

# Equality, Diversity and Inclusion Implementation Plan

2023–2028

the arts  
council  
ḃ chomhairle  
ealaíon

# Contents

 Introduction	5
 Phased Approach	8
 Agile Approach	8
 Intersectionality	9
 Accountability and Responsibility	10
 1. Establishing the Risk Appetite	11
 2. Redefining the Arts and Artistic Quality	13
 3. More Effective and Accessible Funding Model	17
 4. Better Equipped People and Change	30
 5. More Effective Knowledge and Communication	43
 6. Continuous Monitoring and Evaluation	50

The Arts Council, in everything it does, strives to respect, support and ensure the inclusion of all voices and cultures that make up Ireland today, from all sections of society, from existing and new communities, and from all social backgrounds, ethnicities and traditions.

The Arts Council's Equality, Diversity and Inclusion (EDI, formerly EHRD) Policy is built on the foundation that everyone in Ireland has an equal right to engage with and participate in the arts, regardless of age, civil or family status, disability, gender, membership of the Traveller community, race, religion, sexual orientation, or socioeconomic status.

The EDI Policy recognises that while developmental initiatives have been promoted and supported by the Arts Council over many years, our work in advancing change has still been too limited and too compartmentalised. We are deeply aware that, within the arts in Ireland, many inequities still exist and that there is a substantial number of people who continue to experience barriers to engaging with and participating in the arts.

We believe that through promoting equality, diversity and inclusion in the arts in Ireland, we can benefit from rich artistic outcomes and contemporary practice that is challenging, relevant and more accurately reflective of our society today.

As the agency tasked with the development of the arts in Ireland, it is crucial that the Arts Council takes a proactive and focused approach to guaranteeing a basic human right<sup>1</sup>: ensuring that everyone who lives in Ireland has the opportunity to engage with, and participate in the arts.

The EDI Policy commits to placing equality, diversity and inclusion at the heart of the Arts Council's operational and strategic plans. As stated in our EDI Policy, this will require fundamental changes in our structures and operations, as well as for those we support in delivering the arts in Ireland.

As a key tenet of Making Great Art Work, 'respect for diversity' will be implemented through a series of actions, ongoing activities and short, medium and long-term objectives.

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<sup>1</sup> UN Declaration of Human Rights – Article 27

Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

[Jump to Contents](#)

# Introduction



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

# Introduction

The development of the EDI Implementation Plan 2023–2028 marks the Arts Council’s continued commitment to eradicating barriers that prevent full access and participation in the arts in Ireland. It is based on the findings from an in-depth evaluation of the 2019–2021 EDI Policy Action Plan, conducted in 2022, as well as internal and external consultations, data analysis, and an extensive review of scholarly literature and best practice in the field.

## **The findings identified five primary barriers to access and participation in the arts in Ireland today:**

1. Restrictive definition of the artforms and practices funded by the Arts Council
2. Inaccessible funding model
3. Limited integration of EDI working practices in the Arts Council and limited support for and engagement with the arts sector on EDI working practices
4. Limited knowledge on barriers to participation and inconsistent approaches to communications and outreach
5. Lack of continuous monitoring and evaluation of EDI initiatives

# Introduction

While these are known barriers, we recognise that there remain a number of unknown barriers for which additional research, analysis and action is required.

With this in mind, the 2023–2028 Implementation Plan outlines both new action points and a new way of working that embeds EDI principles and objectives across the Arts Council and arts sector.

## It is built on the following key features:

- It is divided into **stages**
- It is designed to be **agile** and **responsive**
- It takes an **intersectional** approach
- It ensures **accountability** and **responsibility** are clearly defined

# Phased Approach

**The Implementation Plan is divided into three stages:**

**Stage 1:** June 2023 – May 2024

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**Stage 2:** June 2024 – May 2026

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**Stage 3:** June 2026 – May 2028

# Agile Approach

An agile approach will allow for the flexibility that genuine, long lasting change requires, by enabling the Arts Council to respond quickly to newly identified barriers, and allowing for the possibility of adapting to ensure that the new working approach is embedded thoughtfully into our work.

