

Kettle's Yard: Anti-Racism Action Plan

Our mission is to contribute to society by inspiring and engaging audiences through art, learning and research of the highest quality. It is through these activities that Kettle's Yard holds influence. We value openness, creativity, collaboration and insight in our work. As such, we recognise the need to embed anti-racist practices internally and to challenge racism encountered in external settings. What artworks we display in our spaces, the stories we tell about them, how we engage with the communities we serve and how we function as an organisation can have an impact. This Anti-Racism Action Plan sets out our commitments, describes the actions we are taking and records progress.

The Anti-Racism Action Plan has been co-written by the Anti-Racism Action Group with input from staff across the different departments. The group is self-selected and includes staff from across the organisation. It meets bi-monthly to discuss and share learning about anti-racism as it impacts our work at Kettle's Yard.

Kettle's Yard's commitment to anti-racism and reporting upon pledges made in this Anti-Racism Action Plan is a regular agenda point at All Staff Meetings, Senior Leadership Team meetings and Committee Meetings. It is reviewed and updated annually.

We recognise that the terminology of anti-racism is constantly shifting and acquiring new meanings, and therefore this document will need to be updated accordingly. It is a work-in-progress.

Kettle's Yard acknowledges that anti-racism is intersectional work. Our policies on Access, Freedom of Expression and Environmental Responsibility can be found on our website:
<https://www.kettlesyard.cam.ac.uk/about-us/#policies>.

Our commitments:

ORGANISATIONAL STRUCTURE & CULTURE

1. To create a more racially diverse workforce across all levels of the organisation, including boards, leadership, contracted workers and volunteers.
2. To develop and invest in resources for increasing race equality at work.
3. To advocate for race equality, sharing best practice and learning internally and externally.

COLLECTIONS AND RESEARCH

4. To promote equity across research, documentation and interpretation of the collection.
5. To review and increase representation of global majority and diaspora artists in the collection and in permanent displays in the house.

EXHIBITION & PUBLIC PROGRAMME

6. To celebrate, support and invest in the talent of global majority and diaspora artists via the exhibitions and displays programme.
7. To celebrate, support and invest in the talent of global majority and diaspora composers and performers via the music programme.

COMMUNITY & LEARNING

8. To embed equity of access to Kettle's Yard.
9. To facilitate engagement with Kettle's Yard programmes and collections among racialised audiences and create opportunities for these groups to have agency in creating programmes at Kettle's Yard.

COMMUNICATIONS

10. To ensure inclusive language and imagery is used across interpretation, marketing and communications.
11. To share research and stories that interpret Kettle's Yard collections and programme from a range of perspectives.
12. To reach the broadest possible audience.

FUNDRAISING / DEVELOPMENT

13. To seek out and build relationships with individuals and with trusts and foundations who are committed to race equality.
14. To develop ways of fundraising that recognise the need for equity, anti-racism and racial and economic justice.

COMMERCIAL ENTERPRISE

15. To build relationships with organisations who serve Kettle's Yard's business and production needs who are committed to race equality.
16. To review all venue-hire requests in relation to Kettle's Yard's commitment to access, equality, anti-racism.

Our plan:

