**2023-26 Investment Programme: Equality Analysis Action Plan**

The plan below sets out both the area of impact and the mitigating actions proposed in response to the Equality Analysis conducted for the 2023-26 Investment Programme.

The focus of the action plan is **specifically** on issues emerging from the equality analysis conducted. It is complementary to both our Equality Objectives and any activity outlined in our 2021-24 Delivery plan.

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|  | **Area of impact** | **Reasons** | **Mitigating actions proposed** | **Responsibility** | **Timescale** |
| 1. | Low number of applications received from Disability led organisations nationally | Lack of organisations in the sector that   1) met our 51%+ Disability led definition (where 51% or more of the board and senior management team is comprised of disabled people)   2) have representative disabled leadership (Artistic Directors, Executive Directors, CEOs and Chairs)  3) have a representative board in terms of disabled membership | Prioritise support for Disability led organisations not currently in receipt of regular Arts Council investment through advice giving for our open access funding programmes.  Track the impact and report on progress of organisations in the portfolio (by scale, geography and discipline) for increasing disabled representation on their boards & governing bodies.  Organisations to be monitored against actions / targets set for diversifying their boards and governing bodies.  Performance against targets will directly impact risk rating for funded organisations. | Programme Leads  Diversity and Data Analysis Teams  Lead Relationship Managers | Annual reporting |
| 2. | Lower number of applications received from Black, Asian and Ethnically Diverse led organisations particularly in the North when taking into consideration available Demographic Data | Lack of organisations in the sector that  1) met our 51%+ definition (where 51% or more of the board and senior management team are Black, Asian or Ethnically Diverse)  2) have representative Black, Asian and Ethnically Diverse leadership (Artistic Directors, Executive Directors, CEOs and Chairs)  3) have a representative board in terms of Black, Asian and Ethnically Diverse membership | Prioritise support for Black, Asian and Ethnically Diverse led organisations not currently in receipt of regular Arts Council investment through advice giving for our open access funding programmes.  Track the impact and report on progress of organisations in the portfolio (by scale, geography and discipline) to increase Black, Asian and Ethnically Diverse representation on their boards & governing bodies.  Performance against targets will directly impact risk rating for funded organisations. | Programme Leads  Diversity and Data Analysis Teams  Lead Relationship Managers | Annual Reporting |
| 3. | Low number of applications and awards to Black, Asian and Ethnically Diverse and Disability led IPSOs |  | Identify and support Black, Asian and Ethnically Diverse and Disability led organisations outside of the portfolio that are having an effective impact on supporting the sector in embedding our investment priorities e.g. through next round of Elevate and our open access funds.  Monitor and report on the progress of IPSO and NPO Action plans/targets to support the sector in embedding the investment principles and diversify workforce, leadership and governance.  Ensure our Inclusivity and Relevance online resource hub amplifies the work of Black, Asian and Ethnically Diverse and Disability led NPOs that are making a positive and significant contribution to supporting the sector to become more inclusive and relevant to complement the work delivered by IPSOs. | Diversity and Area Teams  Diversity and Funded Organisations Team  Diversity Team | On-going  Annually  On-going |
| 4. | Success of the Elevate programme in developing a more resilient pipeline of diverse led organisations applying for National Portfolio funding | Elevate funding has supported organisations not in receipt of national funding to strengthen their capacity, governance and resilience | Undertake an evaluation of Elevate 2 to inform the development of the next round of Elevate.  Establish a further round of Elevate to support diverse led organisations prepare for the next investment round which would include (but not limited to) prioritising support for a) Disability led organisations nationally b) Black, Asian and Ethnically Diverse led organisations in the North and c) across levelling up for culture and priority places.  Establish an Elevate Alumnus programme for organisations that were successful during the first and second rounds of the programme to a) provide peer to peer support and b) foster opportunities for sharing best practice and mentoring with future applicants. | Research and Diversity Team  Diversity Team  Diversity Team | 2023  2023/24  2023/24 |
