

Appendix 2: Equity Diversity and Inclusion (EDI) Policy

Our path towards social justice

“There is no such thing as a single-issue struggle because we do not live single-issue lives.”

Audre Lorde

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1. Introduction

Before delving into our Equality, Diversity and Inclusion Policy, we want to focus on the reason why our EDI Policy is essential: to understand, recognise and challenge social injustices, inequalities and oppression. Inequality is embedded in the society and we acknowledge that attitudes, practices and power dynamics can unintentionally permeate into our organisational culture, structures, privileges and policies. We are dedicated to changing systems that we, together, identify as perpetuating injustice, as well as requiring constant and ongoing questioning, adjustment, monitoring, and feedback.

We believe that working towards social justice means not only recognising and celebrating the unique identities, experiences, and contributions of the individuals and communities we serve, support and employ, but foremost recognising power disparities and working for a fair redistribution of resources, to better address economic disparities and structural barriers to access.

We are committed to cultivating a community that is an equitable community, where all people are valued and respected and actively encouraged to participate within the collective. We strive to maintain a culture that actively dismantles discrimination in whatever form it takes, whether seen or unseen, conscious or unconscious. We recognise that each of us carries implicit bias, and it is incumbent on all of us—both individually and as a community—to resist it. Timespan is committed to adopting an intersectional approach to equity in training and equipping staff to create an inclusive culture, and to reviewing systems in place on an ongoing basis to ensure they reflect values of equity, diversity, inclusion, pluralism, degrowth, care, liberation and access.

With intersectionality we mean that, in order to fight the oppression, it is necessary to unpack the ways in which different forms of oppression intersect with one another. No single factor, be it nature or nurture, economic exploitation or cultural domination, can be said to be the *single* cause sufficient to explain the multifaceted sources of oppression.

We are aware that the cultural sector, in which we operate, is characterised by structural inequities, particularly pertaining to class disparities¹. The sector has relied and still relies on unpaid or underpaid labour, which can perpetuate career advantages for those from more privileged economic backgrounds. Despite a predominantly female workforce, gender pay gaps persist. Furthermore, the Global Majority remains a minority within the sector. Museums and art institutions, born with the intention of shaping national identity, have often done so by excluding certain categories, communities, and narratives. This system of exclusion is deeply ingrained, with the current cultural market fueling a neoliberal agenda that favours a select few, while sidelining the many, embracing fleeting trends and fashions. This is reflected in the numerous institutions, curators, and influential figures that have adopted tokenistic stances towards Equality,

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<https://createlondon.org/wp-content/uploads/2018/04/Panic-Social-Class-Taste-and-Inequalities-in-the-Creative-Industries1.pdf>

Diversity, and Inclusion. In our endeavour to promote social justice and create a more equitable society, it's crucial to delve deeper into the complexities and nuances of EDI.

2. Legal context

The Equality Act established 9 'protected characteristics' on the grounds of which it is unlawful to discriminate against a person in education, employment and the provision of services. These are:

- Age
- Disability
- Gender reassignment
- Race / ethnicity
- Religion and belief
- Sex / gender
- Sexual orientation
- Pregnancy and maternity
- Marriage and civil partnership

to which may be added both neurodivergence and socio-economic issues. There are many other forms of discrimination that need to be better explored through research, reflection, and engagement, for instance: immigration status, body size, housing, geographic location, health. We locate the barriers to EDI in systems and structures of exclusion, rather than in individual deficits. Drawing on social justice and anti-oppressive practice, we work to acknowledge, understand, and challenge systems of power that privilege some groups over others.

3. Limits of the definitions Equality, Diversity and Inclusion

While these concepts are often viewed as essential pillars of progress, a critical examination reveals that their simplistic interpretations may not address the root causes of systemic injustices. Here, we problematise these terms to shed light on their limitations and the need for a more comprehensive approach:

3.1 Equality vs Equity

Equality, in its simplest form, seeks to provide the same resources and opportunities to everyone. However, this approach overlooks the fact that individuals start from vastly

different positions due to historical, economic, and social factors. Discriminatory and economic barriers often intersect, perpetuating disparities based on race, gender, class, ability, and more. For this reason we prefer to adopt the term equity, that recognises that people face diverse conditions and circumstances, therefore different levels of support must be provided to achieve fairness in outcomes.

