

macnas

Macnas Equality, Diversity & Inclusion (EDI) Policy

1. Policy Statement

Macnas is committed to equality, diversity and inclusion in all aspects of its work. Rooted in Galway, Macnas believes that its ensemble, participants, audiences and users should reflect the rich diversity of the community in which it operates. We recognise diversity as a creative strength and inclusion as essential to artistic excellence, social relevance and organisational integrity.

Macnas is committed to creating an environment where everyone is treated with dignity and respect, where difference is welcomed, and where barriers to participation are actively identified and removed.

Galway Context

Galway is a diverse, evolving city with a growing population of people from different cultural, ethnic and socio-economic backgrounds, a wide age range, and a significant number of people with disabilities and access needs. As a publicly funded organisation working in shared civic space, Macnas recognises a responsibility to ensure that the people who make, participate in, and experience our work reflect the community in which it is created.

This rationale informs our ambition that Macnas should reflect Galway's diversity – on the street, in our work and within the organisation.

2. Our Core Principle

The underlying premise of this policy is that Macnas should reflect Galway.

This means:

- Our performers, artists, staff, volunteers and leadership should reflect the lived realities, identities and backgrounds of the communities we serve.
- Our work should be accessible, relevant and welcoming to people of all ages, abilities, cultures and socio-economic backgrounds.
- Our audiences and participants should see themselves represented in our work, in our stories and within our organisation.

3. Scope

This policy applies to:

- Employees, freelancers and contractors

- Performers, ensemble members and artists
- Volunteers and trainees
- Board members
- Participants, collaborators and audiences

It informs all Macnas activities, including recruitment, programming, partnerships, outreach, training and governance.

4. Our Commitment to Equality

Macnas is committed to equality of opportunity and does not tolerate discrimination, harassment or exclusion on the grounds of:

- Gender, gender identity or expression
- Sexual orientation
- Age
- Disability (physical, sensory, intellectual or mental health)
- Race, ethnicity, nationality or skin colour
- Religion or belief
- Socio-economic background
- Family status or caring responsibilities
- Membership of the Traveller community
- Any other ground protected under Irish equality legislation

5. Diversity in Practice

Macnas actively seeks to:

- Broaden access to participation in all programmes and productions
- Engage with underrepresented and marginalised communities in Galway
- Ensure diversity in casting, ensemble development and creative teams
- Use inclusive language, imagery and storytelling in our work
- Build long-term relationships with community groups and local organisations

6. Inclusion & Access

Inclusion means meaningful participation.

Macnas will:

- Work to remove physical, financial, cultural and attitudinal barriers
- Consider access needs in planning, rehearsal, performance and events
- Provide clear information and reasonable accommodations where possible
- Foster safe, respectful and welcoming spaces for all

7. Recruitment & Governance

Macnas is committed to fair, transparent and inclusive recruitment and selection processes. We aim to:

- Encourage applications from people underrepresented in the arts sector
- Ensure decision-making structures reflect the diversity of Galway
- Regularly review policies and practices to address systemic barriers

8. Responsibility & Accountability

Responsibility for implementing this policy is shared across the organisation.

The Board and senior management are responsible for:

- Monitoring progress and reviewing this policy regularly
- Embedding EDI principles into strategic planning and decision-making
- Responding promptly and appropriately to concerns or complaints

9. Review

This policy will be reviewed on a regular basis to ensure it remains relevant, effective and responsive to the evolving community of Galway.

Action Plan & Key Performance Indicators (KPIs)

Purpose

This Action Plan translates Macnas' EDI policy into measurable actions. It ensures that our core principle, Macnas should reflect Galway, is embedded across programming, participation, employment and governance.

1. Representation & Participation

Objective:

Ensure the Macnas ensemble, participants and audiences reflect the diversity of Galway.

Actions:

- Collect voluntary, anonymised demographic data across ensemble members, staff, participants and audiences.
- Actively recruit performers and participants from underrepresented communities in Galway.
- Develop clear and accessible outreach pathways into Macnas programmes (youth, adult, community and professional).

KPIs:

- Annual demographic snapshot completed and reviewed by management and Board.
- Evidence of measurable progress in representation and participation from underrepresented communities over time.
- At least one new or sustained outreach pathway developed annually.
- Clear progression routes identified for participants engaging through partnerships.

