



Equalities, Diversity and Inclusion Strategy 2024-28

Strategy, Policy and Roadmap

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Introduction

Craft is an artform, an essential part of the creative industries and an activity that brings joy and wellbeing to our communities and our daily lives. Craft Scotland is proactively engaging with the social issues that we are living through and reasserting our commitment to ensuring our programme and organisational practices respond to and are representative of our society.

We know that craft is culturally significant, essential to our economy and meaningful to our communities and this is why Craft Scotland strongly believes that everyone should have the opportunity to enjoy, learn about, participate in and, if they wish, build a career in contemporary craft.

Craft Scotland recognises its position within the Scottish craft sector and will use our reach, networks and resources to create opportunities for collective reflection and learning and development opportunities.

Further context

Climate justice, Fair Work and social justice are deeply interconnected and directly linked with other systems of injustice, including racial, gender, economic and intergenerational inequalities meaning some communities are disproportionately affected by the impacts of climate change. We will ensure our programme and operations are inclusive and equitable and do not perpetuate existing disparities.

In 2022/23, we refreshed our vision, mission and values, and created a new Strategic Model developed by the Director following participation in the University of Wolverhampton's Arts Connect: Strategic Evaluation for Cultural Sector Leadership course. This includes a Strategy Tree and Methodology Matrix to allow us to clearly define what success looks like in the long-term – and crucially measure against it.

One of Craft Scotland's Long-term Impacts (Legacy) is that the Scottish craft sector expands to include more diverse voices (see below).

Legacy: Long-term impact

The sector expands to include more diverse voices. The public vocabulary around craft shifts to acknowledge makers' skill and knowledge, and craft's vital role in society.

Legacy: Outcomes (relevant to EDI)

- Fair representation and equitable access to craft and craft careers lead to the sector becoming more diverse and inclusive.

Since 2020, Craft Scotland has gone through a period of internal reflection, we recognise our position and resources within the sector make us well placed to lead on EDI. Through consultation with the sector, we know the appetite for change is there but needs to be supported.

We are working towards our programme being responsive to and fully representative of society. Currently our sector, from makers to industry professionals, is homogenous (majority white, over 35, able-bodied). There is much to be done and we are committed to building equity in our sector.

EDI is considered throughout our organisational planning and processes, as well as being its own area of programming. We have refreshed our EDI Policy and Roadmap to 2028 which has a detailed plan, resources and monitoring process.

Our approach has been informed by advice, resources, networking provided by Garvin Sealy (Craft Scotland's Craft Changemaker in 2023), Briana Pegado (anti-racism and governance consultant), Craft UK (Crafts Council UK EDI network), feedback from the sector through Listening Sessions, our Sector Surveys and research including Sustaining Curatorial Careers Research 2022 and Craft and Making in Education in Scotland 2021.

Our Senior Management Team is well connected with those in social justice and changemakers working in EDI including Museum Detox network (UK), thinkBIGGER, Be United, Parallel and other diverse-led organisations and changemakers. Our work has also been informed by seminal reports and projects in recent years:

- *Understanding diversity in the arts*. Creative Scotland, 2018.
- Orian Brook, David O'Brien, Mark Taylor. *Panic! Social class, taste and inequalities in the creative industries*. Create London, 2018.
- Dr. Karen Patel. *Making changes in craft*. Crafts Council, 2021.

Policy

How will this policy work?

We continue to embed our EDI Policy within our organisational aims and values, programme and our ongoing work. This policy additionally sets out our legal duties as a charity regarding the Equality Act 2010.

This policy underpins all decisions and actions taken by Craft Scotland and its team. The Board of management is responsible for the governance of Craft Scotland and delegates the day-to-day management and implementation of all policies and procedures to the Director.

To ensure we remain focused, we have updated our EDI Roadmap to 2028 outlining our priorities with specific priorities/actions broken down by year, this will allow us to track our progress.

To ensure we remain transparent about our progress and plans, we will publish an EDI progress every two years on our website and share our learnings widely.

To continue to measure our work, we will set targets for each year and review progress as a team and Board two times a year (August and March).

Legal framework

Craft Scotland operates in full compliance with equality legislation. The Equality Act 2010 provides a comprehensive legal framework to protect the rights of individuals and advance equality of opportunity for all.

All organisations that provide goods, facilities or services and all employers are subject to the Equality Act. As a charity, we have a responsibility as part of our general duty to promote an unprejudiced and more equal society and show 'due regard' to:

Eliminate unlawful discrimination, harassment, and victimisation, as well as other conduct prohibited by the Act.

