

Combined Impact Assessment for Investment Review 2023

Name of policy, strategy, project, programme or
scheme – the Proposal

Investment Review 2023 Consultation Documents

New:

Update to existing version:

Team/ Department:	Arts Development / CEU
Person(s) undertaking the assessment:	Lleucu Siencyn, Angela Thomas, Judith Musker Turner
Date of Assessment:	30 June 2022

Introduction

The purpose of this Combined Impact Assessment (CIA) is to ensure that the policies and strategies that we develop promote the Arts Council's overall priorities. In this case this means Equalities, Welsh language, and the 7 Well-being goals of the Future Generations Act (WFGA).

The CIA contributes to effective policy making by encouraging us to think about the impact and consequences of our work. By specifically addressing these issues at the earliest planning stage, we're more likely to develop proposals that best meet Council's priorities. And if this process identifies issues or problems, we have the opportunity to take mitigating action to put things right. This helps us to meet our requirements under the Equality Act 2010, Welsh Language Measure 2011 and Well-being of Future Generations Act.

Throughout this document we use the word 'Proposal' to refer to what we are assessing. In this context, this term includes strategies, projects, policies, programmes and initiatives, including both new and any existing that are undergoing significant change/update.

This is an initial draft version of the CIA on the Investment Review Consultation Document which will be subject to public consultation between 18th July and 10th October 2022. The final version will include amendments made in response to the consultation feedback.

Please respond to the following questions, providing appropriate levels of detail.

1. What are the main aims/purposes/outcomes of the Proposal?

Our vision is of a creative Wales where the arts are central to the life and well-being of the nation.

In response to the shifting world in which we find ourselves as we emerge from the pandemic, through this Investment Review we will set out a fresh approach to the allocation of multi-year funding to organisations, and a deepened requirement for those funded organisations to meet our objectives.

Our proposed approach moves from a rigid process of funding to a significantly more flexible and responsive model for organisations, where we expect funded bodies to deliver on outcomes in line with our priorities.

We are proposing to move from a portfolio model, into a broader range of **multi-year funding options** for organisations, and consequently will be seeking organisations funded by us to work in partnership with us to achieve greater engagement with all artforms for communities and individuals.

The new model means a new structure for funding, that isn't constrained by a single 'investment review' window.

The basis of future agreements will be **three years of funding**, with the potential of up to three additional years of core funding, depending on progress and our shared confidence in the organisations' continuing progress.

We are renewing the **investment priorities** that drive our funding decisions underpinned by our commitment to the Wellbeing of Future Generations Act. Our vision is underpinned by the following six priorities:

- i. **Creativity:** art that is imaginative, distinctive, international in outlook, ambitiously created in responsible and relevant ways, and that resonates with individuals and communities
- ii. **Equity, diversity and inclusion,** so that individuals and communities can make, co-create and experience art on their own terms.
- iii. **Welsh language** thriving in our creative lives; being able to make, participate and experience arts in the language of our choice while authentically reflecting life in Wales.
- iv. **Climate justice** via creativity and action that is socially, environmentally, and ethically sustainable
- v. **Nurturing talent** for a robust future, with pathways that allow everyone to develop creativity, skills and leadership
- vi. **Transformation** - seizing new opportunities and taking risks, being resilient and responsive to change, while remaining relevant to people and communities

2. Who is affected by the Proposal or who is intended to benefit from the Proposal and how?

This proposal primarily affects current APWs and any organisations currently not in the Portfolio who meet the Investment Review eligibility criteria.

Beneficiaries of the proposal include arts organisations, artists, and the wider general public. The latter are a key beneficiary as the underlying principle of the Investment Review is to instil equity, diversity, inclusion, and social justice at the heart of our work. We're planning to involve people with lived experience in our Investment Review decision making.

