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Arts Council of Wales

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Widening Engagement Action Plan

2022-25

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Widening Engagement Action Plan 2022-25

1. Introduction

The purpose and focus of this Action Plan is to directly address and take forward recommendations made in the Widening Engagement Reports, published on the 19th of August 2021. The three reports, jointly commissioned by Amgueddfa Cymru – National Museum Wales and Arts Council of Wales, were authored by:

- Re:cognition, who focused on an area of semi-rural poverty
- Richie Turner Associates, who created a team focusing on deaf and disabled people
- Welsh Arts Anti-Racist Union, who focused on cultural and ethnic diversity.

The reports are the result of work commissioned by Amgueddfa Cymru and Arts Council of Wales to explore, through a series of conversations, how we widen engagement with communities we consistently fail to engage in our work. Each of the three reports focused on specific communities. As we continue to develop our plans we will take an approach that recognises intersectionality. Our intention is to undertake further work focusing on communities facing disadvantage and, we will seek to take an approach through the plan – and in future widening engagement activities - that recognises the interconnected nature of all those who face discrimination or disadvantage. Widening and deepening engagement with these communities right across Wales is a key objective for both organisations and a central strand within our Strategic Equality Action Plans (<https://museum.wales/about/policy/equality-diversity/> <https://arts.wales/about-us/strategy/equalities>). This focused plan sits within the wider context of our work on equalities.

In developing this joint Action Plan, we have worked closely with Welsh Government, and collaborated through further conversations with the three consultants involved. We have also taken account of our role as Welsh Government Sponsored bodies and the wider policy context in which we operate. Whilst the primary focus of the plan is to action recommendations presented to us in the reports, it is also our aim through this plan to support and deliver Welsh Government's Programme for Government, 2021 to 2026 (<https://gov.wales/programme-for-government-2021-to-2026>), and the priorities of the Cooperation Agreement between the Government and Plaid Cymru (<https://gov.wales/sites/default/files/publications/2021-11/cooperation-agreement-2021.pdf>).

The goals and ways of working outlined in the Well-being of Future Generations (Wales) Act 2015 have been embedded in the plan. As public bodies our work is framed by the seven goals and the five ways of working that are set out in the Act. In developing the Action Plan, we have considered the recently published *Socio-economic Duty: guidance and resources* for public bodies. Widening engagement with individuals and communities experiencing poverty and economic disadvantage is central to our work and to each of our strategies for the next ten years, and we will use the framework as we work towards a more equal Wales.

The United Nations Declaration of Human Rights (1948) includes the commitment that "everyone has the right to participate in the cultural life of their community". Putting this governmental commitment into democratic practice depends on the actions of all public bodies, including Amgueddfa Cymru and Arts Council of Wales.

We are committed to developing an approach to arts, culture and heritage that actively engages individuals and communities across Wales in deciding what counts as culture, where it happens and who makes and experiences it. This approach has been reinforced by the conversations each of our consultants held with different communities. This plan is a first step along the road to achieving our ambitions, by changing the way we think and act as public bodies responsible for arts, culture and heritage in Wales.

The reports highlight many of the challenges and barriers faced by individuals and communities in relation to engaging with arts, heritage and culture. The reports reflected the voices of the Black Lives Matter and “WeShallNotBeRemoved” campaigns which brought into sharp focus the impact of structural racism and ableism that has been prevalent in society as a whole and has prevented engagement with the arts, culture and heritage. In all three reports, the voices of those facing social-economic disadvantage can be heard, telling us clearly about the barriers and challenges they face in creating and accessing arts, heritage and culture.

Amgueddfa Cymru and Arts Council of Wales believe that culture in Wales should reflect the lives of all its citizens. People who are culturally and ethnically diverse, neuro-divergent, deaf and disabled people, and people facing social-economic disadvantage, not least those in post-industrial communities, are integral and central to our cultural life. These histories are Wales’s histories, and our two organisations will do everything we can to ensure they are at the centre of cultural practice in Wales. Our approach in taking forward this work will be one of zero tolerance to racism and ableism and to work towards ensuring people from these

communities are fully represented in the workforce, as decision makers, as visitors, as creators, participants and as audience members.

2. Guiding Principles

Our guiding principles provide a focus for what we aim to achieve as we deliver the Action Plan. The more detailed targets will sit with other measures in our Strategic Equality Action Plans.

These principles, as detailed in the Action Plan, are as follows:

Leadership and Accountability

- Leadership is representative of the population.
- Leadership is anti-racist and anti-ableist with zero tolerance of any form of discrimination or inequality.
- Processes are in place for communities and stakeholders to hold us to account for delivering these actions.

Cultural Democracy

- Cultural programmes are led and co-produced by communities.
- Arts and Heritage are representative of the histories and creativity of culturally and ethnically diverse communities in venues and digitally.
- Resources and programmes for schools support an inclusive, anti-racist and anti-ableist curriculum.
- Communities are empowered to shape and inform their own cultural experiences.
- Opportunities to access Arts funding and resources are fairer and more equitable across Wales.
- Research is shaped by people's knowledge, expertise and lived experience.

Equality and the Welsh Language

- Methods of working are naturally bilingual, inclusive and equitable.
- Public services are naturally bilingual, inclusive and equitable.
- Wales as a multilingual nation is celebrated.
- Use of the Welsh language and opportunities to learn Welsh are supported and facilitated.

Accessible Services

- Experiences of users, audiences and visitors are inclusive and meet the needs of D/deaf and disabled people.
- BSL is adopted as a third language in our public activity.
- Venues, museums and cultural resources are accessible.