Advance equality of opportunity between people who share a protected characteristic and those who do not.

Foster good relations between people who share a protected characteristic and those who do not.

We recognise the nine protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or Belief
- Sex
- Sexual orientation

Additionally, from 2024 Craft Scotland will expand the concept of diversity to become even more inclusive, encompassing not only traditional dimensions but also individuals who:

- Have experience of displacement, such as refugees and asylum seekers.
- Identify as neurodivergent.
- Have grown up in the care system.
- Experience of being carers.
- Are Gaelic or Scots speakers, or do not speak English as a primary language.
- Live in geographic locations which may inhibit opportunities for engagement.

- Low economic activity/unemployment/underemployment, and barriers to due to social class and digital poverty.

We embrace the intersectionality of lived experiences and are opposed to all forms of unfair discrimination.

Our commitments

Craft Scotland renews its commitment to EDI within its organisation and charitable activities.

Our commitments inform the priority areas detailed in the EDI Roadmap to 2028. This long-term Roadmap focuses on strategic direction, leadership, widening access, learning and development, networking and embedding equity and inclusion within our programme.

Strategic commitments

- Embed our EDI Policy across the planning and implementation of our strategies and activities, artistic programme, audiences and participants, team and working environments, management and Board, and physical/digital spaces.
- Embed accessibility and increase representation across our programme and activity.
- Conduct Craft Scotland's business in a way which is fair and inclusive to all sections of the community, makers, audience members, volunteers and team.
- Championing fair business practices and Fair Pay, we are signatories to the Scottish Business Pledge and are a Scottish Living Wage employer and are committed to ethical business practices as these intersect with EDI commitments. For more detail see Fair Work Approach.
- Annually agree targets, share learnings via Craft Journal/COMPASS: Online. Every two years publish data, an update on progress against Policy and Roadmap and set out future actions.
- Create mechanisms for feedback on this area of our work, encourage a two-way dialogue with the sector and wider society.

Makers

- We put makers at the heart of all we do, championing a wide range of disciplines and high-quality contemporary craft.

- Our programme provides a variety of support, advice, information, learning and development and showcasing opportunities for makers of all backgrounds, in all disciplines and at all stages of their career.
- We commit to supporting makers, of all backgrounds, in the development of a sustainable creative and business practice throughout their career.
- We commit to sharing the full story of contemporary craft in Scotland, this includes representation of a variety of lived experiences, protected characteristics, professional journeys across our platforms.
- We commit to greater representation in our talks programmes, workshop leaders and suppliers creating an equitable sector by providing paying opportunities to a wider group of makers/industry professionals/freelancers.
- We are committed to open-call applications for Craft Scotland events, exhibitions and training programmes to enable wider access and participation in the sector.
- When working with curators/producers to invite participants to programmes, we are committed to embedding EDI policy and have a checklist for this process.
- When working with independent selection panels, we will recruit panellists with different lived experiences to encourage diverse representation and an inclusive selection process.
- Each applicant will receive a fair and inclusive selection process regardless of their protected characteristics, lived experience or professional journey.
- Our goal is to make our application process inclusive and accessible to support makers with different access needs, we will review this regularly.
- Our goal is to diversify the selection of makers and their works in our showcases within the parameters for each event and exhibition. Criteria for selection will be publicised in advance with EDI embedded throughout.
- We commit to being upfront about fees and costs involved. Our programme is subsidised by Craft Scotland, partners, and funders. Payment plans are available for maker participation fees, and we have eliminated application fees for all opportunities.
- We offer bursaries/Pay What You Can (PWYC) ticket structure to ensure Craft Scotland events are as accessible as possible for the Scottish craft community.
- We commit to increasing access to information for makers and participants with disabilities, including providing accessible communication formats and online solutions for website/digital events.
- We commit to a duty of care towards all participants, and particularly those with disabilities (hidden or visible).

Audiences and programme participants

- We want to ensure that everyone, from all walks of life, can have meaningful experiences with Scottish contemporary craft.