3. Have affected parties been engaged/consulted on the Proposal?

The Investment Review activity will start with a full public consultation, including an opportunity to comment on this draft document. We want to provide an opportunity for everyone – and not just those organisations participating in the Investment Review process – to comment on the purpose and desired outcome of the Review and the application process that we propose to use.

The consultation will run from 18th July 2022 to 10th October 2022 and will seek feedback on the following:

- Consultation Document
- Combined Impact Assessment

Council will consider the results of the consultation at its meeting on 4th November, and its response will be published by December 2022 when the final versions of the above will also be published.

The application process will open in early January 2023.

4. What is being done to limit any negative impact or promote positive impact on protected groups, Welsh language and Future Generation goals?

Please complete the table in Appendix 1.

If adjustments are identified please list in the Actions Template at Appendix 2.

This Impact Assessment considers the Investment Review Consultation document. Please refer to Appendix 1 for detailed consideration of the potentially positive and negative impacts of our proposals for the Investment Review on each of the above.

It will be updated to reflect the outcomes of the consultation and final versions of the above documents, prior to its publication in December 2022. It does not include consideration of the potential impact of the work of the organisations successful in receiving multi-year funding arrangements against our strategic priorities. This will be a separate consideration when these organisations are confirmed.

5. How will the Proposal help promote equality, eliminate discrimination and promote good relations?

One of the key purposes of the Investment review is to ensure everyone – irrespective of background, geographical location or culture – has access to high quality arts provision, whether as practitioner, employee, participant or audience member. To help achieve this we’re planning to involve people with lived experience in our Investment Review decision making.

The Investment Review is open to all organisations who meet the eligibility criteria to apply. As potential recipients of significant sums of public money, these criteria have been set to ensure organisations are able to demonstrate good standards of governance and are properly constituted to ensure they may meet the performance, monitoring and reporting demands of an organisation in receipt of a multi-year funding arrangement.

The terms of the Investment Review will be applied consistently to all eligible organisations that apply for multi-year funding arrangements. No significant potential differential impact has been identified. There are, however, some minor differential impacts, both positive and negative. These are evidenced through the considerations outlined in the attached appendices.

Combined Impact Assessment Approved by:	Date of Approval:
Council	Draft – 8th July 2022

Appendix 1

Assessment of Impact and Strengthening

This section asks you to assess the impact of the Proposal on each of the protected groups, the Welsh language and Well-being Goals of the Future Generations Act. Using the information available identify the effects of this Proposal on the following groups.

Please indicate potential impact

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Age (<i>across the whole age spectrum</i>)	Positive impact			Young people - Our Investment Review Paper contains a commitment to develop the role of arts and creativity in the lives and learning of young people.		One of the guiding principles of our Widening Engagement Action Plan is that young people and artists are supported to develop their talents with employment opportunities. The Action Plan contains more detailed targets which include widening the Arts Council of Wales Associates Scheme to include young people in decision-making. This would include the Investment Review process.

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
				<p>Other age groups - Our priority relating to equity, diversity and inclusion recognises the importance of diversity across all protected characteristics including age. This priority will form a key part of our decision making process and will ensure that there will be no differential impact.</p>		<p>Looking at how organisations are developing the role of arts and creativity in the lives and learning of young people is part of our priority around equity, diversity and inclusion that will be stressed in the assessment of applications.</p> <p>Our work in supporting the Age Friendly Wales strategy will ensure there is a positive impact in relation to Older people and will also inform our ongoing support across the sector.</p>

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
D/deaf and Disabled people	Positive impact			<p>Our research and monitoring evidence consistently tells us that deaf and disabled continue to face barriers to engaging in the arts. In 2020/21 there were:</p> <p>119 D/deaf or disabled people working in the APW organisations (up by 38%) on the previous year.</p> <p>37 D/Deaf or disabled people on Boards of management of the portfolio (up by 27%).</p>	<p>Improving opportunities and representation in the arts for disabled people is a key area of focus for us.</p> <p>Please refer to the next column for action we are taking to address this consideration.</p>	<p>There will be widespread promotion of the opportunity to take part in the public consultation and for eligible organisations to apply to the Investment Review. This will be supported by a series of online workshops designed to encourage engagement and participation in the process, particularly from groups and communities who are currently under-represented.</p>