In practice, this means that actions, milestones, and timelines can, and may, change based on new learnings.

# Intersectionality

The Implementation Plan recognises that individuals cannot be neatly compartmentalised into protected characteristics, and that multiple factors can, and do, intersect to amplify exclusion from the arts. Therefore, while some actions respond to a known barrier relating to a specific protected characteristic, all actions and key milestones are designed with the understanding that removing barriers can, and should, benefit a wider group of individuals.

In other words, we recognise that there is no hierarchy among the protected characteristics, and our duty is to ensure equality for all.

# Accountability and Responsibility

Responsibility for the EDI Implementation Plan will be integrated into every level of the Arts Council, with accountability for all action points resting with all members of the Senior Management Team and the Director.

## **This will ensure that:**

- EDI principles are embedded across the organisation as a key aspect of everyday work
- That there are clear lines of accountability, responsibility and ownership in each team
- That there is visible leadership on EDI objectives both internally and externally

[Jump to Contents](#)

# 1. Establishing the Risk Appetite



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

# 1. Establishing Risk Appetite

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Risk Appetite Assessment</b>	Arts Council Director and Council Members	– Clear articulation of the risk appetite of the Council and Executive to advance EDI objectives	– Engage a facilitator to conduct risk assessment with Council and Director – Report on established risk appetite to Arts Council staff	<b>Stage 1</b>

[Jump to Contents](#)

# 2. Defining the Arts and Artistic Quality



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

## 2. Defining the Arts and Artistic Quality

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Redefining the Arts</b>	Strategic Development Director	<ul style="list-style-type: none"> <li>– Arts Council expands the definition of art forms funded, and supports a more diverse range of artists and organisations,</li> <li>– Robust research to identify multiple unknowns</li> </ul>	<ul style="list-style-type: none"> <li>– Conduct large scale research project, including consultations with the sector, on emerging artforms and genres to explore the parameters and evaluate the impact of expanding the definition of the arts, in line with the definition of the arts in the Arts Act</li> <li>– Report on findings and make recommendations</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Develop plan to implement research recommendations</li> <li>– Expand the definition of the art forms funded by the Arts Council</li> </ul>	<b>Stage 2</b>

# 2. Defining the Arts and Artistic Quality

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Artistic Quality</b>	Strategic Development Director	<ul style="list-style-type: none"> <li>- New research informing the assessment of artistic quality to specifically include EDI principles, and remove exclusionary practices</li> <li>- New assessment model, incorporating above research, introduced across all funding assessment guidance and procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Engage research consultant to conduct review of existing research and lead development of definitions of artistic quality (Matarasso/Five Considerations) to align definitions of artistic quality with EDI principles</li> <li>- Update assessment guidelines and incorporate new assessment model across all funding schemes</li> <li>- Deliver annual assessor and panellist training</li> </ul>	<b>Stage 2</b>

## 2. Defining the Arts and Artistic Quality

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Strategic Funding Organisations</b></p>	<p>Strategic Development Director</p>	<ul style="list-style-type: none"> <li>- New strategically funded organisations introduced that reflect the growing diversity in Ireland, and align with new definitions of the arts, arts practices and artistic quality, increasing the Arts Council’s ability to engage with new artists and grow with the sector</li> <li>- Strong EDI practice established as a key facet of the essential arts infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Review research and consultations from phases 1 and 2</li> <li>- Develop opportunities for the gradual inclusion of new organisations to the Strategic Funding programme</li> <li>- New strategically funded Organisations introduced</li> </ul>	<p><b>Stage 3</b></p>

[Jump to Contents](#)

