



Inclusion, Diversity, Equity, and Accessibility (IDEA) and Belonging

Policy and Action Plan

Version	By Author	Reason	Modification Date	Date Ratified	Date for Review
1	NB & EV	New Policy. This policy replaces a previous EDI Policy.	15/1/26	6/2/26	Feb 2027
2					
3					
4					

This policy applies to all Directors and members of staff, volunteers, freelance workers contracted to Quench Arts C.I.C and participants.

Background

At Quench Arts, we believe that music and the arts are for everyone. To make that a reality, we are deeply committed to fostering an environment where everyone feels welcome, valued, and has the opportunity to participate fully. This policy outlines our approach to Inclusion, Diversity, Equity, and Accessibility (IDEA) and how it shapes everything we do. The policy strongly aligns with our mission, vision and values which we detail in Appendix 1.

Quench Arts is an equal opportunities and a real living wage employer. We are committed to having a workforce that is representative of the areas where we work and the communities that we engage, where everyone employed is valued, respected and able to work to their potential. Our training and development strand will specifically work to promote and support diversity and inclusion in the local music workforce.

The Equality Act 2010 provides the legislative framework that informs our work to promote equality of opportunity and reduce barriers to engagement, in particular for protected groups including:

- age*
- disability*
- ethnicity (including race, colour and nationality)*
- gender*
- gender reassignment*
- religion or belief*
- sexual orientation*
- marriage and civil partnership*
- pregnancy and maternity*
- refugees and asylum seekers
- people who are neuro-divergent
- ex-offenders

*Under the Equality Act (2010) these are known as “protected characteristics”.

The Human Rights Act (1998) makes it illegal to discriminate on a wide range of grounds including ‘sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other statuses.

At Quench Arts we recognise that other people too experience discrimination or disadvantage because of other characteristics and factors. Some examples could be socio-economic background and circumstances, having a criminal record, employment status, home address (or having no fixed abode), language, HIV status, responsibility for dependents, etc., all of which might create barriers to engagement or employment. We will work to eliminate discrimination of any kind.

Modern Slavery Statement

Introduction

Modern slavery encompasses a wide range of crimes such as human trafficking, slavery, servitude, forced labour or debt bondage (giving a person’s services to repay a debt). It sadly affects many people in the UK as well as internationally and is a violation of human rights.

In human trafficking cases, exploitation can take many forms. Some examples are detailed below. Human trafficking consists of three components:

- action (e.g., recruitment, transfer, harbouring, receipt – some form of movement)
- means (e.g., physical or psychological threat, force, coercion, abduction, deception, abuse of power, blackmail, grooming, etc)
- purpose (e.g., sexual exploitation, financial exploitation, forced labour, forced criminality, domestic servitude, slavery, organ harvesting)

All three components must be present in an adult trafficking case; for child trafficking the ‘means’ component is not required. Some people may not be victims of human trafficking but still victims of modern slavery if they have been subject to slavery, servitude and forced or compulsory labour.

Human trafficking should not be confused with human or people smuggling which is normally a voluntary transaction between the person wanting to cross the border of a country and the smuggler which ends when the person makes their destination. However, once they arrive in the country it is possible that those who have been smuggled could then become trafficking victims if they are then exploited or forced to pay off their ‘debts’ when they arrive.

(See: www.gov.uk/government/publications/modern-slavery-how-to-identify-and-support-victims)

Quench Arts CIC has zero tolerance of modern slavery. We are committed to preventing modern slavery within our own business and our supply chains. This statement explains the actions taken to identify and mitigate modern slavery.

Action to prevent modern slavery

We have reviewed our own business and our supply chains to help us identify where there is risk of us unwittingly supporting modern slavery.

Our staff recruitment practices (payroll and freelance workforce) follow Government best practice and we also:

- Confirm the eligibility of staff to work in the UK and check photo ID on appointment.
- Are committed to the Living Wage Foundation's principles.
- Have a complaints policy which provides staff with a number of options to raise concerns through senior staff and board members.
- Ensure staff and volunteers have DBS checks at an appropriate level and renew these every 2 years (if they aren't signed up to the update service, which we encourage). We also always collect 2 references on appointment.

Our supply chains:

- Most of our suppliers are within the UK, and we always consider using organisations that are well known and trusted and buy locally where possible.
- Very few of our direct purchases come from the global industry budget online sectors where there is a higher risk of modern slavery.

