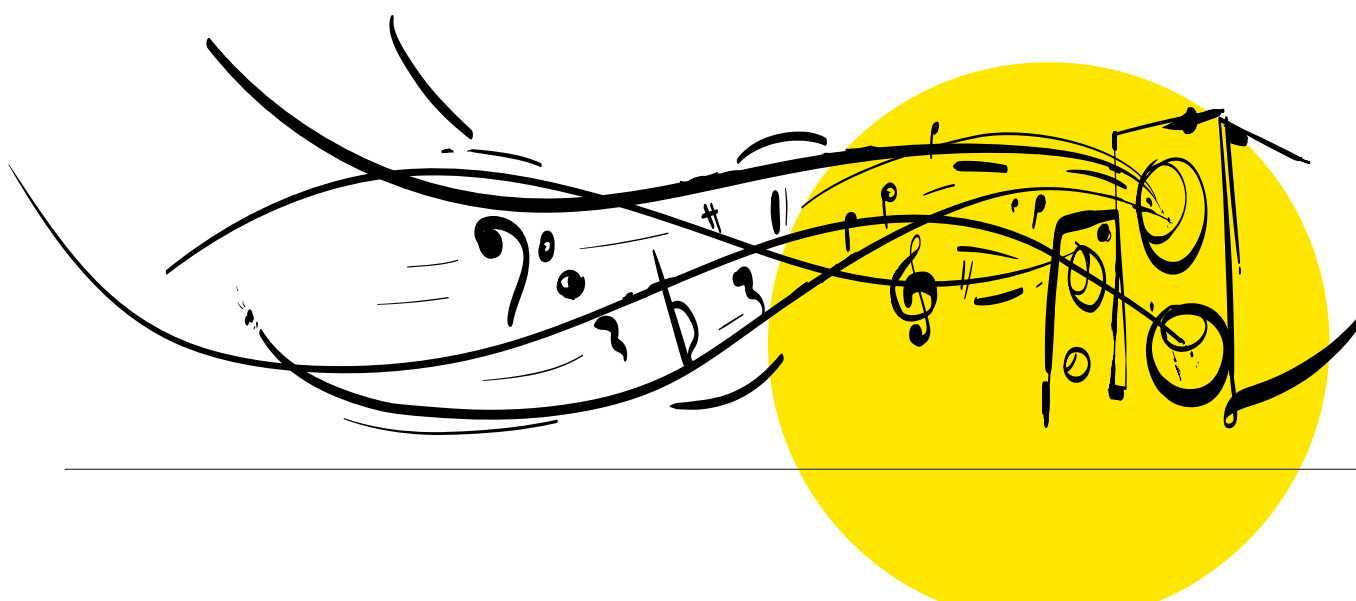
# Improved Staff Wellbeing and Job Satisfaction

*“We are a strong team that pushes to deliver the exceptional”*

Our people are our biggest asset and we want them to feel inspired in their work and to create a sense of vision and purpose which is shared across the whole organisation. We want staff to feel valued and supported to be their best and truest selves, as we believe this is the only way they will be able to fulfil their potential.

As an organisation, we work hard to create and sustain an environment which supports excellent staff health and wellbeing so that Bristol Beacon becomes a place where everyone feels welcome, supported, challenged, and stimulated.

<b>Indicators that we are achieving this outcome</b>	<ul style="list-style-type: none"><li>• Increased staff wellbeing and job satisfaction ratings</li></ul>
<b>Relevant, specific sources of evidence</b>	<ul style="list-style-type: none"><li>• Staff feedback</li></ul>
<b>Appropriate data collection methods</b>	<ul style="list-style-type: none"><li>• Annual staff wellbeing and job satisfaction survey</li></ul>
<b>How we will share evidence</b>	<ul style="list-style-type: none"><li>• Annual impact assessment report shared online and via social media channels</li><li>• Quarterly enews shared online and via social media channels</li></ul>







**“We are a beacon for Bristol’s  
music: an internationally-  
recognised organisation at the  
heart of the city”**

# Our EDI Programme

Our Programme exists to fulfil our purpose: to create unity and joy through Live Music and covers six key areas of the organisation (see fig. 4, below). Whilst it is usual for one department to lead in a particular area, cross-departmental collaboration is becoming an increasingly normal way of working.

