Inclusivity in Workforce, Leadership and Governance: Preparing to Reflect

Inclusivity and Relevance

Arts Council England

To achieve greater fairness, access and opportunity across your organisation, the first step is to reflect on where you are currently. What are the opportunities to become more inclusive and what changes will you need to make or introduce that will help you achieve your ambitions?

This activity has been developed to help members of your governing body and your Senior Management Team (including HR colleagues where relevant) prepare for a group discussion to **reflect on inclusivity in your organisation**. This activity should take around **45 minutes** to complete, but you may wish to spend longer on it if it stimulates more in-depth discussion.

How to do it

Step 1: Get your data

Before you begin, it's helpful to have the following data to hand:
- Regional population demographic data
- Your organisation's diversity data
- A snapshot of England's diversity based on Office for National Statistics (ONS) working age population data. As a guide, please see below:

- **17% Ethnically diverse backgrounds**
  (ONS 2019/20 England working age population data,16-64)

- **Male** 49.8%
- **Female** 50.2%
  (ONS 2019/20 England working age population 16-64)

- **22% Disabled**
  (ONS 2019/20 England working age population data,16-64)

Step 2: Read up

To help you complete this activity it would be helpful to familiarise yourself with what we mean by inclusivity and how it could apply to your organisation. You can find more information on Inclusivity and Relevance here in our **essential reads** (https://www.artscouncil.org.uk/lets-create/essential-read-inclusivity-relevance).

Step 3: Prepare your reflections

Once you've got your data and you're familiar with the Investment Principle, it's time to start preparing your reflections.

As a group or individually, think about the following questions, then try to write down your responses under the heading that you feel is most relevant. Try to include anything you think works well, things that you think could be improved and what actions you could take to help you become more inclusive.

1. **Culture Change**
   How inclusive is your organisation's culture and ways of working? What can you change to become more inclusive?

2. **Becoming more accessible** / **Removing barriers**
   Are there any barriers you are aware of that might prevent your organisation from being more inclusive and accessible? How can you remove those barriers?

3. **Governance**
   Thinking about who sits on your governing body, is this a fair reflection of the communities you serve? What changes could you introduce to develop a more inclusive and representative governing body?

4. Leadership

How inclusive and representative is your organisation's leadership? Where have you made progress and where do you have more work to do?

5. Workforce

What are your immediate reflections on the diversity of your workforce? Is it a fair representation of the communities you serve e.g. from the perspective of Disability, Race, Sex, other protected characteristic groups (note 1) and socio-economic background? What is this like across job roles and levels in your organisation?

Note 1: Under the Equality Act 2010 the **protected characteristics** (https://www.equalityhumanrights.com/en/equality-act/protected-characteristics**)** are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation

Culture Change

Becoming more accessible / Removing barriers

Governance

Leadership

Workforce

All done?
Once you've written your responses in these boxes, you're
ready to start **reflecting on inclusion in your organisation!**