- We commit to widening participation in Craft Scotland’s activities to promote increased social cohesion, community engagement, create sustainable craft careers across backgrounds and create a more equitable sector.
- We commit to increasing representation. Representation matters because it can shape how marginalised groups are viewed by society, the craft sector and how they view themselves. This is important for developing future generations of craft talent and audiences.
- We commit to increasing access to our programme and events (in-person) through hiring accessible venues and parking, and team training.
- For Craft Scotland and partner events, we aim to provide crèche facilities, BSL/sign language interpretation, accommodating guide/service dogs and free tickets for accompanying carers/PAs where appropriate.
- We commit to providing clear accessibility information for venues in event promotion.
- We commit to increasing access to information for people with disabilities, including providing accessible communication formats and online solutions for website/digital events.
- We offer a Pay What You Can (PWYC) ticket structure to ensure Craft Scotland events are as accessible as possible for the Scottish craft community.

Scottish craft sector, partners and advocacy

- Craft Scotland recognises its position in the Scottish craft sector, and we will show leadership in the area of EDI.
- Through our advocacy work we will champion makers with different lived experiences, raising awareness of support required by our diverse sector and influencing policy at a national level to government and policy makers.
- We commit to leading collective opportunities for inspiration, reflection, learning and networking to create a more inclusive, sustainable and equitable sector.
- We commit to equipping the craft community with the core competencies to enable them to embed equality, diversity and inclusion considerations in their day-to-day practice (mandatory training and reflective learning opportunities).
- We commit to establishing a community of practice with key craft organisations and key individuals in Scotland, UK, Ireland and internationally.
- Many of our activities run in conjunction with our partners. We are committed to promoting best practice and we ensure that our partners and host venues are aware of the EDI policy and event checklist. We expect all partners and participants to adhere to our values.
- We strongly advocate for the use of Scottish Artist Union rates of pay and supporting artist exhibiting fees for participants in our partner projects. See Fair Work Approach.

Team, Advisory Group and Board

- We will create and maintain an inclusive, equitable, sustainable culture, work environment and programme of activity.
- We commit to increasing representation of marginalised communities on our Board and workforce.
- We commit to each member of the team feeling respected, supported and empowered.
- Inclusive practices include inductions make sure all new employees feel welcomed and supported, tailoring initiatives for continuous learning and development to the diverse needs of our team and freelancers, offering mentoring or coaching to foster inclusivity and support career advancement for underrepresented people.
- We will ensure vacancies are widely advertised, and there is an unbiased and inclusive selection process.
- We ensure our team, Advisory Group and Board are equipped with core competencies which enable them to embed equality, diversity and inclusion considerations in their day-to-day practice (mandatory training and reflective learning opportunities).
- Section 4 in the Craft Scotland Staff Handbook details Craft Scotland's legal obligations to its workforce and the responsibilities of the team in reference to the Equality Act 2010 and Fair Work.
- See Fair Work Approach for full details.

Inclusion and Access

- **Hybrid events:** we will continue to implement hybrid event models to accommodate both in-person and online participation, addressing physical and cost barriers to enable a broader and more diverse audience to engage with our activities. Since 2020, we have considered cost as a barrier to participation in our programmes for makers.
- **Participation costs:** Since 2021, we do not charge application fees, we offer payment plans for participation fees, and bursary (free) places for underrepresented groups. From 2024, we will review the Craft Directory to ensure it has accessible criteria and is an accessible platform for makers and curators.
- **Digital inclusion:** we know that digital inclusion/poverty/low digital skills is an emerging area, and we want to further understand through consultation how to adapt our services and continue to review barriers to programme participation (e.g. selection processes and criteria).
- **Reducing isolation:** we are aware that individuals with disabilities, and those in digital poverty/rural locations, often feel isolated from their community so we will facilitate online networking through our COMPASS: Online.
- **Recruitment and application packs:** Our recruitment and craft opportunity packs will continue to be developed to be more inclusive and welcoming, removing barriers and providing equal access to all interested individuals.

- **Inclusive exhibitions:** building on our Events Checklist: Safe, Green, Accessible we will explore even more about inclusive exhibitions and share best practice for the sector into barriers for exhibitors and visitors.
 - This learning will be built into our COMPASS Curator Show and Scotland Shows.
- **Care:** care is embedded within our programme ensuring participants receive the support they need throughout the programme e.g. coaching for COMPASS: Makers Programme or training for makers leading community projects, which supports confidence and resilience.
- **Freelancers:**
 - Access surveys for freelancers starting projects enable us to answer individual needs to provide the best support and environment for those we work with.
 - Provide equipment, devices and training as needed to support them in their work.
- **Open Door Policy:** our 'Open Door' stance, mentioned in our welcoming marketing materials means individuals can talk to team members confidentially about need.
- **Safeguarding:** a Safeguarding Policy ensures audiences and programme participants understand how we provide a safe, caring and welcoming environment for all.

