

IWM Equality Strategy 2011-2015

Since 2009 the Museum has embarked on a major change programme called Fit for the Future (FFF), which began with the arrival of a newly appointed Director-General, Diane Lees, in October 2008. The FFF programme ensures that everything that the Museum does is audience-focused and relevant to our remit. The FFF work is changing the way the museum plans and delivers work. It builds on our commitment to equality and access for all our visitors, staff and other stakeholders.

The Equality Act 2010 requires that all public bodies must in the exercise of their function have due regard to the three aims of the general duty which are:

- a. Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
- c. Foster good relations between people who share a protected characteristic and those who do not.

The Museum will meet its obligations under the Equality Act in the following ways:

1. The responsibility for chairing the Equality Monitoring Group will continue to sit with the Director of Corporate Services. He will provide updates on progress to Senior Management Team (SMT). This will ensure that the momentum for making improvements on all aspects of equality is not lost. The equality champion role will continue in the branches with a requirement to provide quarterly updates to the SMT as part of the quarterly planning process. The EMG group will meet twice a year from 2011.
2. Equality Action Plans will be developed as part of the corporate planning cycle and will become central to the corporate plan. We plan to include in the corporate plan our equality objectives and details about the equality profile of our workforce.
3. Consideration of the need to advance equality will continue to form an integral part of the decision making process. Regard will be given to the need to advance equality when our policies are reviewed and implemented.
4. We will continue to ensure that our leaders are aware of the need to comply with the equality duty and are fully aware of the implications of the duty when making decisions about strategy, policy and procedures.

5. Equality actions will consider all eight strands of the Equality Act 2010. (Age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation).
6. By 6th April 2012, we will prepare and publish in our corporate plan specific and measurable objectives we will achieve to meet one or more aims of the general duty. The list of objectives will be reviewed and updated every four years.
7. It is our aim to ensure that we have explicit consideration of access provision and equality and diversity issues during the exhibition planning process (as opposed to adhoc).
8. All new staff will continue to receive training in equality and diversity.
9. Commissioning and procurement: When undertaking procurement IWM will continue to have due regard to equality considerations.
10. Diversity and access will be prioritised as part of the Regeneration project and the exhibition design process for the new First World War Galleries, including appointing an access consultant to the design team, and looking at building on the things we have done across the museum for the First World War Galleries and wider building works.
11. In April 2016 we will carry out the first four year review.

For details on branch plans see appendix A. Highlights include:

Culture/race/religion/belief

Diversity will be prioritised as part of the Regeneration exhibition design process at IWM London.

Hanging out project (2010-11). Youth culture then and now (IWM London)

We are the Future project (in partnership with youth street theatre arts group, Black cultural archives and young people from local schools). (IWM London)

Quarterly workshops with Collections and Research divisions staff to identify mechanisms for developing and highlighting the diversity elements of our collections.

Continued engagement with a range of cultural groups as part of the Historic Duxford project.

IWM North have applied for funding from Eurocities to continue the employability strand of the volunteer programme for 2011-12, and continue recruiting to the programme from as

wide a range of people as possible, especially from groups traditionally underrepresented in the Museum workforce.

IWM North will continue to build relationships with organisations such as Refugee Action, who are working with us on a series of events for Refugee Week 2010.

Self directed learning resources are being amended to include black history content at IWM North.

Continued training in equality and diversity for staff Churchill War Rooms and HMS *Belfast*.

Disability

An access consultant will be appointed to the *Regeneration* design team, looking at building on the things we have done across the museum for the First World War Galleries and wider building works at IWM London.

Historic Duxford project will draw on a large body of material related to disability provision. (IWM Duxford)

Universal use of subtitles in all new exhibition films and existing ones where possible, e.g. *Crimes Against Humanity* (IWM London)

Further staff training on assisting people with disabilities will be provided at all branches.

Marketing and PR publicise events to disabled organisations –IWM North and London

IWM North are currently preparing an application to the Heritage Lottery Fund to extend the work of the In Touch programme, particularly for young people 16-25 years old from diverse backgrounds and with a range of needs.

Gender

Programme of events targeted at women (IWM Duxford)

Sex/sexual orientation

The Military Pride exhibition will continue to tour to at least two more venues, with a continuing programme of outreach talks and on site events about gay and lesbian personnel in the Military. IWM North will also participate in the Manchester Pride festival (August) and stage events for LGBT month (February).

