

Equalities, Diversity and Inclusion Policy (EDI) 2023-28

Deveron Projects

Last updated: February 2024

Contents

1. Aim
2. Context
3. Definitions – Access, Equity, Justice
4. EDI Commitments
5. Access Group
6. Responsibilities
7. Breach of policy
8. Monitoring and Review
9. Resources
10. EDI Action Plan 2023-28

1. Aim

Deveron Projects' vision is for a world where art is a part of everyday rural life, where the power of art to build communities is realised and the work of artists is valued.

This policy maps the next stage of our journey towards this vision, from 2023-28. Combined with an EDI Action Plan, it pays attention to all aspects of our organisation and its work, aiming to site access, equity and justice (see Definitions - section 3) as intentions for everyday practice and long-term strategy.

We aim for these two documents to offer a practical guide for our work over the next 5 years, measuring and putting into words an emerging organisational practice and responsive *feeling*.¹

At a baseline, Deveron Projects will treat all people with dignity and respect. We will not directly nor indirectly discriminate on grounds of race, gender, marital status, caring responsibilities, disability, gender re-assignment, age, social class, sexual orientation, religion/belief or irrelevant offending background.² Instead, we actively work to build systems and structures in our work on the terms of those who experience oppression, marginalisation and lesser access to resource/ spaces of decision making. This work is essential in building trust, nurturing relationships and working ethically within our communities (artists, collaborators, participants, audiences, volunteers).

How we will do this is outlined in the accompanying Action Plan (section 9). This collects ideas, references, trials and requirements from daily conversation and thinking, professional research and exchange, personal experiences and desires. It's a method for us to develop this work, keep track of our intentions through formal review and create structures of accountability towards our aims and vision. It's gratefully informed by sector-wide requests, manifestos, reports and guidance produced by individuals, groups and communities who experience systemic barriers to the arts – these are clearly referenced.

¹ We recognise that it is unusual to consider feelings in a business or strategy related document such as this. However, surely this is the ultimate aim of this work? Mia Mingus writes of 'access intimacy'; "that elusive, hard to describe feeling when someone else just 'gets' your access needs" ([Access Intimacy: The Missing Link, Mia Mingus, 2011](#)). We want everyone involved in our work to feel that their needs are 'got', because as Mia Mingus writes – "it builds and deepens connection". These needs could be practical, cultural, social, psychological and/or financial as described by Glasgow Women's Library's report, Equalities in Action.

² We implement our EDI policy in accordance with current legislation and codes of practice, including Equality Act (2010).

Because of the practical nature of the Action Plan, it will likely grow and shift over this period, as our practice continues to develop- we'll make mistakes and learn, our capacity and context will change and different voices and perspectives will join the team. We understand that the policy and action plan such as this can't (and shouldn't) be the only way this work towards our vision manifests³. We aim to be honest in our appraisal of our work and progress, seeking external review and input, learning and reflection.

Our EDI Policy and Action Plan intersect with our Fair Work Statement and Action Plan, and Communities of Focus mapping document.

2. Context

The publication of this policy aligns with an intentional reform of Deveron Projects' structure to a co-leadership model. The past three years at Deveron Projects have seen significant shifts in how we work with people, how it feels to be part of the communities that make up the organisation (artists, participants, collaborators, audience, staff, board, volunteers), and who is represented within these communities. Working with people in the long-term has informed our flexible and human-centric approach to supporting participation – people's needs and priorities change over time.

Notably from 2020-23;

- We now consistently pay SAU rates for artists and freelancers, bringing artists' pay in line with the team. Likewise, the pay gap between various roles in the organisation is lessening, and team members have remained in post for longer durations (all staff contracts more than 18 mo. in the past 3 years).
- Artists' contracts have been reviewed and artists now have full ownership of their work produced on residency.
- Our team and co-leadership is now made up in the majority of people with LGBTQIA+ and/or BPOC identities.
- The organisational culture aims to be transparent, collaborative, respectful and kind. This is maintained through regular check-ins, whole-team planning, role review and careful leadership. There is Effective Voice in place- see Fair Work policy.
- Our projects have started to connect communities in Huntly with global justice movements, for example Hussein Mitha's project *The World is Ours, in Spite of All*.
- Programmed artists continue to have diverse racial/ethnic identities.⁴ They are supported by a more diverse team⁵ and careful residency structuring/support.
- Our Community Hub is thriving with over 2000 users per year, supporting communities of identity to build community on their own terms with the support of Deveron Projects.
- We no longer offer unpaid internships – see Fair Work – and have developed a paid pilot for a local Traineeship to support those who experience geographical and identity-based barriers to arts education. The majority of applicants identified as LGBTQIA+.
- Our Caretakers' Garden and How to Eat a Doughnut residencies offered access budgets for artists and we have delivered 2 flexible residencies for artist-carers.
- The Co-Directors have completed training in Access to Work.