As a result of this, we continue to believe that the risk of modern slavery in our supply chains is relatively low. However, we will continue to take proportionate and beneficial steps so that we reduce the risk in our supply chains.

Our service users:

- Particularly through our wellbeing strand of work, we meet and engage with vulnerable or marginalised adults and children who are potentially at risk of exploitation in many forms. As such we have a safeguarding policy which we cover in our induction with all staff and volunteers (with annual refresher sessions) and also fund formal safeguarding and 'prevent' training through the NSPCC and Birmingham Children's Hospital. This helps our team understand and look out for signs of modern slavery, human trafficking and other exploitation and explains the action that they should take if they notice anything of concern.

We believe awareness of modern slavery and human trafficking is important to make this statement effective. To achieve this, we will communicate this statement to all our staff within annual inductions, as part of our Safeguarding Policy and procedures.

IDEA definitions and how they relate to the work and ethos of Quench Arts

- **Inclusion:** we are proactive in making sure people of all backgrounds, with different experiences and identities feel welcome, safe and able to take part in our opportunities. We actively strive to create a sense of belonging for all individuals and promote this as a key part of the ethos and culture of the organisation. We embrace our differences and value the voice of our users and stakeholders in developing the organisation and programme, ensuring everyone feels respected and heard.

- **Diversity:** we recognise and value the richness that a diverse community brings to our organisation. This includes, but isn't limited to, differences in age, disability, ethnicity, gender, gender identity, sexual orientation, religion, socio-economic background, and musical experience. We recognise that people are different from each other in many ways but that everyone should be able to have equitable access to our opportunities and be fully able to participate.
- **Equality:** We will challenge bias and prejudice and make sure that no one is treated less favourably because of the characteristics and experiences that make them who they are. We will seek to make reasonable adjustments to accommodate different needs whilst recognising that not every barrier or disability is visible. We will proactively seek information and feedback from our staff, participants and stakeholders to learn how we can best support any individual needs they have.
- **Equity:** We understand that people have different needs and may face different barriers to engagement and/or employment. We recognise that people's individual circumstances may mean that they need different resources and support to meet the same outcome. We also recognise that the social systems in which we live and work in general are systemically discriminatory and unjust and provide some in society with an unfair advantage. Equity is not about treating everyone equally but about treating people fairly and justly so that they have the same chance to meet their goals and reach their potential. We are committed to providing fair opportunities and to removing obstacles to participation, ensuring everyone has what they need to thrive.
- **Accessibility:** We are dedicated to making our activities, spaces, and communications accessible, warm and welcoming to everyone. This includes considering physical accessibility as well as providing accessible formats for information and inclusive communication practices. We will regularly review our engagement data to consider and reflect on the individuals and communities who we are reaching and those we aren't. If there are any gaps in engagement or falls in attendance, we will seek to investigate the reasons for this and learn from the feedback obtained. Our monitoring and evaluation reports will always be transparent – they will focus on lessons learned and further development, rather than promotion and advocacy.
- **Intersectionality:** We understand that often people can experience many forms of disadvantage and discrimination simultaneously. Particularly when working with marginalised individuals and communities, multiple inequalities in relation to race, cultural identity, class, gender, sexual identity, disability, etc. can combine and overlap (or intersect). Our opportunities will recognise that the barriers that people might face might not be isolated or distinct but will often overlap with other aspects of their life.

Our Principles in Action

- **Participation:** We will actively seek to engage a diverse range of participants, artists, staff, volunteers, and audiences in all aspects of our work. We will analyse participant, staff/volunteer and audience demographics to identify any gaps in relation to the communities where we are based (or are targeting) and, where possible, research the reasons for these. We will be proactive in using feedback gathered to inform future recruitment/programming to better address these gaps.

- **Representation:** We will work towards ensuring that our staff, board, advisory board, volunteers, artists, and programming reflect the diversity of the communities we serve. We will place strong value on lived experience within our staff and volunteer teams.
- **Opportunity:** We will provide equitable access to all open access participatory opportunities with our organisation and to all learning, performance, and leadership opportunities for those working or volunteering our organisation. Where appropriate we will run targeted programmes and/or training opportunities to address under-representation in the workforce or to better address specific barriers that some individuals or communities may have.
- **Respect:** We will cultivate a culture of respect and understanding, actively challenging discrimination and prejudice in all its forms.
- **Transparency:** We will be transparent about our IDEA efforts and progress, regularly reviewing and updating our practices and action plan.
- **Accountability:** We will ensure that everyone engaged with Quench Arts in any way knows that we are all responsible for upholding this policy. We have clear mechanisms for reporting and addressing breaches of this policy within our Disciplinary Policy and Grievance and Complaints Policy. For participants, guidance around respectful behaviour and expectations is covered within initial meetings, participant agreements and group ground rules.

