



Equalities Diversity and Inclusion Action Plan 2025 – 2028

The National Piping Centre is at the epicentre of today's dynamic piping tradition, a cultural hub for traditional music in the heart of Glasgow. Our many and varied projects and programmes are motivated by the desire to celebrate, preserve and advance the art and music of piping.

In doing this we strive to foster a vibrant and inclusive community that embraces its rich cultural heritage worldwide while promoting innovation and excellence. We believe that everyone should have access to music making and this action plan will guide our work in Equalities Diversity and Inclusivity (EDI).

Our Mission

The National Piping Centre's mission is "To enrich lives through piping."

We are working to foster a vibrant and inclusive community that embraces its rich cultural heritage worldwide while promoting innovation and excellence. Establishing a clear and impactful EDI strategy and action plan is vital to carrying out this mission effectively.

Our Vision for Equalities Diversity and Inclusion

We are working to develop and maintain a diverse, inclusive community connected by the benefits offered by the living Piping tradition. As such we are working to ensure that Piping and Traditional Arts are accessible to all and for the benefit of all.

We aim for our workforce to represent all sections of society truly and for each employee to feel respected, included and able to realise their potential.

We believe diversity and creativity go hand-in-hand, if we want to increase the breadth and quality of our work we need to include a diverse mix of voices and perspectives.

Our Commitments

- Our workforce and stakeholders reflect the increasing diversity of Scotland's population
- Opportunities we offer to engage with NPC are inclusive and accessible throughout Scotland.
- Employment opportunities in and with our organisation are fair, socially inclusive and reflect national data for gender, ethnicity, disability and age.
- Our staff are genuinely committed to and confident in mainstreaming EDI throughout the organisation.

Our EDI Strategy to 2028

We intend to mainstream EDI amongst our team and stakeholders. We will work to identify and remove

inclusion barriers so that anyone from across society can engage with NPC opportunities without cause for accessibility concerns.

Our EDI Action Plan focuses on five protected characteristics as laid out in the Equalities Act 2010 namely: Age; Disability; Race/Ethnicity; Sex and Sexual Orientation. We are also including Socio-economic Deprivation which although not a protected characteristic is a prevalent concern within our community. Although we are committed to providing safe, inclusive and equitable experiences and opportunities for people with any protected characteristic, we have chosen those listed here as the focus for 2025-28 to ensure tangible, measurable and sustainable outcomes from this period.

What we're doing and why

Mainstreaming EDI: We are working to embed EDI into the heart of how we work, across all of our activity and decision making. We aren't looking to compartmentalise our approach to EDI and we aren't looking to create other places in our programme for those with perceived Access barriers to engage with us, we're aiming to transform the nature of our activity to provide equity for those with protected characteristics and those without.

Using diversity targets: We are using diversity monitoring and targets to benchmark our approach. If we want to reflect Scotland's diverse society then quantitative monitoring is a helpful guide to how well we are currently reflecting that cross-section.

Working to visible horizons: Our Vision for EDI is something we intend to iterate on and we realistically intend to keep improving on how we are living up to our values. However, we're planning and working within visible time horizons, on a three year action plan, with annual reporting to ensure momentum and enable practical application amongst our workforce.

What we're not doing and why

We're not attempting to do everything at once: Our EDI Action Plan is calibrated to the resources and scope available. It's important to us to make meaningful progress in this area and we'd rather achieve a limited amount of things that make a significant impact than make an inch of progress in a million directions.

We're not installing Quotas for Workforce Diversity: Whilst we believe targets around quantitative diversity data are useful, we are not installing employment quotas. We will continue to recruit on each individual's talent and skill, and ensure we're providing everyone with fair access to employment opportunities at NPC. We believe hiring people because of their protected characteristics would be patronising and offensive for that individual.

EDI Outcomes

By 2028 we intend to have:

- developed a more robust understanding of our ongoing position and reach as an organisation;
- have successfully embedded EDI mechanisms and thoughtful awareness across our workforce, i.e. 'mainstreamed' EDI;
- Increased our reach to the priority groups identified in our action plan and consolidated demonstrable, increased access to our activity for each;
- developed more effective mechanisms for dialogue around EDI both internally and externally, right up to board level. Thereby enabling more impactful circular development from our annual EDI Action Plans and EDI strategy;
- developed our individual staff and organisational capacities for EDI monitoring through training, systems development and appropriate staff development.

