Historic England

A Strategy for Inclusion, Diversity and Equality

November 2020 to March 2023

Contents

Introduction

I am delighted to introduce our new Strategy for Inclusion, Diversity and Equality at Historic England. This strategy is the product of two years of hard work and reflects contributions from Historic England colleagues, sector partners and stakeholders and experts in the field.

The Strategy sets out how Historic England will work over the next three years to realise our vision:

> **Heritage is for everyone. The work we do ensures that a diverse range of people are able to connect with, enjoy and benefit from the historic environment.**

Historic England's purpose is to improve people's lives by championing and protecting England's historic environment. As Public Body we need to ensure our work is accessible and relevant to everyone who lives and visits here. We know that we're not currently reaching large sections of the population. While we have already taken some steps to make us more inclusive, there is a more to do.

Our Strategy builds on previous good work by Historic England to engage new audiences and work in inclusive ways and on the experiences and insights of other organisations. It sets new and challenging targets and a commitment to developing new partnerships that will see us go further than ever before. We have set out ambitious goals and developed new mechanisms for holding ourselves to account. Our Strategy will require the commitment of everyone in Historic England and we are developing a comprehensive staff engagement, training and development programme to support our people to do this work.

Launching this Strategy is an important moment for Historic England and we have high hopes for the impact it will have. I'm very grateful for all the inputs from staff, stakeholders, supporters and friends that have enabled us to reach this point.

Claudia Kenyatta,

Director of Regions,
Executive Team Lead for Inclusion and Diversity

Executive Summary

Why we need a strategy for Inclusion, Diversity and Equality

Historic England believes that the historic environment in England should be accessible and relevant to everyone who lives and visits here, whatever their socio-economic background, race, religion, sexuality, gender, disability, or health.

We know that currently we are not reaching large sections of the population and that our workforce is not diverse. Subsequently many of our work programmes and the ways in which we work are not yet inclusive.

This strategy is for Historic England. It is not intended as a strategy for the historic environment sector but does include actions which will help develop more diversity in the sector. We have considered carefully our starting point and what we feel can be achieved in 3 years. This strategy does not represent the totality of our ambition but sets out where we need to get to to enable further progress to be realised.

Vision and Aims

Our strategy for Inclusion, Diversity and Equality sets out how we will work over the next 3 years. At its heart is our vision that:

> **Heritage is for everyone. The work we do ensures that a diverse range of people are able to connect with, enjoy and benefit from the historic environment.**

Which we will achieve by:

- Making sure that our work, including our advice, our content, our policies and our projects, are relevant to a diverse range of people and are delivered in inclusive, participatory and collaborative ways.

- Making sure that our people better reflect the communities within which we work, enabling us to benefit from a diverse range of perspectives and recruit from the widest pool of talent.

- Developing our expertise and our partnerships so that we can support and challenge organisations working in the historic environment to become more diverse and inclusive.

Priority audiences

Inclusive practice means working in a way in which no one feels excluded. As we are starting from a position which is markedly exclusive we have a long way to go. It is therefore necessary to prioritise activities which support those people who are least represented in our workforce and/or are least involved in our work.

Initially we will prioritise resources and make sure that our activities deliver improved outcomes for the following people:

- People with Black, Asian or other Minority Ethnic Heritage.

- People who identify as Lesbian, Gay, Bisexual, Transgender, Queer + (LGBTQ+). [Plus (+) signifies that the acronym LGBTQ is insufficient to fully encompass the variety of gender and sexual identities and is inclusive of identities such as asexual, non-binary, pansexual, and intersex people.]

- Young People under 25 (school aged children and young people aged 16 to 25 outside of school).

- People with disabilities.

- People who are disadvantaged by their social and/or economic background or circumstances, or by where they live.

Although we have broken down our audiences into distinct and discrete groups, we are mindful of intersectionality. We understand that different aspects of identities can combine to create unique barriers and experiences of discrimination. We are committed to developing our understanding of these experiences and of how we can take them into account in taking forward this Strategy.

Key aims and outcomes

We have broken down our activity in to 3 strands: Our Work, Our People and Our Support for the Historic Environment Sector.

Strand 1: Our work

Aim: Make sure that our work, including our advice, our content, our policies and our projects, are relevant to a diverse range of people and are delivered in inclusive ways.

Strand 2: Our People

Aim: Make sure that our people better reflect the demographics of the communities in which we work, enabling us to benefit from a diverse range of perspectives and recruit from the widest pool of talent.

Strand 3: The historic environment sector

Aim: Develop our expertise and our partnerships so that we can support and challenge the organisations working in the historic environment to become more diverse and inclusive.

Actions

Summary of Actions

We have identified a number of significant areas of new work to help us deliver the aims of this Strategy, which we will take forward over the next three years. These are set out in detail in Chapter 9. In summary we are committed to delivering the following actions over the lifetime of the strategy:

Strand 1: Our Work

A1   Undertake a diversity audit of our current programmes.

A2   Recognise a more representative and diverse heritage through the National Heritage List for England (the List).

A3   Give a wider range of people the opportunity to contribute to listing.

A4   Find new ways to mark and commemorate diverse heritage through a national Place Marker scheme.

A5   Ensure that our existing grant programmes deliver outcomes for people and communities as well as heritage.

A6   Establish new specific grant opportunities which deliver on our ambitions for diversity and inclusion.

A7   Engage the next and future generations with heritage by developing a strategy for working with young people.

A8   Ensure our digital presence and content is accessible and relevant to a broad range of people.

A9   Ensure that we understand the needs of diverse audiences by ensuring our approach to audience segmentation aligns more closely with priority audiences.

A10   Review our current procurement policies and practices to ensure we are encouraging a more diverse supplier base.

Strand 2: Our People

A11   Review our approach to recruitment for all roles and identify strategies to attract more diverse candidates for all vacancies, including Committee roles and Commissioners.

A12   Create a new mandatory training programme for inclusion, diversity and equality.

A13 Expand our early careers programmes, including apprenticeships, work experience and positive action training placements.

A14 Establish a cohort of trained Diversity Champions in teams across the organisation.

A15 Establish new staff networks for social mobility and neurodiversity and re-energise all existing staff networks.

A16 Create a new coherent pathway into the sector for young people and raise awareness of potential careers in the historic environment.

A17 Ensure inclusion, diversity and equality is embedded in everyone's core work programmes.

Strand 3: The Historic Environment Sector

A18 Undertake an assessment of diversity in the sector workforce.

A19 Make diversity and inclusion training available to other organisations working in the historic environment.

A20 Seek partnerships to create a development programme for aspiring Board members for heritage organisations from groups which are under- represented on boards.

A21 Facilitate a series of in-depth conversations with organisations working in the historic environment to establish how Historic England can effectively support those organisations to become more diverse and inclusive.

Throughout the Strategy, we have reflected on our own experience and highlighted some projects which have been successful and which we can be proud of. However, we have been honest about where we are and how far we need to travel. Some of our new activities are areas where we can take action straight away. For others, we recognise that there may be significant gaps in our knowledge and expertise. We will spend the first year of implementation working with staff, partners and stakeholders to develop these activities in more detail. Partnerships are central to the delivery of the strategy. We recognise that the knowledge and best practice in this area does not necessarily lie in our own organisation or even in the historic environment sector.

Conclusion

Our Strategy signals a new direction and a greater sense of purpose. It is the point from which our progress will be measured. It provides a framework for ensuring that we deliver our core purpose in a way which benefits a broader range of people, places and communities. It reaffirms our commitment to do this in partnership with organisations and communities which better represent the diversity of England and our rich heritage.

How we have developed this strategy

This strategy has been developed over 18 months. Staff from across Historic England have been involved, alongside Historic England Commissioners and members of our External Advisory Group. We have drawn on a range of research and evaluation work undertaken by Government and the sector. Organisations from across the heritage sector have provided valuable insight and input. They have helped shape the strategy through a series of workshops, consultation events and discussions. A list of organisations who took part in our consultation events is provided in Appendix C.

Definitions and Language

What we mean by inclusion, diversity and equality

'Inclusion', 'diversity' and 'equality' are often used interchangeably. However, they are distinct, equally important and interdependent. It is helpful to clarify what we mean by these terms in this strategy.