*fig. 4. Our 6 EDI areas*



The following pages outline how each of our six EDI areas help us fulfil our overall purpose. For each area, we have provided an overview of three key activities which form part of the more comprehensive EDI Activity Programme.

# Artistic Programme

*“A place of celebration; the best gig of your life every week”*

Our reopened hall will feature four state-of-the-art performance spaces. This, coupled with new partnerships with a range of local venues (developed during our closure) will allow us to build on our reputation for showcasing the most exciting, diverse, and innovative artists and help cement Bristol’s reputation as the most musical city in the UK. In addition to world-class artists and orchestras, our Artistic Programme will provide a platform for local acts and emerging artists from across the Bristol music and arts scene, working with local partners, promoters and communities to ensure our events are relevant to our communities, as well as of the highest artistic quality.

Three key activities:

<b>Paraorchestra Partnership</b>	An annual programme of innovative orchestral work with Associate Artists Paraorchestra that will amplify the voices of disabled artists.
<b>Bristol Takeover</b>	An annual festival celebrating the richness of artistic diversity in the region. The takeover line-up reflects the natural proportion of Bristol’s cultural and ethnic identity.
<b>Spotlight</b>	A partnership with the Diverse Artist Network offering paid performance and training opportunities for artists of diverse backgrounds, identities and circumstances.





# The Talent Pipeline

*“We nurture and support the next generation of musicians”*

Bristol Beacon invests heavily in training and supporting the next generation of artists and arts leaders. The talent pipeline runs across and throughout our participatory and performance programmes, with multiple access points and multiple progression routes, depending on an individual’s interests and aspirations. As creative and expressive skills develop, we focus more on professional and career development, providing a range of opportunities to perform, teach, compose, design, and deliver events and other activities, all supported by bespoke, professional mentoring and training. Our talent development activity focuses on under-represented artists and arts practitioners and we provide partial or full bursaries to all participants.

Three key activities:

<b>FLOW</b>	A development programme for under-represented, early career creatives involving commissioning, mentoring, and industry experience. Funded and supported by the National Foundation for Youth Music.
<b>Fast Forward Festival</b>	An annual showcase of art and ideas curated and facilitated by our FLOW artists and designed to challenge the music industry to do better.
<b>The Inclusive Practitioner</b>	A year-long, level 4 course for early career music practitioners, which is fully subsidised for those who are under-represented in the music education workforce.

# Schools Programme

*“We provide never-ending musical journeys from school to stage”*

Our award-winning Music Education Hub delivers an array of activities for school-aged children, both at school, and at Music Centres across Bristol. Central to this work is the principle that all children and young people should have opportunities to take part in musical activities that are relevant to their musical and cultural identities. Our activities involve high levels of agency and choice for participants and take place within learning environments where all young people can fulfil their creative and expressive potential, as well as the personal and social development that takes place through music making.

Three key activities:

<b>Open Orchestras</b>	A partnership programme with OpenUp Music which supports Special Schools to create and run their own orchestras using the latest inclusive technology and pedagogy.
<b>One Bristol Curriculum</b>	A local curriculum created by artists, historians, and teachers exploring how African, Caribbean and Asian communities have contributed to innovation in the UK and beyond.
<b>Earthsong</b>	An inclusive whole class singing programme for children in upper KS1 that uses the child’s own instrument, the voice, to teach and embed musicianship skills. Funded and supported by the Earthsong Foundation.



# Community Engagement Programme

*“We bring people together through shared experiences and memories”*

Working with strategic civic and grass-roots community partners, our Community Engagement programme focuses on reaching people who are socially isolated because of a variety of social, economic, cultural and health reasons. In doing so, it seeks to rebuild relationships between communities and the cultural institutions that need to be more relevant to the societies they serve. But we want Bristol to feel that its reopened hall is more than just relevant: We want all Bristolians to feel proud of their hall and its programme.

