



ENGLISH
HERITAGE

TELLING EVERYONE'S STORY

Equality, Diversity and
Inclusion (EDI) Strategy



“ An inclusive organisation is one in which everyone is – and in which everyone feels – valued, respected and supported. ”

Kate Mavor, Chief Executive



Introduction

English Heritage's role is to care for the National Heritage Collection and open it up to the entire nation to enjoy, understand and value.

With a population of over 50 million people, England is a diverse and complex country with a diverse and complex past. English Heritage hasn't always reflected this in our recruitment, our culture, our marketing and our storytelling. We must do more to involve everyone in England's history, regardless of who they are.

Over the past few years our employees and volunteers have delivered some fantastic projects that have helped to broaden our appeal. As a charity, we recognise that we have made progress with some successful initiatives however we could do more to build on what has been achieved and the pace of that progress could be quicker.

It's clear that we need an overarching strategy to clearly and consistently put equality, diversity and inclusion at the heart of everything we do.

This is not about rewriting history, or about focusing on some communities at the expense of others. In fact, it's precisely the opposite. It's about telling England's story in more depth and in greater detail than we ever have done before. And it's about welcoming everyone to explore that story, and to encourage everyone to protect our past on behalf of future generations.

Our society suffers from many inequalities, including around age, sex, gender identity, health, race, religion and sexual orientation. Inequality not only causes frustration and unhappiness, but it restricts the energy and creativity that diversity and inclusion can bring. And so inequality prevents individuals, organisations, communities – even entire nations – from reaching their full potential.

We won't solve everything overnight, and there is some hard, maybe even uncomfortable work ahead. We've put together a work plan to build on the ad-hoc work that has already been completed to date. This document is a brief overview of our strategy and of our plans for taking real action over the next few years. Tackling inequality within our organisation is a vital task if we're to thrive as a charity, and each and every one of us has a role to play. I look forward to working with you as we make sure that English Heritage becomes the equal, diverse and inclusive charity that I know all of us want it to be.

Kate Mavor

Chief Executive of the English Heritage Trust

Our objectives

Over the past 18 months we've been working with a specialist consultant, Seriously Inclusive, to discover how English Heritage's employees, volunteers, visitors and Members can better reflect our society. We're now focusing on four key areas - people, audience, interpretation and networks. Here are our main objectives in each of those areas:

Our people

Increase the diversity of our workforce by changing our recruitment processes.

Engage with different perspectives by providing specialist training for our employees and volunteers.

Ensure our people are confident and committed to helping change the culture at English Heritage.



Our audience

Increase the diversity of our audiences by ensuring that everyone is aware of what English Heritage can offer them online and at our sites, and feels welcome when they visit.



Our interpretation

Tell a wider range of stories at sites, online and through blue plaques.



Our networks

Work with suppliers, supporters, partners and peers to raise standards.



Our definitions

We use a number of terms throughout this document which are worth defining here. Language and understanding changes over time, so these and other terms will be kept under review.

Protected Characteristics

As defined by the Equality Act of 2010, protected characteristics are age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership and pregnancy/maternity. It is illegal to discriminate on the basis of any of these protected characteristics.

Equality

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 experienced discrimination, both in the past and in the present.

Diversity

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. It's important to note that groups and organisations can be described as being 'diverse', but individuals cannot.

Inclusion

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. An inclusive organisation is one in which everyone is – and in which everyone feels – valued, respected and supported.

Minority Ethnic

We use this term to refer to all ethnic groups except the White British group. We aren't using the terms BAME (Black, Asian and minority ethnic) or BME (Black and minority ethnic) because they include some groups and not others.

LGBT+

These initials stand for lesbian, gay, bisexual and transgender/transsexual. The plus is inclusive of all other groups who don't feel that they fit under the LGBT names.

Our people

Like any organisation, we are nothing without our people. We currently have around 2,250 employees and 3,200 volunteers.

Our workforce is not as diverse as we would like it to be. Increasing the proportion of Minority Ethnic employees and volunteers is a priority for us. Only 3 per cent of our employees are from a Minority Ethnic background, compared with around 13% in the general population. This is despite a number of our offices and sites being located close to significant Minority Ethnic communities, and despite targeted recruitment efforts.