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
D/deaf and Disabled people		Negative impact		<p>We have published our commitment in our Corporate and Strategic Equality Plans to treble the number of disabled people (including D/deaf people) on APW Boards and double the number employed within the arts.</p> <p>The Investment Review will invite submissions from organisations who meet our published Eligibility Criteria.</p> <p>We are aware that Disability led organisations are significantly underrepresented in our current Portfolio.</p>	<p>Improving opportunities and representation in the arts for disabled people is a key area of focus for us.</p> <p>Please refer to the next column for action we are taking to address this consideration.</p>	<p>Increasing the number of disabled people engaging with the arts is part of our priority around equity, diversity and inclusion that will be prioritised in the assessment of applications.</p> <p>We will ensure our application process is accessible and our criteria for awarding funding reflects the commitments we have made.</p>

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Gender Reassignment			No impact	<p>The Investment Review process does not distinguish between people on the basis of their gender or gender reassignment.</p> <p>Our priority relating to equity, diversity and inclusion recognises the importance of diversity across all protected characteristics including gender reassignment. This priority will form a key part of our decision making process and will ensure that there will be no differential impact.</p>		

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Marriage and Civil Partnership			No impact	The Investment Review process does not distinguish between people on the basis of their marital/civil partnership situation. In our opinion, therefore, it should not have a differential impact.		

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Pregnancy and Maternity			No impact	Whilst we acknowledge there may be a small risk in terms of support available to some organisations making an application to the Investment Review should a key member of staff be on maternity leave, the Investment Review process itself will not distinguish based on pregnancy/ maternity. In our opinion, therefore, it will not have a differential impact.		

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Race	Positive impact			<p>We have published our commitment in our Corporate and Strategic Equality Plans to treble the number of people from Culturally and Ethnically diverse backgrounds on APW Boards and double the number employed within the arts.</p> <p>Organisations applying under the Investment Review are required to provide details of the number of people from Culturally and Ethnically diverse backgrounds they currently employ and have appointed to their Boards, together with details of any activity outlined in their business plans in consideration of this. This information will inform our assessment.</p>		<p>Improving opportunities and representation in the arts for culturally and ethnically diverse people is a key area of focus for us, as outlined in our Widening Engagement Action Plan.</p>

				<p>Recent APW Survey data shows there were 196 people from ethnically and culturally diverse backgrounds employed within the APW organisations in 2021/22.</p> <p>There were 77 people from ethnically and culturally diverse backgrounds on Boards of management of our APWs in 2021/22.</p> <p>This is an increase on previous years' figures for 2020/21 when there were 52 people from ethnically and culturally diverse backgrounds on Boards of Management.</p>		
--	--	--	--	--	--	--

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Race		Negative impact		The Investment Review will invite submissions from organisations who meet our published Eligibility Criteria. We are aware that organisations led by people from Culturally and Ethnically diverse backgrounds are significantly underrepresented in our current Portfolio.	Improving opportunities and representation in the arts for culturally and ethnically diverse people is a key area of focus for us, as outlined in our Widening Engagement Action Plan .	There will be widespread promotion of the opportunity to take part in the public consultation and for eligible organisations to apply to the Investment Review. This will be supported by a series of online workshops designed to encourage engagement and participation in the process, particularly from groups and communities who are currently under-represented. We will ensure our application process is accessible and our criteria for awarding funding reflects the commitments we have made.

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Religion / Belief			No impact	The Investment Review process does not distinguish between people on the basis of their religion or beliefs. In our opinion, therefore, it will not have a differential impact.		
Sex			No impact	Arts Council of Wales APW Survey Report 2021/22 identified that there are slightly more women (289) than men (276) on the Boards of our existing APW organisations. Whilst there is a small differential here, the Investment Review process does not distinguish based on gender. In our opinion, therefore, it will not have a differential impact.		