# 3. More Effective and Accessible Funding Model



The Arts Council | An Chomhairle Ealaíon  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Application Process</b></p>	<p>Corporate Services Director</p>	<ul style="list-style-type: none"> <li>- New, accessible and inclusive application forms and guidelines introduced across all grants and awards, with particular consideration for, but not limited to:                             <ul style="list-style-type: none"> <li>- new applicants</li> <li>- applicants with disabilities</li> <li>- applicants whose first language is not English or Irish</li> <li>- applicants who require literacy support</li> <li>- applicants with limited internet access</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Drawing on existing research, review and update all application content to incorporate an accessibility-led approach as part of the new online system</li> <li>- Continue to fund access costs for artists with disabilities</li> </ul>	<p><b>Stage 1</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Application Process</b></p>	<p>Corporate Services Director</p>	<ul style="list-style-type: none"> <li>- New, accessible and inclusive application forms and guidelines introduced across all grants and awards, with particular consideration for, but not limited to:                             <ul style="list-style-type: none"> <li>- new applicants</li> <li>- applicants with disabilities</li> <li>- applicants whose first language is not English or Irish</li> <li>- applicants who require literacy support</li> <li>- applicants with limited internet access</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Make application forms and guidelines available in multiple languages (to be submitted in English/Irish)</li> <li>- Develop application templates</li> <li>- Develop system to provide access costs and support for making applications, both online and in person, regardless of application outcome</li> <li>- Develop additional methods of application (e.g. video)</li> </ul>	<p><b>Stage 3</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Funding Schedule</b></p>	<p>Corporate Services Director</p>	<ul style="list-style-type: none"> <li>- Longer notice of funding schedules, combined with longer, more flexible, windows for applying, to support preparation and planning of applications, with specific reference to impact on, in particular, but not limited to:                             <ul style="list-style-type: none"> <li>- artists with disabilities</li> <li>- carers</li> <li>- full-time workers</li> <li>- applicants who require literacy support</li> <li>- applicants with limited internet access</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Conduct sector-wide consultations, with particular consideration for 10 protected characteristics, to better understand barriers to completing applications</li> <li>- Review schedule of funding schemes, and develop new funding schedule as part of the 2022–2025 Funding Framework</li> </ul>	<p><b>Stage 2</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Funding Schedule</b></p>	<p>Corporate Services Director</p>	<ul style="list-style-type: none"> <li>- Longer notice of funding schedules, combined with longer, more flexible, windows for applying, to support preparation and planning of applications, with specific reference to impact on, in particular, but not limited to:                             <ul style="list-style-type: none"> <li>- artists with disabilities</li> <li>- carers</li> <li>- full-time workers</li> <li>- applicants who require literacy support</li> <li>- applicants with limited internet access</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Develop and implement a more flexible approach to funding opening and closing dates based on consultations in Stage 1</li> <li>- Publish yearly funding schedule by start of last quarter of the previous year</li> <li>- Extend application window</li> <li>- Introduce needs-based, additional application time</li> </ul>	<p><b>Stage 3</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Advisers and Assessors</b></p>	<p>Arts Directors</p>	<ul style="list-style-type: none"> <li>- Greater representation among advisers and assessors across all protected characteristics to avoid potential bias within assessment procedures and promote external confidence in the process</li> </ul>	<ul style="list-style-type: none"> <li>- Survey existing advisers and assessors with regard to the 10 protected characteristics</li> <li>- Update procurement procedures to embed EDI objectives and ensure representation across all protected characteristics</li> <li>- Review and update Adviser Handbook and guidelines around sub-contracting of assessors to incorporate EDI principles</li> </ul>	<p><b>Stage 3</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Assessment and Scoring</b></p>	<p>Corporate Services Director</p>	<ul style="list-style-type: none"> <li>- Updated assessment criteria and scoring procedures which clearly articulate EDI objectives, promoting greater diversity of applications received and, correspondingly, funding outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Review all assessment and scoring procedures</li> <li>- Develop