³ Sara Ahmed, *On Being Included* (2012), p11. See also chapter 4.

⁴ In 2022-23, 53% of 13 programmed artists identified as White British, Scottish or other. 15% as Asian / Asian Scottish / Asian British, 8% as African/ African British / African Scottish, 8% as Black / Black British / Black Scottish and 8% as Arab / Arab British / Arab Scottish. 8% preferred not to say.

⁵ 2022-23 indicated greater diversity of gender, sexual orientation and race or ethnicity within the team. Gender: 2 of 5 team members identified as female, 1 as male, 1 as 'other' and 1 preferred not to say. Sexual Orientation: 1 identified as heterosexual, 1 as gay/lesbian, 1 as bisexual and 2 preferred not to say. Race/ ethnicity: 1 identified as mixed or multiple ethnic groups, 3 as white/white Scottish/ white British, 1 preferred not to say. No member of the team identified as disabled, although 2 preferred not to answer this question.

- We have supported the formation and development of networks and programmes that are led by and for people who experience barriers to the arts, including Mutual Affinities for/by artists experiencing displacement, the Gordon Schools Promise Group for care experienced and LGBTQIA+ young people, and Huntly Diversity and Language group among others.

The conversation, learning, reflection and evaluation of this work has supported the thinking and development of the Action Plan. There are further, detailed breakdowns of successes and learning to date, serving specific communities of identity, in the Communities of Focus document.

3. Definitions

As evidenced by many academics, artists and arts workers, 'EDI' has consistently failed the communities it could serve.⁶ Due to this, we feel it's important to be clear about how we understand and enact this work with awareness and criticality.

Fundamentally, the Action Plan and this policy outlines our attempts to shift from a traditional 'EDI' practice of reaching out, making space or including 'others' in an existing structure/system, to one of working with the people who are least represented within our communities and the arts sector, to build a new structure/system on their terms. A word for this is 'interpellation'.⁷

To ensure this work is rigorous and non-tokenistic, we must develop an intersectional understanding of identity – beyond categories or Protected Characteristics, valuing relationships as central to our work and recognising macro and micro power dynamics in everything we do.

To do this, we find the terms Access, Equity and Justice most helpful.

Access – Our work aims to be financially, culturally, socially, psychologically and physically accessible.⁸ Universal design benefits everyone, though we recognise that what may be accessible to some may create barriers for others.

Equity – We strive for equity over equality. Equity recognises that we don't all start from the same place, so we must make changes to address imbalances. This includes historic and systemic imbalances in access to, and distribution of, resource and power. A politics of difference⁹ is helpful here.

Justice – Justice centers the approaches, priorities and needs of those who experience oppression, for the benefit of everyone.

4. EDI Commitments

Based on work to date (see highlights above and in Communities of Focus), we have identified the following 8 commitments for our work over the coming 5 years.

1. Produce a rigorous, collaborative and responsive programme that offers multiple forms of engagement, participation and decision-making in art making, with people who are underrepresented in Huntly and the arts.

⁶ See Jemma Desai This Work isn't For Us, Dr Dave O'Brien Culture Is Bad For You, Sara Ahmed On Inclusion and We Industria's report Structurally F~cked, Not Going Back to Normal evaluation report, among others.

⁷ See definition of Interpellation in the final report on Not going Back to Normal project by Harry Josphine Giles and Sasha Saben Callaghan, written by Kim Simpson.

⁸ See Glasgow Women's Library, Equality in Action report.

⁹ Iris Marion Young writes of this in Justice and a Politics of Difference.