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
Sexual Orientation	Positive impact			Our priority relating to equity, diversity and inclusion recognises the importance of diversity across all protected characteristics including sexual orientation. This priority will form a key part of our decision making process.		Widening engagement and equality is at the heart of the Investment Review and we're planning for a positive impact. Our organisations receiving multi-year funding agreements will be required to promote and drive this agenda forward as a condition of their funding. We will monitor and report on progress.

Wellbeing of Future Generations Goals

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Wales of Vibrant Culture and thriving Welsh Language</p> <p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	Positive impact			<p>Developing and innovating the arts to enrich lives and benefit the nation’s cultural identity, health and wellbeing is central to our work, which is expressed through our priority around creativity. This priority will form a key part of our decision-making process.</p> <p>The provision of Welsh Language activity is a key area of focus for us – evidenced by our Welsh language priority in the Investment Review Consultation Document and the work we are undertaking to develop a Welsh Language Strategy in response to the recommendations of the Welsh Language Mapping Report.</p>		<p>Supporting creativity that is exciting, innovative, diverse, ambitious, representative, relevant, ethically sustainable and international in outlook will be a primary consideration when assessing applications under the Investment Review process.</p> <p>Maximising opportunities for organisations to learn and use Welsh, and carrying out the crucial service of generating work for and with Welsh speakers and learners will be a primary consideration when assessing applications under the Investment Review process.</p>

			<p>Progress is monitored closely by Council through the Welsh Language Committee. The 2021/22 APW survey indicated that 10,399 people attended Welsh language touring performances, this is an increase from 2020/21 when there were 8,960 attendances. As a comparison to pre pandemic times there were 43,682 attendances in 2019/20.</p> <p>4,324 attendances were made to performances at APW venues during 2021/22, an increase compared to the previous year when 2,056 attendances were reported. The 2019/20 APW survey indicated 24,636 attendances were made to Welsh language performances at APW venues.</p>		<p>We will ensure Welsh speaking officers assess Welsh language applications.</p>
--	--	--	--	--	---

		Negative impact		<p>We welcome applications in Welsh as well as English under our Investment Review process and will provide for Welsh Language applications to be assessed in their original language.</p> <p>The Investment Review could have a differential impact on Welsh Language speakers as it could potentially reduce or increase the number of organisations in receipt of multi-year funding arrangements that deliver work through the medium of Welsh. This could then impact of the accessibility of the arts to the Welsh speaking public. However, given that Welsh Language is one of or 6 priorities the likelihood of this potential impact occurring is very small.</p>	<p>Our Welsh language priority states a commitment to see Welsh language thriving in our creative lives; being able to make, participate and experience arts in the language of our choice while authentically reflecting life in Wales. This priority will form a key part of our decision making process.</p>	
--	--	-----------------	--	---	---	--

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Wales of Cohesive Communities</p> <p><i>Attractive, safe, viable and well-connected.</i></p>	Positive impact			<p>The vision of this Investment Review builds on the goal of our Widening Engagement Action Plan to ensure that our funding reaches more widely into communities. Our intention is to support a sector that is deeply connected with communities, particularly those that are currently underserved and those that continue to face barriers to engaging with the arts.</p>		<p>Our priority relating to equity, diversity and inclusion recognises the importance of supporting a sector that is deeply connected with communities. This priority will form a key part of our decision-making process.</p>

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Globally Responsible Wales</p> <p><i>“A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being”</i></p>	Positive impact			Our priority relating to climate justice via creativity and action that is socially, environmentally, and ethically sustainable makes a commitment to support organisations who are making ethical choices and considering the impact on people and planet locally and globally in all our decisions. The need to tackle global issues such as inequity, the climate emergency and the cost of living crisis will be set alongside the legal framework of the Wellbeing of Future Generations Act. Furthermore, we note the Cultural Contract which is being developed in collaboration with Welsh Government as one mechanism for accountability moving forwards.		Our priority relating to climate justice recognises the importance of creativity and action that is socially, environmentally, and ethically sustainable. This priority will form a key part of our decision making process.