and implement recommendations based on review in Stage 1</li> <li>- Update published assessment and scoring guidelines</li> <li>- Deliver training for staff, council and assessors</li> </ul>	<p><b>Stage 2</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Peer Panels</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>- More diverse representation on peer panels, that reflect Ireland's diversity, with particular reference to the 10 protected characteristics</li> </ul>	<ul style="list-style-type: none"> <li>- Review existing data on creating balanced panels, including:                             <ul style="list-style-type: none"> <li>- Panellist selection</li> <li>- Peer panel guidelines</li> <li>- Panel feedback</li> </ul> </li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>- Develop and implement a new process for reviewing and acting on Peer Panel feedback</li> <li>- Develop and implement a new procedure for creating balanced panels that reflect Ireland's diversity, with particular reference to the 10 protected characteristics</li> <li>- Develop and deliver EDI training for Peer Panellists</li> <li>- Review and update the Peer Panel guidelines</li> </ul>	<b>Stage 2</b>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Feedback</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>– Comprehensive feedback offered for all awards to increase opportunities for applicants to make better applications, and expand the developmental role of the Arts Council</li> </ul>	<ul style="list-style-type: none"> <li>– Review approaches to feedback across all funding programmes</li> <li>– Develop and implement new, consistent feedback procedure across all funding programmes in line with the Arts Council’s developmental role</li> </ul>	<b>Stage 2</b>
<b>Ineligibility</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>– Clear eligibility criteria listed to reduce high levels of ineligibility</li> </ul>	<ul style="list-style-type: none"> <li>– Introduce annual analysis of ineligible applications, with consideration of rates and reasons listed</li> <li>– Update application guidelines and approach to information clinics annually (or as needed) to incorporate findings</li> </ul>	<b>Stage 2</b>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Disability Supports</b>	Director and Council	<ul style="list-style-type: none"> <li>– Collaborate with stakeholders to support artists with disabilities in retaining disability supports on receipt of Arts Council funding</li> </ul>	<ul style="list-style-type: none"> <li>– With a consultant, assess and collate existing research and consultations to identify key barriers</li> <li>– Recommend solutions to, and collaborate with, the Department of Social Protection</li> </ul>	<b>Stage 1</b>
<b>Costs for Parents and Carers</b>	Finance Director	<ul style="list-style-type: none"> <li>– Consistent approach to supporting care costs introduced across all funding programmes to create more opportunities for artists with caring responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>– Develop consistent approach to supporting caring costs across all funding programmes (including Strategic Funding)</li> <li>– Introduce process for applying for caring costs across all funding programmes</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Assess demand annually</li> </ul>	<b>Stage 2</b>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Creative Schools</b></p>	<p>Creative Schools Director</p>	<p>– Greater representation among Creative Associates across all protected characteristics to improve understanding of any potential biases and barriers within the programme</p>	<p>– Survey existing Creative Associates to determine levels of representation with regard to 10 protected characteristics</p>	<p><b>Stage 1</b></p>
			<p>– Update procurement procedures to embed EDI objectives and ensure representation across all 10 protected characteristics</p> <p>– Expand EDI training opportunities for Creative Associates</p>	<p><b>Stage 2</b></p>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Creative Schools</b>	Creative Schools Director	<ul style="list-style-type: none"> <li>– Identify any additional barriers to participation in Creative Schools programme to create a fully inclusive programme across various schools and settings</li> </ul>	<ul style="list-style-type: none"> <li>– Conduct consultations with schools and youth settings that have never participated in the programme to determine barriers to applying</li> <li>– Develop outreach programme and actions based on consultations and feedback</li> </ul>	<b>Stage 2</b>
<b>Creative Schools</b>	Creative Schools Director	<ul style="list-style-type: none"> <li>– Additional resources provided to cover access costs and additional needs costs for children, young people, teachers, and Creative Associates with disabilities, to ensure full participation of schools and alternative settings in the Creative Schools programme</li> </ul>	<ul style="list-style-type: none"> <li>– Update application process to include access and additional needs costs</li> <li>– Promote availability of access and additional needs costs to potential applicants</li> </ul>	<b>Stage 1</b>