Workforce Development, Staff Training and Skills

- Workforce is representative of the population.
- Workplaces, public spaces, and services are safe and inclusive environments.
- Workforce is anti-racist and anti-ableist, with zero tolerance of any form of discrimination or inequality.
- Young people and artists are supported to develop their talents with employment opportunities.

Communication and Branding

- Amgueddfa Cymru and Arts Council of Wales are easily recognisable and identifiable.
- Marketing and branding are anti-racist, anti-ableist and inclusive.

3. Progress to Date

Amgueddfa Cymru and Arts Council of Wales are already moving forward with this work, taking bold and innovative steps to transform their approach and to tackle the barriers individuals and communities have told us they are facing.

Exciting programmes, projects and organisational change such as those listed below exemplify the wider and deeper impact plans can accomplish:

At Arts Council of Wales

- Creative Steps is currently supporting seven organisations on a business development programme. The organisations are either D/deaf and disability led or led by practitioners from culturally and ethnically diverse backgrounds.
- We took a new and radical approach to the appointment of an Agent for Change who is now driving forward structural and organisational change across all aspects of the organisations work.
- We have appointed a Welsh Language Enabler who will take a radical and intersectional approach to the Welsh language.
- Hynt is a Wales wide access scheme that works with theatres and arts centres to make accessing arts experiences easier and fairer for disabled people and carers. Hynt cardholders are currently entitled to a ticket free of charge for a personal assistant at all theatres and arts centres participating in the scheme.
- Our Creative Learning through the arts Cynefin project has placed ethnically and culturally diverse artists in schools delivering projects exploring teaching and learning in relation to Black History in Wales. The first phase involved 25 schools.
- We have revised our grant making processes to include artists and creative practitioners as part of our decision-making process and recruited a cohort of new Associates to support our work.
- Through the last round of Council member recruitment, which took place earlier in 2021, the representation of people with lived experience of ableism and racism increased significantly.

At Amgueddfa Cymru

- A new organisational strategy, Amgueddfa Cymru 2030, is under development aimed at driving forward our service to Wales, and our contribution to the cultural life of our nation and the ways Wales is presented nationally and internationally. It has widening engagement at its heart and reflects our commitment to social justice and national renewal.
- We are taking positive action to address under representation within our organisation by:
 - offering internal and external applicants from communities experiencing racial inequalities and/or people with disabilities a guaranteed interview if they meet the essential criteria for any of the roles
 - reviewing our application process to make it more accessible and inclusive with guidance on how to apply and the offer of one-to-one support with a member of the HR Team

- offering informal tours of our museums, drop-in sessions and telephone calls to enable candidates to find out more about the roles
- being explicit in our recruitment documentation that we welcome discussions about reasonable adjustments at all stages of the recruitment process
- offering selected candidates a choice of face to face or virtual interviews.
- We are building on our practice to further collaborate with partners on exhibitions such as the history of Windrush Cymru exhibition currently touring Amgueddfa Cymru museums developed by Race Council Cymru and Black History Wales; *The Future Has A Past* exhibition developed by young people from diverse backgrounds and our collaboration with the Sub-Saharan Advisory Panel and artists from Trinidad, or of Trinidadian heritage, on reframing the Picton portrait at National Museum Cardiff.
- We have developed a charter to decolonise the collections.
- We recognise the lack of opportunities for young people facing the greatest disadvantages and are collaborating with Barnardo's, Children in Wales, Jukebox Collective, Llamau, Promo Cymru, and the Sub-Saharan Advisory Panel to develop opportunities and programmes for young people, including paid employment opportunities for over 80 independent young people between the ages of 18-25 from diverse backgrounds as part of Hands-on Heritage, funded by the National Lottery Heritage Fund.
- We have developed initiatives such as 'Objects of Comfort' in partnership with the Older People's Commissioner, Alzheimer's Society, Innovate Trust and care home providers to help older people to have a good quality of life. Resources linked to museum collections are now downloadable for care settings to use to generate conversations and stimulate happy memories for those at risk of social isolation.
- We are improving physical access to our museums and are currently undertaking the installation of a new front entrance ramp at National Museum Cardiff.

