



Summary of our Equality, Diversity and Inclusion Review



Easy read booklet
June 2023

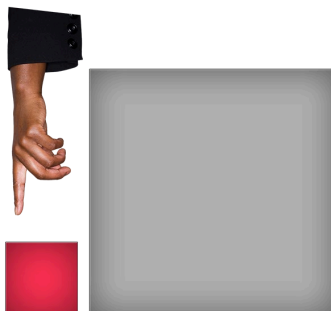
Who we are and what this booklet is about



We are **Nous Group**. We do **consultancy work**.



Consultancy work means businesses and organisations can ask us to find ways for them to be better at what they do.



We are **independent**. This means we are not part of the businesses or organisations we work with.



Arts Council England asked us to do an **Equality, Diversity and Inclusion Review**.



Equality means everyone is treated in a fair way.

Diversity means lots of different types of people.

Inclusion means everyone is included and no one is left out.



A **review** is when you look at how good or bad something is.



Equality, Diversity and Inclusion is called **EDI** for short.



The review was done to find out how good EDI is for staff at Arts Council England.



This booklet is an Easy Read summary of our EDI Review for Arts Council England.

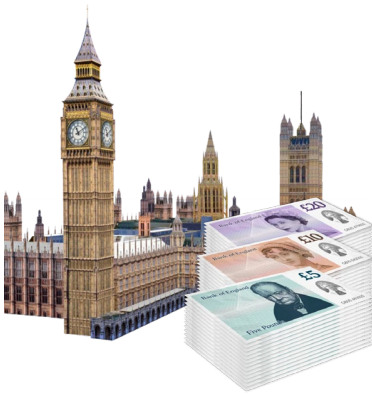
About Arts Council England



In this booklet, we call Arts Council England **ACE** for short.



ACE give money to artists and arts organisations to support them to be creative and make art and culture happen.



ACE are an **arms-length body**. **Arms-length bodies** are public organisations that get money from the government.



ACE have a plan called **Let's Create**. The main aim of Let's Create is for everyone in England to be able to be creative and enjoy art and culture by 2030.

About our EDI Review



We did our review to find out how good EDI is for staff at ACE.



Our review looked at

- **policies.**
- **processes.**
- **work culture.**



Policies are sets of rules an organisation has to follow.

Processes are how things are done.

Work culture means what it feels like to work somewhere. It means

- how people behave.
- what people believe in.
- how people treat each other.





Our review thought about

- **protected characteristics.**

Protected characteristics are things about you that might mean you do not get treated the same as other people, like your gender, age, **ethnic group** or a disability you have.



Your **ethnic group** means the language you speak, your religion or the country you come from.



A **law** called the Equality Act 2010 says people are not allowed to be treated in a different way because of protected characteristics.

Laws are rules that protect people and make sure everyone is treated in a good and fair way.



- **socio-economic backgrounds.**

Your **socio-economic background** means your childhood, education, the money you earn and the type of job you do.



We had 6 main themes for our review, called

- **access.**
- **success.**
- **support.**
- **inclusive leadership and governance.**
- **open and respectful work culture.**
- **policies and processes.**

We tell you more about each theme later in this booklet.



We did different things to find out information for our review. We

- wrote a survey which 430 staff filled out.
- did one-to-one and group interviews with 82 staff.
- used **data** about ACE.
- used **research** about EDI.
- looked at EDI at other organisations.



Data is information, numbers and facts about a subject.

Research is when people do work to find out new information about something.

What we found out



ACE wants good EDI for staff.
Staff expect good EDI at ACE.



ACE have high goals for EDI.
This means that even if they
need to do some things better,
they are still trying harder than
lots of other organisations.



ACE have done well in lots of
areas but there are some areas
they need to work on more.



On the next **6 pages** we use
our themes to tell you what
ACE is doing well and what
they can do better.

Our themes



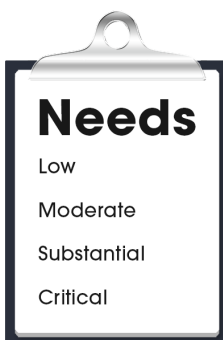
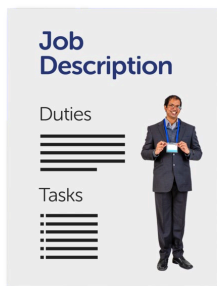
Access

Access means how easy it is for something to be used and understood by everyone.