| 5. | Supporting new Diverse led organisations make a successful transition into the 2023-26 National Portfolio |  | Facilitate establishing informal peer to peer learning networks both locally and by discipline for diverse led organisations (externally) and for lead relationship managers (internally)  Provide access to workshops, mentoring and specialist advice through our Transforming Governance Programme to support board development. | Diversity and Area Teams  Change Programmes Team | On-going  2023/24 |
| 6. | Consider Equality Implications as part of the Process Review of the Investment Process to inform future design and development | To critically evaluate any equality considerations identified and to improve future processes to improve access and equality of opportunity | Ensure the Process Review for the Investment process includes equality and diversity considerations in relation to:  a) application process and systems b) guidance and templates issued c) assessment process  d) panel representation  e) recommendations and decision making f) access provision | The Process Review Project Team | 2023 |
| 7. | Continued under-representation of disabled people across boards and leadership positions | Recruitment Practices  Barriers to Access | Supporting organisations to identify, develop and increase the pool of both established and emerging disabled leaders and board members working across funded organisations nationally through the Transforming Governance programme.  Track the impact and report on progress of organisations in the portfolio (by scale, geography and discipline) who have set actions/targets to increase disabled representation on their boards & governing bodies  Convene a series of roundtable events to consider how ACE can better support disabled creatives whose preference is to continue to focus on and scale up their individual practice rather than set up organisations. | Change Programmes and Diversity Team  Diversity and Data Analysis Teams  Diversity and Area Teams | 2023/24  Annually  2023/24 |
| 8. | Lack of Black, Asian and Ethnically Diverse leadership across our Museums and Libraries |  | Develop an action plan to address the lack of diversity in leadership across funded museums and libraries, with an initial focus on diversifying boards and governing bodies.  Provide access to workshops, mentoring and specialist advice through our Transforming Governance Programme to support board development.  To work with Libraries Connected to promote their Inclusion in Library workforce & Leadership modules and highlight our I&R IP to new Library NPOs as they set up their boards. | Museums, Libraries and Diversity Teams  Change Programmes Team  Libraries Team | Action plan to be developed by end of 2023  2023/24  On-going |
| 9. | Continued under-representation of female leadership e.g., in Music, Museums and larger scale Dance Companies | Data Analysis from investment process | Convene a series of strategic conversations with female leaders across disciplines to inform, shape and pilot talent pathway initiatives to foster increased female leadership.  Pathway initiatives to take into consideration sub-genre trends, organisational scale and intersectionality. | Discipline Directors | 2023/24 |
| 10. | Continue to improve the quality of data captured on socio-economic background to develop robust National and Area baselines for future reporting and monitoring. | Data on socio-economic background collected for the first time during the 2023-26 investment process. | Establish a robust sector specific dataset and baseline for socio-economic background for the Creative and Cultural Sector drawing on National Portfolio, National Lottery Project Grant and Developing Your Creative Practice Data to support future benchmarking, inform policy development, balancing criteria for funding programmes and to monitor progress | Data Analysis Team | On-going |
| 11. | Consider the implications of 2021 Census and annual population survey data on future diversity balancing priorities for the next investment process. |  | When available, review the latest full 2021 Census data to ensure future balancing criteria and investment priorities reflect evidence available in relation to Disability, Race, Sex, Sexual Orientation, Socio-Economic Background and Intersectionality including recognition of any notable demographic trends at a local or area level. | Data Analysis and Diversity Team | On-going |
| 12. | Identifying more synergies between our Diversity and Levelling up for Culture Priorities |  | Work with Area Teams to identify opportunities to strategically embed our Inclusivity and Relevance investment principle in our work across the Levelling Up for Culture Places and including the priority places in London, both with under-represented protected characteristic groups and individuals from a lower socio-economic background. | Diversity and Area Teams | On-going |