4. Action Plan

Leadership and Accountability



Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Years 2023-25	Outcome	Responsibility
WAARU	Increase representation on Amgueddfa Cymru’s Board and increase youth voice on the Board and amongst the Arts Council members.	<ul style="list-style-type: none"> Develop a three-year recruitment plan with Welsh Government and review process and remuneration. 	<ul style="list-style-type: none"> Deliver recruitment plan with Welsh Government. 	Leadership is representative of the population.	AC-NMW ACW
Richie Turner Associates WAARU	Board, Council members and Senior Teams champion anti-racism, anti-ableism and zero tolerance.	<ul style="list-style-type: none"> Establish and deliver a mandatory training programme to Board and Council members and Senior Teams. Establish processes to hold organisations we support to account. Learn from Agent of Change work at ACW. 	<ul style="list-style-type: none"> Review and deliver a mandatory training programme to all new Board, Council and Senior Team members. Deliver reflective sessions with all Board and Council members and Senior Teams. 	Leadership is anti-racist, anti-ableist and with zero tolerance of any form of discrimination or inequality.	AC-NMW ACW
Re:cognition Richie Turner Associates WAARU	Equalities Objectives are at the core of annual and long term Strategic Plans of each organisation.	<ul style="list-style-type: none"> Board and Council, develop and deliver respective Equalities Action Plans (informed by the recommendation and including Welsh Government’s Race Equality and LGBTQ+ Action Plans) with Performance Indicators for each organisation. Equalities Objectives set and published for 2022-24 for each organisation. We will build into new policies and services steps to address the barriers experienced by people facing significant socio-economic disadvantage. 	<ul style="list-style-type: none"> Reports to Board and Council on achievement of Equalities elements of Strategic Plans against Performance Indicators. Data (quantitative and qualitative) defined where possible, collected and used intelligently. Equalities Objectives set and published for 2024-26 for each organisation. 	<p>Leadership is anti-racist with zero tolerance of any form of discrimination or inequality.</p> <p>Processes are in place for communities and stakeholders to hold us to account for delivering these actions and for us to hold those we work with and support to account.</p>	AC-NMW ACW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Years 2023-25	Outcome	Responsibility
Re:cognition Richie Turner Associates WAARU	Senior Teams take responsibility for the delivery of the Widening Engagement Action Plan and align with Welsh Government Action Plans as published.	<ul style="list-style-type: none"> Review and report on Widening Engagement Action Plan to Board and Council. Board and Council joint meetings to review progress and future actions. Publish joint videos/comms to share progress made and actions to be developed. Plans further developed in response to the publication of Welsh Government's Race Equality Action Plan and LGBTQ+ Plan. 	<ul style="list-style-type: none"> Review and report on Action Plans to Board and Council. Annual Board and Council joint meetings to review progress. Publish joint videos/comms to share progress made. 	<p>Leadership is anti-racist with zero tolerance of any form of discrimination or inequality.</p> <p>Processes are in place for communities and stakeholders to hold us to account for delivering these actions and for us to hold those we work with and support to account.</p>	AC-NMW ACW
Re:cognition Richie Turner Associates WAARU	Innovative and effective measures are in place.	<ul style="list-style-type: none"> Evaluation tool and matrix developed to measure success of the Action Plan. Collaborate with other organisations in Wales to identify the value of cultural engagement of and for Wales and develop measures to reflect this. 	<ul style="list-style-type: none"> Evaluation tool and matrix used to measure progress and inform future development. 	Processes are in place for communities and stakeholders to hold us to account for delivering these actions and for us to hold those we work with and support to account.	AC-NMW ACW

Cultural Democracy



Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Re:cognition Richie Turner Associates WAARU	Adopt Cultural Democracy in both theory and practice with initiatives led by communities.	<ul style="list-style-type: none"> Develop frameworks to contract and fund community organisations to lead and co-produce programmes and projects and be accountable to those communities for their decisions. 	<ul style="list-style-type: none"> Contract and/or provide grants to community organisations to lead and co-produce programmes and projects. 	Cultural programmes are led and co-produced by communities.	AC-NMW ACW
Richie Turner Associates WAARU	Histories and creativity of culturally and ethnically diverse communities, D/deaf and disabled people and people facing social-economic disadvantage are represented and celebrated in national museums, arts and creative programmes and digitally.	<ul style="list-style-type: none"> Culturally and ethnically diverse, D/deaf and disabled communities and people facing social-economic disadvantage are given the resources to interpret, display and celebrate their creativity and history in museums and venues across Wales. Creative practitioners with lived experience and partners employed as Agents for Change to work with Amgueddfa Cymru and galleries to develop a three-year plan for changing displays and exhibitions. Interpretations of objects digitally available and accessible. Co-develop and deliver engaging community events. Arts funded projects and programmes co-produced with artists and communities with lived experience. 	<ul style="list-style-type: none"> Culturally and ethnically diverse communities are supported to interpret, display and celebrate their creativity and history in museums and venues across Wales. Work commissioned with artists with lived experience. Three-year plan for exhibitions rolled out across all seven national museums and in galleries across Wales. Arts funded projects and programmes delivered with artists and communities with lived experience. 	Arts and heritage are representative of the histories and creativity of culturally and ethnically diverse communities and D/deaf and disabled people.	AC-NMW ACW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
WAARU	Decolonise international work and decolonise and diversify the national collections.	<ul style="list-style-type: none"> Establish the criteria with community partners. Develop international networks to share this work. Support the arts in Wales to engage with national, UK wide and international networks, discussions and global commitments around climate justice, global responsibility and decolonisation. Suppressed histories to be fully documented and shared publicly. Start process of digitising collections and making publicly accessible as they are acquired. Develop a new collections strategy with greater diversity of collecting; a new focus on acquisition and commissioning, and more diverse representation on advisory committees relating to acquisitions. 	<ul style="list-style-type: none"> Acquire work through commissions with artists with lived experience. Ensure more diverse representation on advisory committees relating to acquisitions and international work. Deliver greater diversity of collecting. Deliver a programme to digitise collections and make these available for public use under open access policies. 	Arts and heritage are representative of the histories and creativity of culturally and ethnically diverse communities and D/deaf and disabled people.	AC-NMW ACW
WAARU	Develop new inclusive and anti-racist resources and programmes for schools.	<ul style="list-style-type: none"> Further develop the successful Creative learning programme Cynefin to support better understandings of the diverse cultural heritage and landscape of Wales. Develop school-based activities and resources to support better understandings of the diverse cultural heritage and landscape of Wales. 	<ul style="list-style-type: none"> Continue to develop and deliver Cynefin with schools across Wales. Work with creative practitioners with lived experience to support the delivery of Cynefin at museum venues. 	Resources and programmes for schools support an inclusive, anti-racist and anti-ableist curriculum.	ACW AC-NMW ACW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Re:cognition Richie Turner Associates WAARU	<p>Create structure through which Cultural Democracy can be delivered with community organisations.</p>	<ul style="list-style-type: none"> Establish Task Force expanding the remit and partners, to include artists, in the museum’s Black Lives Matter advisory group to monitor and oversee the delivery of the joint Action Plan. Establish a Deaf and Disability led task and finish group to take forward the standards for visitor experiences in arts venues and museums as outlined in the Richie Turner Associates report. Continue to support the Fusion network, established through the Welsh Government’s Fusion programme and local authorities across Wales, and link with the recommendations in the Re:cognition report. Establish remuneration framework for organisations and individuals involved. Re-launch and build on the Arts Council of Wales Night Out community touring scheme. 	<ul style="list-style-type: none"> Explore frameworks for developing community led advisory boards or people’s panels, cultural co-ordinators and community led advisory boards for initiatives at a local level. 	<p>Communities are empowered to shape and inform their own cultural experiences.</p>	<p>AC-NMW ACW</p>
	<p>Create structure through which Cultural Democracy can be delivered with young people.</p>	<ul style="list-style-type: none"> Embed the Amgueddfa Cymru Producers, as paid opportunities to increase representation of young people in policy development and decision-making. 	<ul style="list-style-type: none"> Actions to be developed with the Amgueddfa Cymru Producers. 		<p>AC-NMW</p>
		<ul style="list-style-type: none"> Widen the Arts Council of Wales Associates Scheme to include young people in decision-making. 	<ul style="list-style-type: none"> Actions to be developed with the young associates to support young people as arts decision makers and leaders. 		<p>ACW</p>