		Negative impact		<p>Whilst our climate justice priority clearly states our commitment to ethical sustainability, the lack of concrete measures in place for assessing use of natural resources, fair trade, ethical employment and procurement will make it difficult to make an accurate assessment on whether funded organisations are making a positive contribution to global wellbeing.</p>	<p>We are developing a strategy for Climate Justice and the Arts which will include working with partners and the sector to establish mechanisms for establishing baseline data and effective monitoring techniques. The strategy will also look at the advice and support the sector needs to be able to operate in a way which makes a positive contribution to global wellbeing.</p>	
--	--	-----------------	--	--	---	--

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Healthier Wales</p> <p><i>“A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood”</i></p>	Positive impact			<p>Our Arts and Health programme has clearly evidenced the positive impact that the arts have on health, mental health and well-being.</p> <p>Arts and Health activity underpins all of our 6 priorities for the Investment Review, particularly Creativity, Equity, and Transformation.</p> <p>Our Investment Review paper contains a commitment to advancing the power of the connection between arts and health, and to ensure that the arts benefit the nation’s health and wellbeing.</p>		Through continued development and promotion of Arts and Health programme of activity and the positive impact this has on society.

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Prosperous Wales</p> <p><i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate</i></p>	Positive impact			<p>The Investment Review Paper sets out a fresh approach to the allocation of multi-year funding to organisations, with multi-year options for both core costs and project funding available. This will be a significantly more flexible and responsive model for organisations, which will be more streamlined and less burdensome for all of us who are so committed to the arts sector. This model is intended to help organisations with the financial resource and stability they have evidenced they require in order for them to be able to deliver the activity towards our strategic objectives they have committed to, in a way which responds more flexibly to their individual situations and needs.</p>		<p>The Investment Review Paper provides information to applicants on the considerations they must evidence having undertaken when requesting their level of funding and the levels of activity they could achieve against this.</p> <p>These considerations will form a key part of our assessment process.</p> <p>Applicants will be required to demonstrate how they meet these requirements through their application and accompanying business plan.</p>

<p><i>change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</i></p>				<p>Additionally, our priority around nurturing talent recognises the need for organisations to nurture skills and develop our future generations.</p> <p>Our priority relating to climate justice makes a commitment to decarbonise our practices to achieve an arts sector which is carbon neutral by 2030 and net zero by 2050.</p> <p>Our assessment process will largely be undertaken electronically, thus reducing the need for assessing officers to print applications and associated material submitted.</p>		<p>Our priority relating to nurturing talent recognises the importance of nurturing skills and developing the potential of our future generations. This priority will form a key part of our decision-making process.</p> <p>Our priority relating to climate justice makes a commitment to decarbonise our practices to achieve an arts sector which is carbon neutral by 2030 and net zero by 2050. This priority will form a key part of our decision-making process.</p>
--	--	--	--	---	--	--

	+ positive impact	- negative impact	No impact	How is this category affected and what is the evidence of this?	How could you limit the negative impact?	How can you promote positive impact?
<p>A Resilient Wales</p> <p><i>“A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change.”</i></p>				<p>Our priority relating to climate justice makes a commitment to take ownership of the climate and nature emergencies, including addressing biodiversity loss, and enabling artists to realise the potential of the arts to affect change in Wales and the world through values of empathy, solidarity and healing. This priority will form a key part of our decision-making process.</p>		<p>Our priority relating to climate justice makes a commitment to take ownership of the climate and nature emergencies, including addressing biodiversity loss, and enabling artists to realise the potential of the arts to affect change in Wales and the world through values of empathy, solidarity and healing. This priority will form a key part of our decision-making process.</p>

Appendix 2

Actions identified through this Assessment

When you create an action you must make sure it can be delivered. You need to discuss the action with the Officer who will lead on its delivery (if it is not you). Ensure you agree the timescale, as well as how it will be resourced, delivered and monitored. This must be done before the Impact Assessment and associated proposal is approved.

