

# EQUALITIES, DIVERSITY AND INCLUSION ACTION PLAN

## 2025-2028

As our [Business Plan](#) states, CHARTS supports the arts, heritage and culture sector in Argyll and Bute, one of the most geographically, environmentally, and economically challenging areas of rural Scotland.

As a value-led organisation, we strive to overcome the known inequalities relating to the distribution of wealth and opportunity. We do this at a policy, practice, and investment level, forming pioneering partnerships that secure funding into this region, and sharing information and creative work opportunities through our growing network of members.

We have been effective at building place-based knowledge networks, delivering projects that strengthen creative practice and generate vital paid work and training opportunities for a wide range of practitioners.

To date we have levered external investment into Argyll and Bute in excess of £1.8m between April 2020 and April 2024, with over 75% invested directly in the sector across Argyll and Bute Council's four Community areas, including to remote and rural areas and

islands. In effect, CHARTS operates on a gearing ratio of 3:1 – for every pound invested in our core infrastructure, we attract at least three pounds to benefit the region’s cultural economy.

Over the next three years, this vital work will continue through the delivery of work streams centred around our four strategic aims: Connect, Achieve, Promote and Sustain.

Our work and approach to delivery has been co-designed with our steering group and members. Eight targeted work streams build on the existing CHARTS infrastructure. These work streams respond directly to the evolving needs of creative and cultural practitioners and communities in this region, who are already affected by the negative impacts of climate change, economic uncertainty, increased living and transport costs, and a lack of housing and opportunity to develop paid work.

Our islands survey in 2023 highlighted increased levels of isolation and mental ill health post pandemic and has led us to further develop and strengthen our island and peninsula networks.

We will secure substantial resources to invest in training and work opportunities across multiple sectors of the creative industries, taking investment into rural and remote communities which have historically been under-served by such initiatives.

By focusing on the creation of Fair Work opportunities and the needs of young people, CHARTS will directly address the demographic challenge this region faces around the retention of young and working aged people, particularly women, that fuels greater geographic inequalities.

In alignment with our strategic priorities, our work programme will deliver a fairer, thriving and environmentally sustainable cultural economy in Argyll and Bute. Embedded within our approach is a commitment to meeting Scotland's commitments to Fair Work, Net Zero, Equalities, Diversity and Inclusion and Community Wealth Building.

This will also spur the creation of multiple paid work opportunities, apprenticeships and placements targeting young people, together with an increased range of freelance opportunities to support multi-portfolio lifestyles in rural communities.

Our Values, as set out in the Business Plan, are:

- Fairness – we exemplify and advocate for best practice in Fair Work in the arts and heritage sector, and work to reduce inequalities of outcome caused by socio-economic disadvantage, as set out in the Fairer Scotland Duty.
- Openness – we support the growth of equality, diversity and inclusion in the sector.
- Care – we advocate for the role of arts in health and wellbeing and for the environment.

- Supportive – we always seek to increase access to arts and heritage skills development for all.
- Collaborative – we support local community plans and local social enterprises, employee-owned firms and cooperatives to meet shared goals in community wealth building.

**Each of our eight workstreams for 2025-28 are focused on improving EDI:**

1. Coastal Cultures, designed to reinvigorate local economies and support community health and wellbeing. Each year, this aims to include two new residency projects, supporting local people in bespoke arts engagement and local area development projects, creating new commissions and work opportunities for artists.
2. Creative Learners, designed to provide creative training, apprenticeships and placements that will give young people opportunities to engage with artists, arts organisations, museums and heritage venues. The programme aims to address the challenging demographic needs of Argyll and Bute with a rapidly increasing ageing population and will target young people living in areas ranked lowest according to multiple indices of deprivation and who come from communities often excluded from the creative industries. It builds on existing apprenticeship and trainee programmes, tackling the loss of young people to urban areas.

3. CU30 Arts Festival, developing from an increase of engagement with young people, which will extend current training and include events and workshops across art forms, selected and commissioned by members under 30 years of age for peer group attendance and interest. This will include building close working and representation with a member group under 30 years of age.
4. Growing Global Networks, a support programme designed to help members connect and develop new work through international and UK cross-border relationship building. This will include developing new commissions and one-to-one mentoring and support sessions.
5. CHARTS Awards Programme, which supports individual creative practice through grants and bursaries. Award schemes to be developed will favour applications that explore artistic development with a focus on equality, diversity and inclusion, climate action and the environment – including Gaelic language and culture.
6. Collections Support Programme, which provides development support to council-owned art collections and through the Argyll Collection is pioneering an approach to democratising access to art.

7. Gaelic Development, including sharing Gaelic elders' knowledge, to support, in particular, young learners' understanding of Gaelic language and culture.
  
8. Communications Strategy, including tackling members' digital literacy and confidence by providing accessible training opportunities and resources and opportunities presented by new digital technology. This will include to upgrade our website and to broaden the ways in which we communicate with and profile our membership.

