

EDI Action Plan: 2018-2021

Macrobert Arts Centre

Alignment with business plan guiding principles

For 2018 we refreshed our organisational guiding principles, which embed EDI at the heart of our delivery. Our guiding principles are that we believe:

1. In the power of the arts to stimulate conversation, to bring people together, to challenge preconceptions and to share worldviews: in short, to make the world a better place.
2. In supporting creative people and ideas, to build a creative sector that is more vibrant, nourishing and sustainable.
3. That an arts centre should be for everyone.

Management of our EDI plan

In 2018, we instigated two logistical and practical changes to better enable the achievement of our EDI action plan. These are:

1. **The management of our EDI plan in a more dynamic format.** Whilst we will continue to use the Creative Scotland EDI template for reporting purposes, in 2018 the EDI committee elected to move our more regular monitoring to a 'living' format on Trello. This enables a more dynamic approach, better reflecting that we want our EDI aspirations to change and grow over the years, rather than a static, fixed document. It enables more people (both within and beyond) the committee to contribute to the plan, and enables greater transparency and accountability. Our live EDI plan can be accessed, and joined, [here](#)
2. **The invitation of a Board member to our EDI committee.** Our activity against these objectives is then realised by an EDI committee, who meet quarterly to monitor progress, champion new initiatives, and maintain momentum on our goals. From 2018, we were delighted to welcome board member Lewis Hou to join this committee. Lewis regularly attends steering group meetings and acts as a point of connection between the staff and Board regarding our EDI action plan.
3. **Collecting demographic data for tutors / artists / speakers.** We identified that a weakness of our EDI provision is historically poor data collection about the demographic background of the artists we work with and those we give opportunities to. This is not to say that we haven't been making these opportunities available, rather that we don't have a formal baseline from which to monitor our improvements in representation. We have

created an online EDI monitoring form, which we will now be circulating to freelance staff, speakers, work placements, artists receiving (financial or in kind) support and the cast and crew of Macrobert-led productions. This will help us identify areas where representation can be improved.

Strategic EDI priorities

Objective	Task	Target and date	Measures of success	Actual performance
Connecting EDI ambitions through our programming and the support we offer to artists.	Write statement of intent for the artist support we offer. Use this to identify and make public our commitments / priorities re EDI, and increase openness of process to apply.	End of 2019 – publish statement of intent	Publication of statement of intent. Range and diversity of artists applying for support. Range and diversity of artists supported.	Planned for end 2019
	Invest in supporting (financially, and in other ways) work which champions less-heard voices and groups via allocation of our Creative Development Fund.	Each year, support at least 2 artists with protected characteristics. Develop a deeper partnership with at least 1 organisation working with artists with protected characteristics.	# and £ (actual and in-kind) invested in supporting artists and work of this kind	<p>2018/19: Support offered to artists and companies including Al Seed (Shadow of Heaven), Show Room (Tetra Decathlon), Annie George (Twa), Catherine Wheels (White), Theatre Gu Leor (Scotties), Paper Doll Militia (Egg).</p> <p>2019/20 to date: Support offered to artists and companies including Bassline Circus (Kid_X), Petre Dobre (Heart Sore / 9-11), NTS (Red Dust Road), Company Chordelia (The Chosen) and Gary McNair (Locker Room Talk).</p> <p>Diversity of support due for first review at August 2019 EDI meeting.</p>
	Systematise the process of collecting EDI data for artists we work with (i.e. tutors, artists and creative team for in-house productions, and as panellists / speakers).	Spring 2019 – set up EDI monitoring process, and agree how distributed. Quarterly – review at EDI meetings and agree priorities for increasing representation	Better understanding of how the opportunities we offer to artists are benefitting people from a range of	<u>Monitoring process</u> – set up and circulated via SurveyMonkey. Data due for first review at August 2019 EDI meeting