2. Implement a values-led communications strategy that meets the needs of our communities and breaks down barriers to/within our programme.
3. Enhance inclusive recruitment and Fair Work practices across the organisation (board, staff, artists, collaborators). Increase the diversity of lived experience and identity across DP's communities and promote a safer working culture for those who experience barriers to the arts.
4. Develop experimental and flexible administrative and monitoring systems that enable us to enact our values and achieve our ambition.
5. Improve the accessibility of our residencies, events and buildings. Communicate this accessibility publicly.
6. Nurture relationships in the long-term with community members, artists and partners, to share and develop collective learning related to EDI.
7. Ensure climate justice is embedded in climate emergency planning.
8. Support, contribute to, and learn from sector wide partnerships and initiatives focused on building equitable practice in the arts.

Detail on how we will achieve and monitor progress against these commitments is included in our EDI Action Plan (Section 9), together with responsible people for each area of work.

5. Access Group

In 2023, in relation to the Caretakers' Garden project, we invited local disabled and ND community members to participate in a paid Access Group, to support the accessibility of our buildings, programmes and spaces from diverse disabled and ND perspectives. The group carried out an audit of Square Deal and the community gardens. They also responded to proposed commitments and actions in the EDI Action Plan. These actions were recorded and will be actioned by the team before the next, annual meeting.

6. Responsibilities

Deveron Projects' Board of Trustees is responsible for ensuring that the organisation meets its legal obligations in respect of legislation relating to equal opportunities and reviewing this annually. Deveron Projects' Co-directors are responsible for developing and siting the policy and action plan as central to the organisations' strategy, culture, programme and administration.

The Co-Directors are also responsible for:

- Fostering a culture in which compliance with this policy and commitment to delivering the Action Plan is regarded as central to our work, and in which, access, equity and justice are actively promoted across the team and communities involved in Deveron Projects.
- Identifying and initiating further actions towards the aims of the policy through research and reflection on activity to date.
- Identifying and organising relevant training and development opportunities for the team, ensuring their development needs are met, and that they feel supported and encouraged in maintaining a critical awareness of and commitment to EDI.

Team members are responsible for maintaining and implementing the principles of the policy as assigned in the action plan.

Individuals in the Deveron Projects wider community are responsible for;

- Supporting and implementing the aims of this policy

- Contributing to an environment free of fear or intimidation that celebrates access, equity and justice.
- Ensuring that their behaviour and actions do not amount to discrimination, harassment, bullying or victimisation in any way.

7. Breach of this policy

Non-adherence to this policy is taken very seriously, by any member of the organisation or wider community in Deveron Projects' spaces. Any breaches of this policy will be investigated and where appropriate will be considered under the disciplinary procedure.

8. Monitoring and Review

Co-Director (Creative) is responsible for monitoring and recording progress against the EDI Action Plan, including annual reporting to the Board of Trustees and relevant funders. Progress against the EDI Action Plan is recorded in [the live document here](#).

As part of this process, the policy and action plan will be reviewed by the whole team annually, to ensure progress is recognised and that challenges are constructively and transparently mitigated in line with the organisational approach and values.

9. Resources

Our EDI action plan and approach is developed with appreciation and thanks to the creators of:

Access Riders (2021), Frame Finland
 (Team) Work in Practice (2023), Jerwood
 GEMBA (Global Ethnic Majority Board Association)
 Working With Neurodivergent Artists (2021), NEUK Collective,
 Our Voices: A Diverse Artists Guide (2023), Culture Collective
 #BeyondTheRules Employment Contracting and Pay Portal
 Easy Read Artists' Contract (2021), Jack Ky Tan & FACT Liverpool
 Rad HR
 Perspective[s] (2021) by Mele Broomes and Zoe Charley, commissioned by National Theatre
 Scotland, outcome from the Freelance Task Force
 Not Going Back to Normal, Harry Josephine Giles & Sasha Saben Callaghan, with final report by
 Kim Simpson (2021)
 Creating Your Own Access Rider, Unlimited
 Access Rider Open Template, Alexandrina Helmsley
 Access Intimacy: The Missing Link (2011), Mia Mingus
 Equality in Progress: Research from a grassroots museum (2018), Glasgow Women's Library
 On Being Included (2012), Sara Ahmed
 This Work isn't For Us (2020), Jemma Desai
 Justice and a Politics of Difference (1990), Iris Marion Young
 Culture is Bad for You: Inequality in the Cultural Sector (2020), Dr Dave O'Brien, Orian Brook, Mark
 Taylor
 Structurally F*cked: An inquiry into artists' pay and conditions in the public sector (2023), We
 Industria & A-N.

These are clearly referenced throughout the policy and Action Plan.