Age

Continue to develop the veterans membership at IWM North by encouraging more contemporary veterans to join. Development of new print/membership form.
Continue to work with Age UK at IWM London

Appendix A

Each update includes planned activity from 2011 onwards.

Diversity Projects

Name: Helena Stride, Head of Learning

Organisation: IWM London

Contact details: 020 7416 5446 hstride@iwm.org.uk

What ideas for activities, initiatives and collaboration do you have moving forward

Disability Representation

Unfortunately the joint bid with RCMG Research Centre for Museums and Galleries to the Wellcome Trust to extent the work developed for Rethinking Disability Representation fell through after initial encouragement. This work will inform the redevelopment of the historical galleries. In the Learning Division we will continue to use diverse and often challenging material in the redevelopment of programmes linked to the new galleries as part of the redevelopment of the Museum.

Cultural/Heritage Diversity

We have a couple of Community Projects working in partnership with other organisations in addition to our core programmes.

- a) **Hanging Out (2010 – 11)** - Youth Culture then and now. Looking at the immense changes that occurred in popular and social culture in the 1950s and 1960s. In partnership with Full Spectrum Productions, V & A, London Metropolitan Archives, Museum of London, BFI. Funded by HLF. Working with young people in Camden, Brent, Lambeth and the City of London.
- b) **We Are the Future – A History of Campaign and Protest in Lambeth and Southwark (2010 – 11)** in partnership with Emergency Exit Arts, Youth Street Theatre Arts Group, Black Cultural Archives, Lambeth Archives, Southwark Local History Library and BFI. Working with young people from local schools Lilian Baylis Technology School and St Thomas Apostle College.

What do you want to achieve?

We want to build upon the good work that we have already developed in the areas of cultural/ heritage diversity and disability awareness so that this thread links all that we do in our programming and is more fully realised in exhibition content.

When do you plan to take these forward?

They are ongoing and will play a part within the redevelopment of exhibition content as part

of Master Planning.

Would you like to collaborate with other organisations on this?

As part of Master Planning and the National Programme linked to 2014

Name: Collections and Research

Organisation: Imperial War Museum

Contact details: Gael Dundas

What ideas for activities, initiatives and collaboration do you have moving forward?

- Further guidance needs to be provided from Personnel and Fred Bambridge on how communications and strategic planning.
- As noted above, based on Suzanne Bardgett's paper '*The Imperial War Museum's collections and multi-cultural Britain: uses, challenges, possibilities*' we are planning workshop sessions with Collections and Research Division staff at the quarterly forum to identify mechanisms for developing and highlighting the diversity elements of the collections.

What do you want to achieve?

- Far more diverse interpretations of the Collections
- Identify potential broader opportunities for community involvement, such as volunteer work, CDAs, crowd sourcing etc

When do you plan to take these forward?

- Starting with the March forum

Would you like to collaborate with other organisations on this?

- Could lead to collaborative work with academic institutions and international partners such as JISC, Europeana etc

Name: Cressida Finch

Organisation: Exhibitions Department IWM London

Contact details cfinch@iwm.org.uk

What ideas for activities, initiatives and collaboration do you have moving forward?

- Diversity and access will be prioritised as part of the Regeneration exhibition design process, including appointing an access consultant to the design team, and looking at building on the things we have done across the museum for the First World War Galleries and wider building works.

What do you want to achieve?

- Explicit, auditable, consideration of Access provision and equality and diversity issues during the exhibition planning process as opposed to adhoc
- Universal use of subtitles in all new exhibition films and existing ones where possible (e.g. Crimes Against Humanity)

When do you plan to take these forward?

- TBC

Would you like to collaborate with other organisations on this?

- Would gladly work with Visitor Services on their accessible tours e.g. these could work well at the Churchill Museum

Name: Linda Davies

Organisation: Imperial War Musuem

Contact details: 0207 091 3184

What ideas for activities, initiatives and collaboration do you have moving forward?

We are going to look into the possibility of introducing touch tours with audio description for visually impaired visitors and BSL tours for visitors with hearing impairments.

We will also look at software to transcribe talks, dependant on costs.

