EQUALITY OUTCOMES AND MAINSTREAMING REPORT

HISTORIC ENVIRONMENT SCOTLAND

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CONTENTS

FOREWORD

We are pleased to introduce Historic Environment Scotland's first Equality Outcomes and Mainstreaming Report

Our Equality Outcomes and Mainstreaming Report outlines how we will work to deliver our equalities duties and achieve our vision that *Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone*.

Our 2016-19 Corporate Plan, *For all our Futures*, and our 2017-18 Annual Operating Plan both demonstrate our commitment to promoting equality.

We are committed to improving access to, and widening participation in, Scotland's historic environment, and there are many examples of how we work with a range of partners to deliver activities that promote equalities. However, we plan to improve and strengthen our approach.

This document shows our ongoing commitment to equalities and the progress we have made.

It also sets out our first equalities outcomes for 2017-21 and the associated actions that we plan to take. We look forward to supporting this work and the wider equalities agenda through the delivery of our strategies, policies and operating plans.

Alex Paterson
Chief Executive

Jane Ryder
Chair

April 2017

INTRODUCTION

This is our first Equalities Outcomes and Mainstreaming Report. It explains what we have done in making equalities integral to our functions, outlines our commitment to equality as a public service provider and employer, and sets out our equality outcomes and actions for 2017-21.

ABOUT US

Established by the Historic Environment Scotland Act 2014, Historic Environment Scotland (HES) is the lead public body for historic environment in Scotland and assumed its full powers on 1 October 2015.

We are a Non-Departmental Public Body (NDPB) and a registered Scottish Charity (SC045925). Our general functions under the Act are to investigate, care for and promote Scotland's historic environment and equality and diversity is built into our founding legislation.

We are also under a statutory duty to carry out our functions with a view to promoting the diversity of persons accessing the historic environment and its collections. This duty is not limited to the protected characteristics outlined in the Equality Act and extends to the historic environment as a whole.

We are responsible for leading and enabling the delivery of Scotland's historic environment strategy, *Our Place in Time*[1]. Our Place in Time provides a high-level strategic framework that sets out a 10-year vision for the historic environment.

The key outcome of the strategy is to ensure that the cultural, social, environmental and economic value of Scotland's heritage makes a strong contribution to the wellbeing of the nation and its people.

We investigate and record architectural and archaeological sites and landscapes across Scotland. We care for more than 330 properties of national importance including Edinburgh Castle, Skara Brae, Fort George and numerous smaller historic sites.

We are also responsible for internationally significant collections including more than five million drawings, photographs, negatives and manuscripts, along with 20 million aerial images of locations across the world.

We invest about £14.5 million a year in national and local organisations, supporting building repairs, Conservation Area Regeneration Schemes, the conservation of ancient monuments, archaeological work and the voluntary sector.

We deliver interactive online services to global users. Our staff provide guidance, training and technical research into Scotland's built environment and – through our outreach, education and skills-sharing activities – we promote community and individual learning engagement with Scotland's heritage.

Further information on HES and full details on our services can be found at our website at www.historicenvironment.scot

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1.   www.gov.scot/Resource/0044/00445046.pdf

LEGAL FRAMEWORK

The Equality Act 2010[2] sets out the 'general equality duty' (known as the three 'needs'), which places a duty on listed public authorities such as HES to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not, particularly by:
    - removing or minimising disadvantage
    - meeting the needs of particular groups that are different from the needs of others
    - encouraging participation in public life
- foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 also lists nine protected characteristics, and defines direct and indirect discrimination as where someone is treated less favourably according to a protected characteristic or could be disadvantaged compared to someone who does not share that protected characteristic. The **protected characteristics** are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

We are also subject to the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 that contains specific duties that are designed to help Scottish public authorities meet the general duty.

As a listed public authority, we are required to:

- report on mainstreaming the equality duty
- publish equality outcomes and report on progress
- assess and review policies and practices
- gather and use employee information
- consider award criteria and conditions in relation to public procurement
- publish in a manner that is accessible.
- publish gender pay gap information
- publish statements on equal pay.

Performance against the equalities duties is regulated by the Equality and Human Rights Commission (EHRC). The Human Rights Act 1998[3] also makes it unlawful for a public body or those performing a public function to act, or fail to act, in a way that is incompatible with the European Convention on Human Rights.