We're working to ensure our workforce is more representative of England. We monitor the make-up of our workforce and know for example, that in our paid

employee base only 9% of employees identify as having a disability, 6% identify as being part of the LGBT+ community and fewer than 100 of our employees are under 21. We also have a lack of socioeconomic diversity in our workforce. Many employees and volunteers come from middle class backgrounds, where pre-existing knowledge of - and affinity with - English Heritage is already high. As with many other cultural organisations, English Heritage often attracts highly qualified applicants for entry level roles, which can lead to narrow groups of applicants applying for our jobs. We want to invest in our recruitment to reach a broader range of candidates and potential volunteers, and provide more opportunities for apprenticeships, work placements and work experience, which offer entry level or career change opportunities to a wider audience.



In recent years, we have:

- nominated an EDI champion on our Board of Trustees
- improved our data collection to get a better picture of our people
- introduced blind sifting of applicants to reduce the effect of unconscious biases
- introduced training about unconscious bias for recruiting managers and for all employees based at sites as part of new season Visitor Experience training
- celebrated Pride in the summer of 2019 by flying the rainbow flag at many sites, hosting Cumbria Pride at Carlisle Castle, encouraging employees to wear rainbow lanyards if they wish. We had an official delegation on the London Pride parade, and became members of Stonewall's corporate network
- started initiatives to increase neurodiversity at Stonehenge, with a programme to accommodate employees with autism and specialist training about dementia
- showcased employees from a range of backgrounds on the jobs pages of our website
- rolled out mental health first aid training
- reduced the gender pay gap.

In the short term, we will:

- recruit a senior Head of EDI, reporting directly to the CEO to drive forward our strategy
- research perceptions of English Heritage among Minority Ethnic communities
- find different ways to advertise positions to make sure we're reaching a diverse audience
- work with community groups and leaders to promote English Heritage as a great, inclusive place to work
- set EDI targets for every employee
- overhaul our recruitment process through an EDI lens
- ensure that job titles reflect job requirements
- create opportunities for young people, including those from Minority Ethnic backgrounds, to explore heritage as a career
- develop and introduce learning and induction programmes that educate all employees and volunteers in the importance of EDI
- prioritise fair pay over other initiatives, and set targets for reducing our Minority Ethnic and gender pay gap
- provide more spaces in our work places to accommodate everyone's needs
- consider how we can adapt our working practices to account for diverse religious beliefs.

Our audience

We welcome around 10 million people to our historic sites each year and we have around one million Members. We also welcome over 300,000 children on school visits each year and over a million people subscribe to our YouTube channel.

We have a loyal and well-defined core audience, based on our established segmentation of the UK Days Out market. It's a 'motivational' model, meaning it focuses on the visitor intent, rather than visitor identity. We need to do more research to understand how identity can affect intent, and to get a more accurate picture of our visitors' backgrounds.

We do know, however, that much like our workforce, only around 3 per cent of our site visitors are from a Minority Ethnic background, which is not representative of the wider population.

“The engagement of young and LGBT+ people has been very successful, but in terms of Black, Asian, Minority Ethnic, disabled and the other protected characteristics, it is still early days.”

English Heritage Trustee

In recent years, we have:

- created better access as part of our Capital Investment Programme at sites like Tintagel Castle, Birdoswald Roman Fort and Whitby Abbey
- built disabled and gender-neutral toilets
- collaborated on projects like Human Henge to explore the role heritage can play in mental health
- joined the Hidden Disabilities sunflower lanyard scheme in July 2020
- displayed 'breast feeding welcome' signs and made space for baby changing and bottle warming
- flown the rainbow flag at several sites
- improved the diversity of our imagery in marketing and membership materials, including increasing the number of same sex couples in images reflecting wedding hires
- developed our menus to cater for a wider range of dietary requirements in our cafés and tearooms, and reflected the rise of vegetarianism and veganism in our menu planning.

