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## EQUALITY ACTION PLAN

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### INTRODUCTION

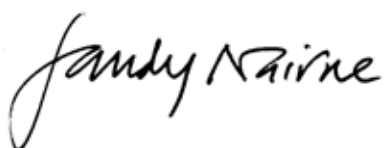
This document represents a comprehensive Equality Action Plan. It sets out the Gallery's duties under existing legislation: The Race Relations (Amended) Act 2000 and The Disability Discrimination Act 2005, along with the Equality Act 2010, which now simplifies and strengthens existing anti-discrimination legislation and harmonises provisions relating to sex, race, disability, sexual orientation, religion or belief and age. It also represents the Gallery's own determination to work in the most positive and responsible manner across all equality matters.

The National Portrait Gallery is an institution dedicated to acknowledging significant achievement across all ages and of all kinds. The determination to widen interest in portraiture is matched by the recognition that broadening interest in all aspects of the Gallery's work, and reaching out to all parts of society, are part of the core mission of the organisation. In 2004 the Gallery received the Adapt Trust Award for excellence for accessibility and the national Tourism for All Award. In 2006 the Gallery won the London Large Tourist Attraction of the Year Award and was short listed in 2009.

In parallel with broadening interest in portraiture, we have also been active in promoting equality at work. For a number of years the Gallery has been consulting with staff, and creating Actions Plans has been an important part of our work. The first Equality Policy and Action Plan were created in April 2003, followed by an Equality Survey in October 2003, with updated and revised Equality Action Plans in 2005 and 2007. Employee Surveys undertaken in 2006 and 2008 have also helped inform our plans.

Ensuring employees are aware of our plans and are active in contributing to them are important objectives of our equality and diversity training. We have established the Equality Steering Group with representatives from across the Gallery that meets on a quarterly basis to help promote better understanding of equality matters across the whole Gallery. This group has been vital in creating this new look Action Plan that describes not only employment equality but generic and individual departmental actions that promote equality in all of our activities.

I hope that our continued determination to promote equality at the National Portrait Gallery will find the most creative and wide-ranging of forms. Equality is something that matters for everyone in the organisation.

