

## **DIVERSITY AND INCLUSION STATEMENT**

The Board of Trustees and everyone working at the South London Gallery are united in their support of anti-racism and the Black Lives Matter movement. We are more committed than ever to being a more inclusive organisation – enhanced through the diversity of our programmes, audiences and staff.

We care deeply about becoming more culturally diverse, in terms of our programmes, audiences, staff and board and want to thank those who have drawn attention to our failings – progress has been made in some areas but not in others, and the rate of change has been too slow. Recognising that we need to work more consistently and with greater rigour across a raft of measures, including rethinking those strategies that aren't working, we are committed to embracing this important process with a renewed sense of energy and urgency, and in collaboration with other organisations and advisors. Not only do we want to use this opportunity to improve, to move things forward and for the SLG to become more diverse, but to be a more innovative, relevant and exciting public space than ever before.

We did not rush to publish this statement so we could carefully consider what we need to do differently going forward. We have taken time to listen, reconsider our plan of action, and ensure that our commitments can be acted upon with the integrity required. We invited all staff, the Board and an external advisor to contribute to the plan, and it is already so much richer for their input and feedback. The changes we make together will enable us to deeply root anti-racism in our DNA. To be a more inclusive organisation means better enabling staff to proactively challenge unconscious biases and to contest racism and discrimination: we are working in consultation to make the structural changes necessary to make this happen.

In spite of decades of policies to diversify the workforce in the cultural sector, and efforts we have made at the SLG, our staff team is still predominantly white. In order to drive change we will collaborate more closely with partners locally, nationally and internationally, in the cultural sector and beyond, including looking at the language we use. In this statement and our Action Plan we refer to people who come from “Black, Asian and Minority Ethnic backgrounds” but acknowledge that this term is inadequate, so part of our deep reflection will involve reviewing this and then updating our Plan accordingly.

That 50% of our Board of Trustees are from Black, Asian and Minority Ethnic backgrounds is hugely positive, yet only 12% of post-holders at Manager level and above are black. More staff below manager level are from Black, Asian and Minority Ethnic backgrounds but many of them are on casual or fixed term contracts. We are now reviewing those contracts and our approach to traineeships. We have also learned that we need to do more to support Black, Asian and Minority Ethnic staff at the SLG. We have put new systems in place for all employees to more easily identify and address issues when they arise, feel comfortable to talk about them, and obtain robust support – we hope this will lead to positive change.

We are now working on merging this plan with our wider Diversity and Inclusion Action Plan – which embraces gender identity, sexuality, socio-economic background, disability, neurodiversity, health, age and religion – to ensure that intersectionality is clearly addressed. Our plan includes a great many actions and what we can do is limited by available resources. Effecting positive change is, however, an absolute

priority and we have devised a schedule, plotting out actions over the coming weeks, months and years, with a view to being a distinctly more diverse organisation in every way by 2023. We will devote the necessary leadership and staff time to set goals and achieve them, proactively seeking funding to make this possible, and ensuring it remains at the top of our agenda.

Our plan is an evolving one which we will add to and adapt as a result of learning along the way, through paid focus groups, surveys, individual feedback and collaboration with other organisations. We warmly welcome your comments and contributions so please do feel free to contact us at:  
diversityandinclusion@southlondongallery.org

## **DIVERSITY AND INCLUSION PLAN OF ACTION**

This plan focuses on ethnicity and forms part of our wider Diversity and Inclusion Action Plan (see Appendix 1 for SLG definitions of Diversity and Inclusion). It has been developed and revised through staff and Board consultation, and will be regularly refreshed throughout the year as our ideas and practices evolve.

### **Where we want to go and how we are going to get there**

#### **Our Board, charitable objects and mission:**

##### Our Aims:

To ensure that at least 50% of our board of trustees are from Black, Asian and Minority Ethnic backgrounds

To embed anti-racism into the South London Gallery's DNA.

##### What we've done so far:

In the past year we have increased the number of trustees from 12 to 16 to facilitate a greater breadth of diversity. As we increase the number of board members we will ensure that at least 50% of our trustees continue to be from Black, Asian and Minority Ethnic backgrounds (currently 6 of 12 trustees are from Black, Asian and Minority Ethnic backgrounds).