3.2 Oversimplification of Diversity

The term diversity can sometimes be reduced to a numbers game—ensuring representation from various backgrounds without addressing the broader issues of power and privilege. True diversity extends beyond visible differences; it encompasses a rich tapestry of experiences, perspectives, and histories. By oversimplifying diversity, we risk tokenising individuals from under-represented groups and missing the opportunity to engage with the richness of each other's experiences.

3.3 The Ambiguity of Inclusion

Inclusion implies a binary concept—a distinction between those who are inside and those who are outside. This binary framework can inadvertently reinforce gatekeeping where individuals or groups deemed as insiders decide who to include. It's essential to recognise that genuine inclusion goes beyond merely inviting people into existing structures; it involves actively dismantling barriers and power imbalances that exclude certain voices and perspectives.

A significant concern with EDI efforts is the fear that they might be misinterpreted as a quest for superficial representation. Achieving equity is not solely about ensuring diverse faces in proximity of power or prominence. It requires addressing the deeper power structures that perpetuate oppression and inequality. Simply adding diverse voices without challenging these structures may lead to performative actions that fail to create meaningful change.

To make EDI meaningful, it's crucial to acknowledge the underlying power dynamics that fuel systems of oppression. Power structures, often invisible, shape our institutions and society. These structures must be critically examined and transformed to create genuine equity. Focusing on diversity and inclusion without addressing power imbalances can reinforce these structures.

4. EDI action plan:

*Our Equity, Diversity, and Inclusion (EDI) initiative has set a SMART goal, which means it is Specific, Measurable, Attainable, Relevant, and Time-bound

Objective 1: Ensure that Timespan team, comprising Board Members, paid staff and volunteers, is truly equal, inclusive and diverse with high levels of awareness, skills and knowledge regarding EDI issues across the organisation

What we currently do:

- We have integrated EDI core values in our organisational identity and mission.
- We recognise the importance of being responsive to discrimination, both in our local community and on a global scale.
- We reject power dynamics radicalised patriarchy and we advocate for structures characterised by equal respect and value and care for each Timespan's team, visitor, community member
- Regardless of our role, we all contribute to setting up event spaces and maintaining facilities, helping to rethink job hierarchies.
- We promote non-performative actions that enable everyone to participate and contribute authentically to our cultural and artistic endeavours.
- Follow the fair recruitment process part of our Fair Work policy

What we are planning to do:

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<i>Area</i>	<i>Action/outcome</i>	<i>Measure of Success</i>	<i>Timescale</i>	<i>Who</i>
Increase our knowledge and skills to contribute to EDI.	Develop an in-house glossary of EDI-related terms	Glossary made and shared with staff, board and volunteers	Short term - 2024 To update every year	Director with EDI working group
Increase our knowledge and skills to contribute to EDI.	Annual anti-oppression and anti-racism training for staff, volunteers, and board members.	Workshops, trainings to be held in Timespan and online	Long term - 2024 / 2028 Every year	Staff, Board, Volunteers
Increase our knowledge and skills to contribute to EDI.	Allocate more budget to EDI initiatives	Business plan and budget to reflect allocation of resources to increase every year	Long term - 2024 / 2028	Director and Board
Increase our knowledge and skills to contribute to EDI.	Mental health awareness, diversity and equality, dementia friend awareness, autism awareness	Workshops, trainings to be held in Timespan and online	Long term - 2024 / 2028 Every year	Staff, Board, Volunteers

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Increase our knowledge and skills to contribute to EDI.	Design a group responsible for EDI action plan monitoring and implementation	The group should be composed by members of the staff, board and volunteers keen to carry the endeavour. Bi-monthly meetings with allocated budget	Short term - 2024	Staff, Board, Volunteers
Improve our system to track progress and impact over time	Implementation of an EDI-focused staff evaluation framework.	To carry anonymous surveys, consultations, feedbacks forms, line meetings	Long term - 2024 / 2028 Every year	Staff, Board, Volunteers
Improve our system to track progress and impact over time	Introduce an impact monitoring system that can permits us to monitor our progress	To set up an intuitive impact monitoring accessible to all staff members	Short term - 2024 (introduction) Long term - 2024/2028 (use)	Fundraising officer, to be completed by staff
Embed inclusive practices in recruitment process	(see fair recruitment section, on our Fair Work Policy)	-	-	-
Fair Work	(see Fair Work Policy)	-	-	-