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			backgrounds	
	Programme a diverse portfolio of creative work that champions and profiles work by artists from underrepresented groups	Active research of work by wide diversity of productions and artists – ongoing by Artistic Dir. Annual review of programme diversity – see below.	A thoughtful, diverse and carefully curated programme that widens opportunities for a diverse range of artists.	Data due for first review at August 2019 EDI meeting.
	Commit to sustained focus and prioritising areas of improvement. Convene a new EDI programme review panel (including staff, Board members and external parties).	Annually - Review representation via programme over past year, identify good practice and set priorities and goals for increasing representation over year ahead.	To be determined each year via EDI programme review panel	Convene first EDI programme review panel Autumn 2019, then annually
Accessibility improvements to the fabric and practicality of navigating the venue	Explore feasibility and desirability of moving to gender neutral toilets across the venue.	Carry out a time limited test and consultation regarding a move to gender neutral toilets in a) office toilets and b) public toilets in the venue. Explore during 2019 with a view to a decision end of 2019.	Consultation held. Feedback gathered from stakeholders. Decision made about way forward.	<u>Office toilets</u> : Staff consultation held Sept 18, agreed to move to gender neutral, completed Jan 19. <u>Venue / public toilets</u> : Consultation and pilot held Feb 19. Now consulting Traverse / Tramway for their experience.
	Create and launch and update familiarisation video to venue	Summer 2018 first version Summer 2019 Campus Central Version (in progress)	Video launched and used	Complete (online here) but will need to be updated to take account of a) building works and b) new building from end 2020.
	Partner with Disability Equality Scotland on the Investing in Access project. This is a feasibility study researching the need for a recognised national benchmark for accessibility for	Undertake access audit – early 2019 Review results and audit process - summer 2019 Recommend changes to audit – autumn 2019	Development of national standard. Delivery of audit report. Awarding of IIA award	Access Audit completed Jan 2019.

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	public buildings.	Create IIA plan for Macrobert – early 2020 Review and award IIA if appropriate – summer 2020		
	Install Workhouse ramp to enable more wheelchair access in workshop spaces.	Proposed as part of Campus Central building works. To be complete by Dec 2020.	Ramp installed. Wheelchair capacities updated / increased accordingly.	Signed off in design plans early 2019.
	Height adjustable desk at Box Office	Proposed as part of Campus Central building works. To be complete by Dec 2020.	Height adjustable desk installed. Better employment conditions for existing wheelchair user on staff team and flexibility for future staff needs.	Signed off in design plans June 2019.
	Install 'Grace's sign' on disabled toilets throughout venue	Install 'Grace's sign' on disabled toilets throughout venue by end 2019.	Sign installed.	Delayed due to Campus Central works – now target end 2020.
Raising visibility and awareness of our accessibility	Showcasing EDI plan / stories on the website	Showcase 2018-21 EDI plans and progress on website, highlighting key priorities and achievements, by Autumn 2019. Update quarterly. Use seven online news story slots per year to highlight news with an EDI focus.	EDI plan publically available. Regular news stories with EDI focus published.	EDI plan 2018-21 written. Seven of online news story slots were EDI focussed in 2018.
	Review our representation of minority groups in our marketing materials	For all coming photography / filming, ensure our widest diversity of staff / audience etc is properly represented. Roll out	Short term: Photos taken Longer term: Increasing	Scheduled for 2019.

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		these images to increase visible representation.	representation in our materials	
	Increase awareness of our accessibility	Invite Ewan's Guide to re-review our venue in light of recent building works. Use building works as opportunity to highlight improvements to access.	Increased number of Ewan's Guide reviews. Create new resources to highlight changes to access as building works progress	Building works began 2019. New film created to highlight changes to access.
	Raise awareness of our Changing Places toilet	Review signage throughout venue. Liaise with partners who support those with PMLD to raise awareness. Connect with Stirling-wide accessible tourism campaign.	Short term: New and additional signage. Medium term: Better awareness of CPT via partners. Long term: Stirling a more accessible city.	Joined Stirling Tourism Panel 2019.
	Speak at events to raise awareness of what we're doing on EDI	Speak at at least 4 events per year to highlight our learning and projects around EDI to a wider audience.	Attendance at events. Feedback from audience.	Presented at Culture Republic BSL event (Oct 18), FST Emporium Accessible Touring Panel (March 19), Deaf Heritage Collective (June 19), Stirling Culture Symposium (May 19).
Develop expertise and best practise in increasing access / opportunities for Deaf artists and audiences.	Training for staff	Deaf awareness training complete for all staff by end 2018.	All staff completed Deaf awareness training.	Complete for 20 staff Summer 2018, repeated for new starters April 2019. 6 staff completed term of BSL lessons.
	Support for BSL Director Trainee year-long placement (Year of Young People)	Recruit BSL Director Trainee and support them to develop their practice and work toward public sharing.	Petre Dobre in post May 2018 - June 2019. Sharing performance June 2019.	Complete.
	Increase commitment to showing captioned films, and	Commit to screening 2 subtitled films each month. Create and	Number of films screened. Number	Underway – at least 2 subtitled films screened each month and captioned