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
WAARU Re:cognition Richie Turner Associates	A review of the Arts Portfolio Wales that will include redefining the concept and role of an Arts Portfolio organisation, the type and structure of organisations eligible to join and the process for becoming a member of the portfolio.	<ul style="list-style-type: none"> • Ensure a future Investment Review process is transparent and designed through co design and collaboration with all stakeholders. • Take account of the issues raised in relation to monitoring and reviewing the activities and commitments of Portfolio organisations, building in expectations around inclusion, anti-racism and anti-ableism • Review monitoring and evaluation processes to ensure funded organisations deliver proposed and planned activities that focus on working with specific communities and / or audiences. • Re-launch our Creative Steps programme (see below). • Build representation of places for culturally and ethnically diverse, deaf and disabled artists, trans and queer artists and artists on low-income or with refugee / asylum seeker status into the Cultural Contract expectations. 	<ul style="list-style-type: none"> • Complete the process of reviewing the Wales Arts Portfolio. 	The Arts Portfolio Wales is more representative of the arts and cultural landscape of Wales.	ACW
Richie Turner Associates	Review the Arts Council of Wales grants application process to simplify and improve access for D/deaf and disabled people and others.	<ul style="list-style-type: none"> • Continue with the review of the Arts Council grants application process and system, including developing a range of accessible application processes. • Continue to develop Arts Council grant decision-making processes to involve more young people alongside people with relevant lived experience. 	<ul style="list-style-type: none"> • Monitor the impact of new approaches to grant application processes. 	Arts funding is more easily accessible and reaching wider communities.	ACW
WAARU	Finalise and publish the Creative Steps funding schemes for organisations and individuals.	<ul style="list-style-type: none"> • Incorporating actionable demands, including support and mentoring. Investment in the scheme to be increased. • Review will include recruiting and developing Associates to provide support to new and emerging artists in the application and project development process. • Identify seed funding for local arts/ engagement activity. • New scheme launched. 	<ul style="list-style-type: none"> • Continue to review and develop how ethnically and culturally diverse artists and creatives access funding. 	Arts funding is more easily accessible and reaching wider communities.	ACW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
WAARU	Share information on past and current funding decisions.	<ul style="list-style-type: none"> Explore creating a digital space where individuals and organisations can find information about where arts funding has been allocated. 	<ul style="list-style-type: none"> Review impact of sharing access to information on funding. 	Information on the impact of arts funding decisions is more widely accessible.	ACW
WAARU	Dormant resources made available for use by community partners and artists.	<ul style="list-style-type: none"> Pilot use of dormant spaces at museums and arts venues. Pilot recycling of materials used in exhibitions. 	<ul style="list-style-type: none"> Pilot hire of dormant equipment. Embed system and rolled out. 	More artists and creatives able to make, produce and share work through having access to underused resources.	AC-NMW ACW
WAARU	Anti-racism and anti-ableism are built into the ways third-party services are procured.	<ul style="list-style-type: none"> Develop a set of procurement principles for both organisations to adopt, which evidence anti-racist and anti-ableist approaches. 	<ul style="list-style-type: none"> Train and support staff in the approach and share principles with the wider sector. 	Equality is embedded into procurement principles which are operational and evidenced.	AC-NMW ACW
WAARU	Engagement practice and research is shaped by people's expertise and lived experience.	<ul style="list-style-type: none"> Non-extractive consultation models established. 	<ul style="list-style-type: none"> Further engagement research undertaken in areas not included in this phase of work, including geographical locations and areas of economic disadvantage, as identified in conversation with communities. Further D/deaf and disability led research on creative/participatory activity across museum (collecting/ events/exhibitions) and arts organisations. 	Research is shaped by people's knowledge, expertise and lived experience.	AC-NMW ACW