Three key activities:

<b>Visible</b>	Arts programme working intensively with young people and adults who are victims of modern slavery and human trafficking, exploring the impact of creative arts on trauma.
<b>The Hope Creative</b>	In partnership with the Virtual School, the Hope Creative provides free creative workshops for Children in Care and their foster siblings and free 1-2-1 instrumental tuition.
<b>Bristol Children’s Hospital Orchestra</b>	A project to create musical experiences for children in bone-marrow isolation units so they can make music together using digital technology.



# Organisational Culture

*“We create an open and safe environment to develop relationships and encourage conversation”*

We want our staff to feel empowered and supported to be their best selves, and fully involved in the fulfilment of our organisational purpose. So we have begun a comprehensive Cultural Review which will result in a new offer for people working at Bristol Beacon. Our new Employee Value Proposition will be people-centred and detail a modern, inclusive approach to wellbeing, training, employee voice, and recruitment.

Three key activities:

<b>Disability Confident Status</b>	Bristol Beacon is currently Disability Confident Committed but is aiming to reach Leader status by April 2022.
<b>Employee Wellness Programme</b>	As part of the Culture Review, we are developing a programme of support for our staff, which focusses on health and wellbeing.
<b>Relationship-based Recruitment</b>	We are exploring how the relationships we have with our customers, audiences, participants, and partners can help us improve the diversity of our workforce.

# Customer Service Excellence

*“We care about doing our best for our audiences, and will go out of our way to make it happen”*

Bristol Beacon has a well-established reputation for excellent customer service. Our high standards are driven by our dedicated and experienced Front of House and Box Office teams, who stop at nothing to create a customer experience that extends well beyond setting foot in an auditorium. Across all our programmes, our staff are constantly looking for ways to improve customer experience.

Three key activities:

<b>Outstanding Attitude Gold Award</b>	We are committed to making our venue a case study for best practice in inclusion and accessibility in the arts and cultural sector.
<b>Ticketing Without Barriers</b>	We are founder members of the TWB coalition. We want to influence change across the country for a National Access card.
<b>Dementia Action Alliance Accreditation</b>	Working with DAA, we recognise the need to constantly work towards a more well-informed and welcoming environment for sufferers of Dementia and their families.

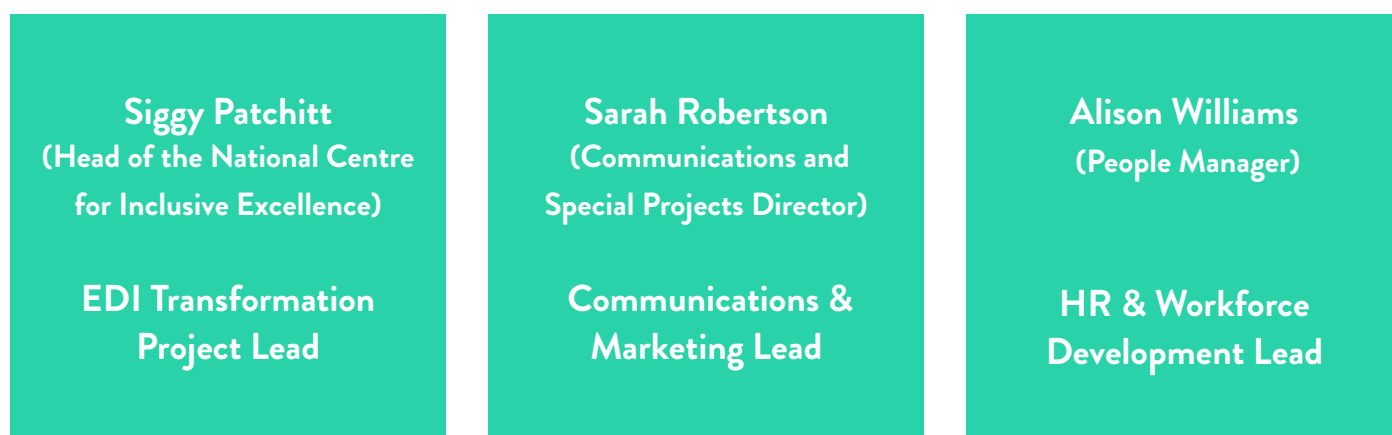


**“We’re here for the people  
of Bristol and beyond,  
regardless of ability,  
background and  
circumstance”**

# Our EDI Transformation

*“Cross-departmental collaborations are critical in realising our vision”*

As an organisation, we recognise that aspiration without action is one of the main reasons that the Arts are yet to fully represent and feel relevant to everyone. So, to help make sure we achieve our purpose of creating unity and joy through live music we have set up a project team made up of staff from across the organisation who will be responsible for making sure the work gets done (see fig. 5, below).



