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As individuals and professionals that care about the future of the cultural sector, many of us know that we have much work to do. If we want our sector to survive, we need our audiences to reflect wider society, and a workforce that is representative of the communities we serve. We need to create environments where young and aspiring art and cultural workers who are under-represented in our workforce can see a future for themselves. We need to disrupt the barriers that make the sector inaccessible to so many young Black, Asian, minority ethnic, working class and disabled people. We need to create pathways that enable under-represented young people to enter the sector, and we need to ensure our working environments are safe, supportive, and enable them to thrive alongside their more privileged counterparts.

This report aims to address these needs. It was commissioned by Tate Young People's Programmes to further our work on



Routes In was launched in 2017 by Tate Young People's Programme, as a legacy to *Circuit*, a project led by Tate and funded by Paul Hamlyn Foundation.

Circuit was a programme that examined how galleries can support positive change for young people. It taught us about the value of supporting young people's personal and professional development.

The *Routes In* programme is also led by Tate Young People's Programmes team. It aims to create a level playing field for young people from under-represented backgrounds when entering Tate and the wider cultural sector. *Routes In* has provided opportunity to interrogate and explore the shifts that need to take place to better support under-represented young people to navigate the creative sector as young professionals.

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- Institutional change and internal advocacy championing inclusion and equity as an institutional priority, including the Young People's Programme team leading and participating



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The *Routes In* network membership currently has a good representation of organisations that support young people from Black, Asian and minority ethnic backgrounds. These young people should continue to be prioritised. People of colour are heavily under-represented in the sector workforce, they make up 12% of staff at National Portfolio Organisations (NPOs), compared to 16% of the total working age population. 38% of London's working age population, but only 17.2% of Tate's workforce, are from Black, Asian or minority ethnic backgrounds.

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There is less representation in the *Routes In* network of arts organisations that offer careers support for young people who identify as disabled or neurodiverse, which needs to be addressed. Young people with disabilities need to be prioritised in this work, as arts workers with a disability are also heavily under-represented in the sector. 20% of working age adults in the UK identify as having a disability, but just 5% of staff at NPOs are disabled. 5% of Tate's workforce identify as disabled.

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Although 35% of the working population identify as working-class, they make up only 13% of the workforce in publishing, 18% in music, performing and visual arts, 12% in film, TV, video, radio and photography, and 21% in museums, galleries and libraries. Recently

there has been a focus on young people from lower socio-economic backgrounds.



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- After doing an internship, traineeship or apprenticeship what are the next step roles? Roles like Assistant Curator are highly competitive with many applicants having a master's degree and lots of experience (often voluntary) on CVs. Next step roles like Create London's Genesis Young Curator role for those from minority backgrounds, support sustained experience and professional development for young people at a pivotal stage in their career.



- Alumni opportunities, allowing people who have moved on from studies, training programmes or early career roles to remain connected to their peers and organisations, provide more consistent, long term support. Sector specific employability skills are key to supporting next steps; interview advice, CV and application skills, portfolio reviews, freelance skills, and sharing work online.

- Next step opportunities are paid roles that bridge the gap in experience and training between internships or traineeships and roles like Assistant Curator, that tend to be highly competitive and advertised with the requirements of postgraduate qualification



An understanding of the nuances and needs of intersectional experiences of young people today should be considered. Specific care, support and onboarding for staff from Black, Asian and minority ethnic backgrounds should be offered. This approach can help to address (often unintentional) racial microaggressions in the workplace and support staff of all backgrounds to feel safe and thrive in our work environments.







We believe the recommendations outlined will enable change and support young people from under-represented backgrounds to enter the cultural sector. These recommendations have been made specifically for Tate, to inform strategy, next steps and inspire collective working across the organisation. Some recommendations will apply or will be able to be adapted by other organisations with similar resources. We hope that sharing our ways of working can inform and progress positive action across the sector.

The recommendations fall into three key themes; information, support systems and structure and process.

Clarity, insight and access to information

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What are 'pre-entry' level roles? What are 'entry' level roles? What are 'next step' level roles? Discuss and agree working definitions with the network (see Appendix 2) and share with the sector. Consider generating more 'next step' roles, like the Genesis Young Curator role at Create London, in partnership across organisations.

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Develop and produce a creative careers 'digital content hub', bringing together a wide range of careers advice in one place. Develop the Student Resources page on the Tate website to signpost to the *Routes In* network organisations, their opportunities and programmes and provide careers insights and employability resources. Consider a central careers portal to signpost young people to existing jobs and opportunities boards.

Create specialist guides and information for teachers, parents and guardians to support children who wish to pursue a career in the arts. Work directly with communities and take advice from sector support organisations and widening participation teams at universities, who hold expertise working with young people who do not have family members working in the arts and / or who have not completed a university degree.

More equitable internal structures and processes

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Devise and implement changes to recruitment processes focusing on transferable skills, knowledge and relevant experience, accessible language and methods of assessment, and recruiting for potential. Introduce a Workforce Development Policy or revise wider HR strategies to include recommendations from the full *Routes In* report, focusing specifically on disabled, working-class and young people of colour.

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The network will need to discuss and agree areas to prioritise from the range of recommendations above and in the full report. These could include:

- Clarifying language around early career job levels
- Creating a digital careers content hub
- Producing specialist information for teachers, parents and guardians
- Working with a cross-sector HR team to pilot and implement more inclusive recruitment processes
- Developing a cross-sector alumni network to support early career professionals beyond 25
- Working in partnership to support London-wide mentoring

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The *Routes In* programme has had a successful journey as a legacy project but it now needs to move beyond research and discussion and start to facilitate strategic action, both internally at Tate and across the sector. Within a shifting cultural landscape that has the potential for increased instability, a new partnership model for the network is key. The creation of working groups focusing on key areas will better allow Tate to support the existing ecology of work and take positive action.

At Tate, we must build collective ways of working to progress conversation into action. We must look at the resources, capacity and skills of our departments to co-ordinate a package of support and extend a hand to the next generation. We must also ensure executive boards, trustees and senior management hold a variety of different lived experiences and can better understand the impact of inequalities faced by new generations entering the workplace.

As a sector, the need to connect our work is greater than ever. We must focus on clarity, insight and access to information; shifting community and parental perceptions of the viability of careers in the arts, providing specialist guidance and signposting, and access to digital content. We must invest in support systems that enable young people to gain skills and experience, alongside access to



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To be used as a starting point for discussion at Tate and across the sector.





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