2. Main Programme**Objective:**

Ensure Macnas' artistic work reflects diverse stories, identities and lived experiences.

Actions:

- Embed EDI considerations at the earliest stages of artistic planning and commissioning.
- Include artists from diverse backgrounds in creative leadership roles.
- Include people from diverse backgrounds in Artist and Artform Development programmes.
- Regularly review programming for representation and accessibility.

KPIs:

- EDI considered and documented in 100% of major productions and projects.
- Minimum of 20% of creative leadership roles filled by artists from underrepresented backgrounds (reviewed annually).
- Annual qualitative review of artistic output through an EDI lens.

3. Participation, Creative Engagement, Volunteering

Objective:

Remove barriers to participation and ensure inclusive working environments.

Actions:

- Carry out access planning for Macnas' spaces for rehearsals, performances and events.
- Work with event control on access planning for Macnas performances.
- Provide clear access information to staff, participants and audiences.
- Build access costs into project budgets wherever possible.

KPIs:

- Access plans in place for all public-facing projects.
- Access information published for all events.
- Annual increase in budget allocation for access measures (subject to funding).

4. Recruitment & Employment**Objective:**

Create fair, inclusive pathways into employment, freelancing and volunteering at Macnas.

Actions:

- Use inclusive recruitment language and open calls wherever possible.
- Advertise opportunities through community and grassroots networks in Galway.
- Review selection processes for bias.

KPIs:

- All roles publicly advertised unless a clear rationale is documented.
- Recruitment packs include EDI statement in 100% of cases.
- Increase in diversity of applicants year-on-year (where data is available).

5. Training & Organisational Culture**Objective:**

Build internal capacity to deliver on EDI commitments.

Actions:

- Provide regular EDI and inclusive practice training for staff, artists and Board members.
- Embed EDI responsibilities into role descriptions and leadership expectations.
- Encourage open dialogue and feedback.

KPIs:

- EDI training delivered at least once every two years.
- 100% of Board members receive EDI induction.
- EDI included as a standing agenda item at relevant meetings.

6. Partnerships & Community Engagement

Objective:

Strengthen relationships with Galway-based communities and organisations.

Actions:

- Develop long-term partnerships with community, disability, migrant and youth organisations.
- Co-create projects rather than relying solely on outreach models.

KPIs:

- Minimum of two active community partnerships aligned with EDI goals per year.
- Evidence of co-creation or shared decision-making in at least one project annually.

7. Monitoring, Reporting & Review

Objective:

Ensure accountability and continuous improvement.

Actions:

- Do an audit to work out demographics of Macnas' team and wider ensemble
- Assign responsibility for EDI monitoring to a named role or committee.
- Review progress annually and report to the Board.
- Update actions in response to community feedback and changing demographics.

KPIs:

- Annual EDI report completed and presented to the Board.
- Action plan reviewed and updated every 2–3 years.
- Evidence of changes made in response to feedback.

Ownership/Responsibility/Management

Responsibility for delivering this Action Plan is shared across the organisation, with oversight for specific areas assigned to specific members of the team and the Board.

EDI KPIs & Accountability

Arts Council EDI Priority Area	Commitment	KPI	Target	Accountability
Governance & Decision-Making	Ensure leadership reflects the communities present in public space	Board composition reviewed annually through EDI lens	Minimum 20% of Board members from groups underrepresented in the arts by 2028	Board Chair
		EDI induction and training	100% of Board members	Company Secretary
Workforce, Ensemble & Artists	Ensure fair access to paid and unpaid creative opportunities	Voluntary, anonymised equality monitoring offered	100% of staff, artists & ensemble	Executive Director
		Ensemble reflects Galway's diversity	Minimum 20% representation from underrepresented backgrounds by 2027*	Executive Director
		Access to opportunities	100% of roles publicly advertised, unless clearly justified	Management Team
Artistic Programming & Spectacle	Reflect diverse identities in large-scale public work	EDI embedded at concept & design stage	100% of major projects	Creative Director, ED, HoCE and whole-team
		Diversity in creative leadership	Minimum 20% of creative leads annually	Executive Director
		Co-creation with communities	At least 1 co-created spectacle or strand per year	HoED and ED