Objective 2: Ensure that Timespan is an equal, diverse and inclusive space for our Communities, Audiences and Collaborators

What we currently do:

- We are committed to supporting open conversation and learning through a social and environmental justice framework.
- Education is a crucial pillar of our mission. Through the Youth Programme we aim to empower children and young people to become active citizens.
- We prioritise active participation and engagement of our local communities. We work collaboratively with community members to shape our programs and initiatives.
- We deliver wellbeing activities as the People Mobile Archive, targeted for vulnerable people. The PMA is accessible to people with a range of mobility, visual, and learning difficulties.
- Most of our events are free to attend. The ticketed events present discounts for Community Card holders, to tackle costs of living crisis within our community.
- Co-production and co-design of specific projects together with the communities.
- Surveys and monitoring forms focused on EDI

<i>Area</i>	<i>Action/outcome</i>	<i>Measure of Success</i>	<i>Timescale</i>	<i>Who</i>
Expand outreach and deepen relationships with local	Implement Marketing and communication strategies for building	Yearly audience evaluation, collecting in person feedbacks,	Long term - 2024 / 2028 Every year	Marketing and Communication Manager with EDI

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communities who may perceive Timespan as a space not for them.	Sustained relationships with diverse audiences.	Online surveys, group evaluation sessions		Working group
Expand outreach and deepen relationships with the local community who may perceive Timespan as a space not for them.	Implement EDI-focused consultations and feedback collection.	Yearly audience evaluation, collecting in person feedbacks, online surveys, group evaluation sessions	Long term - 2024 / 2028 Every year	Marketing and Communication Manager with EDI working group
Work on our access barriers, addressing physical, sensory, intellectual, attitudinal, cultural, economical, geographic, accessibility.	See access policy	-	-	-

Objective 3: Increase equity, diversity inclusion, and accessibility within our programme, museum and collection

- Through our research we explore the complex and dynamic interplay between cultural identities and structures of power, ideology, and governance. We try to understand how historical power structures have influenced cultural identities and continue to impact communities.
- We confront the phenomenon of "colonial amnesia" and the Highlands' involvement in the dehumanisation, exploitation, kidnapping, murder, rape and profiting of millions of West African families. We emphasise the importance of acknowledging colonial origins in the Scottish diaspora and its role in shaping national identity, addressing historical injustices through healing, care, and reparations.
- We delve into the complexities of land ownership and management, highlighting unequal divisions of labour and ownership

<i>Area</i>	<i>Action/outcome</i>	<i>Measure of Success</i>	<i>Timescale</i>	<i>Who</i>
Review and work on our Collection and Archive to understand and fill the gaps in representation	External review of our collection and archive to see if there are any gaps in the collection	Meetings to be arranged with experts, members of the communities, external advisors	Short term - 2024 To review every year	Director, board, Heritage Curator, EDI work group
Review and work on our Collection and Archive to understand	Review and update of language, structures, and standards in the	Meetings to be arranged with experts, members of the communities,	Short term - 2024 To review every year	Director, board, Heritage Curator, EDI work group

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and fill the gaps in representation	museum narrative and collection.	external advisors		
Work on Museum's display to reflect on misrepresentation of under / non represented communities, subjects, narratives	Research to be held with a committee of advisors (experts, communities, schools, volunteers), to assess our current display	Meetings to be arranged with experts, members of the communities, external advisors	Short term - 2024 To review every year	Director, board, Heritage Curator, EDI work group
Work on Museum's display to reflect on misrepresentation of under / non represented communities, subjects, narratives	Update of language, structures, and standards in the museum	Rewriting interpretation	Short term - 2024 To review every year	Director, board, Heritage Curator, EDI work group
Digitisation of museum, programme and archive	Expansion of programme access through digital initiatives	Improving website, social media and digital channels to increase our online presence	Long term - 2024 - 2028	Staff

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Digitisation of museum, programme and archive	Universal design audit and improvements for physical spaces and website accessibility	See access policy	-	-
Digitisation of museum, programme and archive	Digitisation of our archive	Working in collaboration with the University of St. Andrews in the ongoing effort of digitising our collection	Long term - 2024 - 2028	Director, Heritage Curator

5. Access Policy

Timespan is committed to maximising access for everyone, regardless of ability, age, gender, cultural or social background, sexual orientation, faith, language, location or wealth, by minimising or removing barriers that can prevent people from engaging with our buildings, collections, website, social media channels, programmes and staff.