To hold the organisation accountable to these principles we have some ongoing commitments that we give to each principle and an annual action plan of targets that we work towards and assess progress against each year. For transparency, this action plan is detailed in Appendix 2.

Reporting and Review

We will review and evaluate the effectiveness of this policy and action plan with our Board of Directors on an annual basis, to reflect best practices and the evolving needs of our community. We will share key IDEA audit data and staff wellbeing survey data in our annual community interest report and share progress against the targets in our action plan on our website in January 2027, including any key learning, successes or challenges. We encourage anyone who experiences or witnesses behaviour that is inconsistent with this policy to report it to Quench Arts Directors (info@quench-arts.co.uk). All reports will be treated with confidentiality and addressed appropriately.

Our Promise

We believe that a diverse and inclusive music community is a stronger and more vibrant one. We are on a continuous journey to embed IDEA into the heart of our organisation and are excited to work together with our community to make this vision a reality.

APPENDIX 1 - QUENCH ARTS' MISSION, VISION AND VALUES

Our Vision

That everyone should have access to high quality participatory arts opportunities.

Our Mission

To use music and the arts to make a real difference to people's lives, nurturing artistic talent in areas where opportunities may be limited and supporting other organisations in developing their community arts practice to widen reach.

Our Core Aims

A Sense of Belonging: Our aim is for all of our participants and staff to feel a sense of belonging when involved in Quench Arts and our projects. We want to help individuals find purpose and connection in a safe space created by the people and for the people involved with us, nurturing souls, hearts and minds through creativity and music. Our programmes will be steered by our users and stakeholders and their ongoing development and refinement will be informed through stakeholder feedback and evaluation.

Creativity at the Heart: Our artistic focus will be on creating original work with participants, enabling personal expression. Our music facilitation will support participants to create original music based on their individual needs, interests and aspirations. We may use existing materials, such as cover songs, to build musical skills and awareness of forms and structures, or to help understand our participants' musical identity and taste from reference tracks, but our focus will always be on creativity, and supporting the devising of original music or of new interpretations or arrangements of established repertoire. This is because we want our participants to feel ownership of their work, and because we believe the creation of original music and lyrics best supports emotional literacy (the ability to talk about and express feelings and emotions).

Supporting Progression: Our activities will focus on longer term participation. Through our projects we aim to offer consistent support and provision to encourage lifelong musical engagement for the wellbeing benefits this can provide. We support participant progression through our opportunities in regards to musical, personal and social skills and, where relevant, enable participants to take up peer volunteering, mentoring and/or advisory group roles with us, to help steer the projects they are involved in and to support new members. Our sessions will be enabling and empowering. When and where appropriate, we will signpost participants to progress to mainstream provision and/or opportunities delivered by other arts organisations. We will also support the development and progression of our workforce.

Our Values

Addressing Need: We want our projects to address an identified need, working together with local communities and partners across the West Midlands to achieve the best

outcomes for our participants. Where appropriate, our projects may be targeted to benefit specific disadvantaged individuals and communities, or areas/genres where opportunities may be limited.

Partnership and Collaboration: We work in partnership with Music Education Hubs, Health and Wellbeing organisations and local community groups to ensure our projects address a need. We value and use the different skills and strengths of partners to help make a positive impact. We view our participants as partners too and encourage them to input into the development and direction of our activities/projects.

Quality: We have quality at the heart of all we do, right from the planning stage of a project through to its culmination and evaluation. We use highly experienced facilitators to lead activity, to inspire participants and support progression, and have high expectations for all our participants.

Sustainability and Legacy: We value quality and depth of engagement over numbers reached. Our projects will always consider sustainability, legacy and signposting opportunities for participants from the outset.

Supporting and Developing our Team: We provide professional development opportunities and mentoring support to artists working in communities according to our vision. This helps us to continue to build a strong, effective, committed and loyal workforce. Our team are our strength and we want to nurture and support them as well as we do for our participants.