We will continue to work closely with Age UK and the Royal Society for the Blind to build upon our current strong working relationship and to utilise any resources they can offer us,

particularly in terms of staff training and advice.

Depending on resource constraints, to look at developing procedures and frameworks for dealing with tours for visitors with disabilities.

What do you want to achieve?

Further training, advice and upskilling for staff to deal with a wide range of issues from dementia, elderly care, learning disabilities, autism and dyslexia. This will enable us to better handle groups of visitors with special needs.

When do you plan to take these forward?

These activities will be included in forward job plans for the next appraisal year 2011 – 12.

Would you like to collaborate with other organisations on this?

Liz Smith is going to contact the V&A to look at some of the work they have already carried out in terms of providing a service to visitors with learning disabilities, dyslexia and offering tours to visitors with disabilities.

Linda Davies will look at working more collaboratively with other National Museums through setting up a Visitor Experience network group. Meetings have already taken place or are planned with Royal Historic Palaces and National Portrait Gallery.

Name: Carl Warner / Kay Cooper

Organisation: IWM Duxford

**Contact details: 01223 497896 / 01223 499363 cwarner@iwm.org.uk /
kcooper@iwm.org.uk**

What ideas for activities, initiatives and collaboration do you have moving forward?

As part of the planning process for all future exhibitions we will be considering access provision and equality and diversity issues. The first demonstration of this in our exhibition plan is *Historic Duxford* – an exhibition which tells the story of the airfield and the men and women who lived and worked here. Three of the stated aims are:

To create an exhibition that is accessible to all.

To create an exhibition that appeals to men and women equally.

To create an exhibition that relates to the needs of a wide range of audiences, from a variety of different cultures.

To accomplish this, we plan to use the large body of material already at our disposal related to disability provision (cultivated in the main through consultation with the groups mentioned above on the AirSpace project), plus continue this pattern of liaising with local groups which was a successful element of that exhibition.

We also plan to consult a variety of different cultural groups, particularly those associated with the range of nationalities that served at IWM Duxford, to ensure that their stories are told in an engaging and culturally resonant way, at the formative and development evaluation stages of the project.

We will continue this good practice when redeveloping the American Air Museum, and undertaking future exhibitions projects on site.

What do you want to achieve?

As stated above, by following the above plans, we wish to overcome the barriers to creating exhibitions that relate to the needs of a wide range of audiences, that are accessible to all and appeal to a wide cross section of the community. In particular with *Historic Duxford*, we wish to tell stories that are naturally resonant to different cultural groups (particularly those whose ancestral national history is represented by the diverse national units that served at RAF Duxford), and to present the exhibition in a way that is inclusive and universally resonant.

We will continue this good practice when redeveloping the American Air Museum, and undertaking future exhibitions projects on site.

When do you plan to take these forward?

The Historic Duxford project is being developed over the next 18 months, with an opening planned for March 2013

The American Air Museum project is being developed over the next four years, with phased completion of different elements culminating in 2015.

Would you like to collaborate with other organisations on this?

Yes. We would particularly like to collaborate with organisations that have already begun consultation with culturally diverse groups in our area.

Name: Joyce Murdoch/Sue Chippington

Organisation: IWMD Dept for Learning

Contact details: 01223 497294/01223 499341

What ideas for activities, initiatives and collaboration do you have moving forward?

We will continue with the above, although the prison project is dependent on private funding and is due to finish in March 2011. We may be involved in a wider nationwide project involving veterans who have served time in prison supporting the IWM in some capacity (possibly interacting with visitors via object handling or supporting Collections) although this will be decided by the Director for Learning.

In 2012 we will consider actively promoting certain days for general visitors with special needs where staff and volunteers can be on hand to give more hands-on experiences and support.

As part of the Fit For the Future initiatives the Director for Learning has rationalised what each branch delivers. IWM Duxford is not tasked with delivering on the diversity/social inclusion agenda or taking outreach projects to groups in the community.

What do you want to achieve?

N/A in light of the FFF specialisation.

When do you plan to take these forward?

N/A in light of the FFF specialisation.

Would you like to collaborate with other organisations on this?

N/A in light of the FFF specialisation.

Name: [Christian Pratt]

Organisation: **IWM Duxford**

Contact details: **cpratt@iwm.org.uk**

What ideas for activities, initiatives and collaboration do you have moving forward?

