

Tate for all

TATE

Diversity is
not about
them and us.
It's about
all of us.

If you require this booklet in an alternative format please email cheryl.richardson@tate.org.uk or call 0207 8878026.

Tate for all

I'm pleased to introduce Tate's Diversity Strategy, 'Tate for all'. Diversity has increasingly played an important part in what we do and how we do it, and we've already had some significant successes. The ambition that we have set ourselves for 2015, however, means we need to do more.

The Diversity Strategy is the culmination of work which has been undertaken through Tate's Diversity Group over the last year. It sets out clearly our long-term aims and identifies the targets we'll need to meet to reach them.

I hope you'll find the following summary of the strategy useful. Most importantly, I want you to consider how you can actively participate and contribute to achieving our diversity vision.

Nicholas Serota
Director
November 2006

To find out more, visit

'Diversity - Tate for all' on Tatenet

diversity

Diversity is about and for everyone. Diversity for Tate therefore goes beyond equal opportunities and well beyond the six categories covered by law: disability, gender, race, religion/belief, age and sexual orientation.

As a national institution, Tate has a responsibility to contribute to a society that makes the most of difference and creativity. We can do this by enabling everyone who works at Tate to play an active part in fulfilling Tate's mission to increase knowledge, understanding and enjoyment of art.

Tate's Diversity Strategy has five objectives:

- 1 To open up access to visiting Tate and Tate programmes to all.
- 2 To tie diversity into organisational and individual planning and to transfer ownership and delivery of diversity to all.
- 3 To create an environment where staff feel valued, their differences are respected and there are opportunities for everyone to learn and realise their potential.
- 4 To open up access to working for Tate to all.
- 5 To become expert within the sector and lead in diversity.

A full copy of the Diversity Strategy which includes details of the role of the Diversity Group is available on the Diversity site on Tatenet.

for all

To find out more, visit

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open for all

To open up access to visiting Tate and Tate programmes to all.

Tate is a public space for everyone. It is a place of ideas, enjoyment, learning and influence as well as a meeting place and a space for individual experiences of works of art.

Tate will put diversity at the heart of programming, collecting and planning by:

- Reviewing visitor profiling and data collection and reaching out and listening to audiences who do not visit galleries.
- Creating different programmes for different audiences in our galleries and with partners and online.
- Analysing and auditing our collections and identifying target acquisition areas.
- Continually improving our visitor services to meet the needs of our visitors.

Our achievements so far include:

- Winning a number of awards including; i-MAP: an online project for the visually impaired, and a Merseyside Tourist Award for disability access at Tate Liverpool.

- Reaching a broader audience through the BP Summer Saturdays and Sure Start programme at Tate Britain and The Long Weekend at Tate Modern.
- Mounting exhibitions reflecting the diversity of contemporary art practice at all sites including *Untitled* at Tate Modern, The Liverpool Biennial at Tate Liverpool, *Art Now* at Tate Britain and the contemporary programmes at Tate St Ives.
- Securing funding for *Tate Encounters*, a research project with Tate Britain and Southbank London University (which has a highly diverse student population) to investigate how students and their families might influence Tate's programmes and collection.

To find out more, visit

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ownership for all

To tie diversity into organisational and individual planning and to transfer ownership and delivery of diversity to all.

If we're to succeed in achieving our ambitions, diversity cannot be seen as a marginal activity, it needs to be a principle that is embedded at the heart of what we do and owned by everyone.

To achieve this we will:

- Ensure that diversity is a central theme within Tate's annual planning process.
- Communicate Tate's diversity objectives to all staff and implement a training and development programme for staff to help us develop the understanding and skills to engage proactively with diversity.
- Develop ways to collect information about progress on meeting our objectives and promote success both internally and externally.

Our achievements so far include:

- Launching Tate's Diversity Strategy to all staff.
- Redesigning our annual planning process to incorporate diversity.
- Making diversity a more prominent theme within our re-launched induction programme for staff – the first programme will run at the end of November 2006.
- With the help of external consultants, completing a study of our training and development needs to determine the type of development and learning interventions we'll need to make to meet our diversity objectives.

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opportunities

To create an environment where staff feel valued, their differences are respected and there are opportunities for everyone to learn and realise their potential.

For Tate to remain successful we need to create an environment at work which is encouraging, inclusive and flexible and which will provide the opportunity for everyone to learn and build on their strengths.

for all

To achieve this we will:

- Make diversity a key strand which will underpin Tate's HR Strategy. This will be published in 2007.
- Ask staff about how we can improve the experience of working at Tate and act on this feedback.
- Continue to develop the range and depth of the learning and development opportunities for staff at Tate and to promote these.
- Increase the skills and abilities of Tate's managers and leaders by providing dedicated development programmes.

Our achievements so far include:

- Commissioning an Employee Survey to get feedback from staff about working at Tate which will be carried out at the end of November 2006.
- Devising a new management development programme for first-line managers to be launched in January 2007.
- Developing a very successful coaching programme that has now been attended by over 120 people.

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work for all

To open up access to working for Tate to all.

To ensure that Tate can fulfil its vision, we need to be able to tap into the full richness of expertise that is available. If we're to think and work differently we need to bring new perspectives to what we do and how we work by ensuring that our workforce is diverse and includes people from all backgrounds and sections of society.

To achieve this we will:

- Review our current recruitment strategy to broaden Tate's appeal as an employer.
- Identify ways that we can introduce people from under represented groups to our work through our education programmes and by providing work experience and training placements.
- Develop better systems to measure and report on the diversity of people who work at Tate and job applicants.

Our achievements so far include:

- Appointing a new recruitment advertising agency who have been tasked to increase the reach of our recruitment.
- Participating in the Inspire Programme run by the Arts Council which provides a two year placement for curators from Black, Asian and minority ethnic backgrounds.
- Participating in Young Graduates for Museum and Galleries – a programme run in partnership with the national museums in London to provide work experience for young people from London schools.
- Developing mentoring and training programmes for young people at all Tate sites.

To find out more, visit

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leading change

To become expert within the sector and lead in diversity.

As a national institution we have a responsibility to make the most of creativity and take a lead on diversity issues. We want to use our profile and influence to encourage change not only within Tate but, through a process of exchange, within the cultural sector as a whole.

To achieve this we will:

- Exchange ideas and work in partnership with other organisations.
- Contribute to debates about diversity and help shape national policy.
- Build on our success in combining accessibility and entertainment with programmes founded on research and scholarship.
- Rise to the challenges presented by changes in society and in art.

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a role for all

To achieve our diversity ambitions will require the participation of everyone at Tate – we all have a role to play. Change will not come just through large initiatives undertaken by the few but by the small steps that we can all make to do things differently.

You can play your part by:

- Attending diversity training and taking a personal responsibility for ensuring you have enough information and the right skills to play an active role. If you need training make sure you ask for it.
- If you're a line manager, creating an opportunity for your team to talk about the diversity strategy and identifying the contribution your team can make.
- Sharing your successes with others both internally and externally.
- Getting involved in the work of the Diversity Group at Tate.
- Including diversity wherever appropriate on the agendas of the meetings you organise or attend.
- Reviewing your personal work and development objectives and including an objective which is about diversity.
- Being a champion for Tate's diversity ambitions.

Finally, please take a moment to reflect on what you've read and identify one thing you could do that would make a contribution to achieving our diversity aims.

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