All trustees will have undertaken diversity and inclusion training by the end of 2020.

##### What we are going to do:

All new trustees will receive a diversity and inclusion induction, followed by diversity and inclusion training within six months of their appointment. The training will be refreshed periodically.

We will work through what it means to be an anti-racist organisation and, in consultation with staff, devise a shared definition to sit alongside our definitions of Diversity and Inclusion.

We are revising and updating our charitable objects and mission to reflect our commitment to anti-racism with a view to completing this work by the end of 2021.

## **Staffing:**

### Our Aims:

To achieve greater diversity in terms of ethnicity, particularly at manager level and above; to identify pay gaps and create targets for reducing them; and to create an environment in which Black, Asian and Minority Ethnic staff thrive.

### What we've done so far:

- We have established an Equalities Advisory Committee, comprised of three SLG board members, the Director, Deputy Director and Head of Education, to bring systematic challenge to each area of our work to see how we can be more diverse and inclusive in all we do.
- All senior managers and the majority of staff have received Diversity and Inclusion training.

### What we are going to do:

- Invite periodic paid external contributors to Equalities Advisory Committee meetings to offer advice and support, and to bring an additional layer of accountability.
- Take steps to better understand the make-up of our workforce with a view to being able to publish ethnicity pay-gaps within the next six months, and have a benchmark from which to set objectives for reducing them in the future. We will evaluate and publish our performance on an annual basis.
- A review of all casual and fixed term contracts, and our approach to traineeships. We will collaborate with other arts organisations to explore traineeships spanning more than one organisation to enrich trainees' experiences and exposure to different roles, and increase their professional networks.
- Continue our review of salaries at the SLG, initiated a year ago in recognition of intersectionality between low pay and lack of ethnic and socio-economic diversity in the cultural sector and underpinned by a commitment to improving working conditions at the SLG. We are working towards achieving greater transparency in terms of pay scales, roles and responsibilities, and career progression routes within the organisation.
- Improve our recruitment methods by continuing to refine our approaches to: job descriptions and person specifications; how job opportunities are communicated and to whom; legibility of job packs; shortlisting process; interview format and techniques; additional work on evaluation; commitment

to longer shortlists (i.e. interviewing more people) across all jobs; ensuring there is a person of colour on interview panels; and on-the-job training options.

- In the case of freelance artists, technicians, educators and other workers, contractors and suppliers, we will improve data collection to better understand the make-up of our freelance contractors and suppliers so that clear action plans may be put in place to increase diversity; we will review pay scales, actual fees and disparities, and training opportunities, working collaboratively across the sector.

## **Workplace Culture**

### Our Aims:

For the Director, Senior Management Team and Board to drive positive change in creating and enabling a working culture that encourages each staff member to explore and share how they are embedding access, diversity, inclusion and anti-racism in all the work they do.

To foster a culture of responsibility, where everyone who works at the SLG plays a role in making the SLG inclusive, is mindful of the impact of their actions, demeanour, decision-making, choices etc. and the cumulative impact of those things.

### What we've done so far:

- Engaged staff in diversity and inclusion training.
- Encouraged all staff to participate in dialogue and positive action in relation to diversity and inclusion through a new Ethics Forum. This non-hierarchical meeting creates space for critical conversations to collectively explore the systematic solutions necessary for positive change within the SLG and the cultural sector.
- Reviewed and refocused bi-monthly Access and Diversity staff meetings.
- Put mechanisms in place for all staff to feel supported and able to voice concerns, and established clear routes for reporting things they witness.

### What we are going to do:

- Research the experience of current and past staff via paid focus groups.
- Hold quarterly staff meetings with the board of trustees to foster a shared sense of purpose.
- Deliver refresher diversity and inclusion training on an annual basis; ensure new staff and board receive a diversity and inclusion induction on joining the SLG and attend diversity and inclusion training within six months.
- Provide managers with training to better equip them with the tools required to ensure they are embedding access, diversity, inclusion and anti-racism into every area of their work.