The Museums Association's report 'Valuing Diversity: The Case for Inclusive Museums' helpfully states:

> 'Our definition of **diversity** is any characteristic which can differentiate groups and individuals from one another. This includes the protected characteristics as defined by the Equalities Act 2010 but also includes others, such as socioeconomic background and status. It also includes and values diversity of perspectives and life experience, for example.
>
> Our definition of **inclusion** recognises that people need to feel connected and engaged. Inclusion can be defined as a state of being and feeling valued, respected and supported. Practising inclusion is necessary for diversity initiatives to work effectively.
>
> Our definition of **equality** recognises that every individual should have equal opportunity to make the most of their lives and talents. It recognises that certain groups of people with particular characteristics have in the past, and today, experienced discrimination.'
>
> (The Museums Association, 2017)

These definitions underpin this strategy.

Language

It is important to say that we understand that language relating to identities can be difficult. We are open to challenge on this, and acknowledge that, due to the complexity and diversity of perspectives, we may not get it right for everyone. We are committed to on-going dialogue about the use of language relating to diversity and inclusion in all of our work and we are aware that it will continue to change and evolve. We will ensure this is reflected within our corporate tone of voice and style guidelines.

Why is this Strategy needed?

Our heritage connects us to the past (Johnston and Marwood, 2017). It shapes and defines our identity (Bonaiuto et al., 2006). It influences our understanding of who we are today and impacts our feelings of belonging (Eggert et al., 2015). While there is considerable uncertainty about what our future holds, the fact that we are moving towards a more socially, politically and economically diverse future is certain (Rees et al., 2017). It is therefore important that representations of our collective memories and identities reflect an increasingly diverse society.

Heritage promotes cohesive communities (Curtis et al, 2019) and increases our connections (Clennon and Boehm, 2014; Christidou and Hansen, 2015) with others by representing and creating shared values and narratives. However, the benefits of heritage are not automatic. People need to connect with heritage and feel represented by heritage to gain these benefits. If people feel invisible, or wrongly represented, heritage can divide rather than bring together (Legnér, Ristic, Bravaglieri, 2019; Centre for Urban Conflicts Research, 2012).

Research shows that there is a lack of diversity in the existing heritage visitors, a lack of inclusivity within heritage sector decision-making and there are economic barriers to participation (National Trust, 2019). For example, we know that:

- People in deprived areas are significantly less likely to participate in heritage. In 2019/20, 51.0% of adults in the 10% most deprived areas in England had visited a heritage site in the past 12 months, compared with 83.1% for those in the 10% least deprived areas (DCMS, Heritage, Taking Part Survey, 2019).

- People described as 'Asian' or 'Black' are less likely to engage with heritage than people with 'White' ethnicity (DCMS, Taking Part Survey Adult Report, 2018/2019). Young people of Black Caribbean origin have relatively low levels of heritage engagement; 39% compared to 59% for white young people (Arts Council, 2017).

- Employment in the heritage sector does not reflect the diversity of the UK population; while 11.9% of people of working age in England identify as Black, Asian or Minority Ethnic only 2.3% of accredited library professionals, 4.4% of middle managers in national and hub museums and 5.5% of those running independent creative and cultural businesses identify as Black, Asian or Minority Ethnic (Cultural Leadership Programme, 2014).

We also know that these trends are persistent. Evidence from the Taking Part Survey shows that levels of participation in heritage amongst socio-demographic groups have remained relatively unchanged over the past decade. In 2007/08, 59%

of adults from lower socio-economic groups participated in heritage compared to 61% in 2018/19. Likewise, 54% of people from Black, Asian or Minority Ethnic backgrounds participated in heritage in 2007/08 compared to 55% in 2018/19 (Historic England, 2019a).

Our Vision for Inclusion, Diversity and Equality

It is essential that the work we undertake to improve diversity and inclusion is embedded in our core activity and directly relates to our corporate purpose and vision:

Historic England's purpose:

To improve people's lives by protecting and championing the historic environment

Historic England's vision:

- Everyone benefits from our heritage.

- Heritage is widely valued and celebrated.

- People connect with our heritage and feel it belongs to them.

- We pass on our heritage in better condition.

(Historic England, Corporate Plan, 2020)

Our vision for Diversity, Inclusion and Equality flows from this overarching purpose and vision. We want to ensure that:

Heritage is for everyone. The work we do ensures that a diverse range of people are able to connect with, enjoy and benefit from the historic environment.

We will achieve this by:

- Making sure that our work, including our advice, our content, our policies, our projects, and the grants we award are relevant to a diverse range of people and are delivered in inclusive ways;

- Making sure that our people better reflect the communities in which we work, enabling us to benefit from a diverse range of perspectives and recruit from the widest pool of talent.

- Becoming leading advocates for inclusion and diversity in the sector, learning from others, facilitating partnerships and sharing best practice to enable the heritage sector to become more diverse and inclusive.

Scope and Duration

Scope

This strategy signals our ambitions and how we want to get there. We have some activities underway but we acknowledge that there are many gaps. In many instances we do not yet understand the right course of action to take. Where this is the case we are committed to using the first year of strategy delivery to determine the most appropriate and effective actions to take in future years. This will be a process of research, partnership creation and confidence building to ensure that our people are equipped to take this area of work forward in future years.

It is the responsibility of everyone who works in Historic England to help make us a diverse and inclusive organisation. Teams and individuals will consider diversity, inclusion and equality when planning and delivering their work. We will support people to develop their skills so that they can make better decisions about access, diversity and inclusion within the context of their jobs.

Who is this strategy for?

The strategy covers our work, our people and our relationship with the historic environment sector. This can helpfully be reflected as three interconnecting strands:

Strand 1: Our Work
Identifying understanding, conserving
and celebrating heritage that speaks to all.

Strand 2: Our People
Ensuring we are inclusive in who we recruit,
how we communicate and with whom, and how we lead.

Strand 3: The historic environment sector
Creating the conditions in which
inclusion becomes the norm.

Strand 1: Our work

When considering the work we do we need to think about the audiences for that work. Historic England has a broad remit, and therefore a broad audience, with a range of needs. Although our audiences have different needs, the principles of inclusion to ensure diversity and deliver equality remain the same for each.

Strand 2: Our People

Our people are at the heart of our work. We recognise that we cannot claim to be inclusive if our workforce is not diverse. Diversity in our people will bring a valuable diversity of values, views and thought to the work that we do. We recognise that changing the makeup of the heritage work force is a long term aim and includes complex factors outside of our immediate control. It is right however to maintain this ambition and to create the right climate for change to happen. It's also important that all of our people currently working in Historic England feel that they work within an inclusive culture and that they have a role in supporting the delivery of this Strategy and the change that it signals.

Strand 3: The historic environment sector

Our strategy is an internal strategy but reflects our role in supporting organisations and the sector to be more inclusive. It is essential that Historic England models best practice in inclusive behaviour in its own work, and in its relationship with organisations working in the historic environment. Over the next year Historic England will work with partner organisations to identify the most effective mechanisms for ensuring more inclusive and diverse practice in historic environment work. Historic England's role in this area is to understand what will enable the organisations and the sector to become more diverse and inclusive and what support it needs to provide.

Our priority audiences

Inclusive practice means working in a way in which no one feels excluded. As we are starting from a position which is markedly exclusive we have a long way to go. It is therefore necessary to prioritise activities which support those people who are least represented in our workforce and/or least involved in our work.

Initially, therefore, we will prioritise resources and make sure that our activities deliver improved outcomes for the following people:

■ people with Black, Asian or other Minority Ethnic Heritage,

■ people who identify as Lesbian, Gay, Bisexual, Transgender, Queer + (LGBTQ+),

■ young People under 25 (school-aged children and young people 16 to 25 outside of school),

■ people with disabilities,

- people who are disadvantaged by their social and/or economic background, or by where they live.

Although we have broken down our audiences into distinct and discrete groups, we are mindful of intersectionality. We understand that different aspects of identities can combine to create unique modes of discrimination. We are committed developing our understanding of how overlapping categories of identity impact people and we will take this into account when working to promote equity and develop our inclusive practice. We are also committed to fully engaging with organisations and individuals from these communities.