Equalities and the Welsh Language



Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
WAARU	Ensure effective integration of work on Future Generation Welsh Language and Equalities.	<ul style="list-style-type: none"> Develop a framework for delivering Equalities and Welsh Language Objectives in line with the Future Generations. Equalities and Welsh Language Objectives for 2023-25 agreed and published. 	<ul style="list-style-type: none"> Equalities and Welsh Language Objectives for 2025-26 agreed and published. 	Methods of working are naturally bilingual, inclusive, and equitable.	AC-NMW
		<ul style="list-style-type: none"> Implement a plan to combine the work on Future Generations, Welsh Language and Equalities Committees. 	<ul style="list-style-type: none"> Equalities and Welsh Language Objectives for 2025-26 agreed and published. 		ACW
WAARU	Support artists and art workers to use and learn Welsh.	<ul style="list-style-type: none"> Build on initiatives already underway to support the use of the Welsh language. 	<ul style="list-style-type: none"> Further expand language learning free schemes for staff and artists, with the National Centre for Learning Welsh, to support young creatives and artists. Develop approaches to supporting deaf artists and creative practitioners to learn Welsh. 	Use of the Welsh language and opportunities to learn Welsh are supported and facilitated.	AC-NMW ACW
WAARU	Culturally and ethnically diverse communities create and celebrate arts, culture and heritage through and in their own languages.	<ul style="list-style-type: none"> Initiatives developed with culturally and ethnically diverse communities include opportunities to create and interpret in various community languages. 	<ul style="list-style-type: none"> In consultation with culturally and ethnically diverse communities a plan is developed to incorporate community languages into wider interpretations at museums and venues. 	Wales as a multi-lingual nation is celebrated.	AC-NMW ACW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
WAARU	Develop Welsh language arts and cultural activity throughout the sector in Wales.	<ul style="list-style-type: none"> Welsh language Enabler in post at Arts Council of Wales to lead on developing strategic action plan for Welsh language within the arts. Deliver plan in line with Welsh Language Mapping Report and through the work of our Ysgogwr. 	<ul style="list-style-type: none"> Implement Action Plan for Welsh Language within the arts. 	Public services are naturally bilingual, inclusive, and equitable. Use of the Welsh language and opportunities to learn Welsh are supported and facilitated.	ACW
		<ul style="list-style-type: none"> Continue to develop and deliver Welsh language programmes, interpretations and services. 	<ul style="list-style-type: none"> Encourage use of Welsh language words and phrases in English language text and greetings, for example in exhibition interpretations and learning programmes, to support language learning and use. 		AC-NMW

Accessible Services



Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Richie Turner Associates	Establish and embed best practices standards for user, audience and visitor experience at arts/ cultural venues and national museums.	<ul style="list-style-type: none"> Commission a further piece of work to create best practise standards focused on accessibility levels for venues and standards for staff to improve the audience/visitor experience. Standards developed collaboratively with D/ deaf and disabled people. 	<ul style="list-style-type: none"> Take forward the recommendations made as part of the best practise standards. 	Experiences of users, audiences and visitors are inclusive and meets the needs of D/deaf and disabled people.	AC-NMW ACW
Richie Turner Associates		<ul style="list-style-type: none"> Focus on improved access to national museums as a key strand in the Estates Plan. 	<ul style="list-style-type: none"> Take forward the schedule of works as outlined in the Estates Plan. 		AC-NMW
Richie Turner Associates	Cultural resources and programmes available in BSL.	<ul style="list-style-type: none"> BSL continues to be incorporated into new programmes. 	<ul style="list-style-type: none"> Programmes accessible in BSL. 	BSL is adopted as a third language.	AC-NMW ACW
Richie Turner Associates WAARU	Cultural resources are made accessible.	<ul style="list-style-type: none"> Continue to provide physical and digital accessible cultural resources with use of easy-read and large print versions. 	<ul style="list-style-type: none"> Work with culturally and ethnically diverse communities to plan the use of community languages alongside Welsh, BSL and English, including potentially through use of technology. 	Venues, museums and cultural resources are accessible.	AC-NMW ACW
Richie Turner Associates	Arts Council of Wales Hynt (access card scheme) further developed.		<ul style="list-style-type: none"> UK wide Arts Access scheme established, building on the success of the Wales Hynt. 	Experiences of users, audiences and visitors are inclusive and meets the needs of D/deaf and disabled people.	ACW
			<ul style="list-style-type: none"> Amgueddfa Cymru to join Hynt. 		AC-NMW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Richie Turner Associates	With Disability Arts Cymru highlight article 30 of the United Nations Convention on the Rights of Disabled People 'Bring Us Our Creative Rights: Disabled People's Cultural and International Manifesto'.	<ul style="list-style-type: none"> Event held to highlight the article and call to action. Actions built into next iteration of Strategic Equality Plan. Support development of Disability History Month. 	<ul style="list-style-type: none"> Report on impact of actions. Disability History Month launched. 	Experiences of users, audiences and visitors are inclusive and meets the needs of D/deaf and disabled people.	ACW AC-NMW

Workforce Development, Staff Training and Skills



Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Richie Turner Associates WAARU	Recruit staff at all levels to be representative of the population.	<ul style="list-style-type: none"> Continue to support Agent for Change Role and publish report on programme of work undertaken. 	<ul style="list-style-type: none"> Review impact of the role and agree future plan. 	Workforce is representative of the population.	ACW
		<ul style="list-style-type: none"> Continue to support Agent for Change Role and publish report on programme of work undertaken. Establish specialist engagement roles to lead on outreach/in-reach initiatives with Public Programmes and Collections. 	<ul style="list-style-type: none"> Establish specialist roles to lead change in HR and at senior level. 		AC-NMW

Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Richie Turner Associates WAARU	Review and revise the HR recruitment policies and processes.	<p>Pilot new recruitment policies to support candidates from culturally and ethnically diverse communities and disabled people to include:</p> <ul style="list-style-type: none"> • support with application process, including 1-1 sessions • guaranteed interview for those who meet the assessment job criteria • support for Heads of Department to act as relationship managers • support for travel expenses. <p>Publish and make easily accessible staffing structure, including role grade, management range and executive range.</p>	<ul style="list-style-type: none"> • Embed learning from pilot phase and implement new policy. • Diversify application process to include video and visual representation. • Collaborate with the Wales Public Bodies Equality Partnership to focus upon workforce diversity across sectors. 	Workforce is representative of the population.	AC-NMW ACW
Richie Turner Associates WAARU	Review and revise the HR employee policies and processes.	<ul style="list-style-type: none"> • Develop an employee support system to support staff from culturally and ethnically diverse communities and D/deaf and disabled people. 	<ul style="list-style-type: none"> • Expand employee support system to include career development and progression. 	Workplaces, public spaces and services are safe and inclusive environments.	AC-NMW ACW
WAARU		<ul style="list-style-type: none"> • Include a section on micro-aggressions in the dignity at work staff handbooks and incorporate into the disciplinary and performance policies. 	<ul style="list-style-type: none"> • Further review policies based on how often specific policies are triggered. 		AC-NMW ACW
Richie Turner Associates WAARU	Provide mandatory training for all staff, to ensure they have the right skills and understanding.	<ul style="list-style-type: none"> • Commission, develop and pilot a training programme for staff on unconscious bias, on anti-racism, anti-ableism, leading in a bilingual county and Cymraeg 2050. • Provide specialized community engagement training for staff working in this area, including engagement team and marketing and communications teams. 	<ul style="list-style-type: none"> • Implement the training programme for all roles and Board and Council members. • Develop and deliver community engagement training. 	Workforce is anti-racist and anti-ableist, with zero tolerance of any form of discrimination or inequality.	AC-NMW ACW
Re:cognition WAARU	Provide routes to employment for young people, older people and culturally and ethnically diverse artists.	<ul style="list-style-type: none"> • Develop and launch Mentoring schemes. • Support and remunerate placements e.g. Kickstart. • Review apprenticeships schemes for all ages. 	<ul style="list-style-type: none"> • Continue with Mentoring Scheme. • Expand paid placement and establish early career training, interns. • Further develop apprenticeships schemes for all ages. 	Young people and artists are supported to develop their talents with employment opportunities.	AC-NMW ACW

Communication and Branding










Response to	Aims	Actions for Financial Year 2022-23	Actions for Financial Year 2023-25	Outcome	Responsibility
Re:cognition	Improve name recognition.	<ul style="list-style-type: none"> • Launch new Amgueddfa Cymru brand. • Collaborate with community organisations to develop and improve awareness and understanding of Amgueddfa Cymru and Arts Council of Wales' services. 	<ul style="list-style-type: none"> • Increase recognition and promotion of engagement work and initiatives through various platforms and with partners e.g. in community fairs. 	Amgueddfa Cymru and Arts Council of Wales are easily recognisable and identifiable.	AC-NMW ACW
WAARU Richie Turner Associates Re:cognition	Increase commitment and trust.	<ul style="list-style-type: none"> • Opportunities for staff to attend Board / Council meetings made more explicit. • Develop better networks within culturally and ethnically diverse communities and with D/deaf and disabled people. • Continue to use the Fusion partnership network, created through the Fusion programme, to engage with people facing economic disadvantages in Wales. 	<ul style="list-style-type: none"> • Communication methods developed with community organisations and local networks. 	Communication is more effective.	AC-NMW ACW
WAARU Richie Turner Associates Re:cognition	Promote inclusivity in the development of marketing materials that recognise and celebrate cultural experiences in Wales.	<ul style="list-style-type: none"> • Deliver marketing materials that recognise and celebrate anti-racist practice and inclusivity. 	<ul style="list-style-type: none"> • Deliver marketing materials that recognise and celebrate anti-racist practice and inclusivity. 	Marketing and branding are anti-racist, anti-ableist and inclusive.	AC-NMW ACW






Appendix 1

Well-being of Future Generations

Our plan sits within the framework of the Well-being of Future Generations (Wales) Act 2015 (FGA). Our intention in responding to the reports is to implement actions that will bring about sustainable, long term change not just for people now but for our future generations. In setting and agreeing the actions in this plan we have taken into account the seven well-being goals of the act and the five ways of working. In reviewing and monitoring our progress with this plan we will measure the actions against each of the seven goals.

7 Well-being Goals		Well-being of Future Generations Act
	A Prosperous Wales	This Action Plan seeks generally to contribute to a well-educated population through widening access to arts, culture and heritage. It also specifically creates pathways to employment through creation of apprenticeships, internships and placements, for young people and people who have experienced barriers as developing creative artists. Consideration of plans for zero carbon and wider environmental impacts will be built into the design and delivery of projects and programmes.
	A Resilient Wales	Working with communities to develop understanding and capacity to consider the natural environment will be part of this work. Our approach is designed to build resilient communities.
	A More Equal Wales	This Action Plan is designed to address inequalities of access to arts, cultural and heritage experiences for people in all parts of Wales. It is designed to widen engagement with people and better reflect people's experiences and identities through arts, culture and heritage. It seeks to empower culturally and ethnically diverse communities, D/deaf and disabled people and people experiencing socio-economic disadvantage, with genuine involvement in developing Arts Council of Wales and Amgueddfa Cymru's work. It will create the necessary structures and support mechanisms to enable this to happen, both internally and externally.
	A Healthier Wales	This Action Plan seeks to ensure that the well-being benefits offered by engagement with art, heritage and culture are extended to all communities and social groups. The Arts Council's Arts and Health programme and Amgueddfa Cymru's Art in Hospitals and Objects of Comfort initiatives will play important roles in delivering this change. Directly involving communities in developing and delivering offerings, both voluntary and paid for, will increase a sense of public ownership.
	A Wales of Cohesive Communities	Cultural Democracy is central to the delivery of this Action Plan, with communities working collaboratively as creators, decision makers, enablers and engagers.

