

TATE FOR ALL

Diversity Action Plan to 2015



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FOREWORD

I am pleased to introduce the new Tate for All diversity action plan. Equality and diversity are integral to Tate's mission to increase public knowledge, understanding and enjoyment of art. They are fundamental attributes of our creativity, commercial viability and social responsibility as a national organisation.

Diversity is about respecting and celebrating difference. As an arts organisation, we believe that diversity and creativity go hand in hand. We are a stronger, bolder and more confident organisation when we embrace diversity. That is why it is one of our priorities for our vision to 2015. This action plan sets out how we will improve equality and diversity throughout Tate.

Everybody is responsible for diversity at Tate. The success of this action plan depends upon your support. I look forward to working together with you to ensure that Tate is open to everyone.

Nicholas Serota

BACKGROUND

We set out a diversity strategy in 2006 that defined our inclusive approach to diversity as ‘for and about everyone’. The strategy aimed to improve diversity through a process of organisational change by making diversity part of everything we do.

We have made considerable progress so far thanks to your commitment and hard work. Increasing diversity is now embedded in a wide range of organisational strategies, from collection to audiences, learning to people.

‘It’s crucial to have a workforce from many backgrounds with freedom and equality to voice opinions and suggestions. The open and honest communication we have in place allows different ways of thinking to be embraced and used to best effect.’

Tate Enterprises employee

Our recent achievements on diversity include:

- ▶ Exhibitions and displays showcasing a diverse range of themes and artists, such as *Migrations* at Tate Britain, *Yayoi Kusama* at Tate Modern, *Nam June Paik* at Tate Liverpool and *Simon Fujiwara* at Tate St Ives
- ▶ Setting up more international acquisition committees to increase the representation of artists from the Middle East, Africa, India, Latin and South America and Eastern Europe in the collection
- ▶ Working in partnership with community groups on projects such as *In the Frame* with Mencap at Tate Liverpool, organising debates at the Underage Festival with Tate Collective, and the South London Black Music Archive with Peckham Space
- ▶ Involving thousands of children in the Tate Movie Project
- ▶ Building entry routes into the arts sector with initiatives such as Creative Apprenticeships at Tate Liverpool and the Skills for the Future programme in Collection Care, as well as the new Tate-wide internship policy
- ▶ Adopting a Dignity and Respect at Work policy
- ▶ Appointing a Diversity Projects Manager to drive forward the diversity agenda

Although we are proud of these achievements and the progress we have made, we need to take greater strides forward if Tate is to remain relevant to contemporary society. This action plan will speed up the pace of change.

CONSULTATION

To create the action plan, the Tate for All working group looked at the impact of the 2006 strategy, made sure that it complied with the Equality Act 2010, analysed information about our performance on diversity, reviewed the approaches taken by other organisations and consulted with a range of stakeholders. We learned a great deal about our strengths and weaknesses and what steps we need to take to improve our diversity.

We were impressed by the strong sense of social responsibility and commitment across the organisation to opening up Tate to everyone. The consultation told us that we are most successful when we work collaboratively, engage with people from a wide range of backgrounds to understand their needs and interests, embed diversity considerations into planning and use our creativity. These findings have informed this action plan.

'I visited Tate Modern with my mother who is disabled. I was really impressed by the understanding of your staff, they couldn't have been more helpful or friendly. The really important thing is that without their support in arranging the visit we would never have done it. Now we feel really confident about doing this again.'

Tate Modern visitor

OUR DIVERSITY VALUES

Our approach is based on inclusiveness, fairness, respect, equality, dignity and autonomy. We believe that diversity is for and about everyone. We treat people as individuals and listen to them to understand their needs and interests. We respect the visible and non-visible differences between all of us and aim to be welcoming to everyone.

Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation are the equality characteristics protected by law. They are central to our diversity work, because of their influence on our sense of identity and our life chances.

We also recognise that the differences in our identities and needs go beyond these equality characteristics. We are especially mindful of the impact of differences related to socio-economic

background, caring responsibilities and geographic location.

We aim to embed diversity considerations into all that we do. Everyone at Tate is responsible for diversity and should uphold our diversity values.

'Tate belongs to the nation and therefore everyone should feel they can be part of Tate.'