10. EDI Action Plan

	Commitment		Actions	Measure of success	Responsible	Target	References & intersecting DP docs
1	Produce a rigorous, collaborative and responsive programme that offers multiple forms of engagement, participation and decision making in artmaking, aiming to centre people who are underrepresented in Huntly and the arts sector more widely.	1.1	Deliver regular programmes of events, workshops and activities across 3 programme strands as entry points.	New participants increase 10% per year, sustained engagement rate measured and increased by 5% year on year across whole programme by 2028.	Co-D C	2028	DP Programme outline DP Communities of Focus
		1.2	Invite participation in COMMUNITY programming group from diverse Square Deal communities (Queer book club, Language Cafe, AA group etc) to collaborate on annual Square Deal residency.	Square Deal programming group formed with underrepresented communities in Huntly. Square Deal Residency developed and delivered annually in response to communities using the space	Co-D C ACW	2024	DP Programme outline DP Communities of Focus
		1.3	Initiate Critical Friends network with minimum 50% local and 50% underrepresented communities (these will likely intersect) to feed into programme development and programmed artist support / mentorship.	Critical Friends network formed of 6x people with diverse lived experiences and identities, local and national.	Co-D C	2025	DP Evaluation Strategy
		1.4	Develop means of monitoring movement of community members throughout programmes and organisation to better understand community members needs and barriers.	Number of unique participants and collaborators recorded. Individual journeys throughout organisation are mapped and visualised, feeding into programme direction.	Co-D C	2024	DP Evaluation Strategy
		1.5	Continue to support formation and continuation of communities of identity in Huntly through Square Deal provision.	Communities of identity are more confident to participate in our programme, diversity of communities engaging with our work increases. 16 hours free use and 16 hours paid use by 2027	Prog C	ongoing	DP Building Communities Strategy
		1.6	Regular programmes formed with input from programming groups, formed through inclusive recruitment. Care taken by team and groups to ensure diversity of lived experiences platformed at talks, workshops and events.	Diversity of lived experiences and identities platformed in regular programming groups and regular programmes. Diversity of communities participating and attending regular programme events increases.	Co-D C Prog C ACW	throughout	DP Programme Outline delivery notes
		1.7	Pilot regular events in alternative community venues.	Increased participation in regular programmes by Older People, low-income	Prog C	2024	DP Communities of Focus

			households, people with caring responsibilities.			
		1.8	Pilot alternative event times for regular programme.	Increased participation in regular programmes by families and people with caring responsibilities	Prog C	2024 DP Communities of Focus
		1.9	Maintain YP board representatives, develop structures for their support and participation.	YP engage fully in Board and report feeling supported to do so.	Co-D O	ongoing DP Communities of Focus
2	Implement a values-led communications strategy that meets the needs of our communities and breaks down communication barriers to/within our programme.	2.1	Meet UK benchmarked digital and print accessibility standards across all communications and offer 2 x comms formats as baseline.	Use of alternative formats on website monitored, increases year on year. Increased applications at points of recruitment.	Co-D C	2025 Shape, Accessible Marketing Guide UK Association for Accessible formats
		2.2	Create transparency around decision making and learning through new 'blog' series, with 10 x annual contributions from staff team + citizen journalists.	Invited to share learning at talks and events. Improved relationships with community members. New networks and partnerships formed. Improved insight into and transparency around diverse experiences of DP.	Prog C	2025 DP Evaluation Strategy DP Communications strategy
		2.3	Create quarterly print newsletter to communicate with Older People, communities who experience internet connectivity issues, communities with lower levels of digital literacy.	In snapshot surveys, 20% of people surveyed will have first heard of event via print.	Prog C	2025 DP Communications strategy
		2.4	Utilise Critical Friends network as communications 'secret shoppers', ensuring sense-checking and language accessibility.	No prior knowledge assumed and plain English used to communicate activity.	All	2025 DP Evaluation Strategy
		2.5.	Careful labelling and filing of images, text, references and artworks to ensure correct and transparent crediting in communications and archive, and safeguarding of people included.	Respectful and non-extractive documentation and archiving, on the terms of those participating. Uplifting and recognising influences, teaching and input from wider networks.	Co-D C	throughout DP Communications strategy
		2.6.	Develop means of communicating and illustrating access rider process and potential access adjustments.	Increased use of Access budgets. Artists and community collaborators report feeling supported and having their needs met.	Co-D C	2024 Our User Manuals from Lynsey Smith Unlimited- Creating your own access rider Alexandrina Helmsley