This report meets our duties under the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. It outlines:

In Part 1 – Mainstreaming Equality in HES:

- the progress we have made to make the equality duty integral to the exercise of our functions since our establishment
- an annual breakdown of our employee data, as well as gender pay gap information.

In Part 2 – Equalities Outcomes:

- our equalities outcomes for 2017-21 and the associated action plan, with supporting evidence.

PART 1: MAINSTREAMING EQUALITY IN HES
OUR CORPORATE COMMITMENT

As the lead public body for the historic environment, HES is responsible for leading and enabling delivery of Scotland's Historic Environment Strategy, *Our Place in Time*. A key outcome of the strategy is to ensure that the cultural, social, environmental and economic value of Scotland's heritage makes a strong contribution to the wellbeing of the nation and its people.

Mainstreaming equality is at the heart of our work. Our 2016-19 Corporate Plan, *For all our Futures*, sets out our vision that: *'Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone.'*

It demonstrates our clear commitment to collaboration and widening participation and advocates an enabling approach. One of our key objectives is to 'grow the contribution the historic environment makes to the cultural, social, environmental and economic life of Scotland', which we will achieve through a variety of means, including 'widening public access and participation through collaboration, and focusing on delivering wider benefits in health, wellbeing, education and employment'. Our KPIs for the organisation also include a commitment to actively promote equalities.

As a Non-Departmental Public Body funded by the Scottish Government, our corporate commitment to equalities is also informed by the Scottish Government's expectations. The Scottish Government is committed to reducing inequality in Scotland and this commitment underpins many of the Government's priorities and success measures.

In meeting our public sector equality duties, we are also able to meet the Government's expectations of a public body and contribute to Scottish Government initiatives, as communicated through, for example, Scotland Performs, Scotland's Economic Strategy, the Programme for Government, and the Social Impact Pledge.

As the lead public body for Scotland's historic environment, we have a key role in supporting Scotland's Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities, *A Fairer Scotland for Disabled People*, which includes the following action (Action 69):

"Scotland's heritage is an important part of our identity and disabled people should have equal access to it. We will improve physical and online access to the historic environment and collections by 2019 so that more disabled people can enjoy their heritage."

We have also made a commitment to work to achieve the Scottish Government's aspiration that equal representation for men and women on Boards, known as the '50/50 by 2020' pledge.

WIDENING ACCESS

We are committed to developing and promoting inclusive access for all, while being sensitive to the conservation needs of our special historic environments. We recognise that many historic properties can present difficulties for disabled people, so each property page on our website provides access details, along with brief descriptions of the types of display and the tactile qualities of artefacts.

To accord with our Schemes of Delegation that cover the functions which Scottish Ministers have delegated to us in relation to the properties in care and their associated collections, we are required to publish an Access Policy. We have developed our policy on the back of research we commissioned in 2016 into the barriers that equalities groups faced in accessing historic properties. This research is considered in more detail in Part 2 of this document and the data has been used to inform the development of our first equalities outcomes.

In addition, we also have an Access Guide[4], which provides visitors with access information for the properties that we look after. This guide is available on request in large print, PDF and MP3/CD alternative formats.

Our 'Managing Change' series also includes a guide to promoting access to historic buildings for all[5].

In considering new interventions at our sites and monuments, we always strive to accommodate, where we can, improvements that will provide access for all. We currently carry out Visitor Services Risk Assessments at a number of monuments; offer free entry for one-to-one carers accompanying disabled visitors; welcome assistance dogs at all sites; and provide large print scripts and portable induction loops with handsets on all audio tours. Wherever possible, we provide accessible parking and blue badge holders take priority.

ENGAGING CHILDREN AND YOUNG PEOPLE

We support inclusive access to the historic environment through operation of our Free Education Visits Scheme, Heritage Travel Subsidy for Schools and provision of learning programmes for wide-ranging audiences. The Free Education Visits Scheme is open to all schools and qualifying groups from within the EU and, in administering the Scottish Government's Heritage Travel Subsidy Scheme, applications from Scottish schools in areas on the Index of Multiple Deprivation are given priority, enabling enhanced access to young people from these areas.

Our wide-ranging learning programmes and projects actively collaborate in partnerships and projects to foster opportunities to engage with diverse audiences such as schools, community groups, the youth work sector and groups with additional support needs, to enhance social inclusion, provide access to under-represented groups and enable positive experiences inspired by our properties.