*fig. 5. EDI Transformation Project*

This team will oversee a larger, interdepartmental ‘EDI Working Group’ which will meet regularly to analyse, interrogate, and update the EDI Activity Programme and discuss current issues around EDI for Bristol Beacon. It will include a member of the Board of Trustees who will represent the group at Board meetings. The following pages give an overview of the short, medium, and long-term goals for this work.

# Short Term Goals:

## (April 2020-April 2021)

In the immediate, short-term, our focus is on establishing a stable, sustainable environment within which our aspirations for Equality, Diversity, and Inclusion, can flourish. As well as developing the systems we will use to plan, deliver, and evaluate EDI activity, we need to make sure this work is visible and that everyone at Bristol Beacon feels ownership and a sense of agency and purpose. There is, therefore, a focus on embedding EDI into how we approach evaluation, communication, and workforce development.

<b>EDI Transformation Project Management</b>	<ul style="list-style-type: none"><li>• EDI Action Plan completed</li><li>• EDI Impact &amp; Evaluation Framework created</li><li>• EDI Working Group convened</li></ul>
<b>Communications &amp; Marketing</b>	<ul style="list-style-type: none"><li>• EDI Communication Plan created</li><li>• EDI Audience Development Strategy created</li></ul>
<b>HR &amp; Workforce Development</b>	<ul style="list-style-type: none"><li>• Organisational Cultural Review completed</li><li>• EDI Workforce Development Strategy created</li></ul>

*“We reflect the city and its people; a place where everyone feels they belong”*



# Medium Term Goals:

## (April 2021-April 2023)

Our medium-term goals shift from preparing the environment, to actioning the plans we have put in place. The EDI Working Group will, by this time, fully reflect the diversity of Bristol. By the time our transformed concert hall reopens, our workforce and audience development strategies will have been in place for over a year and we expect to be seeing evidence of change beginning to manifest. Staff will be confident in their role in helping to create this change and we will be routinely sharing data that shows our progress.

<b>EDI Transformation Project Management</b>	<ul style="list-style-type: none"><li>• EDI Action Plan part of NPO application</li><li>• EDI Impact &amp; Evaluation Framework is in use</li><li>• EDI Working Group achieves 'Natural Proportion'</li></ul>
<b>Communications &amp; Marketing</b>	<ul style="list-style-type: none"><li>• EDI Communications Plan is operational</li><li>• EDI Audience Development Strategy is 'live'</li></ul>
<b>HR &amp; Workforce Development</b>	<ul style="list-style-type: none"><li>• Staff induction incorporates EDI training</li><li>• Quarterly EDI staff training is taking place</li></ul>

*“We’re at our best when we’re working in partnership”*

# Long Term Goals:

## (April 2023-April 2025)

By the time the new venue has been operational for two years, we expect to have clear evidence of a shift in the diversity of our audiences and our workforce which meets, the ‘natural proportion’ of our local and regional area. Our EDI work, by this stage, will feel like business as usual, and the strengthened relationships we have with our communities will be tangible and visible within our activities, our spaces, and our organisational culture. At this point, strategic documents will be rewritten to reflect a new set of goals.

<b>EDI Transformation Project Management</b>	<ul style="list-style-type: none"><li>• EDI Action Plan rewritten</li><li>• EDI Transformation Project Plan rewritten</li></ul>
<b>Communications &amp; Marketing</b>	<ul style="list-style-type: none"><li>• Audiences reflect the diversity of Bristol</li></ul>
<b>HR &amp; Workforce Development</b>	<ul style="list-style-type: none"><li>• The Workforce reflects the diversity of Bristol</li></ul>

*“We enable people to grow and express themselves through musical experiences”*

# “Music brings profound joy”



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