						Access Rider Open Template Frame Finland , Access Riders DP Communications Strategy	
		2.7	Launch new website with Code Your Future	Improved navigation, up to date accessibility standards and use of accessibility widgets.	Co-D C	2024	
3	Implement inclusive recruitment and Fair Work practices across the organisation (Board/staff/volunteers/artists/community) seeking to promote a safer working environment and culture for people who experience systemic barriers to the arts, and support increased representation of diverse identities and lived experiences throughout.	3.1	Review and revise Board procedures and administration to improve governance accessibility within legal requirements. Implement Board buddy system to support people who experience barriers to Board duties to participate comfortably in organisational governance.	30% of Board Members by 2028 new to governance and Trusteeship Increased diversity of underrepresented identity and lived experience on Board, from 2023 stats- underrepresented become majority.	Co-D C & O Board (chair)	2026	Jack Ky Tan has organised extensively in this area and through his practice. Notes on GEMBA (Global Ethnic Majority Board Association) with Jade Montserrat and Amy Lawrence available on Jack's website: https://jackkylan.github.io/
		3.2	Develop and implement inclusive recruitment strategy and process to increase the diversity of lived experience and identity of applicants (Board / staff / artists). Utilise positive action in recruitment to increase the diversity of identity and lived experience represented within organisation and programme.	Increased diversity of lived experience and identity at application stage for open calls, job and board recruitment. Increased diversity of lived experience and identity within staff team, programmed artists and board.	Co-D O Board (HR)	2024	DP Inclusive Recruitment Protocol (2024) DP Fair Work Action Plan Jerwood, (Team) Work in Practice
		3.3	Build training network with local partners and community groups to share resource and knowledge.	Training network formed with 3+ local orgs incl. DP.	Co-D O	2025	DP Fair Work Action Plan
		3.4	Invest in training to underpin values statement and to ensure team and Board are equipped to support each other/artists/community members with diverse identities and lived experiences.	Board and team are confident in supporting people with diverse identities to participate in our programme. Including but not limited to; using and respecting pronouns and gender diversity, understanding of and confidence in anti-racist principles and practices, understanding of ND and disabled people's needs including Access to Work.	Co-D O	throughout	DP Fair Work Action Plan.
		3.5	Collaboratively create Safer Spaces policy with team, board and critical friends network, train staff team in how to uphold and promote safer	Safer Spaces policy created and trialled. Reviewed annually.	Co-D C	2024	Resist + Renew podcast , Safer Spaces policies ArtsAdmin , Safer Spaces

		spaces and communicate commitment to safer spaces publicly, with support of Resist + Renew / Tripod or similar organisation with this expertise.				Policy
		3.6 Ensure internships and traineeships are learning/training opportunities, paid at a benchmarked wage with relevant support and review systems in place	2024-25 Pilot 1 x Traineeship for Young Person who experiences barriers to the arts due to their identity or lived experience 2025-28 Offer 2 x Traineeship per year, with evaluation feeding into each iteration.	Co-D O	throughout	DYW Young Persons Guarantee DP Fair Work Action Plan
		3.7 Board representative with relevant expertise recruited and responsible for supporting implementation and critical development of EDI plan across organisation. Annual reporting on EDI progress at Board level.	EDI plan is embedded across the organisation. Multiple people responsible for enacting and delivering against plan with clear lines of accountability.	Co-D O&C Chair	2025	DP Inclusive Recruitment Protocol DP Fair Work Action Plan
		3.8 Commit to guaranteed interviews for disabled candidates who meet the requirements of the role in recruitment process.	Guaranteed interview scheme utilised. Increased percentage of applicants for roles identify as disabled.	Co-D O		UK Gov: Becoming a disability confident employer DP Fair Work Action Plan
		3.9 Implement Fair Work policy.	Fair Work practices embedded in organisation and promoted through our work more widely.	Co-D O Board	2028	DP Fair Work Action Plan
		3.10' Review and remove any gendered language or assumption from policies	Policies are inclusive of all genders.	Co-D O	2023	
4	Develop experimental and flexible administrative systems and processes that enable us to enact our values and achieve our ambition.	4.1 Use #beyondtherules employment contracting resources and Jack Ky Tan's accessible Artist's Contract (commissioned by FACT) to review and update contracts and employment terms across the organisation.	Contracts enable negotiation, agency and clear expectations for org and artist/staff. DP's contracts enact our values and ensure Fair Work. Terms of work reviewed and explored within legal requirements and budget limitations, improving working conditions and staff retention. Increased number of applicants for team roles recorded.	Co-D O & C Board	2025	#beyondtherules Easy Read Artists Contract
		4.2 Commit to minimum timelines for programme delivery, communicated in Artists' Agreements - allowing more time for planning,	Timelines offer clarity, increased accessibility and reduces risk of last minute	Co-D C	2025	DP Fair Work Action Plan DP Climate Emergency Plan Perspective(s), Mele