### 3. More Effective and Accessible Funding Model

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Unknown Barriers</b>	Corporate Services Director	– Additional barriers to Arts Council Funding continuously identified	<ul style="list-style-type: none"> <li>– Build application feedback process into the new application system, and analyse data annually</li> <li>– Conduct biennial, wide-ranging consultations on funding and application forms</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>– Develop new actions based on data collected</li> </ul>	<b>Stage 3</b>

[Jump to Contents](#)

# 4. Better Equipped People and Culture



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Staff Recruitment/ Workforce Representation</b>	Human Resources Director	<ul style="list-style-type: none"> <li>– Equality data on Arts Council staff introduced to support development of effective EDI recruitment and retention practices to create a representative workforce</li> </ul>	<ul style="list-style-type: none"> <li>– Develop and administer annual Dignity in the Workplace survey across the Arts Council</li> <li>– Analyse data and develop new actions based on results</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Develop and administer annual survey focusing on 10 protected characteristics</li> <li>– Analyse data and develop new recruitment, retention and support practices, based on results</li> </ul>	<b>Stage 2</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Hiring Practices for People with Disabilities</b>	Human Resources Director	<ul style="list-style-type: none"> <li>– Code of practice for hiring individuals with disabilities developed and introduced</li> </ul>	<ul style="list-style-type: none"> <li>– Assess existing public sector codes of practice on hiring individuals with disabilities</li> <li>– Develop code of practice for hiring individuals with disabilities</li> </ul>	<b>Stage 2</b>
<b>Hiring Practices</b>	Human Resources Director	<ul style="list-style-type: none"> <li>– Equality data survey introduced for job applicants to support development of effective EDI recruitment and retention practices for a representative workforce</li> </ul>	<ul style="list-style-type: none"> <li>– Develop and administer equality data survey for applicants, with particular reference to the 10 protected characteristics</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Analyse data annually and develop new recruitment practices in response</li> </ul>	<b>Stage 2</b>
<b>Training</b>	Human Resources Director	<ul style="list-style-type: none"> <li>– Continuous EDI training introduced to embed EDI practices into everyday working patterns</li> </ul>	<ul style="list-style-type: none"> <li>– Design a continuous, intersectional EDI training programme for staff and council members</li> <li>– Engage an external consultant to deliver training on a quarterly basis</li> </ul>	<b>Stage 1</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Staff Development</b>	Human Resources Director	<ul style="list-style-type: none"> <li>– Formal EDI objective-setting introduced to integrate EDI practices into staff development processes</li> </ul>	<ul style="list-style-type: none"> <li>– Review and update performance management and development system (PMDS) and templates to include clear EDI objectives for all staff members</li> </ul>	<b>Stage 2</b>
<b>Work Planning</b>	Senior Management Team	<ul style="list-style-type: none"> <li>– Formal EDI objective-setting introduced to integrate EDI practices into work planning processes</li> </ul>	<ul style="list-style-type: none"> <li>– Review annual work planning procedures to include EDI objectives for all department, and team work planning processes</li> </ul>	<b>Stage 1</b>
<b>Policy Development</b>	Senior Management Team	<ul style="list-style-type: none"> <li>– Formal process to incorporate EDI principles in policy development procedures introduced, ensuring comprehensive and consistent inclusion of EDI principles across all corporate policies</li> </ul>	<ul style="list-style-type: none"> <li>– Review policy development process in line with EDI principles</li> <li>– Establish formal procedure for ensuring inclusion of EDI principles in all developed policies</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>– Introduce annual monitoring of policies to ensure inclusion of EDI principles</li> </ul>	<b>Stage 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Council</b>	Director	<ul style="list-style-type: none"> <li>– Council member selection process which formally incorporates EDI principles in order to ensure consistently diverse representation on the Council</li> </ul>	<ul style="list-style-type: none"> <li>– Review current Public Appointments Service process</li> <li>– Make recommendations to Public Appointments Service to incorporate EDI principles into Council member selection process</li> </ul>	<b>Stage 2</b>
<b>Accessible Building</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>– Relocation to a fully accessible Arts Council building, within the next 5 years, to allow full participation of staff, candidates and visitors with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>– Conduct envisioning exercise to establish scope and requirements</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Engage project manager to lead building relocation</li> <li>– Implement planning and delivery of building relocation with Project Manager and Change Manager</li> <li>– Relocate to new fully accessible building</li> </ul>	<b>Stages 2 – 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Corporate Access Plan</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>– Formal Corporate Access Plan introduced to ensure comprehensive approach to access supports in the delivery of Arts Council services</li> </ul>	<ul style="list-style-type: none"> <li>– Engage consultant to review current access services and devise Corporate Access Plan</li> <li>– Recruit a full time Access Officer</li> <li>– Develop and implement a corporate access plan</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Issue tender for training services</li> <li>– Engage an external consultant to deliver access training programme for staff on an annual basis</li> </ul>	<b>Stage 2</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Internal Toolkits</b>	Strategic Development Director	– EDI support tools introduced to develop staff capacity and progress EDI objectives	– Develop an internal staff EDI toolkit	<b>Stage 2</b>