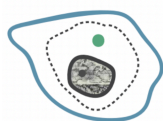
The Board of Trustees considers EDI in all its decisions about funding and priorities and receives quarterly monitoring reports on the Action Plan as part of the Executive Directors Report to the Board. This is developed through quarterly reports from the staff team to gather EDI data, overseen by the Head of Finance and Operations.

The EDI champion in CHARTS, responsible for ensuring that the organisation remains focussed on the tasks and measures of success in the Action Plan, overseeing data review is Moira Chapman, Head of Finance and Operations, supported by Gillian Rodgers, Finance and Admin Assistant.

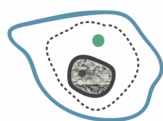
CHARTS' policies for recruiting and managing staff, for actively opposing and avoiding all forms of discrimination and for how we work with each other are set out in our Staff and Trustee Handbooks and our EDI policy. The Action Plan below relates to our business plan and ongoing programme of work.

## EDI Action Plan

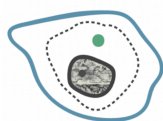
Objective 1	Task	Business Plan Date	Lead	Measure of Success	Actual Performance
<b>To reduce the economic and well-being disadvantages of rural, particularly island and peninsula, location.</b>	Champion practitioners living within 10km of coast (96.5% population of Argyll and Bute) – reduce rural poverty and isolation.	26/27;27/8	KM	8 digital webinars disseminating practice.	Annual membership survey records:  a) Reduced isolation, greater connectivity between CHARTS members.
				1 Annual Members Event held in person.	
	Increase employment opportunities in Argyll and Bute.	Each year	KO	Fundraise for external investment target funding specific to business plan development need.	b) Practitioners report improved income and opportunities.



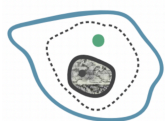
	Increase school engagement opportunities in Argyll and Bute, through artist-led projects and residencies.	Each year	KO	4 arts education project commissions engaging schools.	Regular review of formal partnership agreement with education services Argyll and Bute Council.
	Increase community engagement opportunities in Argyll and Bute, through artist-led projects and residencies.	26/27; 27/28	KO	6 community art project commissions involving key regional arts venues.	Regular review of Service Level Agreement and increased collaboration with liveArgyll, responsible for Argyll and Bute Community Development.
<b>Objective 2</b>	<b>Task</b>	<b>Business Plan Date</b>	<b>Lead</b>	<b>Measure of Success</b>	<b>Actual Performance</b>
<b>To reduce the economic and well-being disadvantages of rural, particularly island and peninsula, location for young people.</b>	Increase employment and education opportunities for young people in Argyll and Bute through more apprenticeships, placements and qualifications.	Each year	KO	4 new creative apprenticeships/ placements will be created within regional cultural venues, paying the real living wage and using Fair Work principles.	Argyll Aspires develops, building on traineeship and apprenticeships to date.



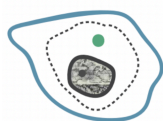
				Increased number of young people receive accreditation for achievement, in projects offering understanding and insight into the creative industries and for participation in projects.	Accreditation includes - the Trinity College Arts Awards, Heritage Hero Awards and Duke of Edinburgh Awards.
				Partnerships are strengthened with education and youth support providers in Argyll and Bute.	Partnership development will include Argyll and Bute Council, liveArgyll, Developing Young Workforce.
<b>Objective 3</b>	<b>Task</b>	<b>Business Plan Date</b>	<b>Lead</b>	<b>Measure of Success</b>	<b>Actual Performance</b>
<b>To reduce the economic and wellbeing disadvantages of island and peninsula location for artists in Argyll and Bute.</b>	Increase networks and confidence of artists in Argyll and Bute.	Each year	KM	12 digital webinars sharing knowledge and developing multidisciplinary micro networks.	Webinars are recorded as new resource and case studies are highlighted within the Annual Review of CHARTS activities published annually in September to coincide with the Annual General Meeting.
				6 best practice case studies will be developed and showcased.	



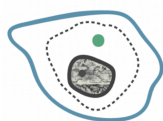
	Increase digital accessibility and exposure of artists in Argyll and Bute.	Years 26/27; 27/28	KM	Improved accessibility and communication to website, improves interaction with members.	Website upgrade to take place 26/27 – and this will include to improve showcasing of new resources, drawing from expertise on relevant themes.
				12 webinars co-designed by industry experts and members on relevant themes such as equality, diversity & inclusion, climate change & climate action, creative practice & innovation.	
	Develop UK and international relationships which create new work and exposure for practitioners resident in Argyll and Bute.	Years 26/27  27/28	KO  KO	1 new international creative exchange programme.  4 international artist exchange commissions.	Profile of Argyll and Bute practitioners raised UK and internationally.
<b>Objective 4</b>	<b>Task</b>	<b>Business Plan Date</b>	<b>Lead</b>	<b>Measure of Success</b>	<b>Actual Performance</b>