		consideration, contingency and access-responsive adjustments.	requests/pressure for artists and collaborators			Broomes & Zoe Charley NEUK Collective Working with ND artists guide
		4.3 Improve and communicate clear frameworks for accountability within the organisation, including complaints and grievances, without fear of reprisal.	Grievance policy reviewed and communicated to team and artists. Critical Friends network utilised to create informal feedback loop with artists, community members and organisation - built into projects and budgets.	Co-D O	2025	DP Evaluation Strategy DP Grievance & Disciplinary Process Perspective(s), Mele Broomes & Zoe Charley
		4.4 Research and develop consent-based data collection methods (eg. Consents Cards) that account for intersectional identity and improved process for updating access needs across the organisation.	Increased and improved data collection offers more than a quantitative insight into our communities identities and lived experiences. Regular programme participants supported to identify access needs.	Co-D C	2026	DP Evaluation Strategy
		4.5 Continue to invite access riders or offering support to artists and participants to identify access needs/adjustments at the beginning and throughout their engagement.	Artists and community members feel confident to express their access needs and know the scope of reasonable adjustments that can be made. Increased retention of participants through organisation.	All	2023	Our User Manuals from Lynsey Smith Unlimited- Creating your own access rider Alexandrina Helmsley Access Rider Open Template Frame Finland , Access Riders
5	Improve the accessibility of our residencies, events, buildings and assets, and communicate this accessibility publicly.	5.1 Build in 'solidarity rates' for self-funded independent residencies to support artists who experience barriers to developing their practice to participate in research + development residencies in the Artists' House, with access budget	Increased diversity (BPOC, LGBTQIA+, working class, Older, caring-responsibility) of identity / lived experience of artists requesting Independent Residency.	Co-D O	2024	DP Communities of Focus
		5.2 All rates (event / hire) operate on donations or sliding scale basis ensuring accessibility for low-income community members.	We see diversity of socio-economic background / income represented across ticket / hire scale.	Co-D O	throughout	Means-based ticketing tested on Gathering Table events - significant uptake on low-income/unwaged tickets (40-55% of total sales).
		5.3 Lobby office landlord (Aberdeenshire Council) to improve physical accessibility to/in offices	Entrance ramp installed.	Co-D O	asap	

	5.4	Annual buildings access audit to identify and plan for accessibility improvements, with input from paid Access group.	Accessibility improved across all buildings.	Co-D O	annual	
	5.5	Create and implement access budget for residency commissions and community collaborators. Communicate this and support artists/ community collaborators to use it if required.	Access budget created and used.	Co-D O&C	2024	DP Communities of Focus
	5.6	Work with Huntly Travel hub to support travel to events, including with community minibus or community car share scheme, through Access budgets	People who experience geographical/ transport related barriers to events can attend.	Prog C	2024	Huntly Travel Hub DP Communities of Focus
	5.7	Create and publish 1x 'artist case studies' per year to communicate diverse experiences of residency publicly and help illustrate reality of residency in Huntly.	Artists have a strong understanding of the context before coming on residency and are able to identify access needs/adjustments before arriving. Good practice is shared and promoted.	Prog C	2026	DP Communications Strategy
	5.8	Create and maintain accessible resources to communicate accessibility of residencies, events, buildings and assets.	Artists and community members are enabled to identify access needs on their terms, prior to visiting.	Co-D C	2028	DP Communications Strategy
	5.9	Develop residency programme for artists who have experienced displacement, in collaboration with Mutual Affinities network, or equivalent outcome as indicated by outcome of network.	Artists who have experienced displacement are supported in means determined by focus group.	Co-D C	2025	Mutual Affinities
	5.10	Install hearing loop in Square Deal, purchase chairs with arms and seat cushions to support Older People to use the space comfortably.	Access Group report increased comfort in using Square Deal.	Co-D O Prog C	2025	DP Access Group feedback DP Communities of Focus
	5.11	Maintain culturally appropriate support for visiting artists including sourcing items and food stuffs for Artists' House, providing with phone and cash on arrival if required, offering support in accessing culturally appropriate amenities (e.g. churches, hairdressers, shops).	Artists report feeling supported, welcomed and able to work well within residency support.	Co-D C	ongoing	DP Communities of Focus DP Programme delivery notes; supporting artists and hospitality