ORGANISATIONAL STRUCTURE & CULTURE

Pledge	Actions	Progress	Timescale
1. To create a more racially diverse workforce across all levels of the organisation, including boards, leadership, contracted workers and volunteers.	Regular consultation and engagement with relevant University groups including the Equality, Diversity and Inclusion.	<p>Meeting with the University’s Head of ED&I and the Kettle’s Yard Senior Leadership Team and members of the Anti-Racism Working Group scheduled for January 2025.</p> <p>Attendance at Changemakers events encouraged for all staff.</p>	January 2025 and ongoing
	Audit of existing recruitment processes with reference to: <ul style="list-style-type: none"> • ACE Recruitment and Workforce Development Toolkit • Creative & Cultural Skills Best Practice Recruitment Guide for Creative Leaders • Inc Arts Unlocked Anti-Racism Toolkit 	<p>Recruitment process redesigned 2021-22 covering:</p> <ul style="list-style-type: none"> • Accessible job descriptions • Job advert design • Placement of adverts • Respectful pre- and post-interview processes <p>All relevant recruitment opportunities are shared with all staff.</p>	Review 2025/26
	Open recruitment for Committee Members	<p>Recruitment process for new Committee Members included:</p> <ul style="list-style-type: none"> • Accessible job descriptions • Wide distribution of the advert, including all KY platforms, ACE diversity leadership team and the University Race Equality Network • The following statement was included in the advert: ‘We particularly welcome applications from disabled people and people of colour as these are currently under-represented on our Committee.’ 	Spring 2024 and ongoing

	Improved workforce monitoring processes including the introduction of a process to monitor freelancer diversity.	We are now recording recruitment data and beginning to track change.	Review Sep 2025
	Inclusive recruitment for volunteer programmes.	Review of current process to begin in September 2025 and to include training and development plans for volunteers.	Complete by Jan 2025
	New paid placement scheme at Kettle's Yard.	<ul style="list-style-type: none"> • Research and development in progress, including consultation with Changemakers and Equality, Diversity and Inclusion networks at the University. • Potential collaborations with organisations such as the New Museum School in discussion. 	First placement September 2025
2. To develop and invest in resources for increasing race equality at work.	Equality, Diversity & Inclusion (EDI) training delivered as part of all staff inductions.	Administered by the University of Cambridge.	Ongoing
	Anti-racism training delivered by an independent practitioner to be offered to all staff.	Active bi-stander training sessions for staff have taken place in September 2024 and January 2025 with a third session planned for later in 2025.	Autumn 2024 and ongoing
	Tool for anonymous reporting of racist incidents which includes links to relevant resources and University procedures in use.	Link to the tool included in staff newsletter and shared with freelance employees and artists as part of induction.	Ongoing since 2021
	Anti-racism resources and information on relevant development opportunities are made available in communal areas to encourage staff to develop a greater level of awareness and understanding on race.	Books available include titles by Reni Eddo-Lodge, Lola Olufemi, David Olusoga and others.	Ongoing
	New procurement lists focusing on suppliers and contractors that reflect Kettle's Yard's commitment to anti-racism.	In use	Next review: Jan 2027

	A Code of Conduct was devised by the Anti-Racism Working Group for use among staff, volunteers and contractors.	Content and dissemination reviewed annually	Next review: Jan 2025
3. To advocate for race equality, sharing best practice and learning internally and externally.	Kettle's Yard advocates for anti-racist action in our inter-organisational networks: <ul style="list-style-type: none"> • University of Cambridge • University of Cambridge Museums • Plus Tate • Contemporary Visual Arts Network East (ECVAN) 	Assistant Director/ Senior Curator attend UCM meetings. Kettle's Yard staff involvement with Changemakers network. Kettle's Yard staff member is the new Chair.	Ongoing

COLLECTIONS AND RESEARCH

Pledge	Actions	Progress	Timescale
4. To promote equity across research, documentation and interpretation of the collection.	To ensure appropriate language and terminology are used throughout collections documentation.	Project beginning July 2024, with collections curators and student from the Leicester Museums Studies MA contributing.	Complete by Sept 2025
	Review and revise collections records, conducting new research to fill in knowledge gaps where they are found.	Senior Curator, Assistant Curator and temporary staff currently editing and augmenting records.	Complete by Oct 2025
	To research and to support research into collections from a decolonial perspective.	New stories for the website and public talks by external researchers planned for 2025.	Ongoing
	New collections displays for the Edlis Neeson Research Space focusing on global majority and diaspora artists and histories.	<i>Kenji Umeda</i>	For Summer 2026

