

Appendix A: Our approach to implementation

We have developed an approach which groups our actions across all three strands (our work, our workforce, the wider historic environment sector) into seven types of activity. All are necessary to effect change and will be the process we use to become a diverse and inclusive sector. We have done this to ensure that we understand how our different activities contribute to the delivery of our vision for Diversity, Inclusion and Equality and also to ensure that we are embedding diversity and inclusion into our core work.

The following types of activity can be understood as a process and our actions will be distributed across them:



Challenge

Challenge cuts through all of Historic England’s work: whether it is auditing, community engagement or listing we will challenge what we do, who we work with and who we engage. We will identify and remove obstacles to people being involved, engaged or retained. Continuing challenge is vital for our success.

Understand

Evidence-based research is at the core of the work that we do. All our work with the historic environment sector, engagement and employment practices will be based on thorough research and data to ensure that our work is relevant to people of every background and identity.

Connect

We will work with partners to ensure best practice in delivering an inclusive Historic England. We recognise that we do not have all the skills and experience within our organisation to deliver this on our own and that it is essential to include and value different perspectives. We will actively search out organisations and individuals who can help us to understand and connect with the people we need to be working with and for.

Equip

We will support Historic England staff and organisations in the historic environment sector by developing the knowledge, understanding and tools needed to deliver inclusive opportunities and understanding for all. Training opportunities and tools will be developed as a result of the research undertaken and the connections made. As a result they will be appropriate for the staff, partner organisations and audiences, whatever their identity or interests. We recognise that there is a need for and a value in making training and other resources relevant and available to the wider heritage sector.

Involve

Ensuring our work is inclusive is a shared responsibility. We will enable everyone across Historic England to understand their role in helping Historic England to become an inclusive and diverse organisation, both internally and in our external work. A truly inclusive Historic England will be better able to support, collaborate with and lead the wider heritage sector in improving inclusivity.

Act

Historic England Staff and our partner organisations will feel empowered to act in a way that makes the protection, conservation and interpretation of our historic environment relevant to and representative of the diverse communities that live in England.

Review

We will regularly review, evaluate and share the work we are undertaking to ensure that we are meeting our outcomes; to implement changes as needed and as a result become a more inclusive organisation and sector. We are committed to gathering high quality information about the success (and sometimes failure) of our work and communicating this in a way which enables people to learn from it. An important activity in the early delivery of the Strategy for Inclusion and Diversity will be to establish targets, performance indicators and outcomes for all areas of our work so that we can demonstrate that we are becoming a more inclusive organisation and sector.

Create a coherent pathway to enable people to participate in our work

It is currently difficult for people unfamiliar with the structures, organisations and processes in the historic environment to understand what we do and how and where they might get involved. This results in a sector which is inherently un-diverse. The people with existing networks and insight are those most likely to become involved in supporting, identifying and protecting our heritage. However, we think that many more people would get involved if we offered more opportunities directly relevant to them and made it easier to find ways to become more engaged. This is of course unlikely to be a linear process and people will want to engage in different ways at different points in their lives but it is currently very hard to identify what the opportunities are. We will also need to create new opportunities. The diagram below shows a traditional participation pyramid with examples of current opportunities for engagement. This is not a definitive list but indicates how people might become more actively involved if they knew what the opportunities were. Through the first stage of this strategy delivery we will identify the points that people connect with us and how we might offer opportunities to deepen that engagement.