Duration

This strategy is initially for 2020 to 2023 and we will review and report our progress against it regularly. Our vision is for long term change. Our action plan reflects the immediate steps that we can take to begin to realise that vision.

Interfaces with other strategies

It is important to us that we see this strategy as part of an eco-system of related strategies aligned to our Corporate Plan. We don't perceive there to be any hierarchy of strategies but rather a set of approaches which inform each other and clarify our ambition in key areas. We are currently developing a Wellbeing and Heritage strategy. A central aspect of this will be to look how developing projects with Wellbeing objectives in mind will enable a more diverse set of approaches and projects than is currently the case and lead to greater inclusion of communities currently absent from our daily work. Similarly, the development of a Communities Strategy in the coming year will help to articulate how our work will support communities who are not currently engaged with heritage. The Public Engagement Strategy currently in development will also provide an important focus for our engagement activities and will draw on this Strategy. This Inclusion strategy will also inform the Content, Digital and Marketing strategies.

Where we are now

Strand 1: Our Work

Historic England has undertaken a number of initiatives over the past decade to develop a more inclusive approach to understanding heritage. Discrete projects have been developed to identify and increase our understanding of the historic environment sector as it relates to disabled people, young people, women, LGBTQ+ people and people with Black, Asian or other Minority Ethnic heritage and from minority faiths. For example, Connecting People and Places, Visible In Stone, Disability in Time and Place, Pride of Place, Another England and Immortalised (see case studies 1 and 2). There have been pockets of excellent work in these areas right across Historic England, not only in the large 'flagship' projects but also in smaller projects with communities (see case study 3).

Case Study 1: Pride of Place

The aim of Pride of Place was to identify, document, and increase awareness of the significance of LGBTQ+ histories and heritage in relation to England's buildings and landscapes. The project was run in partnership with researchers from Leeds Beckett University Historic England. It involved engaging community members, the heritage sector and scholars in documenting locations of LGBTQ+ heritage by identifying sites, and by sharing and recording these histories for the future. A crowd sourced map of LGBTQ+ sites was produced along with a series of web pages exploring the histories of LGBTQ+ communities. The outputs of the project can be found here.

Sisterwrite Bookshop, Islington London, June 1986.
© Photofusion Pictures

However, while this work has been valuable it has not been a strategic priority and the experience and learning from this work has not yet become embedded across the organisation. This strategy aims to remedy this.

## Case Study 2: Disability in Time and Place

Disability in Time and Place set out to show how the lives of people with disabilities are part of the heritage all around us.

From leper chapels built in the 1100s to protests about accessibility in the 1980s, the built environment is linked to the stories of people with disabilities, hidden and well-known.

We worked in partnership with a steering group of disabled people, disability historians and many external advisors to highlight those buildings and the stories they tell. The outputs of the project can be found here.

A man in a wheelchair is pushed up a ramp into the back of a waiting van run by The Not Forgotten Association, a charity for disabled army veterans, in front of the railings of Buckingham Palace, 1950s. © Historic England Archive
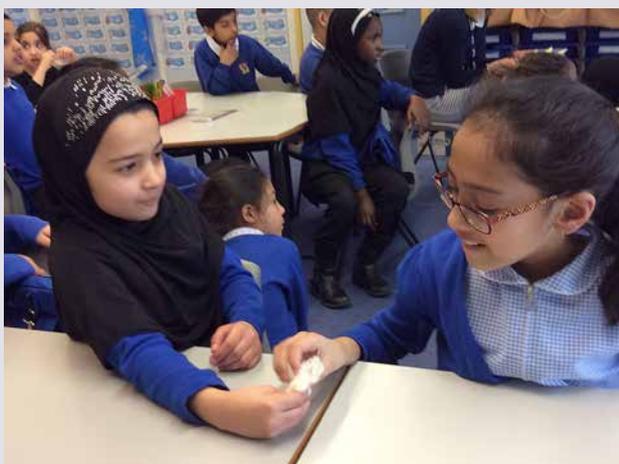
Case study 3: The Heritage Hunters of Feversham

Feversham Primary School children named themselves Heritage Hunters as they explored the history of the people and places on their doorstep. Supported by Heritage Schools, the children interviewed local people, worked with a historian and even made a film about their discoveries. They used maps and trade directories to explore streets and buildings around their school. They found a spinning mill; a church with art work by William Morris and the oldest house in Bradford. This house is the Grade II* Listed Paper Hall, which was once a Fever Hospital which probably gave the school its name.

Two members of the Heritage Hunters of Feversham at a workshop about their local heritage. © Historic England

There are many examples where we have formed effective partnerships, for example, with the Stephen Lawrence Charitable Trust, (see case study 4) and where we have worked with local communities on projects such as Legacy West Midlands, Moseley Road Baths, the Cawood Garth Group and community engagement undertaken as part of the Red Tower and Bootham Crescent developments in York, (see case studies 5 to 8). Our partnerships to date show how we can bring a broad perspective to our key statutory functions and create a more inclusive approach to our work.

Case Study 4: 'Connecting People and Places'. A partnership with the Stephen Lawrence Charitable Trust

Historic England has worked with the Stephen Lawrence Charitable Trust over several years. In 2019 we provided funding for them to run a project to increase our understanding of the buildings and places that have been designed by or are important to people from Black Asian and Minority Ethnic backgrounds. A team of aspiring architects, underpinned by guidance and support from qualified architects, researched and documented historic places across England. Final findings from the project have been published and can be found here.

A Connecting People and Places workshop in Handsworth, Birmingham. © Stephen Lawrence Charitable Trust

Case Study 5: Support for Legacy West Midlands

Legacy West Midlands collects the stories of the diverse migrant communities of Handsworth in Birmingham, and understands the importance of Black and Minority Ethnic communities having the power to shape their own narrative and share their own stories. Over the last decade they have become experts in creating a heritage offer which is accessible to local people. Their work helps residents and visitors understand how the diverse local communities have contributed to the heritage of Handsworth. Historic England has supported them to do this work over the last five years.

Legacy West Midlands also shares their expertise with other organisations and supports them as they develop their own heritage projects. This is something Historic England has benefitted from, in developing our own understanding of how heritage can be relevant to people.

The launch of Legacy West Midland's 'Old Wives Tales' exhibition at Birmingham Museum & Art Gallery in 2015. Historic England funded the printing of the book that accompanied the exhibition – charting the experiences of women who migrated to Birmingham in the 1950s. © Historic England

Case Study 6: Working with Moseley Muslim Community Association on Heritage at Risk

When the Moseley Muslim Community Association purchased the former School of Art from Birmingham City Council in 1984 it was a in a sorry state of disrepair with a flooded basement and deteriorating stonework. The association then embarked on years of repairs. The building was finally brought back into use thanks to a grant from Historic England and funding from the National Lottery Heritage Fund, which helped to complete the restoration of the stonework and roof. The Grade II* listed building celebrated its 120th birthday, and in a return to its heritage it now acts as a thriving community hub and counts among its tenants the aerosol artist Mohammed Ali, founder of Maverick TV and painter Jonnie Turpie, and the Ort art gallery. This project is a great example of how working in true partnership with local communities to save historic buildings with our Heritage at Risk grants can result in successful places which reflect the needs and aspirations of local people.

Moseley Road School of Art. © Historic England

Case Study 7: Cawood Garth Group, Selby

The Cawood Garth Group is one of the most successful community heritage groups in Yorkshire and is made up of all ages and backgrounds. The group started their involvement in heritage when they worked with Historic England to take on responsibility for maintaining the condition of the Cawood Castle scheduled monument, and have since become active in a wide range of heritage activities. The group experimented with different approaches to mapping and identifying local distinctiveness which developed into a Conservation Plan and a Research Strategy for the village. The group organises its own archaeological excavations and uses the skills in the community to produce reports, interpretation and art work.