			– Introduce quarterly departmental EDI check-ins to monitor progress and collect feedback on additional methods of support or intervention, annually	
			– Review and update toolkits on an annual basis in response to staff feedback	<b>Stage 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>EDI Research and Communications Role</b>	Strategic Development Director	<ul style="list-style-type: none"><li>- EDI team expanded to allow for greater scope to conduct research, develop communications, and manage internal support queries to progress EDI objectives</li></ul>	<ul style="list-style-type: none"><li>- Request sanction for full-time Research and Communications role in the EDI team</li><li>- Recruit for suitably qualified candidate</li></ul>	<b>Stage 2</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Procurement</b>	Director of Finance	<ul style="list-style-type: none"> <li>- New procurement practices that align with EDI principles, developed to encourage greater engagement with a broader range of suppliers</li> </ul>	<ul style="list-style-type: none"> <li>- With a consultant, conduct assessment of existing system and suppliers, with reference to EDI principles</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>- Design new procurement method (under €25,000) that aligns with EDI principles</li> <li>- Pilot new system</li> <li>- Assess pilot results</li> <li>- Introduce new system organisation-wide</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>- Introduce monitoring and evaluation system to assess impact</li> </ul>	<b>Stage 2-3</b>
			<ul style="list-style-type: none"> <li>- Develop pathway to implement changes based on monitoring and evaluation outcomes</li> </ul>	<b>Stage 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Mentoring and Networking</b>	Arts Directors	<ul style="list-style-type: none"> <li>- New networking and mentorship opportunities introduced for artists to facilitate access to established networks of knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct review of current mentoring and networking structures to identify gaps and barriers to participation</li> <li>- Identify key actions for development of inclusive mentoring and networking practices based on research</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>- Implement recommendations</li> </ul>	<b>Stage 2 - 3</b>
<b>Paid Internship Programme</b>	Arts Directors	<ul style="list-style-type: none"> <li>- Paid internship scheme established for artists from minoritised communities, with particular reference to the 10 protected characteristics, to commence a career in the arts and support more opportunities for the Arts Council to engage with artists</li> </ul>	<ul style="list-style-type: none"> <li>- Based on ongoing analysis of equality data, design and develop an annual, rolling programme of 3-6 month paid internships</li> <li>- Apply for sanction for internships roles</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>- Advertise and recruit for internship roles</li> <li>- Review equality and Arts Council awards data and introduce additional pathways based on data findings</li> </ul>	<b>Stage 2 - 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Education</b>	Arts Directors	– Inclusive networks of knowledge developed to promote career progression for early and emerging artists	– Review existing relationships and networks	<b>Stage 2</b>
			– Develop stronger relationships with relevant Higher Education Institutions to establish inclusive networks of knowledge	
			– Develop outreach programme to include: <ul style="list-style-type: none"> <li>– Annual funding application workshops</li> <li>– Guest lectures</li> </ul>	
			– Implement outreach programme	<b>Stage 3</b>
<b>Civil Society Network</b>	Arts Director	– Formal, established mechanisms introduced to reach artists who are not engaged with the Arts Council	– Consult with Civil Society Organisations (with consideration of the 10 protected characteristics), to identify new opportunities for collaboration	<b>Stage 2</b>
			– Develop networks, workshops, training, information sharing, and application supports	<b>Stage 3</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Training for Strategic Funding Organisations</b>	Arts Directors	<ul style="list-style-type: none"> <li>– Annual EDI training requirement introduced for strategically funded organisations to promote equality of opportunities for artists</li> </ul>	<ul style="list-style-type: none"> <li>– Develop and deliver foundational training programme for strategically funded organisations</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Establish requirement for annual EDI training for all strategically funded organisations</li> </ul>	<b>Stage 2</b>
<b>Grading Criteria</b>	Corporate Services Director	<ul style="list-style-type: none"> <li>– Clear EDI grading criteria introduced for strategically funded organisations to support and progress EDI objectives</li> </ul>	<ul style="list-style-type: none"> <li>– Establish and embed new evidence-based approach to assessment of EDI in Strategic Funding applications, to include:                             <ul style="list-style-type: none"> <li>– Establishing clearer criteria</li> <li>– Providing additional manager training</li> </ul> </li> <li>– Monitor annually and adapt based on strategically funded organisations' and evaluators' feedback</li> </ul>	<b>Stage 2</b>