EDI Action Plan to 2028

Objective (Description & Intent)	Tasking (SMART)	Lead	Performance Indicators
Develop a more robust and understanding of our ongoing position and reach as an organisation.			
<i>Create a more robust and reliable EDI monitoring mechanism across the entire NPC, providing continuity across our strands of work.</i>	- Pilot global EDI survey across NPC Engagement activity for 3 months. - Produce and share an interim review of this pilot across the organisation and develop a revised survey system following this.	Learning & Development Lead	Clearer public and internal documentation of our current reach as an organisation. Our ongoing position with regards to reach as an organisation is actively and demonstrably utilised in our organisational development planning cycles.
<i>Undertake research to better understand the barriers to access participants might face engaging with NPC.</i>	- Conduct Staff and participant surveys in each strand of our activity asking for descriptions of access barriers they're facing. - Implement findings and actions from the NPC research report "Women in Piping and Drumming: Equality, Inclusivity, and Diversity"	NPC Research Lead	A follow-up ecology report referencing continued informal research into our reach as an organisation. Our staff and participants tell us that they feel we have a good or better understanding of the access barriers they're facing.
Embedded EDI mechanisms and thoughtful awareness across our workforce			
<i>Develop a centralised Access Planning methodology across NPC engagement activity.</i>	- Pilot Access Plans through Youth & Communities activity from Apr 2025-June 2025. - Produce a report on the learnings from this pilot. Develop a NPC Access Planning Methodology and train staff in how to apply this to their programmes across our Engagement strand. - Implement NPC Access Planning across all of our Piping activity.	Learning & Development Lead	An established clear catalogue of EDI mechanisms across our organisation, which is consistently iterated upon through frontline staff input.
<i>Increase access and engagement with our EDI strategy and Action Plan across staff and establish protocols with team leaders to ensure an awareness of these</i>	- Develop a succinct, accessible web-based format for our EDI strategy and Action Plan written in plain english. - Work with team leaders across the	Learning & Development Lead	Our workforce demonstrates clarity and competence in relation to our EDI policies and procedures.

<i>are maintained in delivery.</i>	organisation to implement understanding and implementation of our EDI action plan as part of their onboarding processes, evidenced as written protocols.		More people from across our organisation are involved in EDI strategy and policy development.
Increase our reach to the priority groups in our action plan and increased access to our activity for each			
<i>Provide Braille resources across our strands of activity, including our restaurant, hotel and creative learning strands.</i>	• Produce braille resources including guidance on getting started, learning the scale and learning the first 3 pieces from our Tutor book. • Produce braille information booklets for our hotel information and wedding services. • Produce our EDI strategy and action plan in Braille.	General Manager	We see more participants from the BSL community engaging with us. People from the BSL communities tell us that they feel welcomed and comfortable engaging with us. We can consistently find accessible braille resources throughout our strands of activity.
<i>Develop the BSL lexicon to include Piping terminology to facilitate more inclusive tuition.</i>	• Confirm a timeline and process with Deaf Action Scotland to develop a short list of Piping words into the BSL lexicon. • Provide BSL training to staff as required to ensure delivery of engagement activities is available to those with access needs. • Create and share video explainers from Deaf Action Scotland on the Piping words in BSL we've developed.	Youth & Communities Development Lead	We see more participants from the BSL community engaging with us. People from the BSL communities tell us that they feel welcomed and comfortable engaging with us. We have a clear resource explaining BSL phrases and Piping terminology available to learners and staff.
<i>Develop clearer Bursary schemes across our Engagement Activities.</i>	• Develop a NPC Bursaries Policy with Senior Management for review and approval by NPC's Board. • Develop protocols for each NPC Engagement Programme inline with the approved Bursary Policy. • Implement and publicise NPC Bursary Schemes.	Youth & Communities Director	We can evidence a public facing, clear bursary scheme across our engagement activities. A diverse range of participants tell us that they find our bursary schemes clear. More people are using bursaries at NPC.