Inclusive recruitment

We will continue to develop our inclusive recruitment practices focusing on refining our processes and implementing best practice.

Whilst we have made good progress with recruitment packs and partnering with organisations that specialise in diverse talent pipelines there is more to do in terms of actively reaching candidates from diverse backgrounds, including underrepresented groups, to ensure a broader range of perspectives and experiences.

- **Job advertisements:**
 - We update our job packs each recruitment round to ensure they are an exemplar of best practice.
 - We use inclusive language in job descriptions to appeal to a diverse range of candidates and avoid gendered language or coded terms that may exclude certain groups.
 - Every job advert is run through the Gender Decoder Tool: <https://gender-decoder.katmatfield.com>.
 - We explicitly state we are looking for individuals from underrepresented backgrounds.
 - We document our access support available for the recruitment process.
 - We highlight flexibility in work arrangements (such as remote work options or flexible hours) to attract candidates from diverse backgrounds.
 - Application packs are available in multiple accessible formats.
 - Applications can be through a form or uploading a video.

- **Diverse sourcing:** we invest in paid advertisements for recruitment and opportunities through key EDI partner networks to diversify candidates i.e. Disability Arts Online.
- **Interview processes:** we have long implemented structured interviews with standardised questions and evaluation criteria to ensure consistency and fairness.
 - Training interviewers to recognize and mitigate biases is also crucial.
- **Training and education:** we will continue to provide training to our team and Board who may be on recruitment panels on diversity, equity, and inclusion topics, including unconscious bias awareness and inclusive hiring practices.
- **Transparency and feedback:** Provide feedback to candidates and be transparent about the recruitment process, ensuring all candidates feel valued and respected regardless of the outcome.

Recruitment development goals:

- **Networks:** expand our diverse networks and partners for recruitment (paid adverts) i.e. Black Scottish Professional.
- **Diversity panels:** Include diverse interview panels to assess candidates from various perspectives and reduce bias in decision-making.
- **Continuous improvement:**
 - We review recruitment data every two years and review outcomes to identify areas for improvement.
 - We will solicit feedback from candidates and employees to refine and enhance inclusive practices. Connects to Fair Work.

EDI Committee

Craft Scotland formed an EDI working group in January 2021 with Board members, Senior Management Team and members of the team across departments. For 2024, we would like to refresh membership to the committee and also bring in external lived experience.

The committee will meet a minimum of two times a year to review organisational progress against the Strategy, Roadmap and Policy and agree future direction to respond to the changing needs within society, the craft sector and the organisation.

Roadmap to 2028

Development

Craft Scotland's EDI Roadmap to 2028 emphasises several key areas of development:

- Increasing representation in our workforce, programme and talent development.

- Inclusion and access.
- Recruitment practices (jobs and sector opportunities) and Fair Work.
- Training and development.

Roadmap

This roadmap outlines a comprehensive approach to fostering diversity, equity, and inclusion within Craft Scotland, focusing on organisational development, talent cultivation, and inclusive programming to create a more equitable and accessible craft sector.

2020/21 (successes to date):

- Launching Dedicated Places bursaries on COMPASS learning and development programmes for underrepresented groups, supporting three free places for makers since 2020.
- Developed our inclusive recruitment processes further including using Gender decoder tools for adverts, access support, travel bursaries.
- Introduced 'Open Door' welcoming language, clear EDI messaging, and access support across communications, opportunities and open calls.
- Identified cost is a barrier to programme participation for makers/curators.
- Removed application fees and began offering payment plans for participation fees.

2021/22 (successes to date):

- We secured funding in 2021 to recruit a Craft Changemaker, the first such role in the Scottish craft sector, who has supported the team internally with developing their approach to EDI.
 - This pilot project informed our EDI Workbench 2024 talks programme that focuses on embedding care-led EDI practices within craft organisations and maker/curatorial practices.
- Successfully increased representation on the Advisory Group.
- Introduced Pay What You Can (PWYC) ticket models for talks to widen access. 90% of survey participants found it a "fair model" at our talks programme 2021.
- Offer alternative formats for application forms/ recruitment processes.

2022/23 (successes to date):

- Paid advertisements for recruitment and opportunities through key EDI partner networks to diversify candidates i.e. Disability Arts Online.
- Developed new Events Checklist: Safe, Green, Accessible for The Power of Glass Conference 2022 to use across programme planning to ensure best practice from EDI and Sustainability and Climate Action perspective.