ENGAGING MINORITY ETHNIC COMMUNITIES

We provide funding to the West of Scotland Regional Equality Council (WSREC) with grants of £36,000, £50,000 and £50,000 being provided for the period 2014-2017[6]. Through their work on the Roots Scotland Project, WSREC aims to increase the knowledge, appreciation and enjoyment of the historic environment by minority ethnic communities in Scotland.

ENGAGING LGBT+ COMMUNITIES

We realise that providing and enabling access to the historic properties, collections and archives in our care is only one of the areas where we affect the historic environment and the people of Scotland. In a number of initiatives, we are listening to and amplifying an ever-broader range of stories to ensure that this historic environment, as we define it, reflects all of Scotland and not just of a narrow cross section of the population.

Our involvement in LGBT+ History Month in February 2017 as part of our Scotland's Urban Past Project provides a good example of an initiative that is targeted at uncovering histories and stories about places that may have previously been overlooked,

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4. www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=792edbb6-5c20-40cd-9460-a5b600ecfd11
5. www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=f0185b2c-3ed9-40c4-899d-a60b00885214
6. http://wsrec.co.uk/projects/rootsscotland/

invisible or deliberately hidden and now gone. During February, we invited people from across Scotland and beyond to add their own information, photos and memories to existing sites in our online database, Canmore, or to suggest new sites, in order to share and celebrate places which are now or have been important to people identifying with LGBT+ communities and activities.

VOLUNTEERING

Volunteering is a key way for people from all backgrounds to engage proactively with the historic environment and HES currently provides a range of volunteering experiences. In 2015, we engaged 319 volunteers, who contributed 1,073 days. However, HES engagement of volunteers has been more limited compared to major charities in the sector such as the National Trust for Scotland, where volunteering is a core element of its service offer.

In 2015/16, we initiated a pilot project to test the feasibility of scaling up volunteering across the more than 330 properties in our care. We also commissioned Volunteer Scotland to undertake a research study in 2016 to determine the range and scale of volunteering in the historic environment in Scotland. The research findings[7] highlighted the scale, value, importance and contribution of volunteering to HES and the sector. It also identified development potential, barriers to volunteering and opportunities for growth. The research report also concluded that volunteering is a major asset for the sector, but that there are a number of significant barriers to be overcome. Both the pilot project and the research study will inform how we develop an inclusive approach to growing the number of volunteer opportunities in HES, and the sector, in the future.

COMMUNICATIONS

Accessible communications are key to delivering our work. Our website was launched in May 2016 and is a key mechanism for communicating to the public and others about who we are, what we do and the services that we provide.

We are committed to providing websites and printed material that is accessible to the widest possible audience. We have developed Digital Style guidance for staff and plan to do the same for corporate publications, including guidance on

clear writing style and formatting. All our corporate publications are available in alternative languages and formats on request and we provide details of this on the back covers of our publications.

GAELIC LANGUAGE PLAN

Our (formerly Historic Scotland's) current five-year Gaelic Language Plan was officially approved in 2012 and signed off by Bòrd na Gàidhlig, the Government body responsible for supporting Gaelic in Scotland.

The plan supports the National Plan for Gaelic, sets out our commitment to the Gaelic language and details what we will do to incorporate it into our day-to-day business. The Gaelic Language (Scotland) Act 2005 states that Gaelic should command 'equal respect' with English in Scotland. It is an official language of Scotland and we believe should be taken into consideration when discussing equality within our organisation and the community we serve.

Since October 2015, we have been involved in many projects that promote Gaelic language learning and acquisition, notably our Arnol Junior Guides film project *An Tac an Teine: By the fire* that took place between October 2015-October 2016. This offered an opportunity for school children at Sgoil an Taobh Siar on the Isle of Lewis to create two short films focused on life and legends prevalent in the community surrounding the Arnol Blackhouse. This resource has been shared with other schools, supporting resource creation for Gaelic Medium Education, and ensuring that the project has a lasting legacy.

More educational projects are in train, including working with Bun-sgoil Taobh na Pàirce (Gaelic Primary School), Fèisean nan Gàidheal and Edinburgh Castle, and an enhanced training programme focusing on Gaelic procedural awareness being orchestrated in collaboration with National Museums of Scotland.

We are currently in the process of developing a new Gaelic Language Plan for 2018-2023, which will go to public consultation in July 2017.