In the short term, we will:

- carry out new audience development research with visitors and potential visitors from diverse communities
- increase the diversity of our imagery across all our channels
- review all our published material and webpages through an EDI lens
- develop guidance on inclusive writing
- strengthen our status as a Disability Confident organisation
- consider EDI as part of any major Visitor Experience investment
- review our pricing policy in retail and catering to take account of lower income visitors
- introduce new bespoke training at sites with specific nearby communities
- improve disability access across our sites.



Our interpretation

We care for over 400 historic sites across the country and more than 500,000 artefacts, and through these we aim to tell the 'story of England'. As recent public debates have demonstrated, that 'story' is often far from simple.

Our understanding of the past is often dominated by stories of high-status white men. The stories of other groups of people, like women, the poor, those of Minority Ethnic origin, can sometimes be hard to tell because they aren't as clearly represented in historical records, and because they've often been forgotten, ignored and suppressed.

We do not want to impose our view of the past on anyone. Instead, we want to try to give people a better understanding of England's history to help them make up their own minds.

“The stories of other groups of people can sometimes be hard to tell because they aren't as clearly represented in historical records.”

In recent years, we have:

- installed a sound installation at Porchester Castle to bring to life the stories of French and French-Caribbean prisoners of war
- consulted with York's Jewish community on how to best tell the story of the 1190 massacre at Clifford's Tower
- carried out storytelling training with employees and volunteers to make sites' histories more accessible, for example, at Bolsover Castle and Boscobel House
- commissioned history content for diverse audiences across all our channels
- launched a project to contextualise the people commemorated by the statues in our care
- involved young people in our interpretation through our Shout Out Loud project
- developed more accessible interpretation, including audio guides for people with impaired vision
- ensured our Blue Plaques Panel is more diverse and representative.

In the near future, we will:

- continue our efforts to increase representation among new blue plaque honourees
- research more histories of marginalised groups in relation to our sites and collections
- ensure that new on-site interpretation schemes reflect the stories of under-represented groups
- create more diverse content in the *Learn* section of our website
- work with partners on creative and engagement projects which explore diverse stories
- develop guidelines for local community groups involved in the running of our sites to develop interpretation.



Our networks

We have more than 3,000 suppliers, partnerships and collaborators who support our work. We wholeheartedly insist that these organisations work in an ethical and sustainable way. We are now beginning the process to ensure all of these suppliers and partnerships meet or are working towards meeting our strong commitment to equality, diversity and inclusion.

We already value the expert guidance we receive from partners such as Stonewall and Mind. We will be seeking to strengthen these relationships and work with others who can add similar value to our thinking and practice.

“ We will now begin the process of ensuring that our suppliers support English Heritage’s strong commitment to equality, diversity and inclusion. ”

In recent years, we have:

- partnered with Historic England and others to host summer placements for Minority Ethnic students interested in history, heritage, visitor operations and conservation careers
- worked with Jobcentre Plus to be a sponsoring employer for the government’s Kickstart Scheme.

In the near future, we will:

- seek to partner with specialist charities (such as the National Autistic Society and Leonard Cheshire Disability) to explore how our employment and volunteering opportunities can be made more accessible to those who may feel excluded
- work with Stonewall to review our workplace policies.



Find out more

We all have our part to play in making English Heritage a more equal, diverse and inclusive organisation. You can read more about the detail in the Equality, Diversity and Inclusion Delivery Plan on:

FUSE - search for **EDI delivery plan**

INTRANET - search under **charity section**




“ We know that some aspects of England’s story have been told more fully than others. Shining a light on the histories of marginalised communities enables us to give a fuller account of – and better understand – our shared past. We recognise that history is complex and that it can be contentious, sometimes evoking feelings of shame or anger as well as of pride. We do not seek to impose any specific view of the past. Instead, we aim to equip as many people as possible to develop their own perspectives on England’s rich, multi-layered and nuanced history. ”

Anna Eavis, Curatorial Director



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Step into England's story

 www.english-heritage.org.uk

 Registered Office: The Engine House, Fire Fly Avenue, Swindon SN2 2EH

 Customer Services: 0370 333 1181 customers@english-heritage.org.uk

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