- Revise the SLG Code of Conduct to embed anti-racism and inclusive, positive behaviours into the DNA of the organisation.
- In performance objectives for staff, include responsibilities to support equality and fairness for all staff in the workplace.
- Provide training and support for SLG line managers so they in turn feel equipped to support team members.
- Review and evaluate our progress as an inclusive employer - including via internal feedback, exit interviews and an annual staff survey, results of which will be shared with staff, along with an annual report of progress and further actions.

## **Artistic Programme**

### Our Aims:

To present a diverse programme of exhibitions, residencies, commissions, archive displays and events that features artists, curators, and thinkers from Black, Asian and Minority Ethnic backgrounds.

To support artists, curators, writers and thinkers at different stages of their careers who reflect social and political histories and explore contemporary themes in their practices.

### Our Actions:

- Review our past programmes to measure and reflect upon the presence of Black, Asian and Minority Ethnic art, artists, curators and thinkers at the SLG over the past decade.
- Continue to ensure that diversity is a vitally important consideration in our programming, but with much greater rigour and consistency across every aspect of our activity, including areas in which we have most scope for improvement such as publications, artists' limited editions and commissioned texts. We will set measurable targets which we will publish alongside progress once a year.
- Review the SLG Digital Archive to devise a strategy for further highlighting content relating to Black, Asian and Minority Ethnic art, artists, curators, thinkers and local social and political histories from past programmes.
- Further develop the SLG's interactive map to highlight and celebrate the richness and diversity of social and political histories of Black, Asian and Minority Ethnic residents across the borough of Southwark.
- Develop a code of inclusive conduct for all partners and collaborators to sign up to at the beginning of our projects.

- Revise the ways we research artists, to embrace multicultural, global and local practices, drawing on advice and resources from individuals, partners and other organisations.
- Provide more opportunities for artists and curators from Black, Asian and Minority Ethnic backgrounds to use SLG spaces and facilities and communicate with greater clarity and consistency about the terms on which these opportunities are made available.
- Set and deliver on annual targets for forging and maintaining new partnerships with Black, Asian and Minority Ethnic led and/or focussed organisations or collectives.
- Include at least one person of colour on interview and selection panels for every residency and open submission opportunity at the SLG and offer to step back from external panels we are invited to be on to make way for a person of colour if none are included.
- Instigate an open dialogue about the process of selecting artists and curators and how that programme can contribute to the SLG's diversity and inclusion aims, initially internally through the SLG's recently formed Ethics Forum (see appendix 2).
- Ensure Black, Asian and Minority Ethnic artists and arts professionals are part of our evaluation and review processes.

## **Education Programme**

### Our Aims

SLG Education puts families, children and young people at the heart of its programmes. Our commitment to inclusive practice informs all of the work we do and is rooted in collaborative working between local communities, partners and artists.

We are strongly influenced by our many long-standing relationships within the local community. Our programmes attract a broad spectrum of audiences and participants, but we want to ensure that the work curated and produced here is relevant and interesting to many more diverse participants, and for each of them to feel entitled to contribute and respond to the SLG across all areas of the organisation. We know there is work to do to achieve this, and have committed to a range of actions that challenge our assumptions about the contexts that we work in, the programmes we deliver, and who benefits from them.

### Our Actions:

- Review past and current artists, collaborators and partners to increase representation across all education programmes and benchmark best practice.

- Develop a framework for working practices across education programmes, including the process of selecting educators, artists and curators, to ensure we are contributing to the SLG's wider access, diversity and inclusion aims.
- Work within local infrastructures in order to support and respond to the priorities of families, children and young people in the neighbourhood.
- Explore how to use our buildings differently to create more opportunities for families, children, young people and artists locally.
- Build new, local and cross-sectoral partnerships to support immediate action as a purposeful response to social inequalities highlighted by the Black Lives Matter movement, and Covid-19.

## **Audiences**

### Our Aims

A key part of the SLG's core remit is to attract diverse audiences. Whilst we have a good track record of engaging with diverse audiences through education and other programmes developed specifically for local residents, our overall visitor demographics far from reflect those of our local and national communities. We urgently need to do more to address this imbalance.