This theme showed us

- ACE have got better at having more diversity in the mix of people who apply for jobs.
- there are problems with access for some people with protected characteristics.
- some staff think the interview process is not accessible.
- some staff think job descriptions give the wrong idea about what jobs involve.
- some staff think they have too much work to do.
- support for staff with **diverse needs** has got better for some people, but not for everyone.



Diverse needs means people who need extra support to do something.



Success

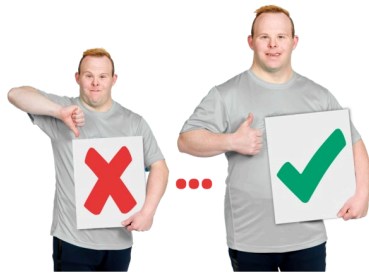
Success means when something goes well. Our success theme is about how well ACE are doing some things.



This theme showed us

- ACE have got better at having more diversity in staff.
- the process for **career development** at ACE is not clear to all staff, including staff with protected characteristics.
- there are not many ways for staff to get career development within ACE. This might mean some types of people are **under-represented** in some types of jobs.
- some staff think **managerial favouritism** and **unconscious bias** happen.
- ACE have got better at making pay equal for some types of people, like women or people from different ethnic groups.
- some staff think **fixed-term contracts** are only given to people with protected characteristics, but this is not true.





Career development means ways to improve your skills and change what you do as a job.



Under-represented means there is not enough of something.



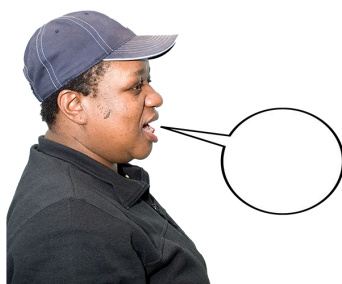
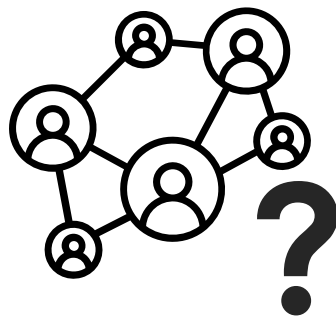
Managerial favouritism is when managers treat some people better than others.



Unconscious bias is when we treat some types of people in a different way because of ideas about them that might not be true.



Fixed-term contracts are job contracts where you have a job for a fixed amount of time.



Support

This theme showed us

- there is a difference between ACE policies and staff **experiences**.
- ACE have lots of policies about **grievances**, but staff are not sure how the process works.
- some staff think policies are not used in the same way for every grievance.
- some managers are better than others at knowing how to have good EDI in their teams.
- staff **networks** have made a good difference, but it's not always clear what they are meant to do.

Experiences are things you have done or that have happened to you in your life.

Grievances are worries, problems or complaints staff want to tell their employer about.



Networks are groups who meet to talk about work and tell ACE what they find out, so the information can be used to make things better.



Inclusive leadership and governance

Leadership means people who have high level jobs at ACE.



Governance means people who work with an organisation to decide how it works, what it does and the rules it will follow.



This theme showed us

- there is a difference between the strong ideas ACE leadership have about EDI and staff experiences.
- arms-length bodies have to follow rules that might affect EDI. If staff do not understand this, it can seem like EDI is not good.





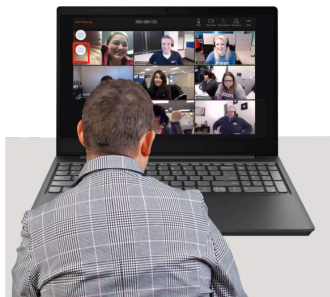
Open and respectful work culture

Respectful means other people use good words and actions towards you.



This theme showed us

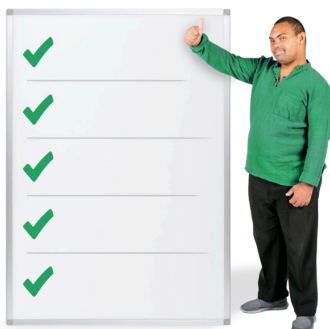
- staff believe in what ACE does.
- staff expect good EDI at ACE.
- some staff think ACE does not respect some things about them.
- some staff find the changes to how they have to work after the pandemic difficult.
- staff have different experiences of working at ACE during the changes that have happened in the last few years.



Policies and processes

This theme showed us

- ACE have done good work to make policies and processes better, including for disabled staff.
- ACE need to make sure staff and managers know about changes to policies and processes.



Our commendations



Commendations are when you get praise for something.

Our commendations are things we think ACE is doing well or has got better at.