		5.12.	Develop 'Mutual Care residency' devised with/for the needs of artist-carers to support their participation in residency.	Increased percentage of artists with caregiving responsibilities participating in residency across programme by 2028.	Co-D C	2025	DP Programme outline Communities of Focus
		5.13.	Maintain and monitor diversity of programmed artists' identities and lived experiences. Utilise inclusive recruitment and positive action in open calls for residency commissions to ensure equity for artists underrepresented in sector.	Increased percentage of LGBTQIA+, disabled & ND, working class artists and artists with caring responsibilities within programme. Maintain 50% BPOC representation within programmed artists across 3 year programme.	Co-D C Board (HR)	throughout	Jerwood. (Team) Work in Practice (2022) "Not Going Back to Normal" manifesto Neuk Collective manifesto DP Evaluation Strategy
		5.14	Utilise optics to communicate accessibility of spaces, including pride flags, nappies in loos, gender neutral language.	Increased diversity in audiences and communities using Square Deal	Prog-C	ongoing	
6	Ensure climate justice is embedded in climate emergency planning.	6.1	Develop research into reparations for artists / partners most affected by climate breakdown. See: Climate Emergency plan	Fundraise for Reparations Residency 2024-25. Residency for BPOC artist/academic undertaken in 2026-27 with international partners.	Co-D C	2028	DP Programme Outline DP Climate Emergency Action Plan
		6.2	Maintain visa sponsor status and continue to campaign against hostile environment	International residencies maintained	Co-D C	throughout	DP Programme Outline
		6.3	LAND residencies, engaging with climate breakdown and land justice, formed for and with BPOC artists.	BPOC artist supported to make large scale work with multiple collaborators. Developing their networks, platform and visibility within rural places and international network. Work made from a position of lived experience and personal heritage.	Co-D C	2025-28	DP Programme Outline DP Communities of Focus
		6.4	Connect internationally with communities experiencing climate/land justice struggles in LAND programme.	Mutual exchange of knowledge, experiences, skills and interconnected contexts internationally. Increased understanding within communities in Huntly that the issues experienced locally are connected globally.	Co-D C	2025-28	DP Programme Outline DP Climate Emergency Action Plan
7	Nurture relationships in the long-term with community members, artists and partners.	7.1	Participate in 5 local steering groups or networks with focus on supporting underrepresented communities in the town; Marr Youth Subgroup, Aberdeenshire Lived Experience Network, LLCP, Marr Fair Food	DP remains embedded in local community and is included in future community strategy/planning.	All	throughout	DP Programme Outline DP Building Communities Strategy DP Key Networks and Partners

		Partnership, Huntly Diversity and Language Group.				
		7.2 Share and distribute resources and assets with communities, including Walking Institute, Square Deal kitchen, libraries, office space etc	Local community is strengthened by presence of DP. New networks and partnerships formed, existing partnerships nurtured.	All	throughout	DP Building Communities Strategy
		7.3 Offices open to the public 9am-5pm Monday - Friday. Team are visible and present at community events and activities.	Personal relationships formed with communities. People who experience challenges with internet connectivity or digital literacy able to come into office for info and updates (this is a preferred option for many Older People in our community).	All	throughout	DP Building Communities Strategy DP Communications Strategy
8	Support, contribute to, and learn from sector wide partnerships and initiatives focused on building equitable practice in the arts	8.1 Build 2 new national/international partnerships to sustain learning and development relating to EDI.	2 partnerships developed and learning from exchange built into future EDI planning.	Co-D C	2028	DP Key networks and partners
		8.2 Sign up to and implement PiPA supporting Parents and Carers in the Performing Arts Best Practice Charter	Support for parent-artists improved and developed. Residency format improved to support parent and carer artists to participate in residency.	Co-D O	2026	PiPA