	To introduce a range of voices into collections documentation, including external scholars, conservators, artists and visitor responses.	Ongoing	Complete by 2027
	To introduce key terms used to tag objects in the collections database which can be used to search and filter the collection according to a range of characteristics including ethnicity, gender and sexuality, where known.	Ongoing, pending on procurement of new Collections Management System through UCM.	Complete by 2027
5. To review and increase representation of global majority and diaspora artists in the collection and in permanent displays in the house.	New five-year presentation of collections in the house to include global majority and diaspora artists and histories.	Collections swaps in progress to facilitate the inclusion of works by Avinash Chandra, Paul Dash, John Lyons, Issam Kourbaj and Li Yuan Chia and others in permanent displays.	Complete by October 2025
	Research acquisitions and disposals since 1966 and produce a report listing works by artists from racialised communities in the collection for review by the Committee.	In progress	Complete by November 2025

EXHIBITIONS & PUBLIC PROGRAMMING

Pledge	Actions	Progress	Timescale
6. To celebrate, support and invest in the talent of global majority and diaspora artists via the exhibitions and displays programme.	Invest in curatorial research around global majority and/or diaspora artists and deliver gallery and digital programmes that reflect this research.	<i>Here is a Gale Warning</i> (curator: Amy Tobin) <i>Lubaina Himid</i> (curator: Amy Tobin) <i>Harold Offeh</i> (curator: Guy Haywood) <i>Sunil Gupta</i> (curator: Susie Biller) <i>Mona Hatoum</i> (curator: Amy Tobin)	Feb 2025 Jul 2025 Nov 2025 2026 2027 Ongoing

7. To celebrate and support the talent of global majority and diaspora composers and performers via the music programme.	Continue inclusive music programming with respect to musicians and composers as part of term-time chamber music and new music concerts at Kettle’s Yard.	Continue audience data monitoring for concerts, reported annually in Programme meeting.	Since May 2024
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COMMUNITY & LEARNING

Pledge	Actions	Progress	Timescale
8. To embed equity of access to Kettle’s Yard.	Develop and distribute the ‘Open House card’ which enables local community access to the Kettle’s Yard house.	Over 750 cards distributed to date including over 150 via Cambridge Ethnic Community Forum and Cambridge African Network.	Ongoing
	Build networks and nurture relationships to support understanding and ongoing partnerships with KY among local communities.	In development.	Draft plan by Jan 2025
	Review Community & Learning strategic partnerships to reflect Cambridge’s migratory communities.	<ul style="list-style-type: none"> • Ongoing partnership with Cambridge Ethnic Community Forum. • Monitoring of population data and information. • Participation in local networks to ensure up-to-date understanding of local groups, projects and activity. 	Ongoing
	To ensure learning resources for schools embed Kettle’s Yard values of anti-racism and equity of access.	<ul style="list-style-type: none"> • New resources on art and identity for use by teachers in schools were published and distributed in Autumn 2024. 	Review Summer 2026

	Highlight Kettle's Yard collections and exhibitions relating to global histories.	<ul style="list-style-type: none"> Partnership with UCM Power Walks programme, which focus on stories and ideas about objects linked to the legacies of empire and enslavement. 	Ongoing, subject to review
9. To facilitate engagement with Kettle's Yard programmes and collections among racialised audiences and create opportunities for these groups to have agency in creating programmes at Kettle's Yard.	Develop, recruit and embed a Community Panel who can challenge and advise across organisational work at Kettle's Yard.	<ul style="list-style-type: none"> Community Panel convened November 2023 with three meetings held to date. A subgroup is meeting for series of workshops around the theme of nature and collections. 	Ongoing
	Pilot 'Families-in-Residence', in which participants develop new activities, events and resources for families to explore Kettle's Yard.	<ul style="list-style-type: none"> Pilot programme successfully delivered in 2023/24 with 3x families. 	To continue in 2024/25.
	Development of 'Your Kettle's Yard – On Your Doorstep' which seeks and responds to invitations from our community to support their own events with a creative activity.	<ul style="list-style-type: none"> Partnership with Cambridge African Network who regularly invite Kettle's Yard to support their annual Black History Month event at which we explore and co-create artworks together. Research and develop ways to build upon previous projects such as Sanctuary, to work with local refugee support organisations and asylum-seeking young people on collaborative projects. 	Ongoing Ongoing