We do everything that we can, within the limitations of our buildings and resources, to offer the widest, richest, most engaging access for all our users. We recognise that access is a complex issue that must be addressed through the actions of the organisation as a whole, and that access provision benefits people generally, not just those with specific needs.

Access: When we refer to access we mean the opportunity to engage with our building, collections, content and expertise. There are a number of key barriers to access:

Attitudinal – eg some people may have a lack of interest in, or awareness of Timespan and the subjects and issues it deals with, or our programmes and services

Intellectual – e.g. some people may find Timespan too specialist/academic in its approach to subjects, in the use of language, and how they are presented; some may have learning disabilities which affect their ability to engage with the museum; and some may not be able to read or speak English.

Cultural – eg some people may feel that Timespan is not relevant to them and does not reflect their cultural or social heritage, or interests

Economic – eg some people may not be able to afford to visit the museum or take part in our programmes, or they do not have time and privilege for recreational activities

Geographic – eg some people will live too far away to visit Timespan

Physical/sensory – eg people with physical disabilities, limited mobility, or hearing or visual impairments may not be able to access the museum, our website, social media channels or programmes; space can be overstimulating for people with neurodiversity

Technological – eg some people may not have access to the internet at home or use a mobile phone.

Responsibilities

The Director and the Board of Trustees are responsible for ensuring that the museum meets its obligations under the Equality Act (2010) by doing everything reasonably

possible to make the museum accessible to the widest range of people. The team is committed to maximise access by addressing the barriers outlined above. Every team member involved in developing, delivering or maintaining spaces, activities, resources and other services for our users is responsible for making them as accessible as possible.

Policy

Timespan is committed to maximising access by:

5.1 Physical access

- Provide auxiliary aids and services which enable disabled people to use our services
- Removing, altering or circumventing physical barriers within our building ensuring that lift access is provided to all public spaces
- Providing parking spaces for blue badge holders
- Ensuring that the museum, gallery, archive, workshop, café, toilets and front of house desk are accessible to wheelchair users
- Ensuring that video-based exhibits have subtitles if they use the spoken word

What we want to do better:

- Providing accessible seating throughout our buildings
- Providing front-of-house staff training to successfully communicate with and provide a quality service to people with visual or hearing impairments
- Improve the displays using multisensory exhibits (eg to touch, smell, listen to)
- Ensuring that our website meets the Web Accessibility Initiative (WAI) AA standard
- Introduce the website page “access guide”

5.2 Intellectual access

- Ensuring that the content and delivery of our learning programmes are tailored to the learning needs of our audiences

What we want to do better:

- Ensuring that the text used in our museum, gallery, exhibitions, educational resources, publications, website and social media channels is tailored to the needs of their intended audiences, accessible and in line with Timespan’s style

- Increase effective wayfinding signage
- Providing museum leaflet at our information desks in key languages

5.3 Attitudinal access

- Ensuring that our promotional activities present the museum as a welcoming, non-threatening, inclusive destination
- Ensuring that visitors are made to feel welcome on arrival and are put at their ease
- Creating environments in which people can feel comfortable, valued and able to contribute

5.4 Cultural access

- Making the museum and its programmes as relevant as possible to Helmsdale, the surrounding areas and the communities

5.5 Economic access

- Maintaining free entry to Community Card holders to museums
- Ensuring we are open to the public seven days a week over the summer period (March - October) and the weekend over the winter period (November - February)
- We offer concessions for children, seniors, disabled individuals, and groups of 10 or more
- We provide free access to the art gallery, archive, and library, ensuring that a wide array of cultural resources remains accessible to all.
- We offer free sanitary products in our bathrooms
- We freely offer our workshop to community led initiatives that need a warm space (dance classes, writing group, local choir, knitting ladies)

What we want to do better:

- Introduce a pay it forward scheme for non-community card holders that can't afford the ticket entrance

5.6 Geographic access

- Providing a rich online experience
- Providing activities as The People's Mobile Archive that bring our archive and collections into our parish homes

- Providing object loans to other museums nationally and internationally
- Producing touring exhibitions and displays in public spaces
- Offering online conferences, podcasts and online contents
- Digitising our collection
- Universal design audit and improvements for physical spaces and website accessibility