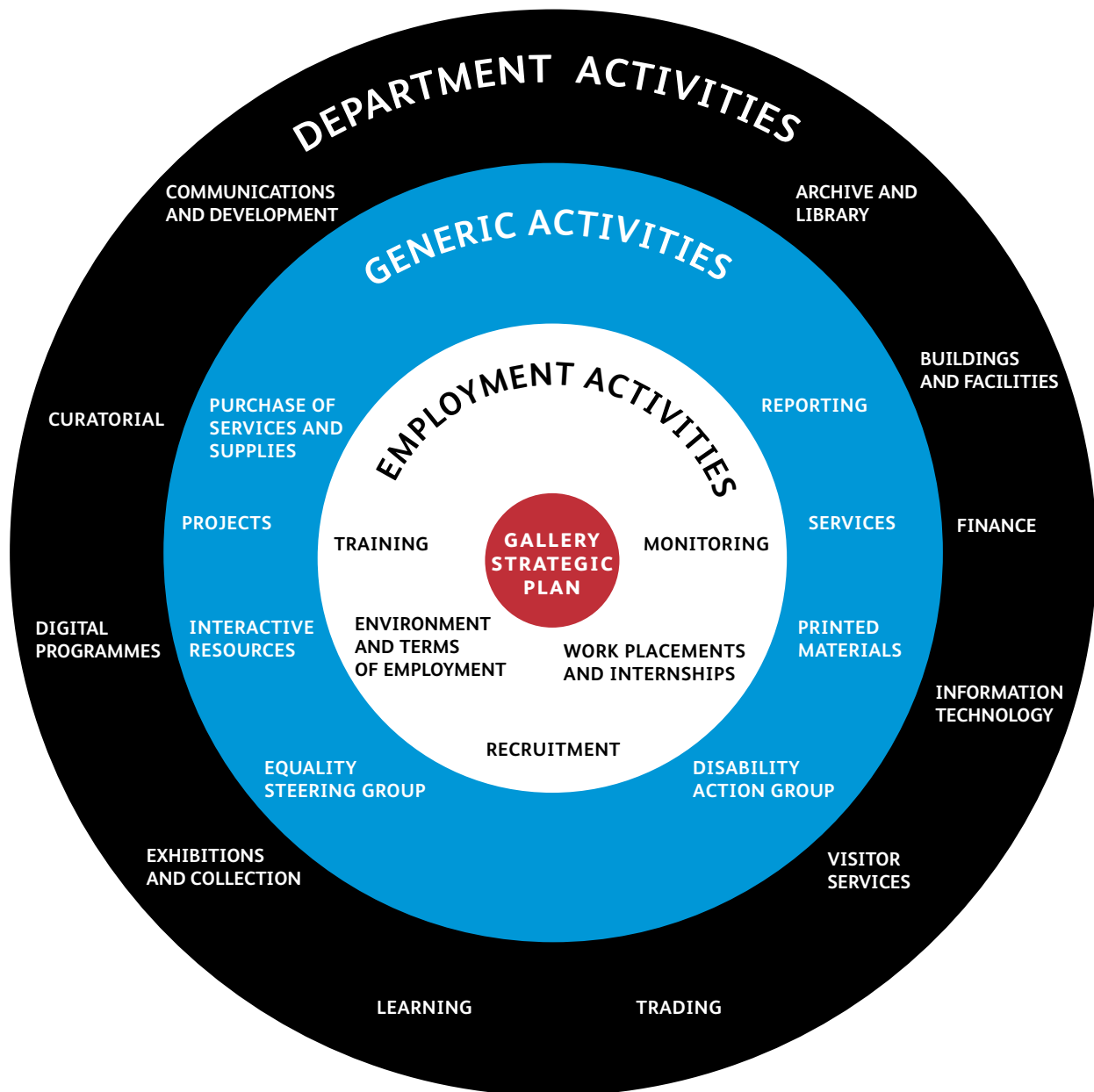


Sandy Nairne  
Director

# EQUALITY ACTION PLAN

## Illustrated Executive Summary

*“Treat everyone with respect and value all contributions”*



**This is a visual image to show the Gallery’s ongoing activities which aim to ensure equality of public access, social inclusion and employment.**

It shows at its core the Gallery’s Strategic Plan encompassed by the three sections of the plan:

Section 1. ‘Employment activities’ which apply to our recruitment and employment of staff, led by Personnel.

Section 2. ‘Generic activities’ which all staff and departments have a responsibility towards.

Section 3. Showing individual Departments (their specific activities are detailed within the document).

This Equality Action Plan will be effective from March 2011 for three years. Interim annual reviews will also be undertaken with recommendations made via the Equality Steering Group to the Senior Management Team. It will be available on our website, internal intranet and will be available in accessible formats.