PROCUREMENT

We consider equality throughout our tender processes and comply with all legislation. We approach our procurement requirements in an open, proportionate and inclusive manner to reduce barriers to participation. We pursue equal treatment and non-discrimination principles in all our procurements

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7.   www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=9f05922b-0aa8-46dd-be3a-a61700dc8ed5

through appropriate specifications, consideration of contract size and use of proportionate documentation to place the minimum burden possible on suppliers and contractors. We will also engage with suppliers and contractors on 'Meet the Buyer' events and through access to our contracts on Public Contracts Scotland (PCS). We ask suppliers to provide details of any equality policies and systems that they have in place that will be utilised when delivering the contract. The Procurement Reform (Scotland) Act 2015 also maintains our focus on equality.

We advertise tender opportunities above £50k, excluding VAT, on the PCS portal in order to make opportunities available to all potential suppliers. In addition, our procurement process is designed to promote SME participation. We regularly contract with supported businesses and we encourage the procurement of fairly and ethically traded goods and services.

It is HES's policy to consider the inclusion of community benefit requirements in all regulated procurements where the estimated value of the contract is equal to or greater than £4 million. However, benefit may also be derived in lower-value requirements and in line with the sustainable procurement duty, where an opportunity and relevant activity is identified, a community benefit would be considered for inclusion in a contract or framework.

We are committed to the promotion of the Scottish Living Wage and are working to ensure zero hours contracts are not used by suppliers in the delivery of services to HES.

EQUALITY IMPACT ASSESSMENTS
We recognise that Equality Impact Assessments (EqIAs) are an important mainstreaming tool and we publish all our EqIAs on our website.

Since 1 October 2015, our policy has been to only carry out EqIAs on new, high-level plans or policies such as the corporate plan[8], or in response to a

particular issue, for example, the EqIA looking at scheduling carried out in response to a public petition regarding the Tinker's Heart in Argyll[9]. In doing so, we have used Scottish Government guidance and templates. These EqIAs have informed the development of our equalities outcomes and their associated actions.

We aim to develop and make wider use of equality impact assessment tools in order to better ensure that we give proper consideration to the impact that our strategies, policies, projects or plans might have on different groups. We are committed to reviewing and revising our approach and documentation, and to roll out a more tailored approach with guidance in 2017. The implementation of new guidance and approaches to equality impact assessment will also provide a good opportunity to emphasise the importance of embedding equalities in future policy development, planning and decision-making processes.

EQUALITY NETWORKS
We are keen to learn about good practice in relation to equalities and develop networks with other organisations. We are members of the Non-departmental Public Bodies (NDPB) Equality Forum and the Scottish Government's Public Sector Diversity Network that provide valuable shared learning experiences. We recently hosted the Forum and access the Forum's web pages, the Knowledge Hub. We also regularly attend equalities conferences and events, most recently Equal Live in November 2016.

We have engaged with equalities groups through the EqIA process and our 2016 access research. We have also engaged and partnered with a number of equalities groups in the course of some of our work, for example, as part of the Scotland's Urban Past project. We are keen to further develop our external networks and increase our engagement with equalities groups.

8.   www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=5ed84cab-671b-4bc9-9659-a60f00a48cbf
9.   www.historicenvironment.scot/media/3118/th-scheduling-process-eqia.pdf

CASE STUDIES

We are engaged in numerous activities and working practices that contribute to the equality duty. Examples are presented below for illustration

STUDY 1: ACHIEVING ACCESS FOR ALL TO HISTORIC MONUMENTS – ONE APPROACH AT ELGIN CATHEDRAL

Many of Scotland's Properties in Care cannot be fully physically accessible; to make them so would mean their destruction. Elgin Cathedral has a nationally important collection of carved stones that had not been on display for more than 20 years. In part, this was because the only available display spaces at the property are in the cathedral towers and are only physically accessible via narrow, uneven, spiral stairways.

In 2016, HES opened a new exhibition in the eight available spaces. Now the best of the collection is interpreted and on display. Wanting all visitors to be able to access the collection and its stories, we designed the two ground-floor spaces with the aim of ensuring that everyone could have physical and intellectual access to the collections and their stories through the displays in those spaces.

These ground-floor displays include examples of the different types of stones in the collection, a full touchscreen database allowing access to the whole collection, views of the rooms and the displays themselves and panoramic views from the top of the north tower.