To achieve this, we need to know our audiences better – to understand where and how visitors from Black, Asian and Minority Ethnic backgrounds have heard about and engaged with the SLG, what has brought them to the gallery in the past and what will most likely bring them back in the future. These conversations will take place digitally or in-person, with both local audiences and those from further afield, and the resulting insight and analysis will help us to make informed decisions about our programme going forward.

### Our Actions

We will employ the following strategies to realise these aims:

- Review existing data (on and offline) and undertake more audience research, particularly with Black, Asian and Minority Ethnic audiences, through paid focus groups and questionnaires conducted in and outside the gallery setting.
- Share these insights across the organisation to ensure that attracting a new, diverse audience is a collective endeavour.
- Set objectives and KPIs at the outset of all projects and exhibitions to provide focus and direction in line with our audience development objectives.
- Work closely with programme and education teams to increase online content by artists from Black, Asian and Minority Ethnic backgrounds, with more interviews, talks and performances from a diverse range of voices.
- Use our web capabilities to increase downloadable education resources around diversity.

- Undertake a comprehensive review of our existing resources to ensure they are accessible to all audiences.
- Review our existing digital marketing strategy and realign to include a focus on the target of increasing our audiences from Black, Asian and Minority Ethnic backgrounds.
- Create a policy for image use that ensures we reflect the diversity of our staff and audiences but without implying that we are more diverse than we really are, and use images in a culturally appropriate and sensitive way.
- Increase engagement with Black, Asian and Minority Ethnic-focused publications and institutions.
- Activate partnerships locally, nationally and internationally with organisations that share common aims and objectives to integrate diversity across our activities.
- Work closely with our café operator to encourage an inclusive approach to their marketing and communications in line with the SLG.

## **Visitor Welcome**

### Our Aim

To provide accessible and inviting buildings and facilities in which visitor services staff provide an inclusive, warm and knowledgeable welcome, helping all visitors feel at ease.

### Our Actions

- To include questions in our surveys of audiences and those who have not yet visited the SLG to further understand the physical and other barriers that the building and facilities present and to develop clear action plans to eliminate these barriers.
- To recruit, train and support an exceptional and diverse visitor services team.
- To foster a shared understanding of what it means to offer a warm welcome and be equipped to deliver it.
- To work closely with our café operator to ensure continuity of accessibility, visitor experience and welcome.

## **SLG Bookshop**

The SLG Bookshop exists as more than a commercial entity to raise funds for the gallery; it is an extension of the SLG's programme of exhibitions, events and education projects.

We endeavour to present a diverse range of artists and content but also know that there is more that we can do to ensure strong representation across all aspects of the Bookshops's offer.



### Our Aims:

To support writers, photographers artists and makers from diverse backgrounds and at different stages of their careers, and inspire our visitors to extend their knowledge through a curated offer of publications and events with a strong presence of work by Black, Asian and Minority Ethnic writers and artists across all sections of the shop (literature; theory and criticism; photography; architecture; magazines; children; etc), and of texts which proactively engage customers in anti-racist reading, learning and discussion.

### Our Actions:

- To undertake a diversity audit of the current bookshop offer including publishers, authors, and content as well as traders for non-book products.
- To review partnerships and develop new relationships which support the SLG Bookshop to achieve its diversity aims, for example, for SLG Bookshop events, SLG Publisher's Table, etc.
- To review how books are categorised behind the scenes and on the shop floor every quarter.
- To review staff training to ensure staff are equipped with the knowledge and information they need to help customers.
- To hold focus groups of existing customers as well as those who do not visit the Bookshop to understand how we are and are not meeting people's needs and interests.

## **Fundraising**

Currently the SLG's funders, donors and development committee are predominantly white and there is a great opportunity for positive change by increasing the racial diversity of our philanthropic community at the SLG and in the arts fundraising sector more broadly.

### Our Aims:

To create a more diverse philanthropic community at the SLG, that is more representative of the public we serve; to share and learn with peer organisations; and support artists and local community groups in their fund-raising efforts.