Learning and Sharing: We value honest and open evaluation, even when things haven't gone so well, and are happy to share our learning with others. Through our Quench-ology strand, we offer consultancy services to like-minded organisations and individuals around research, project development, fundraising, project management, evaluation; training and mentoring, supporting others with our knowledge and experience.

The 4 'P's

In an away day with our Board of Directors and Quench Arts Advisory Board*, we asked how they would summarise our ethos. They came up with the 4 'P's:

People: We strongly value the people involved with Quench Arts, whether they are participants, volunteers, staff or other stakeholders. It is the people who make our organisation and projects what they are - they are key in creating the community and living the ethos of the organisation and without them we wouldn't exist or have the impact that we do. We respect and appreciate everyone involved with Quench Arts and treat everyone as individuals who work together to make us the welcoming and inclusive community that we strive for.

Passion: We are passionate about our work and the impact that creative music making can have on people's wellbeing, on their sense of social connectedness, their self-esteem and their resilience, all whilst building a whole range of transferable skills! We celebrate the musical, social and wellbeing outcomes achieved on our projects and are proud of the difference we make to people's lives. We are passionate about advocating for the role that music can play in building a sense of community, in supporting people to keep well as well

as potentially supporting people in times of crisis through social prescribing / arts on prescription, as part of their recovery journey and in the arts and mental health sector as a whole.

Potential: We recognise the potential in everyone and will work hard to help people progress at a rate that they are comfortable with whilst offering some challenge to help support change. For our wellbeing programmes, we have established participant recruitment processes which help us to find out people's individual support needs and interests whilst managing any risks effectively. We assess each application on an individual basis. We value diversity - our organisational ethos is based on inclusion and on removing barriers to engagement, respecting people as individuals, but we recognise that there is always more we can learn here. We continue to listen and grow from our experiences.

Previous Lived Experience: We recognise that people will join our projects, activities and team with different levels of experience and skills, and often lived experience of the issues and inequalities we are seeking to address. However, we will not allow this to limit our expectations or aspirations for what individuals can achieve. Our experience has shown us that people with very little prior musical experience can have the strongest musical or lyrical ideas and we know that sometimes the most creative individuals and musically gifted people can be those without any formal education or qualifications. We also appreciate that access to higher and further education can be unfairly restricted to those without financial means or without a level of attainment in unrelated subjects. When recruiting freelance staff for our project roles, we will value practical experience just as much, if not more, than qualifications, and will prioritise musical, facilitation and communication skills alongside lived experience and relevance to our communities.

**The Quench Arts Advisory Board (QAB) is made up of a variety of stakeholders: participants, parents/carers, freelance music leaders/trainers and partners. This group meets quarterly, normally a fortnight before the formal quarterly meeting of the Board of Directors. A representative from the QAB sits on the Board of Directors to represent the views of the QAB at a strategic level.*

APPENDIX 2 - QUENCH ARTS IDEA ACTION PLAN 2026-2027

PARTICIPATION

1) Programming and Content:

Ongoing Commitments

- Ensuring our programming and session content is diverse, inclusive and relevant to the communities we seek to engage (this may include offering progression in regards to different genres of music, as well as providing a culturally diverse and appropriate offer). We are committed to ensuring that our activities and opportunities do not unlawfully discriminate against members of the public.
- Liaising with our Quench Arts Advisory Board to help review our existing programme and help inform our future programme plans.
- Undertaking consultation with stakeholders, including potential participants and partners, when designing new programmes, to ensure that our work is steered by the individuals and communities we seek to engage and that there is need and demand for the opportunity.
- Including access budgets in all future funding applications/programme design to support inclusion and to support inclusive practice through training and professional development.
- To collaborate with other organisations that share our commitment to access and inclusion.

Targets for 2026-27

- A) Undertake an overall organisational audit of our project participants' personal information regarding protected characteristics, including other disadvantages, such as socio-economic backgrounds (rather than our regular project specific data) so that we can ensure that we identify any overall gaps/inequalities in regards to participation. Deadline: October 2026 and then annually.
- B) Gather local data regarding protected characteristics to be able to compare our audit data to in the areas/communities where we are working. Deadline: October 2026.
- C) Publish the results of this data in our annual community interest report and specifically highlight any areas of interest, for example in relation to local or national health inequality data. Deadline: Dec 2026.
- D) Use insight gathered from this data to inform future programming and marketing in consultation with groups under-represented/underserved. Deadline: March 2027.
- E) To consult with the Quench Arts Advisory Board to develop our new 3 year strategic plan. Deadline: May 2026.