7 Well-being Goals		Well-being of Future Generations Act
	A Wales of Vibrant Culture and Thriving Welsh Language	<p>The Action Plan responds to the need for action to improve and increase opportunities for people to engage in arts, heritage and culture. The focus is on those individuals and communities who have faced barriers that have prevented them from engaging in and contributing to our vibrant cultural life.</p> <p>Ensuring there are opportunities to engage with and create culture through the medium of Welsh is central to our plan, along with developing increased opportunities to engage through a range of community languages.</p>
	A Globally Responsible Wales	<p>The work will be shared internationally to celebrate Wales as an anti-racist, anti-ableist and inclusive country.</p>

Ways of working		How this has been applied
	Prevention	<p>The objectives have been informed by three intensive engagement studies with communities of interest. They aim to address inequality of access and to remove barriers which prevent engagement amongst specific communities.</p>
	Long term	<p>The plan recognises that long term commitment to delivery and resourcing is essential to bring about the substantive change needed. The plan forms part of both organisation's Strategic Equality Action Plans and long term strategies.</p>
	Collaboration	<p>This plan has come about through a partnership between Arts Council of Wales and Amgueddfa Cymru. At the heart of the plan are the communities we are aiming to reach and any actions moving forward will be informed by and developed with those communities.</p> <p>Strong partnerships with a range of different organisations already exist and these will be developed further as the plan is delivered. We anticipate new partnerships and collaborations forming as work progresses.</p>
	Integration	<p>The objectives have been informed through collaborative working and they will align to Welsh Government long term equality aims and contribute to a more equal Wales (FGA) and a fairer society (Equality Act, 2010). Application of the five ways of working has supported integration across duties.</p>
	Involvement	<p>We are committed to engagement with people and communities in the further development of the plan and the design of projects, programmes and services that drive our objectives forward.</p>

Appendix 2

Glossary

Amgueddfa Cymru Producers

- The Amgueddfa Cymru Producers are independent young people between the ages of 18-25 from diverse backgrounds who are paid to act as agents of change in the museum. This initiative is part of Kick the Dust, funded by National Heritage Lottery Fund to make heritage relevant to the lives of young people aged 11-25.

Community Organisations

- The makeup of a community organisation can vary depending on how it's structured and factors such as whether it is formally constituted, profit or not-for-profit etc.
- Generally speaking, community organisations work to bring positive changes to their communities and are the ones that tend to be on the ground doing work at the grassroots levels but are not limited to just doing this type of work.
- Communities are experienced and made in many ways. Communities are an identified group of people who are connected: geographically by locality with people living in a particular place, and/or through common identity, and/or through special interest or practice.

Creative Steps

- An Arts Council of Wales Lottery funded scheme that focusses on supporting individual artists and organisations led by individuals from culturally and ethnically diverse backgrounds, who are deaf, disabled or identify as neuro-divergent.

Cultural Democracy

- Cultural Democracy is a term spawned from the 'capability approach' that was developed by economist-philosopher Amartya Sen and philosopher Martha Nussbaum, which states that capabilities are 'real freedoms that people have to achieve their potential doings (activities we are able to undertake) and beings (the kind of people we are able to be). Real freedom in this sense means that one has all the required means necessary to achieve that doing or being if one wishes to. That is, it is not merely the formal freedom to do or be something, but the substantial opportunity to achieve it'. The Welsh cultural theorist and novelist, Raymond Williams also developed a significant body of thought around the concept of cultural democracy.
- At its core, Cultural Democracy is about people having the freedom and capability to create versions of culture that are given expression and celebrated in a horizontal, equitable and democratic manner. It is a framework that makes us all equal stakeholders in what counts as culture, who experiences it, who creates it and where it happens.

Culturally and Ethnically Diverse Communities

- Finding a term that encapsulates the nuances and breadth of the communities we serve and are a part of is challenging but we have chosen to use 'culturally and ethnically diverse communities' as we believe that this term captures this breadth more than any other.
- By placing culture and ethnicity adjacently, we are recognising the ways in which culture and identity intertwine and intersect, forming the essence of who we are as people.

Decolonise Collections

- One of the significant after-effects of colonialism is 'colonial hangover'; the legacies, ideologies and standards that are remnants of the colonial empire which are still pervasive in contemporary times.
- The work of decolonisation is centred on healing the damage that has been caused by colonialism, and is centred on disrupting 'traditional', Eurocentric and heteronormative ways of doing things.
- Decolonisation enables us to think in alternative ways about how we can eradicate hierarchies and hegemonies (domination of one group over another).
- Decolonisation should not be conflated with work centred on equality, diversity or inclusivity. This work is important in and of itself, but it is not decolonisation. Decolonisation is a specific notion that is focussed on reversing the harm caused by colonialism on a structural, systemic and epistemological level.
- The emphasis on decolonising collections is crucial as collections, and other things related to culture and heritage, are a significant aspect of how our identities, stories and histories are interpreted, re-interpreted, presented and represented.