An interpretation panel created by the Cawood Garth Group. © Historic England

Case Study 8: Bootham Crescent York

York City Football club is moving to a new, out of town football and rugby league stadium. 2019/2020 was the final season to be played at the Bootham Crescent ground, which is due to be redeveloped for housing. Historic England worked with fans, the football club, developer and local authority on a project which discussed and recorded the values, memories and emotions associated with the ground in the final season at Bootham Crescent. The work helped us to understand how heritage can be used to make new, distinctive and meaningful places that have an identity and respect previous uses and associations. One of the most important contributing groups to the project is the 'Sporting Memories Foundation', which is represented at York City. This group uses discussion about sport to tackle dementia, loneliness and depression. For the club, the aim of the project is to allow all the fans to "say goodbye properly". The project resulted in a series of short films which explore the connections and emotions people associate with Bootham Crescent.

A still from one of the films made as part of the Bootham Crescent Sharing Memories, Shaping Place project. © Historic England

Case Study 9: The Red Tower, City Walls, York

Situated in the east side of the city, the Red Tower is a distinctive, small brick building in the City Walls. The Tower dates from the 15th century but was altered substantially when rebuilt in 1958. Historic England worked with the local authority and the York 'Incredible Edible' movement to adapt and reuse this old local authority store. It is now a community hub. It houses a 'pay as you feel' café and provides family and community support services. The building and social enterprise is managed by the community. Only by working in such close partnership with local people can sustainable solutions be found for historic buildings at risk.

The Pay As You Feel café in the Red Tower Community Hub, York. © Historic England

Our objectives are to build on this work to mainstream diversity and inclusion in the work that we do and to create sustained and effective partnerships. We are confident that this approach will enable us to develop effective approaches to the design, delivery and evaluation of our work.

Strand 2: Our People

We produce a report on our workforce demographics annually, giving us a good picture of the diversity of Historic England's staff. Our analysis in April 2020 told us that people with Black Asian or other Minority Ethnic heritage are still significantly under-represented in our work force despite some improvement in recent years; (4.7% against 19.5% who were Black, Asian or Minority Ethnic in the 2011 census).

People under 25 are also significantly under-represented (3.2% against a national working age population of 16% of 16 to 25-year-olds). The percentage of people who have formally disclosed that they have a disability has increased from 3.6% to 4.4%, but this is in contrast to the 9.7% of our people who disclosed a disability in our anonymous 2019 Staff Survey and the 16% of working age adults who have a disability in the UK. Of our people who have given their sexual orientation, 7% are Lesbian, Gay or Bisexual (LGB) compared to Stonewall's estimate that 6% of the UK population are LGB. Lesbian and Bisexual people appear to be less represented in our workforce than gay men. 7 (1%) of our people identified as Trans in our 2019 Staff Survey.

The majority of our Black Asian and other Minority Ethnic colleagues are in our corporate roles, and we recognise that we face a particular diversity challenge in our specialist heritage roles. We also recognise that we need to diversify our governance and advisory roles. We also need to improve the data we collect on the make-up of the Historic England Commission and advisory committees. We will begin to do this from 2021.
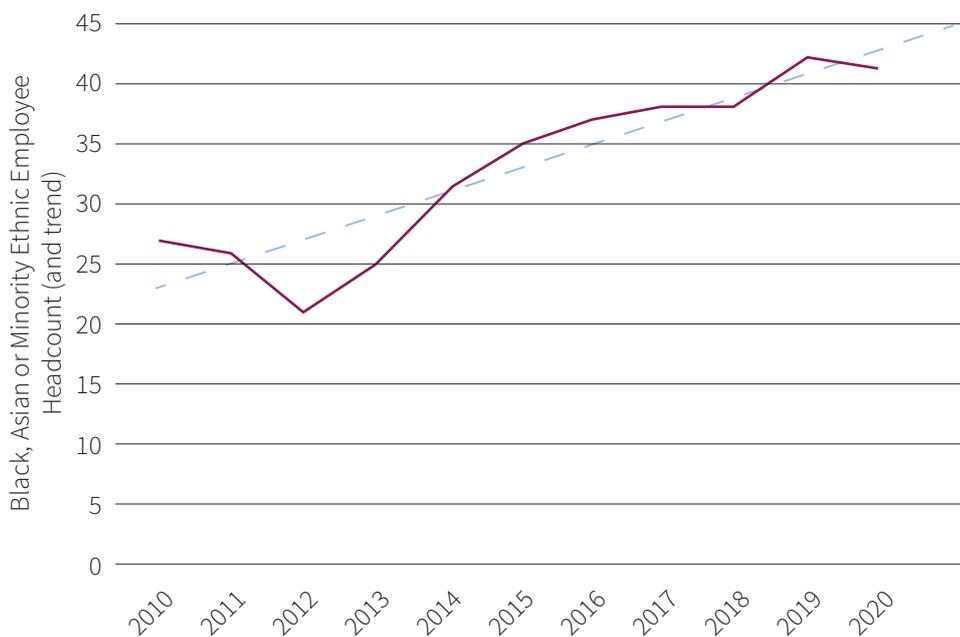
One way in which we have addressed diversity in heritage roles is through our apprentice opportunities. Targeted recruitment for these roles has been successful in attracting a range of applications which were more representative of the communities in which the opportunities were based. This recruitment exercise included working with wider community groups, charities and local councils to help with community outreach. (See case study 5).

Compared to other recruitment campaigns we have run we had a greater proportion of applications from disabled people and 36% of the 386 applications to the apprentice programme were from Black, Asian or other Minority Ethnic people. From 2020 we will be taking some of the learning from that recruitment exercise into the recruitment for all our heritage roles.

We recognise that attracting a diverse workforce is about more than recruitment. It is also about ensuring that we have an inclusive organisational culture where everyone is treated with dignity and respect, where everyone feels included and where unconscious bias is consistently addressed. Over the last few years we have taken a number of actions to improve the diversity of our workforce and create an inclusive organisational culture, including:

- Setting up a range of staff network groups to provide peer support and advice on how the organisation can be more inclusive.

- Concealing names and other information to prevent bias when we are shortlisting who to interview.

- Mandatory baseline training on equality and diversity.

- Providing training on unconscious bias.

- Enhancing our Shared Parental Pay to up to 26 weeks at full pay to enable parents to take a fuller role in their child's first year.

- Offering a wide range of flexible working options to people at all levels of the organisation.

- Developing support policies relating to Disability at Work, Bullying and Harassment, Domestic Violence and supporting LGBT colleagues.

- Being recognised for our work on mental health and wellbeing with a Mind Workplace Wellbeing Index Gold Award three years in a row.

- Joining the Stonewall diversity champions scheme to improve LGBT inclusion.

- Introducing wellbeing rooms to our offices that can also be used for religious observation or breastfeeding.

- Introducing neurodiversity awareness training within our apprenticeship support training, with the intention to roll this out more widely.

Early indications are that this work is starting to deliver results:

- Our work on unconscious bias and adjustments to our recruitment process to remove names and other information not relevant to the shortlisting process has contributed to a steady and sustained upturn in the number of new recruits to Historic England from a Black, Asian or other Minority Ethnic background.

- Rising Black, Asian or Minority Ethnic employees headcount trend over 10 years.

- The introduction of our Enhanced Shared Parental Pay provision (which came into effect in 2019) has already resulted in an increased uptake of Shared Parental Leave across the organisation.

- We have been able to dramatically improve the equal opportunities monitoring data we hold on our sexual orientation profile. Only 54% of our people had provided this information in 2017, but this has now increased to 85.5% in 2020. This enables us to better understand how representative we are of the community and to more effectively test that our policies are applied fairly.

- Activities like our flexible working options and our inclusive policies have created an environment where women have been able to progress. In 2015, our senior leaders and managers were more likely to be men, whereas we now have a good gender balance across our Directors and at Bands A to C. Men remain under-represented at Bands D and E, which are more likely to be support or administrative roles.

- Our work on mental health and wellbeing has improved engagement and helped us to respond more effectively to the challenges of the coronavirus pandemic. We have identified Mental Health first aiders across the organisation who have received training to support colleagues. People are more confident in talking about their wellbeing with colleagues and managers than they were before, improving our resilience and openness and enabling us to support each other more effectively.

Further detail on our workforce can be found in Appendix B.