COMMUNICATIONS

Pledge	Actions	Progress	Timescale
10. To ensure inclusive language and imagery is used across interpretation,	Research and develop draft communications guidelines for use internally.	<ul style="list-style-type: none"> Communications lead to consult with EDI network within the University of Cambridge for advice on current best practice and inclusive terminology. Internal guidelines written and review schedule implemented. 	Complete by Spring 2025 and ongoing

marketing and communications.	Review of welcome area messaging to ensure we speak to the broadest possible audience.	<ul style="list-style-type: none"> • New text written and currently in design. • Welcome text translation re-edited and new translations in progress. 	Complete by Autumn 2024
11. To share research and stories that interpret Kettle's Yard collections and programme from a range of perspectives.	New 'stories' for the website written by curators and other voices.	Abani Roy, September 2024	
	New 'artist' of the month feature established.	Nov 2024: Avinash Chandra	
	'Decolonisation' tour for digital house guide (Bloomberg Connects).	Research and development stage.	Launch in Summer 2025
12. To diversify audiences.	Map audiences we are reaching and engaging alongside those we are not and develop an audience development plan.	Audience development plan to give detail on the local context of audience development alongside broader audience development objectives.	Complete by Mar 2025

FUNDRAISING / DEVELOPMENT

Pledge	Actions	Progress	Timescale
13. To seek out and build relationships with individuals and with trusts and foundations who are committed to race equality.	Equality, Diversity and Inclusion added as a standard agenda point to Friends and Development Committee.	Added, and monitoring in progress.	Ongoing
	Work towards representative participation in the Friends Committee by recruiting a Student Committee Member to champion diversity.	Preparations underway and recruitment scheduled to take place in November 2024	Complete Dec 2024
	Development Manager actively participating in fundraising ethics training and discussions through YAF Evolve programme.	Ongoing	Complete Jul 2025

	Development Assistant seeking anti-racist fundraising training opportunities.	Ongoing	Ongoing
14. To develop ways of fundraising that recognise the need for equity, anti-racism and racial and economic justice.	Continue to review all sources funding in relation to Kettle's Yard policies and values.	Ongoing	Ongoing
	Continue to work in collaboration with Cambridge University Development and Alumni Relations (CUDAR) to undertake due diligence on opportunities for sponsorship and corporate partnerships.	Ongoing	Ongoing

COMMERCIAL ENTERPRISE

Pledge	Actions	Progress	Timescale
15. To build relationships with organisations who serve Kettle's Yard's business and production needs who are committed to race equality.	New events suppliers assessed against criteria including staff selection and remuneration to ensure compliance with University of Cambridge and Kettle's Yard policies and values.	Supplier list reviewed annually upon publication of private hire brochure.	Next review: October 2025
	Seek out global majority and diaspora makers for the Kettle's Yard shop, recognising and providing any additional support which may be needed to bring products to market.	Research on new makers occurs seasonally. Currently stocked are, for example, Naked Clay Ceramics, Pri Made This and Just Trade.	Ongoing
	Select books (especially Children's books) that represent racially diverse communities and enable global majority and diaspora writers and illustrators to find a platform in the Kettle's Yard shop.	Research on new writers ongoing. Currently stocked are, for example, Benjamin Zephaniah's <i>People Need People</i> and <i>Black Artists Shaping the World</i> .	Ongoing

16. To review all venue-hire requests in relation to Kettle's Yard's commitment to access, equality, anti-racism.	Undertake due diligence on all organisations approaching us for venue hire and corporate and brand partnerships, such as licencing of intellectual property.	Due diligence research undertaken upon approach.	Ongoing
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