Commendations include

- good work has been done to make sure there are more staff from different ethnic groups.
- good data has been collected about staff diversity.
- **ClearTalents** has been used more.
- pay is more equal for women and people from different ethnic groups.
- more **accessibility self-assessments** have been done.
- an independent training business has been asked to do inclusion training.





ClearTalents is a website where people can say what their needs are, and employers can use the information to make things better for them at work.



Accessibility self-assessments are forms people fill out to say how accessible something is for them.

Our recommendations



Recommendations are suggestions and advice about the best thing to do. Our recommendations are for ACE to follow over the next 2 years.

We tell you about our recommendations **below** and on the next **4 pages** of this booklet.



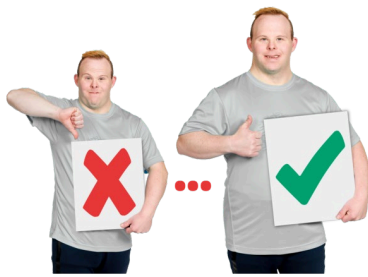
Recommendations about workplace adjustments

Workplace adjustments are things that can be changed to make a workplace fair for each person.



- Make sure all staff know about workplace adjustment policies and the support they can get.
- Give managers training about workplace adjustments for staff and people who apply for jobs.
- Make sure workplace adjustments are part of daily work.
- Update workplace adjustment policies to include EDI for outside groups who work with ACE.





Recommendations about **career development**

- Make sure all staff know about career development chances and what skills are needed for them.
- Make sure ACE can explain why people are chosen for career development.
- Find ways to stop worries about managerial favouritism and unconscious bias.

Recommendations about **grievance policies**

- Review and update grievance policies.
- Make sure grievance policies show how leaders can follow the process in a fair way for every grievance.
- Make sure staff trust that grievance policies will be used in a fair way.
- Have clear information about grievance policies so staff know why some things happen.
- Make sure staff can access and understand grievance policies without speaking to managers or other teams at ACE.



Recommendations about skills for managers and leaders

- Give more support to managers and leaders to help them make a more inclusive work culture.
- Have better training for managers and leaders so they know when EDI is not good.
- Have better training for managers and leaders so they understand what might be difficult for people with protected characteristics.
- Make EDI training better for everyone.
- Talk to staff with protected characteristics to make sure EDI training is good and up-to-date.



Recommendations about what ACE does

Our review showed that most staff think of ACE as an arts organisation, not an arms-length body.



This means they expect EDI at ACE to follow what is expected for arts organisations, but arms-length bodies have different rules to follow.



- Have clear information about what it means to be an arms-length body.
- Keep telling everyone at ACE about the rules arms-length bodies have to follow and how this might affect EDI.



Recommendations about staff networks

- Make the process for staff networks to tell ACE what they find out better and clearer.
- Work with staff networks to decide what each network will do.
- Work with staff networks to make a **terms of reference** for each one.
- Make sure each terms of reference says how much work needs to be done.
- Have someone on each new network who can make sure the ideas in Let's Create are followed.



A **terms of reference** is a document that says what a group of people who work together, like a network, will do and how they will do it.



Recommendations about **personal beliefs**

Some people have different personal beliefs from other people which can mean they do not get on well at work.



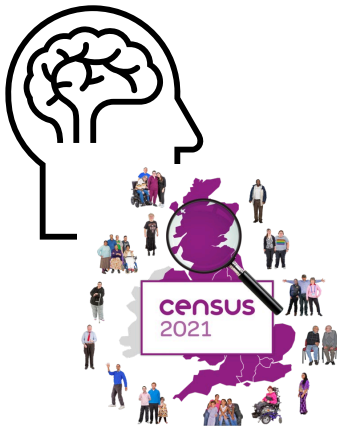
- Make it clear how people and groups should behave towards each other when they do not have the same personal beliefs.
- Make it clear what will happen if people or groups do not behave in a good way to each other.
- Make sure everyone at ACE knows it's against the law to treat someone badly because of their personal beliefs.
- Make sure everyone at ACE understands why being an arms-length body affects how they must behave to other people.

What ACE are already doing



ACE are already doing work to

- make pay more equal for deaf, disabled and **neurodiverse** staff.
- make pay more equal for all ages.
- have the same group types for data collection as the **census**.



Neurodiverse means your brain works in a difference way from other people.

A **census** is a count of all the people who live in a place or a country. The last census in the UK was in 2021.

Thank you



Thank you to everyone who helped us do our EDI Review.

Thank you to A2i for the words
www.a2i.co.uk (reference 37328a)