Issue	Action/Task	Lead Responsibility	Timescale	Resource Implications	Comments
<p>Disabled and D/deaf</p> <p>We are aware that Disability led organisations are significantly underrepresented in our current Portfolio.</p>	<p>Improving opportunities and representation in the arts for disabled people is a key area of focus for us.</p> <p>We will be taking advice to stress test our process and advise on how we can remove any potential barriers raised through the application process.</p>	<p>SLT/Council</p>	<p>Assessment Process (April – June 2023)</p> <p>Council Decision (July 2023)</p>	<p>Availability of key staff throughout the process.</p>	<p>Activity supported by detailed project plan with allocated resources, and subject to regular scrutiny.</p>

	<p>Organisations applying under the Investment Review are required to provide details of the number of disabled people they currently employ and have appointed to their Boards, together with details of any activity outlined in their business plans in consideration of this.</p> <p>This information will inform our assessment considerations.</p>				
--	--	--	--	--	--

Issue	Action/Task	Lead Responsibility	Timescale	Resource Implications	Comments
<p>Race</p> <p>We are aware that Culturally and Ethnically diverse led organisations are significantly underrepresented in our current Portfolio.</p>	<p>Improving opportunities and representation in the arts for culturally and ethnically diverse people is a key area of focus for us, as outlined in our Widening Engagement Action Plan.</p> <p>There will be widespread promotion of the opportunity to take part in the public consultation and for eligible organisations to apply to the Investment Review. This will be supported by a series of online workshops designed to encourage engagement and</p>	<p>SLT/Council</p>	<p>Assessment Process (April – June 2023)</p> <p>Council Decision July 2023</p>	<p>Availability of key staff throughout the process.</p>	<p>Activity supported by detailed project plan with allocated resources, and subject to regular scrutiny.</p>

	<p>participation in the process, particularly from groups and communities who are currently under-represented.</p> <p>We are taking advice to stress test our process and advise on how we can remove any potential barriers raised through the application process.</p> <p>Organisations applying under the Investment Review are required to provide details of the number of people from Culturally and Ethnically diverse backgrounds they currently employ and have appointed to their Boards, together with details of any activity outlined in their business plans in consideration of this.</p> <p>This information will inform our assessment considerations.</p>				
--	---	--	--	--	--

Issue	Action/Task	Lead Responsibility	Timescale	Resource Implications	Comments
<p>A Globally Responsible Wales</p> <p>Whilst our climate justice priority clearly states our commitment to ethical sustainability, the lack of concrete measures in place for assessing use of natural resources, fair trade, ethical employment and procurement will make it difficult to make an accurate assessment on whether funded organisations are making a positive contribution to global wellbeing.</p>	<p>We are developing a strategy for Climate Justice and the Arts which will include working with partners and the sector to establish mechanisms for establishing baseline data and effective monitoring techniques. The strategy will also look at the advice and support the sector needs to be able to operate in a way which makes a positive contribution to global wellbeing.</p>	<p>Arts Development</p> <p>SLT/Council Approval</p>		<p>Availability of key staff throughout the process.</p>	<p>Activity supported by detailed project plan with allocated resources, and subject to regular scrutiny.</p>

Issue	Action/Task	Lead Responsibility	Timescale	Resource Implications	Comments
<p>How will these be monitored? These will be monitored by the Project Board and reported to SLT through the application and assessment process for the Investment Review, and reflected in the announcements made at the end of the process in July 2023.</p>					
<p>How and where will this be published? This initial Impact Assessment will be published at the time of consultation and updated and republished in December 2022 when the results of the consultation are known.</p>					