

# Appendix D: Our Implementation and Action Plan

We have made key recommendations for activities that will be the most helpful in helping us to become immediately more inclusive. This is not an exhaustive list and additional activities may be included in due course, but it identifies the most significant areas we need to address. However the Strategy for Inclusion, Diversity and Equality will be central to the delivery of all areas of our work. The actions identified in this strategy will be embedded in the Corporate Plan from April 2021.

We have also identified the necessary characteristics of the stages of implementation and a detailed understanding of how Historic England can provide a pathway for people to become more involved in our work. This approach will be further refined and developed as the Public Engagement strategy is developed. This approach is detailed in Appendix A.

The table below shows a top-level summary of the strategic aims and activities that have been identified as those which will be the most effective platforms for helping Historic England deliver its vision for Diversity, Inclusion and Equality. The estimated start of the delivery of those actions is also shown. However, this timescale, methodology and lead teams will be subject to change as we develop the Corporate Plan for 2021–2022.

Aim	Activity	Work begins	Methodology	Led by
<b>Strand 1: Our Work</b>				
Make sure that our work is relevant to a diverse range of people and is delivered in inclusive ways	<b>A1</b> Diversity audit of our current programmes.	January 2021	In-house audit	Digital, Marketing and Communities, Learning, Inclusion & Volunteering teams
	<b>A2</b> Recognise a more representative and diverse heritage through the National Heritage List for England.	November 2020	Stakeholder workshops and facilitated discussion internal and external	Listing team and the Communities, Learning, Inclusion & Volunteering team
	<b>A3</b> Give a wider range of people the opportunity to contribute to listing.	November 2020	Stakeholder workshops and facilitated discussion, internal and external, plus re-presentation of Enriching the List platform	Listing team, Digital Team and the Communities, Learning, Inclusion & Volunteering team
	<b>A4</b> Find new ways to mark and commemorate diverse heritage through a national Place Marker scheme.	November 2020 March 2021	Launch initial 5 markers or re-interpretations on 'hidden' heritage in 2021. Launch open programme March 2021	Campaigns and Public Programmes team
	<b>A5</b> Ensure that our existing grant programmes can deliver outcomes for people and communities as well as heritage.	December 2020 for launch March 2021	Audit existing grant schemes – internal and external, and adapt criteria for grants programmes	Grants team, Campaigns and Public Programmes team and the Communities, Learning, Inclusion & Volunteering team

Aim	Activity	Work begins	Methodology	Led by
	<b>A6</b> Establish new specific grant opportunities which signal our ambitions for diversity and inclusion.	November 2020 March 2021	Launch initial 5 markers or re-interpretations on 'hidden' heritage in 2021 Launch open programme March 2021	Grants team, Communities, Learning, Inclusion & Volunteering team Campaigns and Public Programmes team
	<b>A7</b> Engage the next and future generations with heritage, by developing a strategy for working with young people.	January 2021	Stakeholder workshops, external facilitation with young people	Communities, Learning, Inclusion & Volunteering team
	<b>A8</b> Ensure our digital presence and content is accessible and relevant to a broad range of people.	March 2021	Externally commissioned audit Internal response	Marketing and Content teams Digital team IMT
	<b>A9</b> Ensure that we understand the needs of diverse audiences by ensuring our approach to audience segmentation aligns more closely with priority audiences.	November 2020	External commission	Marketing team
	<b>A10</b> Review our current procurement policies and practices to ensure we are encouraging a more diverse supplier base.	January 2021	Internal review	Communities, Learning, Inclusion & Volunteering team with Procurement team

Aim	Activity	Work begins	Methodology	Led by
<b>Strand 2: Our people</b>				
<p>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.</p>	<p><b>A11</b> Review our approach to recruitment for all roles and identify strategies to deliver more diverse candidates for all vacancies, including Committees and Commissioners.</p>	<p>November 2020</p>	<p>Internal discussion, external benchmarking, externally commissioned research to better understand the barriers and experiences of people under-represented groups</p>	<p>HR Recruitment with Communities, Learning, Inclusion &amp; Volunteering team</p>
	<p><b>A12</b> Create a new mandatory training programme for inclusion, diversity and equality.</p>	<p>November 2020</p>		<p>Communities, Learning, Inclusion &amp; Volunteering team with Organisational development</p>
	<p><b>A13</b> Expand our programme of training placements for people who belong to groups under-represented in our workforce.</p>	<p>February 2021</p>	<p>Commission external recruitment and mentoring process</p>	<p>Communities, Learning, Inclusion &amp; Volunteering team with HR Early Careers</p>
	<p><b>A14</b> Expand our apprentices programme which was successful in attracting a greater diversity of applicants.</p>	<p>Dependent on identifying external funding</p>		<p>Sector Resilience and Skills Apprentices team with HR Early Careers</p>
	<p><b>A15</b> Establish new staff networks for social mobility and neurodiversity and reenergise all existing staff networks.</p>	<p>November 2020</p>	<p>Internal comms recruitment drive, internal comms features</p>	<p>HR with Communities, Learning, Inclusion &amp; Volunteering team</p>

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	<b>A16</b> Create a new coherent pathway for young people to raise awareness of potential careers in the historic environment.	January 2021	Creation of web content, development of work placement programme, expansion of positive action training programme and launch of new apprenticeships (Partially dependent on external funding)	HR Early careers with Sector Resilience and Skills & Communities, Learning, Inclusion & Volunteering teams
	<b>A17</b> Ensure inclusion, diversity and equality is embedded into everyone's core work programmes.	November 2020	Template for all teams to complete as part of the corporate planning cycle	Communities, Learning, Inclusion & Volunteering team with Business Improvement Corporate Planning team
<b>Strand 3: The Historic Environment Sector</b>				
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.	<b>A18</b> We will undertake an assessment of diversity in the sector workforce.	March 2021	Externally commissioned research	Communities, Learning, Inclusion & Volunteering team with the Social and Economic research team
	<b>A19</b> We will make diversity and inclusion training available to other organisations working in the historic environment.	March 2021	Pilot internally then advertise free to access for other organisations	Communities, Learning, Inclusion & Volunteering team with Sector Resilience and Skills

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	<p><b>A20</b> We will seek partnerships to create a development programme for aspiring Board members for heritage organisations from groups which are under-represented on boards.</p>	<p>March 2021</p>	<p>Externally commissioned research followed by externally commissioned programme</p>	<p>Communities, Learning, Inclusion &amp; Volunteering team with Sector Resilience and Skills</p>
	<p><b>A21</b> We will facilitate a series of in-depth conversations with organisations working in the historic environment to establish how Historic England could effectively support those organisations to become more diverse and inclusive.</p>	<p>March 2021</p>	<p>External stakeholder conversations</p>	<p>Communities, Learning, Inclusion &amp; Volunteering team</p>