

# Report Title: Workforce Diversity

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## 1 Issue

- 1.1 One of the key areas of work for Historic England arising from the Culture White Paper is to improve workforce diversity and to ensure we have an external image that appeals to more diverse groups. This paper explains a strategy and evolving action plan which will achieve this.

## 2 Background

- 2.1 Diversity in the workplace means having employees from a wide range of backgrounds. This can include having employees of different ages, gender, ethnicity, physical ability, sexual orientation, religious belief, work experience, educational background, and so on.
- 2.2 An inclusive workplace is one where everyone is treated with dignity and respect, where the talents and skills of different groups are valued, and where productivity and customer service improves because the workforce is happier, more motivated and more aware of the benefits that inclusion can bring.
- 2.3 Having a diverse and inclusive workplace, not only makes good business sense, it also ensures that Historic England is able to demonstrate compliance with equalities and human rights legislation, i.e. the Equality Act 2010.
- 2.4 The Government's Culture White Paper places a responsibility on Historic England to use its influence to create a more diverse workforce within the heritage and cultural sectors.
- 2.5 The White Paper particularly highlights the need for pathways into the cultural sectors for people from black and minority ethnic groups and disabled people and the need for more diverse leadership.
- 2.6 Historic England exists to identify, protect and preserve England's historic environment for future generations. As the demographics of society are changing so too are the expectations of what is of historical importance. To be able to better understand these expectations, we need to ensure we employ people who are not only experts in their fields but also have an understanding of what the historic environment means to the diverse communities that make up our country. A diverse workforce that reflects the local and national demographics of society is therefore essential for Historic England so that it can continue to be relevant to all sections of society and future generations.
- 2.7 **Current position**

An analysis of our key data and statistics is at Appendix I. Their main points are:

- 2.8 Ethnicity- BAME (Black, Asian and Minority Ethnic) employees remain particularly under-represented at Historic England at 4.0% of the workforce. 14% of the overall working age population is from the BAME communities. The BAME workforce in the Civil Service is 10.6% (March 2015), in the Arts Council is 12.4% (2014-15) and in the museums workforce (2013-14) is 2.3%.
- 2.9 Age- Employees under the age of 25 are significantly under-represented at 1.9% of the workforce. This compares with 0.3% 16-19 and 9.2% 20-29 in the civil service (March 2015). The proportion of the workforce under 25 is projected to be 10% by 2017.
- 2.10 Gender- Although the gender balance at Executive Team level has significantly improved over the last year, further work is required to improve the representation of women in senior roles.
- 2.11 Sexual Orientation- We only hold sexual orientation monitoring data on around 45% of our workforce. Of those, 5.9% declare they are gay, lesbian, bisexual or other (not heterosexual). We will be running a campaign to encourage more employees to confidentially complete their equal opportunities monitoring data so that we can better measure our performance in these areas.
- 2.12 Disability- 2.8% of the workforce have formally declared a disability. We believe that there is significant under-reporting in disability status, borne out by the larger number of people (5.7%) identifying as disabled in our anonymous staff survey in November 2015. This compares with 8.9% in the civil service (March 2015)
- 2.13 We do not currently have any data on religion or belief and socio-economic background of our workforce. The latter would enable us to look at social mobility within the historic environment as well as the cultural sector, from a workforce perspective.

#### 2.14 **Aims:**

Historic England should aim:

- to have a diverse and representative workforce at all levels and an inclusive workplace environment; and,
- to use its influence and work with the heritage sector to create a more diverse leadership and workforce in the cultural sectors.

#### 2.15 **Objectives**

Based on the analysis of our staff survey and staff workforce diversity monitoring data (appendix I) and with reference to the Culture White Paper, the workforce diversity strategy will initially concentrate on:

- increasing recruitment and retention from BAME communities
- increasing engagement with young people, 16-24, i.e. through apprenticeship schemes, work placements and volunteering
- seeking gender balance within senior posts, i.e. Director and grade A
- researching and exploring increasing social mobility and employment of those from lower socio economic backgrounds
- encouraging increased diversity in the heritage sector workforce

## 2.16 **Our Approach**

We will achieve these objectives using a strategic approach underpinned by an action plan and focusing on the following:

## 2.17 **Culture Change**

The Executive Team has already made workforce diversity a corporate priority and dedicated a whole meeting in May to developing our action plan, which included agreement to specific actions such as a diversity workplace training programme (paid) targeted at BAME students. The next steps will be:

- to cascade and communicate this throughout the organisation
- to revive our internal staff networks
- to review and simplify our equality impact assessments process to ensure that these are carried out proportionately

## 2.18 **Outreach**

The goal of focused and targeted outreach activities will be to build a positive and consistent image of Historic England in the minds of potential candidates and the people who influence the candidates and the communities in which they live. We will promote Historic England as an employer of choice by:

- building strong, personal relationships with key contacts
- building on the existing relationships established within heritage networks, projects and programmes
- disseminating case studies of current good practice within Historic England
- continuing to develop and disseminate projects demonstrating the relevance of our work to diverse communities (e.g. Pride of Place and using Enriching the List to curate a set of places with notable Black History to coincide with the BBC's Black History series)

## 2.19 **Recruitment**

The goal is to communicate Historic England employment opportunities to a diverse audience, attract talent from a diverse pool and to ensure that every candidate is treated fairly throughout the hiring process. We will:

- create a realistic employment marketing proposition for a diverse audience
- make sure our application and screening processes are bias-free and develop guidance and induction training for all recruiting managers

## 2.20 **Retention and Staff development**

Having committed a lot of resources to hire a candidate, retention will be essential to the financial bottom line. We will:

- ensure that recruiting managers, with support from the HR team, develop and implement a strong induction, mentoring, employee development and career coaching processes
- improve our monitoring data

## 2.21 **Management Infrastructure**

To be successful, this strategic approach will require an infrastructure that has been designed to support the long-term diversity outreach, recruiting and retention efforts. This will require strong accountability measures. This will be achieved by the Executive Team, led by the CEO, being accountable to Commission for this strategy, supported by the Head of Education and Inclusion, Senior Social Inclusion and Diversity Adviser and the HR department

### **3 Appendices**

#### 3.1 Appendix 2 – HE ‘Developing a Diverse Workforce ‘Action Plan 2016

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