Tate Liverpool employee

OUR DIVERSITY GOALS

We have set the following Tate-wide diversity goals for 2015:

- ▶ Our audiences are representative of all sections of society
 - ▶ Access to our sites and Tate's digital media is open to all
 - ▶ Our programme presents a range of different views, voices and perspectives and is informed by an understanding of the needs and interests of our different audiences
 - ▶ Our collection features outstanding works of art produced by a diverse range of artists
 - ▶ Our employees feel valued and able to be themselves in the workplace
- ▶ Our workforce is more diverse, with a wide mix of people at all levels
 - ▶ Opportunities to work at Tate and develop careers in the sector are open to all
 - ▶ We work collaboratively to share resources and expertise, reach new audiences and gain new perspectives
 - ▶ We use our position as a national institution to advance equality and diversity issues in the arts sector and wider society

We will publish an annual update on our progress towards these goals.

TAKING ACTION

To achieve our diversity goals, we need to change the way that we work at Tate. This action plan sets out the steps that we will take to make diversity part of everything that we do:

Step 1: Giving you control

– empowering everyone to take responsibility for diversity at Tate

Step 2: Thinking about diversity

– for example, when we create our programme and plans

Step 3: Measuring our progress

– Checking how we are doing against our diversity goals

'Tate has been working in partnership with START for 12 years to encourage local people to apply for jobs and become more inclusive. A significant number of staff would never have considered applying for a job in the arts sector otherwise. A diverse team creates an environment where more visitors feel accepted and helps to attract a wider audience.'

START Project Manager

STEP 1: GIVING YOU CONTROL

We will harness the passion and creativity of our workforce to keep on improving diversity at Tate. We will equip our employees with the guidance, support and opportunities they need to take responsibility for diversity at Tate so that diversity becomes integral to all our working practices.

We will achieve this by:

- ▶ Keeping staff informed of diversity initiatives and issues at Tate and beyond through Tatenet, the diversity bulletin and themed events
- ▶ Providing Dignity and Respect at Work training and additional guidance to all employees
- ▶ Empowering staff to take ownership of the diversity agenda through the Tate for All diversity working group and new staff equality networks

'It is an amazing opportunity for me to have this placement at Tate. Never did I ever think I would work in such an amazing environment. It's given me the encouragement and confidence to pursue a career in this field.'

Skills for the Future trainee

STEP 2: THINKING ABOUT DIVERSITY

Everything that we do can impact on Tate's diversity. We aim to demonstrate our commitment to diversity by upholding the Tate for All values in all our work. Consideration of the potential impact on diversity of our programme, policies and strategies at all stages of the planning process will help us to remove any barriers to engagement with Tate and ensure that we are serving all of our communities.

We will achieve this by:

- ▶ Bringing diversity considerations into our planning processes, such as putting diversity on the agenda at Implementation Meetings
- ▶ Conducting equality impact assessments on policies and strategies
- ▶ Assessing and enhancing the impact of the programme on the diversity of our audiences

'British culture is amazing. With every new migrant British culture becomes stronger. New food, new languages, new music, new ways of being and new art. Life in British cities is an amazing display, not just of tolerance, but of celebration. Tate reflects and enables all of this, that's why it's such a great institution to be associated with.'

Bob and Roberta Smith,
Tate Trustee

STEP 3: MEASURING OUR PROGRESS

We will use evidence to track our performance, to identify where we need to take action to improve, and to review our progress on our diversity goals. This will help us to understand how well we engage people from different backgrounds – and how we can do better.

We will achieve this by:

- ▶ Monitoring diversity in all aspects of our work, including qualitative and quantitative information
- ▶ Promoting the use of diversity data in decision-making
- ▶ Holding ourselves to account for performance on diversity by setting goals

'I came to Tate St Ives with two friends who are transsexual. Your staff could not have been more welcoming and never once made my friends feel out of place. Thanks to your team for a very enjoyable experience.'

Tate St Ives visitor

TATE FOR ALL

We all have a role to play in opening up Tate to everyone. You can find information and guidance to help you make a difference on Tatenet.

Tate for All is our working group that champions diversity throughout the organisation. Tate for All has sub-groups which focus on improving diversity in our audiences, communications, programme and collection, and workforce.

Tate for All is open to all staff, with representatives from all areas and levels at Tate. If you are interested in getting involved – or if you would like to discuss how you can make a difference in your role – please contact Sarah Kaiser on extension 8972.

'I want to see Tate continue to expand and build on its collections and exhibitions so that all in our community are able to have flexible access and learn to see and want to see more.'

Lord Browne, Chairman, Tate Trustees



100 YEARS OF TATE

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