# SECTION ONE EMPLOYMENT ACTIVITIES

## Led by the Personnel Team

TOPIC	ACTIVITY
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• The Gallery seeks to understand the impact and effects of its employment policies through membership of specialist organisations concerned with improving and mainstreaming policies and practices for disadvantaged groups e.g. the Employer’s Forum on Disability <a href="http://www.efd.org.uk/">http://www.efd.org.uk/</a>, Business in the Community ‘Race for Opportunity’ <a href="http://www.bitc.org.uk/workplace/diversity_and_inclusion/race/">http://www.bitc.org.uk/workplace/diversity_and_inclusion/race/</a> Opportunity Now Homepage - <a href="http://www.opportunitynow.org.uk/">http://www.opportunitynow.org.uk/</a></li> <li>• Personnel team attend events to support and encourage employment from underrepresented group’s e.g. Royal National Institute for the Blind, British Dyslexia Association, etc.</li> <li>• The Gallery aims to recruit and retain employees from the widest talent pool and not just selected parts. The Gallery’s Recruitment Policy and Guidelines (introduced in 2003 and updated in 2011) ensure effectiveness at delivering a diverse range of employees.</li> <li>• Employment, volunteering and internship opportunities are advertised in a variety of ways and to specialist press and websites. Applications from disabled, black and minority ethnic people are encouraged through a permanent presence on sites such as: <a href="http://www.disabilityjobsite.co.uk/">http://www.disabilityjobsite.co.uk/</a> and <a href="http://www.ethnicjobsite.co.uk/">http://www.ethnicjobsite.co.uk/</a></li> <li>• Employees involved in recruitment and managing staff are aware of the legislative framework for fair employment practice, with specific training given to those involved in recruiting and managing staff.</li> <li>• Disabled, black and minority ethnic employees are involved in the formulation of the Gallery’s Equality Action Plan. Given the relatively small numbers involved at the Gallery all staff will be invited to comment on the plan.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• All employees are given a copy of the Gallery’s Equality Policy and our Equality and Diversity Leaflet on their first day of employment.</li> <li>• Equality training is provided for all staff within their first four months at the Gallery. This explains our policy, the legal framework and the business case for equality. Refresher training for all staff will be provided every three years. This training is mandatory.</li> <li>• We provide regular opportunities for employees to learn more about specific areas of diversity e.g. young people awareness, disability awareness, hidden disabilities, etc.</li> <li>• Training is provided in relevant departments on the use of auxiliary equipment and support materials e.g. induction hearing loops, audio guides, etc.</li> <li>• The Visitor Services team have a number of staff trained in visual interpretation for guided tours.</li> <li>• We provide training opportunities that will enable staff with varying hours/days of work to attend.</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>• Employment data is monitored to understand the current composition of the workforce and to identify where inequalities exist.</li> <li>• All applicants and employees complete an Equality Monitoring Form covering disability, culture and gender. The relative success rates of diverse groups of applicants for employment are compared and any factors affecting these are explored.</li> <li>• Equal pay audits are conducted bi-annually; results are shared with trade union and staff representatives.</li> <li>• The composition of the Gallery’s workforce is changing to be more reflective of the 2001 Census London. Targets for increasing the % of disabled and black and minority ethnic staff have been set. The composition of the Gallery’s workforce is included in the Annual Review.</li> </ul>

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TOPIC	ACTIVITY
<b>Work Placements &amp; Internships</b>	<ul style="list-style-type: none"> <li>We offer work placements to underrepresented groups by developing appropriate links.</li> <li>We work with Westminster Education and Business Partnership and local state schools to offer a two-week programme of work experience to year 10 pupils.</li> <li>Along with other London museums and galleries we are participating in The Young Graduates Museums and Galleries Programme of work experience for gifted and talented teenagers from state schools, with at least a third of these being from minority ethnic backgrounds. <a href="http://www.britishmuseum.org/learning/schools_and_teachers/young_graduates.aspx">http://www.britishmuseum.org/learning/schools_and_teachers/young_graduates.aspx</a></li> <li>When opportunities are available we participate in the Arts Council England Inspire Programme to offer postgraduate curatorial work experience <a href="http://www.artscouncil.org.uk/artforms/visual-arts/inspire-fellowship-programme/">http://www.artscouncil.org.uk/artforms/visual-arts/inspire-fellowship-programme/</a>, The Museums Association's Diversify Scheme providing entry level work experience to graduates <a href="http://www.museumsassociation.org/careers/diversify">http://www.museumsassociation.org/careers/diversify</a>, and other relevant government or sector sponsored schemes such as the 'Culture Quarter Programme' <a href="http://www.culturequarterprogramme.co.uk/">http://www.culturequarterprogramme.co.uk/</a></li> <li>All opportunities for work placements must come through the Personnel department and are offered in accordance with our Interns, Work placement and Volunteers policy.</li> </ul>
<b>Environment and terms of Employment</b>	<ul style="list-style-type: none"> <li>We ensure that the Gallery's work environment and terms of employment remain attractive and do not exclude particular groups from participating in employment at the Gallery. This includes liaising with 'Access to work' for adults with disabilities when required.</li> <li>Employee's views about working at the Gallery are tested through employee surveys.</li> <li>Guidelines on flexible working have been drawn up and are available to all staff. We monitor the percentage of part-time and job-sharing workers at the Gallery</li> </ul>