Arts Council EDI Priority Area	Commitment	KPI	Target	Accountability
Access & Public Space - Free Performances	Remove non-financial barriers to engagement	Access planning for public presentation	100% of public projects	Production Manager/Producer
		Inclusive public-space design	Physical, sensory, communication & cultural access addressed	100% of projects
		Access information clearly communicated	100% of public presentations	Communications Manager
Audiences & Public Engagement	Ensure free public work reaches diverse publics	Targeted outreach in advance of spectacles	Minimum 2 initiatives per year	HoCE
		Broadening participation	Demonstrable progress in representation over time, informed by annual data	Whole Team
Training & Organisational Culture	Build internal capacity for inclusive practice	EDI / inclusive practice training	At least once every 2 years	Executive Director
		Leadership participation	100% of Board & senior management	Board Chair
Partnerships & Community Engagement	Build sustained local relationships	Active community partnerships	Minimum 3 sustained partnerships	HoED
		Depth over one-off engagement	At least 1 multi-year partnership	Executive Director

Arts Council EDI Priority Area	Commitment	KPI	Target	Accountability
Monitoring, Evaluation & Reporting	Ensure accountability and learning	Annual EDI report to Board	100% delivery	Executive Director
		Review of EDI Action Plan	Reviewed every 2– 3 years	Board

** Target range reflects the scale of street arts ensembles and will be reviewed annually.*

Key Risks & Mitigation Measures

Risk 1:

Limited availability of diverse candidates for Board, creative leadership or ensemble roles

Impact:

- Slower progress against representation targets
- Perception of under-delivery on EDI commitments

Mitigation:

- Proactive outreach through community, cultural and grassroots networks
- Longer lead-in times for recruitment and Board succession planning
- Emphasis on pathways, progression and development, not just end-point targets
- Annual review of targets to ensure ambition remains realistic and context-aware

Risk 2:

Data collection fatigue or reluctance to participate in equality monitoring

Impact:

- Incomplete baseline data
- Difficulty measuring progress accurately

Mitigation:

- All data collection to be voluntary, anonymised and GDPR-compliant
- Clear communication on purpose and use of data
- Use of aggregate data only, with no individual identification
- Position baseline year as a learning and trust-building phase

Risk 3:

Capacity pressure on staff and artists delivering EDI actions alongside core work

Impact:

- Risk of EDI being deprioritised during busy times or production periods

Mitigation:

- Clear assignment of accountability owners
- Integration of EDI actions into existing planning, production and reporting systems
- Phased implementation over multiple years
- Regular Board oversight to maintain organisational focus

Risk 4:

Public perception risk in free public space

Impact:

- EDI commitments visible in highly public contexts
- Risk of criticism if progress is misunderstood or misrepresented

Mitigation:

- Focus on transparency, learning and continuous improvement
- Avoidance of rigid quotas in favour of proportionate targets
- Clear public messaging emphasising access, participation and representation
- Board oversight of external communications where appropriate

Risk 5:

Over-ambitious targets relative to street arts production realities

Impact:

- Failure to meet targets could undermine credibility

Mitigation:

- Targets stress-tested against Arts Council expectations
- Use of ranges and time-bound goals rather than absolute quotas
- Annual review allowing recalibration based on evidence and learning

2. Baseline Year & Progression Table

(Including Data-Gathering Year)

Macnas EDI Baseline & Targets

Area	Metric	Baseline Year (Year 1)	Target Year 2	Target Year 3
Governance	20% Board members from underrepresented groups	Data gathering year	+100% increase	20% by 2028 trajectory
Workforce & Ensemble	Equality monitoring participation	Data collection framework established	>70% participation	>80% participation
	Ensemble diversity	Baseline snapshot established	+10% increase	30–35% by 2027
Artistic Leadership	% creative leads from underrepresented groups	Baseline established	>25%	>30%
Access Planning	% public projects with access plans	Baseline established	100%	100%
Participation/ Public Engagement	Targeted outreach initiatives	Baseline mapping	Minimum 2	Minimum 2
Community Partnerships	Sustained partnerships	Baseline mapping	Minimum 2	Minimum 3
Training/ FUTURES	EDI training delivery	Training needs identified	Delivered	Refresher / review
Reporting	Annual EDI report to Board	Framework agreed	Delivered	Delivered