- Programme of events and activities targeted at women
- Engagement programme with community and veterans to inform content of new exhibition
- Use of digital social media to provide alternate means to engage and interact with museum

What do you want to achieve?

- Engagement with a wider variety of visitor types and audience profiles
- Input from stakeholders into longer-term product development (exhibitions, interpretive angles)

When do you plan to take these forward?

- Ongoing

Would you like to collaborate with other organisations on this?

- As necessary and appropriate – yes.

Name: Gerry McCartney, Head of Operations

Organisation: Imperial War Museum – Responding on behalf of two branches of the Museum

1. Churchill War Rooms
2. HMS Belfast

Contact details: **020 7766 0120 gmccartney@iwm.org.uk**

What ideas for activities, initiatives and collaboration do you have moving forward?

1. Further staff training on assisting people with disabilities
2. Further staff training in employment law as it relates to diversity and best practise in recruitment and retention of staff.

What do you want to achieve?

1. A site that is safe and welcoming to all visitors and colleagues
2. Staff who are trained fully aware of the needs of others and who are pleased to welcome all within the workplace

**When do you plan to take these forward?
Financial year 2011/2012**

Would you like to collaborate with other organisations on this?

1. Happy to do so but must be coordinated corporately; we are a multiple branch museum and wish to ensure consistency across all sites.

Name: Head of Learning

Organisation: IWM North

Contact details: PBrown@IWM.org.uk phone extension 4060

What ideas for activities, initiatives and collaboration do you have moving forward?

- BSL and audio described tours continue to be scheduled as part of the visitor programme. These take place on Sundays once per quarter.
- Marketing & PR publicise events to disabled organisations, specifically the BSL and audio descriptive work.
- Access information on the website kept up to date.
- Build on existing relationships with Deaf and visually impaired groups to enhance the group offer and develop audiences for existing services for these groups. Booked group visits organised with Henshaws Society for Blind People involving audio-described talks, tours and artefact handling sessions which has given delivery staff the chance to practice what they learnt in training and build on in-house delivery skills in this area.
- Build on the relationships created with Live & Learn participant groups, and host further familiarisation sessions for group leaders.
- Continue to build relationships with organisations such as Refugee Action, who are working with us on a series of events for Refugee Week 2010.
- Provision for hearing impaired visitors and people with visual impairment (subtitles and BSL) has been incorporated into the digitisation of the Big Picture Show.
- Create a plan for using the visual impairment simulation glasses to increase

awareness amongst staff.

- We have applied for funding from Eurocities to continue the employability strand of the volunteer programme for 2011-12, and continue recruiting to the programme from as wide a range of people as possible, especially from groups traditionally underrepresented in the Museum workforce. We are also currently preparing an application to the Heritage Lottery Fund to extend the work of In Touch, particularly for young people 16-25 years old from diverse backgrounds and with a range of needs.
- The Military Pride exhibition will continue to tour to at least two more venues, with a continuing programme of outreach talks and on site events about gay and lesbian personnel in the Military. The branch will also participate in the Manchester Pride festival (August) and stage events for LGBT month (February).
- The BSL testimonies will be launched to the public in July and used to support a small programme of events on and off site in the autumn.
- Our Self Directed learning resources are being amended to include Black History content.
- We will be working with local organisation, Hercules Productions, on a young people's project called "I didn't die in vain". The project will take the participants and the audience on a journey of research and interpretation of the history of slavery and how it affects people living in Manchester today.
- Staff have received Autism training so that visitors on the Autistic spectrum get the best possible visit.
- Continue to develop Veterans North membership by encouraging more contemporary veterans to join. Development of new print/membership form.
- Continue to offer handling sessions for formal SEN groups (with Special Educational Needs) on gallery or in the Blue Room where a more contained space is required.

What do you want to achieve?

IWM North aims to continually improve access to the Museum's collections, exhibitions and programmes by consulting and collaborating with a widening range of visitors and users.

When do you plan to take these forward?

Access initiatives have been built into the 5 year Corporate Plan. Most of the ideas listed above will be initiated or completed in 2011-12.

Would you like to collaborate with other organisations on this?

We are already collaborating with external specialist interest organisations and will continue

to develop those relationships. We are also keen to maximise impact and effectiveness by sharing knowledge and experience across the branches.