## SECTION TWO GENERIC ACTIVITIES

### Each individual and department has a part to play

ACTIVITY	RESPONSIBILITY
<b>Equality Steering Group (ESG)</b>	<p>The ESG is responsible for improving equality in all aspects of the Gallery's services and ensures we meet legal requirements and regulations. It works to establish models of good practice and achieve the highest possible standards with a cross-organisational approach where consideration for equality is the responsibility of every department. It reviews existing provision, sets procedures, standards of practice and refers to guidelines to be endorsed by all departments. It formulates the Action Plan based on policy priorities and oversees its implementation.</p> <p>One representative from each department must attend the ESG which meets quarterly. They are responsible for feeding back from each meeting to their teams. Meetings are minuted and circulated to members and staff.</p> <p>Departments will be required to review the Equality Action Plan annually for improvements and achievements, and update the ESG. This information will then be fed back to the Senior Management Team.</p>
<b>Disability Action Group (DAG)</b>	<p>This group consists of representatives from a variety of organisations working with and for people with disabilities as well as visitors with disabilities. Representatives from relevant departments attend these quarterly meetings to discuss specific areas of the Action Plan. Feedback from the DAG is presented to the ESG after each meeting.</p>

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ACTIVITY	RESPONSIBILITY
<b>Purchase of services and supplies</b>	All staff with procurement responsibility receive relevant training and will review all contracts regularly to ensure that external contractors/organisations comply with obligations and liabilities under the Equality Act 2010 and that monitoring arrangements are built into agreements with contractors.
<b>Printed materials</b>	Continue to produce and provide alternative formats of leaflets, captions and all relevant printed materials such as Braille, large print or family labels. To engage and ensure the widest possible audience has access to the Collection and the work of the Gallery.
<b>Interactive resources</b>	Ensure all information and interactive resources such as Portrait Explorer, Audio Guides and interactive displays are accessible to visitors. Enhanced audio and touch screen functions, subtitled video interviews, and readymade tour plans can now encourage an appreciation of the diversity within the Collection.
<b>Services</b>	Our teams of staff are multi-lingual, have diversity and disability awareness, consider the needs of individuals and work to maintain the dignity of all. The term 'Visitor' should be interpreted in the widest sense – all staff are encouraged to consider: 'Who are the visitors to your department?'
<b>Projects</b>	Where appropriate, if new projects or programmes are developed e.g. exhibition, display, webpage, process, product, the ESG, DAG, etc, relevant experts are asked to validate, quality assure or double check that we are meeting everyone's needs. Where appropriate, internal projects or working parties consist of a diverse mix of staff to include, for example, new starters, long-term employees, a variety of different roles, etc.
<b>Reporting</b>	Updated statistics, activities and achievements from the Equality Action Plan are included in the Gallery's Annual Review distributed to the Gallery's stakeholders and available to all at <a href="http://www.npg.org.uk">www.npg.org.uk</a> . Data is provided and circulated on use of website and its accessible links. Figures and disability issues are addressed within the Gallery's Business Plan and Annual Report, and are sent to the Department for Culture Media and Sport (DCMS).