Case Study 10: Positive Action in the Recruitment of Apprentices

With an award from the Allchurches Trust for 6 new apprentices, Historic England developed a recruitment plan which focussed on social mobility, access, community outreach and an inclusive application process. The ambition was to attract applicants from a greater diversity of backgrounds than usual for Historic England roles. The approach which included working with a range of external partners, changing the way that adverts were written and adopting more comprehensive selection process resulted in a significantly more diverse range of applicants than is usual, with 36% of applicants having Black, Asian or Minority Ethnic heritage.

The first cohort of Historic Environment Apprentices on the roof garden at Historic England's Head Office with the Chief Executive Duncan Wilson and the Apprenticeships Coordinator, Phil Pollard.
© Historic England

Case Study 11: The Race Equality Network

Historic England has a range of staff networks for staff and allies. The Race Equality network set a fortnightly group for any staff whether members of the network or not to discuss issues and events like the Black Lives Matter Movement, Systemic Racism, and Inclusive heritage in a safe and understanding environment. Historic England made a public statement and commitment to anti-racism and to advance the conversation on structural racism. The Race Equality network felt it was important that this was followed up with action. Normalising conversations on these complicated issues has been a big first step for the organisation and has paved the way for us to make tangible changes individually, collectively, and externally through the work that we do.

A word cloud created from an evaluation by participants in the Talking Action discussion group.
© Historic England

Strand 3: The Historic Environment Sector

The make-up of the sector

The historic environment sector encompasses a diverse range of professions. It includes archaeologists, surveyors, engineers, conservators, art historians, planners, architects, scientists, gardeners, economists, curators, archivists and historians to name a few examples, but this is by far from a complete list (Cebr Analysis, 2018). All of these professions have their own technical pathways and therefore different challenges around inclusion and diversity. It is essential that Historic England works with partners to find solutions to these complex problems.

Participation

The DCMS Taking Part Survey is a national statistics face-to-face survey of over 8,000 UK citizens that records participation and engagement in heritage. Holding a nationally representative sample of individuals, it measures participation through visits to a monument such as a castle, fort or ruin; a historic park or garden open to the public; or a city or town with historic character. This is probably the most helpful indicator of how inclusive the historic environment sector is at national level. However it is not the only form of engagement and informal activities and interest in heritage and history are not always captured through this type of survey.

Heritage Counts data shows that, in 2018/19, 72.4% of adults reported having visited a heritage site in the last 12 months but that there are persistent participation gaps. While significant increases have been recorded since the baseline survey of 2005/06, people from lower socio-economic communities, people from Black, Asian or other Minority Ethnic backgrounds and people with disabilities are less likely to participate in heritage.

Visitors to heritage sites
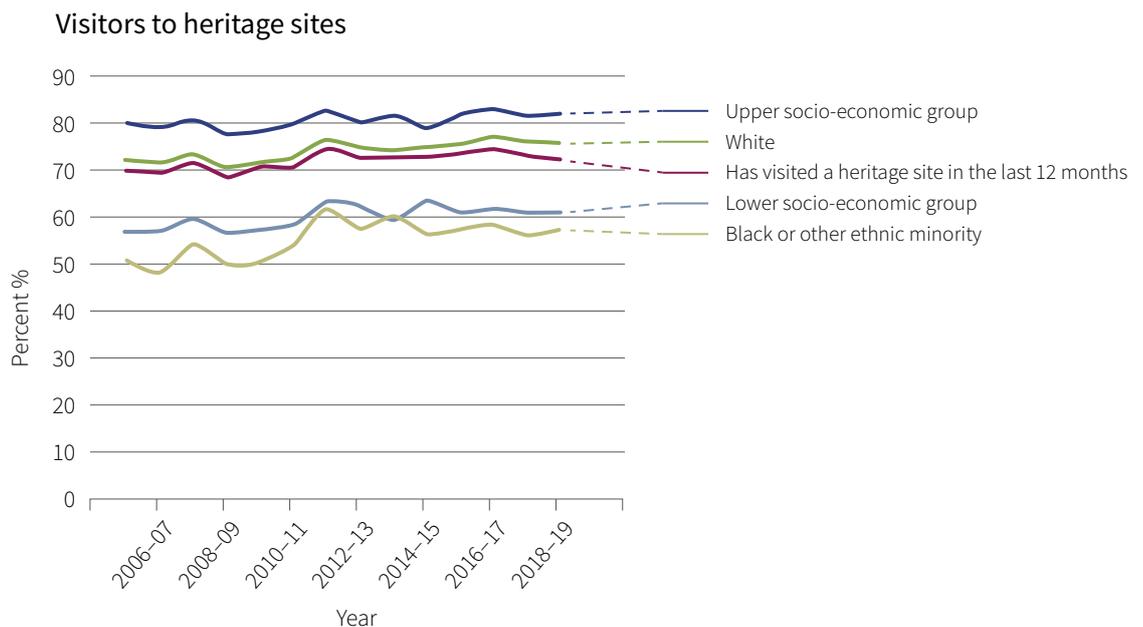
The participation gap between adults with a long-term illness or disability and those without halved between 2005/06 and 2018/19: 69.6% of adults with a long-term illnesses or disability participated in heritage in 2018/19, while 73.6% of adults without one participated in the same period (Historic England, 2020b).

A significant gap exists between the participation rates of people with ethnicities described as White (75.4% participation) compared with those who described themselves as Asian (56.3%) and Black (42.3%).

There is also persistent disparity between the heritage participation rates of adults from the most and least deprived areas. In the 10% most deprived areas, 59.8% of adults had visited a heritage site in the past 12 months, compared with 85.7% of those in the 10% least deprived areas. Taking Part has found this disparity in participation every year since deprivation was first analysed in 2009/10 (Historic England, 2019b).

Knowledge gaps

While the Taking Part data is helpful for understanding participation, we need a better understanding of how inclusive the wider historic environment sector is and where the particular issues and opportunities lie. There is existing research about the barriers to participation (Department for Culture, Media and Sport, 2010; Centre for Economic and Social Inclusion, 2013) and on public perceptions (National Lottery Heritage Fund, 2019) but we know far less about how successful the wider historic environment sector, in all its complexity, is at diversifying the workforce, and the impact of this on participation. We have an important role to play in collating, understanding and communicating this data so that we are able to provide effective support where it is most needed, and learn from best practice where it exists outside of the sector as well as within it. There is a need to carry out comprehensive research across the historic environment sector to understand the true picture and understand what actions are likely to be most effective.

The last large scale report on workface diversity in the historic environment sector was published by the Council for British Archaeology in 2012 (Council for British Archaeology, 2012). We have no evidence that things have changed since then but we do not have enough up to date evidence to make informed decisions about the best course of action to take. That report highlighted that there were significant gaps in knowledge which prevented progress in diversifying the heritage workforce. Many of those knowledge gaps persist and are still relevant. For example, we are still not clear on the demographic profile of the paid staff and volunteers in the historic environment sectors. In order to better understand the nature of the problem we need a comprehensive workforce survey which looks at the profiles of people in a range of roles, including volunteers and governance structures. It is also important to understand the experiences of people from under-represented groups who are working or volunteering within the historic environment sector. We need to understand what the common educational choices and career paths of people working in the historic environment sector were, how children and young people from a range of backgrounds experience

the historic environment, and what impact this has on their career ambitions. We also need to understand more about the demographic profile of those studying towards qualifications relevant to the historic environment sector.

Addressing these persistent knowledge gaps is an essential step in identifying the actions which will have the most impact in diversifying the historic environment workforce.

Historic England's role

Historic England already provides support to the historic environment sector to become more diverse and inclusive in a range of ways, including providing **advice and guidance** (Historic England, 2015), training (**Online Training Resources**, HistoricEngland.org.uk) and grants (**Connecting People and Places**, HistoricEngland.org.uk). However, while this has been welcomed by sector partners it has had less impact than a co-ordinated strategic approach. As an Arms-Length Body (ALB) directly funded by government it is important that Historic England models, encourages and enables best practice on inclusion, diversity and equality and creates the right partnership opportunities for this to happen. This will be a focus of our work with the sector.

Case Study 12: Heritage Training Placements to improve workforce diversity across the historic environment sector

Since 2014 Historic England has run a training placement scheme for people with Black, Asian or other Minority Ethnic heritage. One of the aims of the scheme is to address under-representation in our sector by encouraging people to consider heritage as a career. For the last three years this has been extended to organisations across the wider heritage sector. To date 42 mostly young people have participated in placements of around eight weeks in Historic England and partner organisations. The programme has been popular and well regarded by the participants and partner organisations. So far at least six of these young people have gone on to heritage related further education courses or careers.