In addition, the 'star of the show', an effigy of Bishop Archibald, lit in colour to illustrate how brightly painted the stonework would originally have been, is accessible to all visitors in one of those ground-floor spaces. Everyone can engage with both ground-floor areas and for those not able or wanting to face the stairs or wander around the cathedral, there are bench seats. Sets of 3D printed, tactile versions of some of the stones have been produced for use by visually-impaired visitors and for other outreach purposes that can be off site and involve working with partners.

STUDY 2: THINKING ABOUT ACCESS…

It is very easy to think about enhancing access in an overly simplistic way. For example, 'we'll improve access for Deaf people by providing a signed translation of our guided tour and we'll advertise it online'. But is that really the best solution?

Of course, the answer needs to be developed through discussion with people who are deaf and use sign language. The solution should be focused on reducing the barriers, making it easier for Deaf visitors to engage with the offer. We have recently been having these discussions in order to develop a new BSL offer, and some of the key features that have been suggested are:

- a tour developed in British Sign Language, not just translated from English, is much more engaging for a deaf audience
- the internet should not be the primary medium for marketing. Many members of the Deaf community do not communicate much, or at all, online, so marketing through relevant charities and support groups is more likely to be effective. The culture and traditions of the Deaf community are a source of pride. Speaking to elements of this culture will make a tour more meaningful and relevant to its audience. Ensuring that Deaf history is not neglected and invisible is part of enabling intellectual access for visitors, as well as meeting our commitment to consider diverse stories, and to present history from different perspectives. This might entail including stories of individuals, such as the princess Joan, daughter of James I, who used sign language in the royal court in the later 1400s. Similarly, it might include references to visual culture.

STUDY 3: WORKING WITH GLASGOW DISABILITY ALLIANCE

During autumn 2015, members of the Glasgow Disability Alliance (GDA) young people's network joined Scotland's Urban Past (SUP) to take the first steps in their project to investigate and document their experiences of the urban environment.

GDA is an organisation of disabled people (DPO) in Glasgow, with a membership of more than 2,500 disabled people. They empower people with disabilities to be full and active citizens, living independent lives and fulfilling their potential.

In a series of workshops held in Glasgow's inspiring buildings, the group developed skills in interpreting urban architecture and historical maps, mapping places and journeys, and got hands-on experience in photography and film interviews, while exploring the

themes of education, leisure and access. During the workshops, group members creatively responded to their urban environment by producing video interviews, personalised maps and artworks celebrating their favourite places, made in collaboration with Project Ability at Trongate 103.

The final workshop concluded with the creation of a wonderful collage-mural exhibiting the group's artwork and describing their favourite places and the connections between them. The group's video interviews are available to view on a specially created digital map.

The group has continued to work with SUP in 2016-17, connecting young people with members of the GDA older people's network to investigate, document and compare together experiences of education, leisure and access for disabled people in Glasgow in the past and present.

HES AS AN EMPLOYER

We are committed to understanding and supporting equality of opportunity and diversity within our workforce by working to eliminate discrimination, advance equality of opportunity and foster good relations. We believe that this extends to the way we reward our staff and that reward should be made fairly and equitably.

RECRUITMENT

Our recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies that are needed to carry out the role effectively. We request diversity monitoring information from all candidates and use this information to help ensure that resourcing policy and procedures have no detrimental impact on applicants. Most diversity information is not seen by recruiting managers, however, they are provided with relevant information, for example, reasonable adjustments requested by a disabled applicant. In addition, we operates a Guaranteed Interview Scheme, whereby candidates with disabilities are automatically invited to interview for a post if they meet the defined minimum criteria.

EMPLOYEE INFORMATION

We encourage staff to disclose diversity information to help us monitor our practices. We collect and monitor staffing information to check our employment practices are not discriminatory. We have a duty

to report specific information about our staff. This helps to check whether there is discrimination in our employment practices and ensures that important elements of our equal opportunities policies are being implemented effectively.

During summer 2015, ahead of the transfer of staff into HES, we undertook a data cleanse exercise to harmonise the recording of workforce data, as well as raising understanding and awareness on a consistent approach to reporting such data. This exercise was undertaken through benchmarking work with other Scottish NDPBs, the Scottish Government and Cabinet Office requirements and in line with the Census data.