## SECTION THREE DEPARTMENT ACTIVITIES

(Departments listed in alphabetical order)

All activities are on-going unless dates are specified

DEPARTMENT	ACTIVITIES	NOTES
<b>Archive &amp; Library</b>	<ul style="list-style-type: none"> <li>• Work with visiting groups from a range of communities to promote social inclusion.</li> <li>• Increase on-line access to the Archive, Library and Reference Collections in order to allow the greatest level of remote access.</li> <li>• Assist those who are unable to visit the Public Study Room by responding to written and email enquiries.</li> <li>• Reflect equality and diversity criteria within the Library acquisitions policy.</li> <li>• Select a range of diverse images for the research image boxes</li> <li>• Manage and maintain the fixed and portable induction loops, magnifiers and torches for visitors.</li> <li>• Communicate through the website details of equipment, software and assistance available to readers or visitors.</li> </ul>	

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DEPARTMENT	ACTIVITIES	NOTES
<b>Building &amp; Facilities</b>	<ul style="list-style-type: none"> <li>• Ensure physical access into the National Portrait Gallery and its offices, and conduct regular access audits.</li> <li>• Any construction or refurbishment of the Gallery sites must comply with:               <ul style="list-style-type: none"> <li>i) Building Regulations - Part M (Approved Document) 'Means of Access for Disabled People'</li> <li>ii) British Standards 8300 (BS 8300) 'The Design of Buildings and Their Approaches to Meet the Needs of Disabled People'.</li> </ul> </li> <li>• Consider the needs of disabled people during any maintenance programme and adapt facilities as required.</li> <li>• To maintain contracts for auxiliary equipment such as induction hearing loops.</li> </ul>	
<b>Communications &amp; Development</b>	<ul style="list-style-type: none"> <li>• Improve the representation of culturally diverse groups and people with disabilities in the Gallery's corporate and promotional material.</li> <li>• Redesign the Access Guide and regularly review its effectiveness.</li> <li>• Ensure equality is mainstreamed with existing and proposed Gallery visitor research initiatives and that disabled visitors and diverse groups are included within focus groups, questionnaires, ongoing research.</li> <li>• Ensure our complaints procedure reflects our duties under the Equality Policy. Monitor and evaluate any equality dimension to the processes.</li> <li>• Provide a report on any trends in complaints and address any issues of institutional discrimination in our operations and service delivery.</li> <li>• Continue to liaise with Gallery staff regarding potential funding in order to increase access within the Gallery. All applications include access as an integral part of the Gallery's service and provision.</li> </ul>	2011
<b>Curatorial</b>	<p>While this department provides strategic direction in use of the Gallery's Collection, it also liaises across many other departments and there are key activities which must be kept in mind;</p> <ul style="list-style-type: none"> <li>• To ensure that where possible exhibitions and displays include culturally diverse and disabled sitters and artists.</li> <li>• To consider the diversity of the collection when commissioning or acquiring new works.</li> <li>• To ensure interpretation of the Collection is accessible to and understood by as large a range of the public as possible..</li> </ul>	
<b>Digital Programmes</b>	<ul style="list-style-type: none"> <li>• For the website to provide access to information about the Gallery and its collection to the widest possible audience. It provides foreign translations in 13 different languages, specific frequently asked questions section on diversity, and highlights access symbols and links.</li> <li>• For the website to reflect and represent culturally diverse and disabled sitters and artists. 'Today's the day' feature identifies a diverse range from the Collection. Virtual access is provided through illustrated micro-sites for every temporary exhibition.</li> <li>• Support and develop the interactive equipment offering even greater access where possible for example with MP3 picture descriptions and downloadable tactile drawings.</li> </ul>	

