

Turner Contemporary Vision 2022 to 2026

Our mission:
Art Inspiring Change

Our vision:
Inspiring artistic, social and sustainable change by connecting art, people and place in Kent and around the world

Our values:

- **Enquiring** - we champion the energy and ideas of the wider artistic community and the importance of creative learning
- **Welcoming** - we consciously channel Equity, Diversity and Inclusion in everything we do
- **Caring** – we embrace our role of civic responsibility and are a good neighbour and employer
- **Partnering** – we actively seek to be a positive partner, locally and nationally
- **Examining** – we use data and evidence to inform decisions and our practice; we advocate environmental sustainability through our programme and our actions
- **Promoting**– we understand culture as integral to health and wellbeing and as vital to place

By 2030, Turner Contemporary's reputation and impact will have grown. We want to celebrate the art of the past and present in all its complexity and diversity, supporting artistic risk-taking and deep scholarship, shared with all our audiences in the gallery, in exhibitions we tour, through our learning programme and across our digital spaces. We will be relevant and representative of our diverse audiences and particularly those in our immediate vicinity. Securing the trust and respect of our community is a priority. At the heart of our work is a commitment to artistic excellence through working with artists and audiences. Developing the creativity of others is vital for the health and wellbeing of our audiences and Turner Contemporary's resilience.

Turner Contemporary will focus on three core objectives:

1. **Excellence** – we will continue to support artistic risk-taking and innovation and ensure that our learning and artistic programmes are ambitious, innovative and relevant. Our audience-focused approach will inform all areas of our work, and we invite all visitors to engage with art and the people that make it through our exhibitions, learning programme, courses and events. Championing creativity, we will generate civic pride, positivity and transformation in our local community.

We will:

- Provide significant opportunities for international artists, increase the representation of diverse artists and support new art narratives and overlooked voices
- Continue to support the creative community in Thanet and across the UK, championing the positive difference they make to the creative life of the country
- Celebrate JMW Turner's legacy – an artist who believed that art itself could be an agent of change
- Champion creativity, curiosity, critical thinking and collaboration as key educational goals and essential 21st-century skills
- Ensure that Turner Contemporary remains the number one gallery destination for school groups in Kent

- Expand the possibilities of the gallery as a site of learning, playing a leading role in practice and advocacy regarding the importance of creative learning and access to the arts. We will convene an annual week-long summer school that brings together art educator professionals to share best practices and grow a network of peers around the world
- Continually strive to embed Equity, Diversity and Inclusion best practice in all areas; in our programming, business planning, workplace culture, governance, workforce (at all levels), our community partners and the experiences of our existing and potential/future audiences
- Offer new social experiences by activating the outside and inside of the building in ways that make the gallery feel open to all
- Develop programmes that support the broader arts ecology. Positioning ourselves as a creative hub, we will foster relationships and build networks between artists, art professionals and organisations and increase opportunities for co-production and repeat visits
- Offer an outstanding warm welcome at every point in a visit
- Increase our global profile and champion a more creative and connected community using digital platforms to expand our offer and reach

2. **Strengthen the gallery's relevance and support of local communities and ensure underrepresented audiences are welcomed and empowered.** While Margate is one of the most creative centres in the UK, we recognise that the economy of Thanet is fragile with poor levels of education and the highest rate of youth unemployment in the southeast.

We will:

- Ensure we are relevant and appropriate
- Celebrate and support our diverse local communities
- Strengthen our position so that our brand is more visible. We will look to extend our influence and advocate for artist's involvement in Margate's Town Deal
- Develop a regular offer for family and young people and introduce an interdisciplinary programme for young people with other Kent organisations that will offer pathways to equip them with new skills to overcome barriers to employment
- Develop cross-sector partnerships to maximise social impact, including collaboration with environmental agencies and working with local health partners
- Support child-led leadership and the learning journey of older teenagers to unlock their potential
- Create positive social value for all our visitors, staff and participants

3. **Resilience & Sustainability** – we will transform our business model to support our vision. Events in 2020 provided an opportunity to take stock of a context that has since sharpened. The climate emergency is now more clearly inextricable from struggles for racial, social and economic justice. Turner Contemporary has adapted, adopting an intersectional approach that encompasses climate, ecological, social, economic and racial justice. We will be relevant, confident and impactful. We value our staff, trustees and audiences and will be a beacon of best practice within the charitable and cultural sector.

We will:

- Commit to ensuring that cultural and natural heritage is effectively protected and safeguarded everywhere, both in our gallery and in our wider context.
- Promote sustainable tourism that benefits communities, economies and the environment

- The coastline will provide a key focus for our audience engagement programmes and will serve as a platform for the work we will do to amplify artists' concerns for climate and ecological emergency with a particular focus on our special relationship with the sea. We will embed the principles of Ocean Literacy across strategic initiatives and networks to help maximise impact and ensure sustainability
- We are committed to directing our everyday decisions, budgeting, operations, procurement and management towards creating a sustainable future
- Foster long term partnerships and relationships with local communities that set the benchmark in authentic and sustainable community engagement
- Acknowledge the role we must play in creating a sustainable low carbon future and develop partnership projects with partners working in ecological contexts
- Working closely with Kent County Council, we will look to initiate projects to reduce our energy costs and usage as well as our carbon footprint, and we will ensure that our environmental policy runs through all our operations, from procurement to exhibition planning
- Develop and monitor a robust evaluation framework to measure our impact in delivering Let's Create and ambition to effect real change
- Our business model will be more adaptive and far-sighted. We will adopt a multi-layered approach that reflects the importance of an integrated income strategy
- Our Board will use the Investment Principles to closely monitor and support the delivery of our plan and will review and regulate itself and the organisation to the highest standards of the Charity Governance Code
- Use robust data and evidence to inform decisions and further develop our work
- Make digital part of everything we do by commissioning and sharing content across multiple platforms
- Centre the importance of wellbeing across the organisation post-Covid. We will also prioritise professional development to enable staff to thrive and shift the workforce to more closely reflect the UK population today