2) Accessibility:

Ongoing Commitments

- Ensuring that we annually review and gain feedback on the suitability and location of the venues we use to improve accessibility to all. This will include not only physical access considerations but also how welcoming they are to the communities that we seek to engage (e.g. gender neutral facilities for our LGBTQIA+ group; safeguarding issues regarding gang affiliations, etc). Where appropriate, to hire alternative space to address any barriers and aid inclusion.
- To improve the accessibility of our online content, including our websites and social media, such as using tools such as contrast checkers (for website accessibility evaluation tools we will use <https://wave.webaim.org/>).
- To consider our communications with our freelance workforce and ensure we promote our offer of appropriate adjustments for staff, such as to offer follow-up telephone conversations to ensure understanding.
- To continue to offer a range of formats through which applicants can apply for work/ volunteering/ training opportunities to meet varied access needs, whilst also considering implications of unconscious bias and anti-racist practice with video submissions.
- To employ facilitators who are able to adapt and utilise different delivery styles to accommodate participants' learning/engagement needs.
- To continue to review and update our musical instruments and music technology hardware/ software to ensure it meets all our participants' (and potential participants') access needs.

Targets for 2026-27

- A) Create a simple and clear communications strategy that all staff can follow. Deadline: August 2026.
- B) Ensure all email communications to our project teams follow a set structure, with a summary and action points at the top of the email before the body of information. Ensure every email states that team members can contact us by phone for a summary or to ensure understanding. Deadline: Actioned from March 2025; reviewed in staff wellbeing survey March 2026.
- C) To revise our venue risk assessment and access checklists with our LGBTQIA+ focus group to ensure that they also cover key welcoming requirements for the LGBTQIA+ community. Deadline: May 2026.
- D) To ensure all future recruitment advertisements highlight our Disability Confident status and commitment. Deadline: March 2026 onwards.

- E) To build develop video tours and video directions from local bus/train stops in order to build confidence in accessing our venue space at APMC. Deadline: March 2026.

REPRESENTATION

Feedback and Participant Voice

Ongoing Commitments

- To ensure that all our opportunities address need and demand and to undertake thorough research and consultation to ensure that those intended to benefit have a voice in developing and steering our programmes.
- To actively seek feedback from our stakeholders (staff, participants, volunteers, partners, QAB, Board) on inclusion and accessibility as part of our monitoring, evaluation and quality assurance process. This will help to ensure we are meeting their needs and also inform further IDEA development and training needs.
- To undertake an annual staff wellbeing survey and skills audit and use this to inform our practices, staff info, training and wellbeing support.
- To ensure that the Quench Arts Advisory Board is diverse in its membership, representing a range of stakeholders voices in quarterly meetings.

Targets for 2026-27

- A) To liaise with our Musical Connections Members Advisory Board around our IDEA Policy for feedback and suggested improvements. Deadline: May 2026.
- B) To liaise with our LGBTQIA+ Youth Focus Group around our IDEA Policy for feedback and suggested improvements. Deadline: May 2026.
- C) To ensure that all project evaluations have a section to feedback on IDEA. Deadline: From March 2026 and then at each programme end.
- D) To use learning from the annual staff wellbeing survey to inform our workforce diversity breakdown, general practices, training and wellbeing support and communicate our planned actions to the team. Deadline: May 2026.

Workforce Diversity

Ongoing Commitments

- We will work towards ensuring that our staff, board, advisory board, volunteers, artists, and programming reflect the diversity of the communities we serve.
- We will place strong value on lived experience within our staff and volunteer teams.

- To continue our commitment in principle to the More Than A Moment pledge. More Than A Moment is the West Midlands arts sector promise to take radical action to ensure that black creatives are able to achieve their potential (<https://mtamgroup.co/the-pledge>).
- To undertake positive action by offering interviews to all applicants identifying as disabled and to all global majority applicants who meet the minimum recruitment criteria under our Disability Confident commitment and our More Than A Moment pledge.
- To support the wellbeing and sense of belonging of our freelance staff.
- To offer a paid quarterly Peer Music Leader Support Network for the local workforce, to help identify workforce needs and barriers to inform our future programming and strategy.