## 4. Better Equipped People and Culture

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>EDI Certification</b>	Strategic Development Director	– New EDI Certification for Arts Organisations in Ireland introduced to promote consistent EDI practice across the arts	– Review existing models of EDI Certification – Establish criteria and application process	<b>Stage 3</b>
			– Roll out Arts Council EDI Certification	<b>Stage 3</b>

[Jump to Contents](#)

# 5. More Effective Knowledge and Communications



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Data Collection and Analysis (Arts Council)</b>	Strategic Development Director	<ul style="list-style-type: none"> <li>– Expanded applicant equality data introduced to support the Arts Council’s identification and understanding of gaps in funding support with regard to EDI objectives</li> </ul>	<ul style="list-style-type: none"> <li>– Introduce expanded equality data survey as part of new online system, which incorporates all 10 protected characteristics</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>– Collect and analyse data annually</li> <li>– Continue to publish annual equality data report</li> <li>– Develop annual actions in response to data collected</li> </ul>	<b>Stages 2 – 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Data Collection and Analysis (Arts Sector)</b>	Arts Directors	<ul style="list-style-type: none"> <li>– Expanded artist and audience equality data requirement introduced amongst strategically funded organisations to improve the Arts Council’s ability to identify and understand gaps in funding support with reference to EDI objectives</li> </ul>	<ul style="list-style-type: none"> <li>– Research and scope existing data collection models</li> <li>– With a consultant, develop a plan for strategically funded organisations to collect and analyse equality data, in relation to:                             <ul style="list-style-type: none"> <li>– Artists</li> <li>– Public</li> <li>– Staff</li> <li>– Council members</li> </ul> </li> <li>– Introduce expanded equality data survey for strategically funded organisations to use, which incorporates all 10 protected characteristics</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>– Support strategically funded organisations to collect and analyse data annually</li> <li>– Publish annual sector equality data report</li> <li>– Develop annual actions in response to results</li> </ul>	<b>Stage 2 – 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Outreach Events</b>	Communications Director	<ul style="list-style-type: none"> <li>– Strong Arts Council engagement in non-arts based and non-Arts Council funded events to expand opportunities to engage with new artists, potential applicants, and members of the public</li> </ul>	<ul style="list-style-type: none"> <li>– Carry out assessment of existing participation and reach, in line with EDI objectives, including consultations with non-arts based organisations</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>– Establish commitment to annual participation of the Arts Council in non-arts based events, and non-Arts Council funded events</li> <li>– Develop a plan to participate in wider events annually (e.g. Dublin Pride Parade)</li> <li>– Roll out annual, national Meet the Arts Council series of open-day events</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>– Introduce monitoring and evaluation system to assess reach</li> <li>– Develop new pathways annually based on monitoring and evaluation outcomes</li> </ul>	<b>Stage 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Marketing</b>	Communications Director	<ul style="list-style-type: none"> <li>- New marketing strategy, directed at local non-arts spaces, introduced to provide greater opportunities for the Arts Council to engage with new artists, potential applicants, and members of the public</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct assessment of existing marketing strategy with a focus on EDI objectives</li> </ul>	<b>Stage 1</b>
			<ul style="list-style-type: none"> <li>- Invest in marketing strategy directed at local non-arts spaces, with a combination of online and traditional forms of marketing</li> <li>- Introduce monitoring and evaluation system to assess reach</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>- Develop new pathways annually based on monitoring and evaluation outcomes</li> </ul>	<b>Stage 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Marketing</b>	Communications Director	<ul style="list-style-type: none"> <li>- New funding awareness campaign in local non-arts spaces introduced to support greater engagement with new artists, potential applicants, and members of the public</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct assessment of existing funding marketing strategy in line with EDI objectives</li> <li>- Develop, and invest in, new inclusive funding marketing strategy for advertising funding opportunities and available support in non-arts spaces, with a combination of online and traditional forms of marketing</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>- Introduce monitoring and evaluation system to assess reach</li> </ul>	<b>Stage 2 - 3</b>
			<ul style="list-style-type: none"> <li>- Develop new pathways annually based on monitoring and evaluation outcomes</li> </ul>	<b>Stage 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Marketing</b>	Communications Director	<ul style="list-style-type: none"> <li>- New recruitment marketing strategy introduced to increase visibility of Arts Council employment opportunities outside of traditional advertising spaces and ensure opportunities reach a wider set of potential candidates</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct assessment of existing recruitment marketing strategy with a focus on EDI objectives</li> <li>- Develop new inclusive recruitment marketing strategy with a combination of online and traditional forms of marketing to broaden Arts Council reach</li> </ul>	<b>Stage 2</b>
			<ul style="list-style-type: none"> <li>- Introduce monitoring and evaluation system to assess reach</li> </ul>	<b>Stage 2 - 3</b>
			<ul style="list-style-type: none"> <li>- Develop new pathways annually based on monitoring and evaluation outcomes</li> </ul>	<b>Stage 3</b>