## SECTION THREE table continued

DEPARTMENT	ACTIVITIES	NOTES
<b>Exhibitions, and Collections</b>	<ul style="list-style-type: none"> <li>• To ensure that the National Portrait Gallery's Collection, exhibitions and displays are accessible to a wide range of disabled and diverse visitors.</li> <li>• Design guidelines provide staff, freelance designers and contractors with information on the Gallery's standards with regard to disability access.</li> <li>• Continue working on the standardisation of captions, review and develop new designs.</li> <li>• Increasing access to the National Portrait Gallery's collection via strategic partnerships in England. Working in partnership with regional museums and galleries to increase access for disabled visitors.</li> </ul>	
<b>Finance</b>	<ul style="list-style-type: none"> <li>• To report to the DCMS regarding attendance figure of disabled, culturally diverse and socially excluded audiences.</li> </ul>	
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Provide training for auxiliary equipment e.g. hearing induction loops.</li> <li>• Support 'Access to Work' requests and other software or hardware adjustments made to enable staff to operate any IT equipment.</li> </ul>	
<b>Learning</b>	<ul style="list-style-type: none"> <li>• To continue to develop and provide accessible talks/tours/events e.g. subtitled films and BSL/visual interpreted events for and with disabled people, and provide talks and events that represent and reflect culturally diverse audiences e.g. monthly picture descriptions sessions for people with disabilities.</li> <li>• To ensure that freelance and Gallery staff are fully trained to use the Gallery's auxiliary equipment for tours and talks.</li> <li>• To ensure that each programmer provides accessible information/on-line resources that represent and reflect diverse groups and disabled people.</li> <li>• Extending audio guide description to temporary exhibitions and review current audio equipment.</li> <li>• To continue to develop and deliver accessible and diverse workshops/activities/video conferencing to primary and secondary pupils, families and young people, special education needs schools/units, hospital schools, community groups, culturally diverse and socially excluded groups both onsite and off-site.</li> <li>• To continue to work with organisations/charities, community groups, disabled visitors and new audiences to develop the Learning Programmes.</li> <li>• To continue community outreach work with vulnerable children and young people.</li> </ul>	

## SECTION THREE table continued

DEPARTMENT	ACTIVITIES	NOTES
<b>Trading</b>	<p>Retail</p> <ul style="list-style-type: none"> <li>• Always aims to be welcoming and inclusive, offering a high level of service to all customers.</li> <li>• A wide range of languages are spoken within the team and there is excellent awareness of different means of communication needed for different individuals, including those with disabilities.</li> <li>• The Gallery's products reflect a wide range of price points and are available to purchase in several ways i.e. via personal visit, on-line, telephone order or in writing.</li> <li>• In product development and in marketing, Retail aims to represent the diversity of sitters in the collection and exhibitions.</li> <li>• Managers attend Employers Forum on Disability sessions, events and conferences to build disability confidence and update staff at general meetings.</li> <li>• Managers are responsible for the maintenance of the portable induction loops (bookshop/portable shops/gift shop).</li> </ul> <p>Rights &amp; Images</p> <ul style="list-style-type: none"> <li>• Provide a service to both external and internal clients according to their individual needs and always takes into account differing levels of familiarity with the collection and the licensing process.</li> <li>• Aims to make images from the collection available in a wide range of ways: automated on-line licensing, via email, letter, fax and phone, as well as occasional personal visits (although for commercial reasons the latter are not encouraged).</li> <li>• Offers advice on copyright and other forms of intellectual property that is fair, balanced and given in non-technical language.</li> <li>• It is hoped the on-line licensing system will undergo a visual impairment check of the same kind as the main Gallery website.</li> <li>• To continue to ensure that reproductions are accessible to disabled visitors.</li> </ul> <p>Publications</p> <ul style="list-style-type: none"> <li>• Make Gallery publications and paper products available and accessible to as wide an audience as possible.</li> <li>• Try to reflect the diversity of the collection within publications and take into account a range of price-points for products.</li> <li>• Where possible, make publications and products available in a variety of formats to encompass the widest possible audience.</li> </ul>	2012
<b>Visitor Services</b>	<ul style="list-style-type: none"> <li>• Always aims to be welcoming and inclusive, offering a high level of support to all our customers.</li> <li>• A wide range of languages are spoken within the team and there is excellent awareness of different means of communication needed for different individuals, including those with disabilities.</li> <li>• Ensure staff are aware of services and facilities for disabled visitors.</li> <li>• Responsible for the maintenance of the portable induction loops (Main Hall/Orange St/Cloak Room), neck loops (audio guides).</li> </ul>	