Heritage Training Placements at an evaluation workshop towards the end of their placements.
© Historic England

Where we want to be and how we will get there

Previous sections of this strategy have set out why we think effective and sustained work on diversity, inclusion and equality should be a priority for Historic England, set out our ambition, and presented a picture of where we and the wider heritage sector are now. This section sets out the steps we will take to achieve our ambitions.

We have developed a detailed plan, based on our new Corporate Plan, for the actions we will take. This is set out in Appendix D.

But, recognising the scale of the challenge, we know that achieving our vision will require more fundamental action. We also know that HE does not currently have all of the capacity, skills, knowledge and understanding to develop and deliver these major changes. Alongside our detailed planning, we have identified key areas for action that will be developed in the first year of this strategy to deliver real change.

Strand 1: Our Work

Aim

Make sure that our work is relevant to a diverse range of people and is delivered in inclusive ways. We will encourage and facilitate co-production and active participation.

Outcomes

As a result of our work in this area:

- We will have developed a more inclusive understanding of what 'heritage' means to a diverse range of people.

- We will have identified how this more inclusive understanding of heritage should be reflected in our strategies, policies, content, grants and projects.

- We will understand how our work impacts on a diverse range of people, groups and communities.

- We will have embedded an inclusive, participatory and collaborative approach in our events, activities, and work programmes.

- A greater diversity of people will have actively engaged with our work and the historic environment via programmes and organisations that we fund.

Actions

A1. Undertake a diversity audit of our current programmes

Many of our existing programmes can be more inclusive and can provide opportunities to engage a more diverse range of people. Our activities including:

- public programmes,
- guidance and advice,
- regeneration schemes such as our High Streets Heritage Action Zones,
- the Archive,
- internal policies,
- research and publication activities

all provide platforms for developing our activity in inclusive ways and reaching new audiences. We will develop a toolkit – a series of questions that we will ask of all our current work – to identify (and then action) ways in which our current activities may need to be modified in order to become more inclusive.

A2. Recognise a more representative and diverse heritage through the National Heritage List for England (the List)

Listing is a fundamental aspect of our work, and the source for many of the decisions we make about which heritage to protect, study, fund and celebrate. We are committed to making our approach to defining and recognising significant heritage inclusive, diverse and equitable and relevant. In the first year of this Strategy we will work with partners, including from those communities whose heritage is least represented in the List, to assess the extent to which the Listing process adequately represents the rich and diverse heritage of England and to make recommendations on approaches to addressing any gaps.

A3. Enable a wider range of people the opportunity to contribute to listing

We already welcome comment and enhancements on the current List, but participation in this process is limited. We will redesign the interface for Enriching the List to make it more user-friendly, and review the programme to ensure that a wider range of voices, especially those from our priority audiences, are represented in the content created.

A4. Find new ways to mark and commemorate diverse heritage through a national Place Marker scheme

Listing is not the only way to recognise important places and people. We will develop a new Place Marker scheme which will enable us to recognise local, social and historic significance, including for places where there is no physical fabric left at all. This process will be led by communities who are best placed to determine what is significant to them.

A5. Ensure that our existing grant programmes can deliver outcomes for people and communities as well as heritage.

We will review our Grants programmes and processes to ensure that they reflect our strategic priorities and our ambition to develop a more inclusive sector. As part of this, we will work with other organisations, including the National Lottery Heritage Fund and Arts Council England, to consider how our grants can best deliver outcomes for people and communities as well as heritage. We will establish new grant criteria which make our commitment to inclusion and diversity explicit. We will also develop new robust reporting and data collection to make sure we understand who is benefitting from our grants.

A6. Establish new specific grant opportunities which deliver on our ambitions for diversity and inclusion.

We will create specific new calls for grant applications that will help us to fund new areas of work or reach particular groups. These will include new grants to support the development of more complete and inclusive histories and grants for work to connect young people with their local heritage.

A7. Engage the next and future generations with heritage, by developing a strategy for working with young people

We will develop a new strategy with young people. This will focus on partnerships, co-creation and social action. It will help young people to understand the role of heritage in areas such as sustainable living and contested heritage.

A8. Ensure our digital presence and content is accessible and relevant to a broad range of people

We will undertake a review of our digital presence from diverse perspectives to understand how we are perceived by different audiences who find and experience our web site or social media platforms. We will make sure that our digital content makes diversity visible and commission new photography where this is needed.

A9. Ensure that we understand the needs of diverse audiences by ensuring our approach to audience segmentation aligns more closely with priority audiences.

Our review of our audience segmentation will more clearly reflect and signpost the needs of a diverse audience and pinpoint opportunities for audience development and growth. This work is central to our content creation, marketing activity and public programming.

A10. Review our current procurement policies and practices to ensure we are encouraging a more diverse supplier base

We will review our terms and conditions for suppliers to ensure we are robust in our requirement that they comply with our Equality and Diversity Policy. We will be proactive in seeking a greater diversity of organisations from which we procure, and will evaluate the potential benefits of Social Value Procurement. We will work to ensure suppliers also follow best practice in inclusion and diversity including accessibility.

Strand 2: Our People

Aim

Make sure that our people better reflect the communities in which we work, and that our working culture is inclusive, enabling us to benefit from a diverse range of perspectives and recruit from the widest pool of talent, as well as ensuring the retention of our existing staff.

Outcomes

As a result of our actions to diversify our workforce:

- Our people will feel respected, involved and included.

- Our people will understand inclusive practice and its benefits.

- Our people will feel valued and be motivated and equipped to embed inclusive practice in their work and demonstrate inclusive behaviours. We will have established a reputation as an employer that attracts, develops, retains and fully engages a diversity of talent, values, views and thought.

- We will have increased the representation of currently under-represented groups at all levels of the organisation so that our governance and workforce is more diverse and better reflects the society and the local and regional communities that we serve.

Actions

A11. Review our approach to recruitment for all roles and identify strategies to attract more diverse candidates for all vacancies, including Committee roles and Commissioners

We will carry out this review within three months, and implement recommendations within six months. This will include reviewing our online recruitment content and making unconscious bias training mandatory for anyone involved in the selection process, including for those involved in making appointments to our Committees. To better understand the make-up of our work force we will carry out annual diversity audits of our Commission and our Committees in addition to the annual audit of our employees.

A12. Create a new mandatory training programme for inclusion, diversity and equality

We will create a new programme of training and resources for staff at all levels and for Committees and Commissioners. This will go beyond training relating to equality and diversity within our workforce and will aim to enable people to think more inclusively about how we deliver our work. It is likely that some of this will be externally sourced. Additionally, all staff will continue to have access to the basic equalities training as a mandatory part of their induction. This training will be tailored to specific areas of the organisation.

A13. Expand our early careers programmes, including apprenticeships, work experience and positive action training placements

We will expand the apprenticeship and traineeship opportunities that already enable us to attract people into the sector early in their careers, and so diversify the pool of experienced hires in the heritage sector that we recruit from.

We currently host positive action training placements (the Heritage Training Placements scheme) for around 15 people each year at Historic England and we support other organisations in the sector to do the same. We provide a bursary to ensure that nobody is excluded because of their financial circumstances or background. We plan to significantly expand this scheme and revise the criteria to ensure that it is open to a broad range of people. For example, we could host placements for people with a disability or people from lower socio-economic backgrounds. We will develop new schemes for new work placements (including T-levels), work experience and careers advice.

We are currently working on proposals to identify the number of people these programmes will reach and funding options.

A14. Establish a cohort of trained Diversity Champions in teams across the organisation.

Diversity Champions will be identified in teams, offices and major projects across Historic England. They will receive training and operate as a network to identify mechanisms for embedding diversity and inclusion across the organisation.