- We invested in large scale hybrid format for this event allowing speakers and audiences to attend globally. Together with a Pay What You Can model meant there was wider participation in the topic and supported climate adaption during extreme weather conditions.

2023/24 (successes to date):

- Delivered a COMPASS module on decolonising curatorial practices with Zandra Yeaman (Curator of Unfinished Conversations, Hunterian Museum and Art Gallery) as part of COMPASS: Emerging Curators Programme 2023.
- Launched Scribing as access support for open-call applications for makers and curators.
- Internal team, Board and partners training conducted in 2023 included:
 - Anti-racism training by Briana Pegado.
 - Disability Awareness and Access by thinkBigger.

2024-28

The action plan will be updated based on the changing landscape and set in November for the following year.

Annual

- Annual EDI Workbench programme delivering support and learning opportunities for the sector.
- Further in-house training with experts based on identified gaps/new developments. Ensures baseline knowledge across the organisation and ensure best practice informs our operations and planning.
 - From 2024/25 this will be rolled out to freelancers leading our programmes and key partners.
 - Post-training surveys issued and data shared internally and with trainers.
- Maintain transparency and accountability through annual updates and sharing organisational learnings through Craft Journal and COMPASS: Online.
- Commission and create EDI toolkits for the sector, shared through online resource platform COMPASS: Online.
- Evaluation and Monitoring:
 - We evaluate all projects throughout the year and annually collect EDI data from job and programme applicants, programme participants, and team and Board. This additionally informs our practices which are regularly reviewed and rolled out across all live and future projects.
- Budget annually for inclusive recruitment costs, EDI specialists to be brought in and have dedicated access budgets for events and digital resources.

- Follow internal best practice for communications, open calls, hybrid-events, project management and event delivery. Continuously refine and update.

2024/25:

- Partnering with Historic Environment Scotland on a Symposium exploring how creativity can interrogate, reframe and explore colonial legacies, empire - sharing inspiring makers and curatorial practices, and chance to reflect. Thurs 19 Sept 2024.
- Delivering EDI Workbench programme (delayed due to capacity). Aug – Nov 2024.
 - Lunchtime talks with speakers to share best practice.
 - Office Hours with consultant to offer 1:1 advice for sector/individuals.
- Publish EDI data on the sector and Craft Scotland to show baseline. Will report every two-years.
- Working with anti-racism and governance consultant Briana Pegado on EDI recruitment review for Board and Advisory Group. Includes processes, adverts, interview panels and talent scouting.
- Increasing representation and broadening pool of experts for programme selection panels.
- Support makers and curators to create access riders and advocate for their needs within projects. Embed this support more formally across project delivery.
- Review and enhance Craft Directory criteria and platform from accessibility / functionality perspective. Sector consultation needed.
- Launch open call for members to join our refreshed EDI Committee of team, Board and external changemakers in Nov 2024.
- Individuals with disabilities, caring responsibilities and those in digital poverty/rural locations, often feel isolated from their community so we will facilitate online networking through our COMPASS: Online.

2025/26:

- Commission research to understand barriers to entry in artistic/craft programming and how to create accessible exhibitions for both participants and audiences.

2026/27:

- Publish EDI data on the sector and Craft Scotland to show baseline. Will report every 2 years in line with sector reporting.

2028:

- Launch new Changemaker role to inform future of EDI Workbench Programme, Strategy and Roadmap. Funding to be secured.

Craft

SCOTLAND

About

Craft Scotland is the national development agency for craft.

We put makers at the heart of all we do, championing diverse and high-quality contemporary craft.

We help people learn about, appreciate and buy craft, promoting the contribution of craft to Scotland's cultural, economic and social well-being.

Through our exhibitions and events programmes, digital platforms and strategic partnerships, we provide leadership for the sector. We create opportunities for makers to develop their creative and business practice, and to exhibit and sell work in Scotland and beyond.

Scotland has a proud history of making and its skilled makers have a well-deserved international reputation.

Makers are using traditional and cutting-edge techniques across a wide range of practices including; ceramics, glass, metalwork, textiles, basketry, furniture and jewellery.

Their creativity supports Scotland's economy and its international reputation for innovation and entrepreneurship.

Craft Scotland is a Registered Charity (Scottish charity no. SC 039491), and a Company Limited by Guarantee (company no. SC 270245).

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