## 5. More Effective Knowledge and Communications

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<b>Unknown Barriers</b>	Strategic Development Director	– Additional barriers to Arts Council Funding continuously identified	– Conduct annual, sector wide consultations on barriers to participation in the arts – Analyse feedback on an annual basis	<b>Stage 2</b>
			– Develop new actions based on data collected	<b>Stage 3</b>

[Jump to Contents](#)

# 6. Continuous Monitoring and Evaluation



**The Arts Council | An Chomhairle Ealaíon**  
Equality, Diversity & Inclusion Implementation Plan  
2023–2028

## 6. Continuous Monitoring and Evaluation

[Jump to Contents](#)

Priority Area	Accountable	Outcome	Key Actions	Timeline
<p><b>Monitoring and Evaluation</b></p>	<p>Director and Senior Management</p>	<ul style="list-style-type: none"> <li>- Formal framework for regular and continuous monitoring and evaluation introduced to facilitate agile responses and delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Internal working group will continue to oversee the implementation of the action plan</li> <li>- Quarterly status reports at Senior Management and Council level</li> <li>- Establish formal monitoring and evaluation procedures at regular junctures throughout the life cycle of the implementation plan</li> <li>- Review Stage 1 plan at end of year 1 and make any necessary adaptations to Stage 2 actions</li> <li>- Review Stage 2 plan at end of year 3 and make any necessary adaptations to Stage 3 actions</li> <li>- Evaluate full implementation plan at end of year 5</li> </ul>	<p><b>Stages 1 – 3</b></p>

The Arts Council | An Chomhairle Ealaíon  
70 Merrion Square  
Dublin 2, Ireland

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T +353 1 618 0200

Callsave 1850 392492

[reception@arts council.ie](mailto:reception@arts council.ie)

[www.arts council.ie/Equality-Diversity-Inclusion](http://www.arts council.ie/Equality-Diversity-Inclusion)

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