A15. Establish new staff networks for social mobility and neurodiversity and re-energise all existing staff networks

We already have staff networks for gender, race, LGBT+, disability and mental health. We have recently launched a neurodiversity network and are ready to launch a social mobility network. Some of the existing networks need support to re-energise and attract more members. Each has an Executive Team Champion on a rolling two-year programme. The networks provide mentoring for their Executive Team Champion and get support from the Executive Team Champion on how to influence positive change. The networks provide us with advice on how to be more inclusive, help to inform policy, and give advice and guidance on issues and barriers affecting people who share characteristics. They work closely with the human resources, inclusion and communications teams and with any team across the organisation that needs their advice. We will consider how we can create further opportunities for the networks to participate in organisational decision-making processes.

A16. Create a new coherent pathway into the sector for young people and raise awareness of potential careers in the historic environment.

This will include, for example, staff participation in mentoring schemes, careers talks, web-based resources, schoolwork experience, our apprenticeships programme and the Heritage Training Placements scheme.

A17. Ensure inclusion, diversity and equality is embedded in everyone's core work programmes

Inclusion, diversity and equality objectives will be reflected in our staff appraisal processes and in our personal development and performance recognition processes. We will begin this process with our Corporate Leadership Team but expect it to be rolled out to all staff over the life of this Strategy. We will specifically pay attention to accessibility and make sure that with increased reliance on IT and digital platforms in our work we are prioritising accessibility as a key requirement.

Strand 3: The Historic Environment Sector

Aim

Develop our expertise and our partnerships, fulfilling our role as a public body, learning from others and sharing best practice so that we can support and challenge the organisations working in the historic environment to become more diverse and inclusive.

Outcomes

As a result of our activity we will have:

- Developed strategic partnerships which serve the wider historic environment sector effectively

- Supported the development of inclusive practice across the wider historic environment sector

- Identified effective strategies for diversifying the heritage workforce

- Become a leader in inclusion in the historic environment sector

Actions

A18. We will undertake an assessment of diversity in the sector workforce

Working with partners, and drawing on the experience and current work of organisations such as the Stephen Lawrence Charitable Trust and of many professional bodies, we will commission a review of barriers to entry for students opting to study a relevant heritage sector qualification, such as Archaeology, Conservation and Architecture and examine alternative routes into these fields. We will also undertake research to understand the true picture of the diversity of organisations working in the historic environment and the experiences of staff and volunteers from different backgrounds or with different protected characteristics. This information will be used to develop an action plan to address the issues.

A19. Make diversity and inclusion training available to other organisations working in the historic environment

We will share and promote our new diversity and inclusion training programme with historic environment organisations through our existing external training function. This offer will include face-to-face training as well as webinars and digital resources.

A20. Seek partnerships to create a development programme for aspiring Board members for heritage organisations from groups which are under- represented on boards

This programme will include people with Black, Asian and Minority Ethnic heritage, young people, disabled people and people from lower socio-economic groups.

A21. Facilitate a series of in-depth conversations with organisations working in the historic environment to establish how Historic England can effectively support those organisations to become more diverse and inclusive.

This series of discussions will set out the actions needed to be taken by Historic England in our role as a Public Body to better support organisations working in the Historic Environment. This will include drawing on best practice from outside the historic environment sector.

Challenges and Risks

Embedding inclusion will come naturally to some areas of our work and be far more challenging for others. We have considered some of these challenges and identified what we will do to mitigate against them. This is not an exhaustive list and we see the challenges as obstacles to overcome, rather than reasons to stop the work we are doing.

Challenge 1:

This is a new strategy with which Historic England staff, the wider historic environment sector and some sections of the public are unfamiliar. This narrative may not fit with what some people think is important, and therefore we risk not taking people with us.

How we will face it

- This is a strategic priority for Historic England and will be reflected across our work and work streams as high importance.

- We will be clear in our communications, deliver on commitments and ensure our rationale is transparent for all of the actions we will take.

- We will support people along the way. We will offer training both internally and externally. Some of this training will be mandatory. This will include training sessions for staff, workshops as part of wider team meetings, content on our integrated learning platform, webinars and e-learning resources and potentially larger conferences or seminars.

Challenge 2:

Competing priorities mean that the commitment and actions in this Strategy are competing for time and resource.

How we will face it

- This is an identified strategic priority for Historic England, and will be embedded in the corporate plan which guides our work and activities.

- Commitment will be role modelled and demonstrated by all staff, including senior leaders.

- We will appoint an external implementation monitoring board that will report to Commission and hold the organisation to account for delivering the actions identified in this strategy.

Challenge 3:

The pressures on staff to incorporate another area of work into their already busy schedules.

How we will face it

- We will incorporate this Strategy into our Corporate Plan. Without doing some new work and doing things differently, we won't see change. This commitment to bring about change needs to be our starting point for all conversations. By incorporating this Strategy into our Corporate Plan we are embedding inclusion into current ambitions, workload and commitments.

Challenge 4:

There is always a challenge to succeed in all we do.

How we will face it

- We need to accept that some of our ideas and innovations will fail and respond to this failure positively, allowing space for piloting and trying new things. Ideas and projects that fail can be important tools for learning and improvement.

- We will develop ways for staff and the sector to share and learn from failures as well as successes.

Challenge 5:

Strong leadership is needed to support the delivery of this strategy.

How we will face it

- This new strategy is supported by Historic England's Commission, Executive Team and Corporate Leadership Team.

- Inclusive behaviours need to be modelled by senior leaders continuously. Training and coaching for senior leaders will be provided based on need.

- As part of our implementation, we will discuss the strategy and the work we need to do to deliver it with our organisation's leaders.

Challenge 6:

Lack of additional financial and staff resource.

How we will face it

- Two fixed term inclusion specialist roles have been created to help embed inclusive practice across the organisation through existing work. These roles sit within the Inclusion team.

- One of the early priorities in delivering the strategy will be to identify the gaps and the resource required to successfully deliver the strategy. Currently the balance of resource allocation across the organisation as identified in the Corporate plan does not reflect the priorities in this strategy.

Challenge 7:

Staff concerns about relating this to other strategic approaches.

How we will face it

- We will make sure that all our strategic approaches are clear and distinct as part of one interrelated eco-system and also part of a holistic way of thinking across the organisation.

- We will make sure that actions clearly identify where they deliver to more than one strategic area.

Challenge 8:

Criticism of Historic England/ the strategy for doing too much/not enough.

How we will face it

- We will be open and honest about where we are and where we are going.

- We will maintain our human and authentic voice, acknowledging we don't have all the answers and want to work in partnership and collaboratively to learn as we go.

Implementation, Evaluation and Accountability

Implementation

The actions outlined in this strategy will be embedded into the corporate plan and appropriate resource identified across all teams to ensure that they can be delivered. Additionally, actions to ensure our business as usual and our existing work programmes are inclusive will be identified in the annual corporate planning process. This will ensure that the vision for diversity and inclusion developed in this strategy becomes part of Historic England's core activity. An important principle which will underpin our approach to implementation will be that of participation and co-production. We will work hard to be truly collaborative and enable a more diverse range of people to get involved in our work.

Evaluation

Overview

Historic England is currently developing new organisation-wide approaches to evaluation. The development of success measures for Inclusion and Diversity is one of the first actions we will take. Our evaluation plan will include both quantitative data on the diversity of our workforce and qualitative data to indicate how people feel about Historic England and the historic environment. This will provide the evidence for the development of new opportunities for inclusion in the programmes and initiatives Historic England supports.

Approach to evaluation

We will refine and develop our approach to evaluation as part of the implementation in the first year, but we can highlight the following approaches across the three strands of our activity. We will:

- Evaluate this strategy against the outcomes stated in Section 9 'Where We Want to Be and How We Will Get There' and collect evidence for the strategic activities we have described.

- Establish, monitor and evaluate indicators for inclusion and diversity in our key projects and programmes.

- Collect qualitative evidence from participants in our programmes, our stakeholders and our staff to identify and embed best practice processes. This process evaluation will

help us develop inclusive participatory processes and identify which are most effective in improving diversity, inclusion and equality.

- Embed diversity and inclusion more explicitly into our Public Value Framework so that it is clear to all that this is a key criterion when assessing public value.

- Improve the data we collect on our workforce by starting to collect data to understand the socio-economic background of our staff. This will provide a fuller picture of the diversity of our people and highlight the key areas for improvement.