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	begin BSL promotional clips for all captioned films and BSL interpreted performances.	share captioned BSL promos for all subtitled films. Begin early 2019.	of BSL clips created.	BSL promos for all.
	Share best practise with other organisations	Present at 3 industry events by June 2019.	Number of industry events that we have contributed to	Presented at Culture Republic BSL event (Oct 18), FST Emporium Accessible Touring Panel (March 19), Deaf Heritage Collective (June 19).
Deepen connections with community groups with EDI expertise / reach into EDI communities	Work with Stirling Women's Aid on a Film Takeover	Women's Aid supported to select a weekend-long programme of film with speakers, May 2019	Takeover feedback (from audience and participants)	27 women from SWA programmed 5 films at Macrobert. Feedback included as appendix.
	Distribute Panto tickets to community groups with financial barriers each year via Christmas appeal	At least 800 tickets donated via at least 10 charities and community groups each year.	Number of groups partnered. Number of people provided with free tickets.	<u>2018</u> : 948 tickets donated via 16 charities. We also took our film tour to Strathcarron Hospice and Forth Valley Royal Children's Ward.
	Use Conversations programming to explore issues of key social importance, via building partnerships with local community groups who are experts in social issues	3 Conversations per year, at least 1 community partner per Conversation.	Number of social partners involved in Conversations. Feedback from these partners.	<u>Autumn 18</u> : Exploring gypsy traveller representation, partners MECOPP and Article 12 <u>Spring 19</u> : Exploring gender equality, partners Stirling Women's Aid <u>Summer 19</u> : Exploring environmentalism, partners include RSPB, Plantlife <u>Autumn 19</u> : Exploring adoption and family, partners TBC
Increase representation minority groups in the audience - tackling barriers to attendance / participation, including offering	Offer tailored programme of performance and participation for people with dementia and their loved ones / carers	Offer at least one tailored event per month. Explore using at least one other venue, and a mix of participation and audience.	Number of events held. Attendance figures. Feedback from partners and attendees.	Apr 18 – Jun 19: 11 events for people with dementia. 177 attendees in total.
	Investigate launch of Pay What You Can pricing structure to tackle financial barriers	Trial at Central Scotland Documentary Festival: Oct 18 Roll out across whole film	Pricing structure implemented. Average ticket	Ticket pricing structure now in place for all regular film programme (Mar 19).

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specialist tailored provision for those who need it.		programme: Mar 19	prices.	
	New Creative Voices project to offer bespoke drama and dance classes for those unlikely to otherwise access the arts (age 8-18)	A Drama Artist and Dance Artist each work with c.150 young people each year. Workshops help build their confidence, wellbeing and communication skills, as well as provide creative opportunities.	Number of workshops held. Attendance figures. Feedback from partners and attendees.	Drama artist worked with 242 young people in 2018/19, across 32 different community settings. Dance artist new in post March 19.
	Offer tailored programme for adults with disabilities	Continue fortnightly meetings with young adults with autism. Offer weekly classes for adults with disabilities.	Number of workshops held. Attendance figures. Feedback from partners and attendees.	Weekly MacDrama class for adults and their carers. Feedback from adult with autism included as appendix.
	Offer a relaxed film programme and performance of panto	Offer one relaxed film screening per month and one relaxed performance of panto per year.	Number of relaxed events held. Audience numbers.	Apr 18 – Jun 19: 9 relaxed film screenings and 1 relaxed panto. 331 attendees in total.
	Offer tailored drama programme for Veterans	Weekly workshops delivered for 36 weeks in 2019. Aim to work with 12 participants.	Number of workshops held. Attendance figures. Feedback from partners and attendees.	Funding secured in April 19. Workshops began spring 19 then will continue after the summer. 12 participants enrolled.