Through this exercise, revised and streamlined recruitment documents and equality monitoring forms were produced, and the HR system was updated to reflect the new requirements as well as introducing the option to start recording information on Carers within the organisation.

In September 2015, we issued the revised Equality Monitoring form to all staff with a supporting document explaining the purpose of the exercise and how the information would be held/used. As a result, we saw a significant reduction in our 'unknowns' and a significant improvement in our reportable data.

Employee data is reported to our Senior Management Team and the HES Staff Governance Committee on a quarterly basis. It is our priority to enhance the accuracy of staff data. To do this, we will

continue to raise staff awareness of the need for the information and to explain why this is important.

OUR POLICIES AND PRACTICES

We recognise the need to ensure that our policies and activities are not discriminatory and to fully consider diversity and equality issues when developing new policies and approaches to what we do, or when we significantly change existing ones.

We aim to ensure that all our strategies, policies and procedures are inclusive and promote equality and diversity, and that our equality is embedded in the behaviour, actions and decision-making of our staff.

Our Human Resources (HR) team oversees the content of our staff handbook, which covers a range of policies including an overarching Equality and Diversity Policy with regards to HR, a code of conduct and a suite of more detailed policies on specific issues including flexible working and family friendly policies.

The staff handbook is available on our intranet and staff can get guidance on any aspect of this from the HR staff or line managers.

Our policies are kept under regular review and we update them in response to any changes in legislation.

TRAINING & DEVELOPMENT

As a public sector employer and a leader in the commercial tourism industry, we recognise the importance of ensuring our staff have full awareness and understanding of the standards and expectations of service placed on them when interacting with both customers and prospective employees.

Each year, all new customer-facing visitor operations staff must undertake mandatory diversity training as part of their seasonal induction process. This provides both a general understanding and awareness of diversity issues, and also consideration of how to interact with members of the public.

All recruiting managers within HES are expected to undergo formal recruitment training. Equalities and diversity play a pivotal role in this training, incorporating elements such as legal requirements and the need to ensure discrimination and stereotyping play no part in the recruitment and selection process. It emphasises the importance of valuing differences between people and understanding the positive benefits for the organisation of employing a diverse range of talented people.

Successful candidates are appointed on the grounds of merit, irrespective of their sex, marital status, age, race, ethnic origin, sexual orientation, disability, religion or belief, working pattern, gender identity or caring responsibility.

STAFF SURVEYS

We undertake an annual staff survey. Our annual staff survey highlights where staff think we are doing well and where we can do more, and provides an opportunity to benchmark our performance against others.

Although it is not explicitly related to equalities issues and protected characteristics, the results point to areas where changes in our culture and the way we do things can have a positive effect on people's experiences at work.

We have also undertaken a wellbeing survey, which again highlights where we need to do more on the wellbeing of our staff and have introduced a number of initiatives to help promote health and wellbeing in the work place, including activity focused on supporting the equalities agenda.

For example, we have invited Age Scotland to deliver a Planning for Your Future workshop that will cover a range of topics from financial and legal issues to coping with change, alternative working options, and health and wellbeing considerations.

PUBLIC APPOINTMENTS

Our Board is appointed through the Public Appointments process. In the period 1 October 2015-31 March 2017, there have been 12 members of the Board, eight men and four women. At 31 March, membership comprised six men and four women. Information on the protected characteristics of Board members is not available.

HES is committed to the Scottish Government's aspiration for public sector boards to comprise equal numbers of men and women, known as '50:50 by 2020'. We will explore how we can promote greater diversity of Board membership through succession planning and other activity.

HES EMPLOYEE INFORMATION
C. SUMMARY OF HES EMPLOYEE INFORMATION

This summary refers to the tables for staffing within HES (at Annex B). All data are for current staff as at 31 December 2016, unless otherwise stated. Data from the previous year (showing staff as at 31 December 2015) are included for comparison

AGE

The largest percentage of our employees are in the 30-39 and 40-49 age groups, with 47 per cent of the workforce in these age groups (2015: 47.1 per cent). The younger age group (16-29 year olds) has slightly increased since 2015 (16.2 per cent), making up 17 per cent of our employees. 12 per cent (2015: 11.8 per cent) of our employees are over 60.

GENDER

Overall, there is a higher proportion of males than females. 57.4 per cent (2015: 58.3 per cent) of HES employees are male and 42.6 per cent (2015: 41.7 per

cent) female. National Record of Scotland's Mid-Year Population Estimates Scotland report for 2015 reports the split to be 51 per cent female to 49 per cent male.