Fusion Programme

- *Fusion: Creating Opportunities through Culture* is a Welsh Government programme developed as a response to the 'Culture and Poverty' report written by Baroness Kay Andrews and published in 2014. As noted by the Welsh Government 'Its aim is to encourage collaboration between culture and heritage organisations and bodies such as local authorities, to increase opportunities for those in areas of economic disadvantage.'
- Amgueddfa Cymru and Arts Council of Wales are two of the key partners who support the delivery of the Fusion programme.
- See Fusion web pages gov.wales/fusion for an overview of the current programme and the recent initiatives - supported by a variety of local and national partners.

Intersectionality

- Coined in 1989 by African-American critical race theory scholar Kimberle Williams Crenshaw, intersectionality is a framework for analysing the simultaneous and overlapping experience of identity categories such as but not limited to race, class, gender, sexuality and ethnicity.
- Crucially, intersectionality allows us to understand forms of oppression such as racism, classism, sexism, homophobia and xenophobia not as disparate and separate issues but mutually dependent in nature, creating an interconnected system of oppression.
- The reason why intersectionality has been a prominent framework over the years is because it helps us to understand the variety of forms of oppression we may experience simultaneously.
- Intersectionality is a complex and nuanced issue that can be extremely context specific or broader and more societal in nature. Here in Wales, we must be conscious of how intersectionality is at play from a geographical lens as well as the aforementioned categories as well.

Lived Experience

- Lived experience has become an increasingly popular term that describes an individual's human experiences, choices and options and how people live through and respond to those experiences.
- The term 'lived experience' seeks to understand the distinctions between lives and experiences and tries to examine why and how some experiences are privileged over others.
- Lived experience is gained through direct, first-hand involvement in particular events, situations or experiences rather than through representations constructed by other people.
- Lived experiences become especially significant when examining the ways in which these experiences are shaped and influenced by policy, society and the world around us.
- Individuals with lived experience have unique knowledge, insights and perspectives that are valuable for our growth and our push towards equity and social justice.

Micro-aggressions

- The term was coined in the 1970s by Professor Chester M. Pierce, who first used the term to describe the experiences of African Americans, stating that 'almost all black/white racial interactions are characterised by white put-downs, done in automatic, preconscious or unconscious fashion. These mini disasters accumulate'.
- Micro-aggressions can be defined as subtle, often times unintentional (not always) interactions and behaviours that project some type of bias or discrimination towards someone; usually someone who is from a culturally and/or ethnically diverse background or someone from a marginalised community.
- The key difference between micro-aggressions and overt discrimination, bias or racism is that the person committing the act may not even be aware of it.
- There are several types of micro-aggressions:
 - Micro assaults – Using terms to describe a marginalised person or group that are knowingly derogative whilst not always intending to be offensive. An example of this could be telling a racist joke.

- Micro insults – Usually comments that are backhanded or have an underlying, offensive meaning or tone.
- Micro invalidations – Invalidating the experiences of those from a marginalized community but making it seem as if they are being overly sensitive or overreacting to something.
- Environmental micro-aggressions – When a subtle discrimination occurs within society. It is linked with a person's environmental context and encompasses the negative micro-aggressions that can happen as a result of someone's external surroundings. Examples of this could be someone watching a TV show with a lack of representation and feeling excluded or unrepresented as a result of this, or studying at a higher education institution that only has buildings named after white people.

Neurodiversity

- Neurodiversity' is a term pioneered originally by Australian sociologist Judy Singer in the 1990s which encourages people to view neurodevelopmental differences as a natural and normal variation of the human genome. It urges society to reject any of the entrenched negativity associated with those that learn things in a certain manner or those that experience life in a different manner from a neurological perspective.
- Neurodiversity is also a reference to the virtually infinite neuro-cognitive variability within the human population. We all have unique nervous systems with a unique combination of abilities and needs and thus the whole of society is neurodiverse.
- Neurodiversity is a state of nature to be respected, an analytical tool for examining social issues and an important aspect of the conservation and facilitation of human diversity. Neurodiversity should be recognised and respected as a social category in the same vein as gender, ethnicity, socioeconomic class etc.
- We recognise that there is no 'right' way of thinking, learning and behaving and these differences should be celebrated rather than be perceived as deficits.

Non-extractive Ways of Working

- Traditional, extractive methods of research or working involve extracting knowledge from communities and then abandoning that community or harming that community in the process as a result of harmful working methods, models or practices.
- Non-extractive ways of working is intended to alleviate the potentially harmful traditional ways of working by ensuring that communities and participants are empowered rather than extracted from.
- A 'moral economy' of knowledge co-creation that prioritises the process rather than the outcome and that centres empathetic ways of working in a mutual and reciprocal manner must be created. This would entail a shared exchange of knowledge, tools, techniques and labour between communities and organisations like ours.
- Participation without reciprocity, mutual learning and empathy results in extractive ways of working and the continued marginalisation of communities.

Social Model of Disability

- In the 1960s and 1970s, disabled people began to challenge the way society treated them and the exclusion they faced which birthed the disability rights movement.
- The social model of disability is a framework that was developed by disabled people to identify and take action against their oppression and the framework states that people are disabled by barriers in society and not necessarily by their impairment. Barriers could be physical such as a lack of disabled toilets or they can be attitudinal such as assuming disabled people can't do certain things.
- The social model of disability was developed to directly counter the traditional, medical model of disability which perceived disabilities and impairments to be a medical problem to be prevented, cured or contained, making the disabled person feel like the problem instead of society.
- We use the term disability as holistically and inclusively as possible in this Action Plan, meaning that our use of the term includes but is not limited to those who are deaf, blind/visually impaired, have any learning difficulties, are physically impaired or those that are neurodivergent.