Targets for 2026-27

- A) Complete a 2025 staff and volunteer audit of protected characteristics to help understand how reflective our workforce is of the communities that we work with and to identify any underserved communities. Deadline: March 2026.
- B) The use this audit information to inform positive action for future recruitment priorities for new Musical Connections volunteers and any new staff or other volunteers. Deadline: April 2026 onwards.
- C) Ask all staff and volunteers to revisit personal information forms to ensure all information is up to date. These forms include optional information on any specific support people might benefit from and any actions the team member would like us to take where needed in certain situations. They also allow team members to state who they are happy for us to share their access or support needs with. Deadline: March 2026.
- D) To run termly paid wellbeing sessions for our freelance team and review the sense of belonging they feel within the organisation through our annual anonymous staff wellbeing survey. Deadline: March 2026.
- E) To improve our data collection from those downloading application packs and/or applying for work or training opportunities to identify and patterns emerging in our processes in regards to those shortlisted or offered work/course places. Deadline: Sept 2026.

OPPORTUNITY

Ongoing Commitments

- To provide support for colleagues with disabilities (including hidden disabilities) who require adjustments to deliver their roles effectively.

- To support the development of our emerging workforce through training and mentoring opportunities and through our Music Leader Peer Support Network.

Targets for 2026-27

- A) To undertake an annual anonymous staff wellbeing survey to understand how staff rate us as an inclusive and disability confident employer and use this data to inform and adjust our practices, training and support. Deadline: March 2026.

RESPECT

Ongoing Commitments

- To provide training and resources to our staff, volunteers and participants to raise awareness of IDEA principles and to promote inclusive practices.
- To collaborate with other organisations that share our commitment to IDEA and to acknowledge and celebrate the expertise of other organisations and individuals who are working inclusively with people with the types of disability or health conditions where we have less experience. This partnership work will include identifying any potential barriers to participation in our programme development stage to consider and try to mitigate these in advance.
- To respect and value the contributions made to our work, strategy and communities by people with lived experience but also to recognise that everyone is an individual often facing an intersection of different forms of inequality. We will not ask one person to speak for or represent a whole community.
- To respect and value the strengths and experience that we offer ourselves, as an organisation and team of highly experienced practitioners and producers, and to share our knowledge, learning and practice where appropriate to do so.

Targets for 2026-27

- A) To ensure that all staff and volunteers have the new IDEA policy and action plan explained as part of their induction (if new) or annual refresher training. Deadline: Ongoing from new policy ratification.
- B) To continue to fund all new staff to attend 2 day Mental Health First Aid training (for adults or children, as appropriate to their work) and ensure that all existing staff undertake refresher training every 2 years. Deadline: March 2026 and reviewed annually.
- C) To continue to fund all new staff to attend autism awareness and trauma informed practice training where appropriate to their work and to include this in all future project funding applications for new staff.. Deadline: March 2026 and reviewed annually.

- D) To deliver our LGBTQIA+ training (devised by our youth focus group) for other professionals. Deadline: At least 1 new course delivered by Oct 2026.
- E) To create an easy read version of the IDEA policy to share with participants. Deadline: May 2026.
- F) To run an annual shared practice online Q&A. Deadline: February 2027.
- G) To record, produce and publish an annual podcast series of 8 episodes, sharing our learning/ challenges/ tips to those keen to work in similar contexts. Deadline: March 2026.

TRANSPARENCY

Ongoing Commitments

- To be honest and transparent in assessing progress against our action plan and to share any learning or challenges we face in an annual review against progress. This will form part of our annual community interest report from December 2026 onwards.

Targets for 2026-27

- A) To share key IDEA audit data and staff wellbeing survey data in our December 2026 community interest report. Deadline: December 2026.
- B) To share progress against the targets in this policy on our organisational website. Deadline: January 2028.

ACCOUNTABILITY

Ongoing Commitments

- To consult with the Quench Arts Advisory Board members to review and further develop this policy annually.

Targets for 2026-27

- A) To achieve Level 3 certification in regards to being a Disability Confident Leader (www.gov.uk/government/collections/disability-confident-campaign). We already meet the full criteria for this 3 level scheme in regards to inclusive and accessible recruitment practices but seek to become formally certified so need to work through each level in order. We already have Level 1 certification (Disability Confident Committed) and are in the process of evidencing how we already meet Level 2 (Disability Confident Employer). Deadline: December 2026.