### Our Actions:

These are the first actions we are taking and we will continue to review and add to them.

- Gain a more accurate picture of the make-up of the SLG's development committee, donors and fundraising networks which we know are under-represented by people from Black, Asian and Minority Ethnic backgrounds.

Open conversations with current donors from Black, Asian and Minority Ethnic backgrounds to help us better understand their motivations for giving to the SLG, and their experience of the arts sector more broadly in terms of issues, or experiences, of racism.

- Expand the SLG's development committee in order to represent different voices from across the philanthropic community, which in turn will open up new fundraising opportunities. The SLG's development committee provides vital help by making introductions to donors, companies and philanthropic networks.
- Review the SLG's fundraising materials, from images we select to how we write about and speak about participants in our programmes and the local area, to ensure these are more representative of the people and communities we work with, and that the language we use is appropriate.
- Review our ethics policy to embed anti-racism within it.
- Offer free fundraising support to local individuals and communities who cannot afford paid-fundraisers. We will consult with our staff and community partners about the best format for this, whether it is through advice sessions, workshops or resources.
- Continue to prioritise applying for multi-year grants when securing funding for posts to create better job security for staff than short-term contracts.
- Review and update the SLG's current fundraising systems, for example: approaches to acknowledging donors and volunteers in an equal way to acknowledge every level of contribution equally; artists/others being appropriately paid when invited to contribute to an event; and how SLG fundraising events can be more inclusive.
- Work together with fundraising teams at peer organisations to challenge diversity issues within the sector and be pro-actively anti-racist.

## **Appendix 1:** What we mean by the words diversity and inclusivity at the SLG

At the SLG, the word diversity is used to refer to a wide range of human characteristics, seen and unseen, which we are born with or have acquired. This may include our gender identity, sexuality, race or ethnicity, socio-economic background, disability, neurodiversity, health, age and religion.

The word inclusive is used to mean that we foster varied perspectives and experiences, encouraging open conversations and active listening practices. We believe everybody is entitled to feel welcome, comfortable and safe at the SLG, confident to express their authentic selves.

We are committed to achieving diversity across our staff, board, programmes and audiences, to reflect society. Our imperative is to create a working environment that enables us to challenge structures and practices, to ensure that diversity is at the forefront of our organisation. We want to be fully inclusive and to proactively counter

discrimination. All staff and board members will have training and support to ensure we are able to achieve this.

## **Appendix 2: Inclusion, Diversity and Equalities forums at the SLG**

Two new forums have been established at the SLG, and in the light of this we have also reviewed the purpose of our internal Inclusion and Diversity staff meetings.

### **Equalities Advisory Committee**

The Equalities Advisory Committee currently comprises three SLG Board Members (Joy Gregory, Myriam Semere and Cleo Soanes) and is attended by the Director, Deputy Director and Head of Education as appropriate, with occasional input from invited participants who will be paid for their time. The Committee meets every 12 weeks to review inclusion and diversity practices and policies at the SLG. It also provides a confidential, safe place for staff to report to the three Board members incidences they have experienced or witnessed at work. The Committee is formed to ensure the SLG is better able to uphold Equalities, Diversity and Inclusion policy and respond effectively to breaches of policy and/or by a behaviour. The Committee aims to embed a zero tolerance approach and to ensure fair investigation wherever necessary to hold the SLG and/or individuals within the organisation to account.

### **Inclusion and Diversity Meetings**

Inclusion and Diversity meetings are held every other month and attended by representatives from the Senior Management and staff teams across the SLG. Specific issues relating to Equality, Diversity, and Inclusion (EDI) are addressed in terms of best practice and policy creation across all aspects and locations of the SLG's activities. Policy formed in Inclusion and Diversity Meetings is influenced by the Ethics Forum and held to account by the Equalities Advisory Committee.

### **Ethics Forum**

The Ethics Forum is held every three to four weeks as an informal, non-hierarchical space for SLG staff to collectively identify poor practice, inform policy and explore solutions required to address systemic solutions to endemic challenges. The Ethics Forum aims to bring about positive change within the SLG and cultural sector more widely.