EDI risk assessment

Risk	Risk - likelihood	Risk - impact	Risk - overall	Mitigation
Physical accessibility impacted during University of Stirling building works	3	4	12 (medium)	Work with designers and University partners to embed access as a key requirement. Use project as opportunity to increase access in final build and realise some longer term access ambitions (e.g. install ramp to Workhouse, height adjustable desk at Box Office)
BSL Director Trainee is a short term post – risk of short term impact and / or over-reliance on one individual	3	3	9 (low)	Deaf awareness and BSL training for staff. Build connections with wider Deaf community. Implement changes with a long term lifespan. Increase in-house skills e.g. subtitling films.
Accessibility audits (and / or EDI plans) become static documents with limited practical implementation	2	2	4 (low)	Move EDI plan to Trello board for live updating by EDI committee (and other stakeholders). Review access audits to identify immediate and longer term actions.
Specialist projects working with groups who need extra support a) are reliant on additional funding and b) can become very separate from mainstream provision.	2	2	4 (low)	Develop supported transition opportunities to help participants make connections from specialist projects into core provision when ready. Develop strong relationships with additional funders.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong history of prioritising EDI – strong base to build on • Genuine commitment of staff and Board to EDI • Deep and broad connections with community groups and academic expertise (including the Dementia Services Development Centre) • Well-established and funded projects working specifically with young people who are less likely to access the arts • Good physical accessibility across the venue (including one of 3 Changing Places toilets in Stirling) 	<ul style="list-style-type: none"> • Historically poor data collection about the demographic background of the artists we work with and those we give opportunities to • Prioritisation of EDI actions not always visible to the public
Opportunities	Threats
<ul style="list-style-type: none"> • Forthcoming building work on the University of Stirling campus provide an opportunity to increase physical accessibility long term • Hosting Scotland’s first BSL Director Trainee bring opportunities for working much more closely with Deaf audiences and artists (and alignment with Scottish Government BSL plan) • Joining the ‘Our Connected Neighbourhood’ project (led by the Dementia Services Development Centre), which is a sector-leading project exploring accessibility for people living with dementia • ‘Conversations’ programming (where we bring live, film, creative learning and exhibition programming together to explore an issue of social importance) gives opportunities for genuinely nuanced and perception-changing programming • Pay What You Can pricing structure for film dramatically reduced financial barriers to attendance 	<ul style="list-style-type: none"> • Forthcoming building work on the University of Stirling campus will present physical challenges during construction • Recent funding cuts put pressure on core income and challenge any ‘discretionary’ spend, including on accessibility matters

Appendix 1: Feedback from Stirling Women's Aid Film Takeover

"The Takeover was a great opportunity for the women we work with to be heard. Many of the women we work with feel their voices are lost within the bigger picture. The group events gave them a chance to speak up and be heard regarding their personal stories and what matters to them about being female, the perceptions that others have of them and the way their lives are judged and spoken about". Stirling Women's Aid

"I think one of the most stark observations that came out of this project was how often women hear [negative] comments in everyday exchanges and very often these comments are overlooked or 'let slide'; where really they should be challenged. I think that those who attended may feel additional strength going forward to challenge these comments and opinions". Stirling Women's Aid

"I've never seen so many representations of myself of screen". Audience member

Appendix 2: Feedback from adult with autism and their parent

"I am very interested in making my own films and need to have animation / puppets in them. It is good to come to the Macrobert to work with Daniel as he knows I find working in groups hard and working for him is much easier for me so I am happy to come. Other people can help you learn things that you need that is difficult in a noisy big group but if someone is quiet and calm you can learn things better. This is a change for me to be learning from another person that is not my family". Jamie, participant

"As a child who was unable to cope with High School due to his Autism Spectrum Disorder it has been invaluable for Jamie to spend time with someone like Daniel who is not a family member, and gives Jamie important social skills / experience of communicating with a person who is also teaching him craft skills which he is really enjoying. I have really enjoyed being able to bring Jamie here – it is a highlight in his (and my!) week – especially as I get to have a quite cup of tea by myself (which doesn't normally happen!)". Judith, Jamie's mum