- Develop new guidance on diversity and evaluation: including building it in from the start, identifying monitoring data and indicators and resourcing evaluation properly.

- We will have a particular focus on commissioning research which looks at motivations for engagement with heritage, attachment to place, and interest in local heritage.

Supporting the sector

Alongside our own evaluation plan, we will continue to support the sector to develop inclusive practices in evaluation by providing our own guidance but also:

- Sharing relevant resources (e.g. from our academic partners, the What Works Centre for Wellbeing, Arts Council England strategic reports and datasets on inclusion and National Lottery Heritage Fund guidance.)Sharing approaches for qualitative data collection and creative methods that can be used across the sector.

- Collaborating with other sector organisations to develop shared approaches.

Accountability and monitoring

The implementation of this strategy will be monitored by an internal cross departmental working group and the Executive Team. Historic England will be held to account for delivering this strategy by a new external monitoring board. The Board will report to the Commission and will include leading practitioners and advocates for Diversity and Inclusion in the heritage sector and beyond.

References

Arts Council, *Culture, Sport and Wellbeing*, 2017 https://www.artscouncil.org.uk/sites/default/files/download-file/Culture%20sport%20and%20wellbeing%20-%20youth.pdf

Bonaiuto et al., *Perceived residential environment quality in middle- and low-extension Italian cities, 2006*, https://www.sciencedirect.com/science/article/abs/pii/S1162908805000812?via%3Dihub

Cebr Analysis, ONS Business Register and Employment Survey 2011–16, in *The heritage sector in England and its impact on the economy*, 2018 https://historicengland.org.uk/content/docs/research/heritage-sector-england-impact-on-economy-2018/

Centre for Social and Economic Inclusion, *Barriers to Engagement in Heritage by Currently Under-Represented Groups*, 2013 https://www.nao.org.uk/wp-content/uploads/2009/07/0809881_barriers.pdf

Centre for Urban Conflicts Research, *The Politics of Heritage: Why memory in divided cities impacts upon the future*, 2012 https://www.urbanconflicts.arct.cam.ac.uk/downloads/briefing-paper-8

Christidou and Hansen, *Pride, Joy and Surplus Value: Volunteers in museums in Denmark, Sweden and Norway*, 2015 https://www.researchgate.net/publication/308414414_Pride_Joy_and_Surplus_Value_Volunteers_in_museums_in_Denmark_Sweden_and_Norway

Clennon and Boehm, *Young Musicians for Heritage Project: can a music-based heritage project have a positive effect on well-being?*, 2014 https://www.tandfonline.com/doi/abs/10.1080/14613808.2014.909395

Council for British Archaeology, *Diversifying participation in the historic environment workforce*, 2012 https://new.archaeologyuk.org/Content/downloads/4291_Research_Bulletin_Number_2_final_resized.pdf

Cultural Leadership Programme, *Black, Asian and Minority Ethnic Leadership in the Creative and Cultural Sector*, 2014 http://www.co-creatives.co.uk/wp-content/uploads/2014/12/BAME-Leadership.pdf

Curtis et al, *Individual and local area factors associated with self-reported wellbeing, perceived social cohesion and sense of attachment to one's community: analysis of the Understanding Society Survey*, 2019 http://dro.dur.ac.uk/28433/2/28433.pdf?DDC51+DDD14

Department for Culture, Media and Sport, *Barriers to participation; Analysis to inform the development of the 2010/11 Taking Part Survey*, 2010 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/137997/TP_Barriersrreport.pdf

Department for Digital, Culture, Media and Sport, *Taking Part Survey 2018/2019*, 2019 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/879725/Taking_Part_Survey_Adult_Report_2018_19.pdf

Department for Digital, Culture, Media and Sport, *Taking Part Survey 2019/2020*, 2020 https://www.gov.uk/government/statistics/taking-part-201920-heritage

Eggert L, Blood-Siegfried J, Champagne M, Al-Jumaily M and Biederman J, *Coalition Building for Health: A Community Garden Pilot Project with Apartment Dwelling Refugees*, 2015 https://www.tandfonline.com/doi/abs/10.1080/07370016.2015.1057072

Historic England, *Building the future; Our corporate plan 2020–23*, 2020 https://historicengland.org.uk/images-books/publications/he-corp-plan-2020-23/

Historic England, *Easy Access to Historic Buildings*, 2015 https://historicengland.org.uk/images-books/publications/easy-access-to-historic-buildings/

Historic England, *Heritage and Society 2019*, 2019 https://historicengland.org.uk/content/heritage-counts/pub/2019/heritage-and-society-2019/

Historic England, *Heritage and Society 2020*, 2020 https://historicengland.org.uk/research/heritage-counts/heritage-and-society/

Historic England, *Heritage Indicators 2019*, 2019 https://historicengland.org.uk/content/heritage-counts/pub/2019/hc2019-heritage-indicators/

Johnston and Marwood, *Action heritage: research, communities, social justice*, 2017 http://eprints.whiterose.ac.uk/117419/7/Action%20heritage%20research%20communities%20social%20justice.pdf

Legnér, Ristic, Bravaglieri, *Contested heritage-making as an instrument of ethnic division in Urban Heritage in Divided Cities*, 2019 https://www.taylorfrancis.com/books/e/9780429460388/chapters/10.4324/9780429460388-3

National Lottery Heritage Fund, *Public perceptions of heritage*, July 2019, 2019 https://www.heritagefund.org.uk/publications/public-perceptions-heritage#heading-1

National Trust, *The Trends and Future of Urban Heritage*, 2019 http://bop.co.uk/assets/others/Urban_Heritage_Final_Full_May19.pdf

Rees P H, Wohland P, Norman P and Lomax N, *Population Projections by Ethnicity: Challenges and Solutions for the United Kingdom,* 2017 https://www.researchgate.net/publication/309964556_Population_Projections_by_Ethnicity_Challenges_and_Solutions_for_the_United_Kingdom

The Museums Association, *Valuing Diversity: The Case for Inclusive Museums*, 2017 https://ma-production.ams3.digitaloceanspaces.com/app/uploads/2020/06/18145318/27072016-diversity-report1.pdf

whatworkswellbeing.org, *Improving access to green space for BAMER communities*, 2018 https://whatworkswellbeing.org/practice-examples/sheffield-environmental-movement-access-to-green-space-inequality-and-measuring-wellbeing/

Online Resources

Arts Council, Equality and Diversity Strategic reports https://www.artscouncil.org.uk/publication/equality-diversity-and-creative-case-data-report-2018-19

Arts Council, Equality and Diversity datasets https://www.artscouncil.org.uk/publication/equality-diversity-and-creative-case-data-report-2017-2018

Histric England, Another England https://historicengland.org.uk/research/inclusive-heritage/another-england/

Historic England, Connecting People and Places https://historicengland.org.uk/research/inclusive-heritage/another-england/connecting-people-and-places/

Hisotric England, Disability in Time and Place https://historicengland.org.uk/research/inclusive-heritage/disability-history/

Historic England, Heritage Training Placements 2020 https://historicengland.org.uk/services-skills/training-skills/work-based-training/paid-training-placements/

Hisotric England, Immortalised https://historicengland.org.uk/get-involved/help-write-history/immortalised/

Historic England, Online Training Resources https://historicengland.org.uk/services-skills/training-skills/online-training/

Historic England, Pride of Place https://historicengland.org.uk/research/inclusive-heritage/lgbtq-heritage-project/

Historic England, Visible in Stone https://historicengland.org.uk/research/inclusive-heritage/womens-history/visible-in-stone/

National Lottery Heritage Fund, Guidance https://www.heritagefund.org.uk/publications/inclusion

Youtube, Historic England, Bootham Crescent Sharing Memories, Shaping Place films https://youtu.be/FrDmHCfZME0

We are the public body that helps people care for, enjoy and celebrate England's spectacular historic environment.

HistoricEngland.org.uk
If you have any questions about this document or your application, please contact
Inclusion.Team@HistoricEngland.org.uk

If you would like this document in a different format, please contact our customer services department on:

Tel: 0370 333 0607
Fax: 01793 414926
Textphone: 0800 015 0174
Email: customers@HistoricEngland.org.uk

All information and weblinks accurate at the time of publication.
Please consider the environment before printing this document.