<i>Create more visibility and mentoring of priority groups via targeted training & development projects.</i>	• Deliver NYPBS Emerging Composers project annually, targeting and providing visibility and mentoring to priority groups. • Programme Piping Live! And other performance events to feature a 50/50 gender balance target of artist representation.	Youth & Communities Director	More participants from priority groups take part in our training and development projects. Our communications publicly celebrate people from priority groups. We can evidence mentoring activity offered to people from priority groups.
<i>Develop an Anti-Racism Action Plan.</i>	• Recruit and include at least two external members of NPC's EDI steering group, who offer a more diverse perspective, by 30th April 2025. • Carry out appropriate training, via our CPD programme, to our EDI steering group, to inform their development of an Anti-Racism Action Plan draft by May 2025. • EDI steering group delivers Anti-Racism Action Plan to NPC's Board for feedback by July 2025. • Publicise NPC's Anti-Racism Action plan by September 2025.	Commercial Director	Anti-Racism action plan is embedded throughout the NPC. More staff have undergone anti-racism training. We have feedback from participants and community groups about our anti-racism action plan.
<i>Develop a Languages Action Plan to increase access for Gaelic, BSL and Scot's communities.</i>	• Recruit and include at least two external members of NPC's EDI steering group, who offer a more diverse perspective, by 30th April 2025. • Carry out appropriate training, via our CPD programme, to our EDI steering group, to inform their development of a Languages Action Plan draft by May 2025. • EDI steering group delivers Anti-Racism Action Plan to NPC's Board for feedback by July 2025. • Publicise NPC's Anti-Racism Action plan by September 2025.	Youth & Communities Development Lead	More people from Gaelic, BSL and Scot's communities are participating in NPC activity. People from Gaelic, BSL and Scot's communities tell us they feel welcomed and included at NPC. More staff have undergone appropriate CPD relating to our Languages Action Plan. We have embedded a Languages Action Plan throughout the NPC.

Develop more effective mechanisms for dialogue around EDI both internally and externally, right up to board level			
<i>Facilitate regular EDI discussions with staff on current SWOT analysis of our EDI position.</i>	• Hold Quarterly EDI SWOT analysis discussions during the 'Tuesday meeting' slot for tuition staff, and with appropriate staff meetings in our commercial teams.	Learning & Development Lead	Our staff consistently state a current and clear understanding of our most recent SWOT analysis of our EDI position.
<i>Facilitate 'Board observer' roles across the period to encourage a more diverse perspective and support aspiring board members.</i>	• Recruit our first 'Board Observer' by June 2025 and ensure they attend 1 board meeting by April 2026. • Add another 'Board Observer' by June 2026 and ensure both attend at least 1 board meeting by April 2027 and beyond.	Commercial Director	We will have facilitated two board observers by June 2026.
<i>Ensure that every major policy or decision has a documented EDI consideration of its potential impact.</i>	• NPC's Board develops a protocol by which to ensure EDI implications are considered and documented for every major policy or significant decision made by the Board. • NPC's Board implements this protocol.	Commercial Director	A clear written protocol in place which ensures EDI implications are considered and documented for every major policy or significant decision made by our Board.
Develop our staff and organisational capacity for EDI monitoring through training, systems development and appropriate staff development.			
<i>Appoint and provide appropriate training to our organisational EDI Lead.</i>	• Appoint an EDI lead within the organisation, and ensure they have explicit and agreed capacity to carry out this role, with a clear role description. • Provide EDI lead with appropriate training from an external provider, tailored to leading EDI within an organisation.	Commercial Director	We have an appointed EDI lead at NPC, who is known externally and internally. Our EDI lead has undergone both accredited and unaccredited training and development relevant to the role.
<i>Provide appropriate EDI training to all NPC staff, tuned to be relevant to their role in the organisation.</i>	• Provide Disability Awareness training to all teaching staff. • Provide Racial Awareness training to all staff. • Develop a list of skills and training with delivery staff that they feel would most benefit their capacity and confidence with mainstreaming EDI in their roles.	Commercial Director	More staff have undergone appropriate EDI training, which can be evidenced through documentation, reflection and/or accreditation.