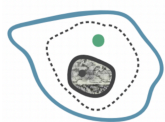
<b>Gaelic Language and Culture is embedded across all areas of service delivery.</b>	Gaelic speakers and learners working in Gaelic arts and culture contexts are supported to develop new work with improved access to services.	Years 26/27; 27/28	AOB	New opportunities created informed by 12 Gaelic development workshops for members.	Gaelic Strategy implemented; Gaelic members micro-network created. Gaelic is evidenced in all strands of delivery.
				New opportunities informed by linkage of Gaelic practice into all delivery strand areas.	
				Staff and Trustees undertake Gaelic language awareness training.	
				Webinars include simultaneous translation as appropriate.	
	CHARTS assists to build the profile of Gaelic arts and culture in Argyll and Bute.	Each year	AOB	Support to the Argyll and Bute Gaelic Partnership (Officer is Chair 25/26) and Argyll and Bute Gaelic Gathering.	Regular meetings with the Gaelic Policy Lead Group, Argyll and Bute Council.
		Each year	KO	At least 1 project connects Ireland and Argyll within the	Builds existing Argyll-Ireland relationships with Bòrd na



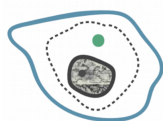
				Gaelic activity portfolio.	Gàidhlig, Foras na Gaeilge, Argyll and Bute Council, and the School of Innovation and Technology - Glasgow School of Art.
<b>Objective 5</b>	<b>Task</b>	<b>Business Plan Date</b>	<b>Lead</b>	<b>Measure of Success</b>	<b>Actual Performance</b>
<b>CHARTS is a Trusted Sector Support Organisation</b>	Review and update this EDI Action Plan.	Each year	LH	All staff meet this Action Plan to increase knowledge and motivation linked to our EDI priorities and activities.	Data submitted as part of the Creative Scotland Annual Statistical Survey.
	Undertake equality and diversity monitoring, which is safe, confidential and appropriate, including review annual review of EDI questionnaires (for recruitment purposes, workers and volunteers/board), making updates as appropriate.	Years 26/27; 27/28	KM	CHARTS better understands needs and provides appropriate support.	Annual surveys for staff, project workers and Board implemented.



	Analyse SCIO EDI data.	Each year	MC	CHARTS increases diversity and improve inclusivity in the SCIO.	Evaluation shows improved equality of access across each of Argyll and Bute Councils 4 Community Areas for regular report to the Council and Creative Scotland: <ul style="list-style-type: none"> <li>• Bute and Cowal</li> <li>• Helensburgh and Lomond</li> <li>• Mid-Argyll Kintyre and the Isles</li> <li>• Oban, Lorne and the Isles</li> </ul>
	Determine actions based on learning from action to help address EDI priorities or underrepresentation in our staff team, board and volunteers.	Each year	KO	Forward plans will be improved by CHARTS addressing EDI priorities or underrepresentation in our staff team, board and volunteers.	Improved diversity and representation across all areas of SCIO delivery, supported by new approach to membership support at local level; membership support and Steering Group review 25/26.
	Report SCIO EDI data to Creative Scotland.	Each year	KM	Creative Scotland has increased awareness of our current staff and board characteristics.	Case studies will be shared.



	<p>Review and update CHARTS policies and hold regular performance review sessions with staff to ensure implementation of Fair Work policy and ensure training is provided to meet need.</p>	<p>Each year</p>	<p>KO</p>	<p>Staff and members will be more clearly informed about our commitment to inclusivity and our legal duties in relation to the Equality Act (2010) and Human Rights Act (1998).</p> <p>Increased confidence of staff in handling variety of situations and content, to increase support to members and community groups by learning new skills.</p>	<p>Training is provided as appropriate to maximise inclusive engagement e.g., Mental health first aid training, Neurodiversity training, Disability Equalities, Anti-Racism.</p>
	<p>Co-evaluate commissions /projects longer than 1 year post and mid-way, and ensure co-evaluation measures are set in place from the outset.</p>	<p>Each year</p>	<p>KO</p>	<p>Staff and commissioned project leads will use a wide range of formats to capture qualitative and quantitative data for public report.</p>	<p>Increased number of evaluation reports available online for public access; to inform development.</p>



	The Board and staff will increase contact with members and membership organisations.	Each year	KO	Increased engagement between CHARTS members and the Board via Trustee representation in strategic project working groups; member steering/insight groups; local area development meetings.	Annual Membership Event in person and Membership Survey undertaken.
	The Board is actively engaged in the culture sector with appropriate experience.	Each Year	LH	The Board is representative of Argyll and Bute and of respected professional experience in development areas, including a wide range of professional and lived experiences.	Regular Board review takes place at each Annual General Meeting as part of the SCIO Constitution.
	The Board demonstrates a broad skills-base.	Each Year	LH	The Board will continually assess its representation and skills sets and expand representation as appropriate.	Annual skills data collation: to recruit new trustees and implement training as required.

Named Leads: Liz Hunter, CHARTS Board (LH); Kathleen O'Neill, Executive Director (KO); Moira Chapman, Head of Finance and Operations (MC); Kirsten Millar, Public Relations Manager (KM); Àdhamh Ó Broin, Gaelic Culture Officer (ÀÓB), supported by Gillian Rodger, Finance and Admin Assistant (GR).