The higher proportion of males can be accounted for in part by a large singular group of employees being almost exclusively male, i.e. those employed in traditional craft and labouring grades. However, we are seeing a gradual increase of females in this area of work through our Apprentice recruitment campaigns in recent years. Full-time employees are more likely to be male (64.3 per cent of full-time total), while part-time employees are much more likely to be female (62.3 per cent of part-time total).

ETHNIC ORIGIN

More than one fifth of HES employees, 23.3 per cent (2015: 20.4 per cent), have not provided any information on ethnic origin. Of those whose ethnic origin has been recorded, 16 are from an ethnic minority, representing 1.3 per cent (2015: 1.2 per cent) of the total workforce.

This percentage is much smaller than the percentage proportion reported in official statistics, which also demonstrate significant regional variation. In Scotland's 2011 Census, the size of the minority ethnic population was just over 200,000, or 4 per cent of the total population of Scotland (based on the 2011 ethnicity classification), with the largest proportion living in Glasgow, Edinburgh, Aberdeen and Dundee.

SEXUAL ORIENTATION

36.3 per cent (2015: 33.9 per cent) of HES employees have not provided any information on sexual orientation. Of those whose sexual orientation has been recorded, 33 are gay, lesbian and bisexual or another non-heterosexual orientation, representing 2.6 per cent of the total workforce (compared with 3.1 per cent in 2015). This is a larger percentage than percentages reported in national statistics. The Scottish Household Survey 2014 reports that 98.4 per cent of adults identified themselves as heterosexual or straight, 1.0 per cent stated that they were gay, lesbian, bisexual or other and 0.6 per cent of adults stated they refused or preferred not to answer the question.

The latest experimental statistics published from the Integrated Household Survey for the United Kingdom January-December 2014 shows that the number of people who self-identified as lesbian, gay or bisexual in Scotland was 1.1 per cent (compared to 1.6 per cent for the United Kingdom).

DISABILITY

More than one quarter (25.7 per cent) of HES employees have not provided any information on disability status (compared with 22.1 per cent in 2015). Of those whose disability category has been recorded, 29 (2015: 28) have one or more disabilities, representing 2.3 per cent of the total workforce (compared with 2.2 per cent in 2015).

This figure is very significantly lower than percentages for the population of Scotland as a whole. For example, Scotland's 2011 Census records that the proportion of people in Scotland with a long-term activity-limiting health problem or disability was 20 per cent (1,040,000 people), which is the same proportion as reported in 2001 (1,027,872 people).

MARITAL/CIVIL PARTNERSHIP STATUS

15.8 per cent of HES employees have not provided any information on marital status, compared with 14.7 per cent in 2015. 39.4 per cent (2015: 40.8) of HES employees have declared that they are married compared with the proportion of the Scottish population aged 16-64 from the 2011 Census (43.2 per cent). Single people make up a further 36 per cent of HES employees (compared with 35.5 per cent in 2015), while the other marital status categories account for 8.8 per cent (2015: 9 per cent) of the total workforce.

RELIGION OR BELIEF

37.2 per cent (2015: 35 per cent) of HES employees have not provided any information on religion or belief. 30.5 per cent (2015: 32.1 per cent) of employees have declared a religion or belief, whereas 32.3 per cent declared they had no religion or belief (2015: 32.9 per cent). Scotland's 2011 Census reported that more than half (54 per cent) of the population of Scotland stated their religion as Christian, while 37 per cent of people stated that they had no religion.

CONCLUSION

Our employee data shows that our staffing profile does not yet reflect the composition of the wider communities that we serve. However, with 46.3 per cent of our Band F and above senior managers being women, we are making good progress to meeting the wider UK Civil Service target of 34 per cent for top management posts.

The representation of women in apprenticeships has also continued to improve since 2015, with 28.4 per cent of our apprentices being female.

Our data on sexual orientation and religion or belief have significant gaps, making it difficult to understand and address issues in these particular areas. Currently, 23.3 per cent of staff have not yet recorded their ethnic background, 25.7 per cent have not provided any information on their disability status, 37.2 per cent have not recorded their religion or belief and 35.3 per cent have not recorded their sexual orientation.

D. GENDER PAY GAP AND EQUAL PAY

To undertake its functions, HES employs more than 1,000 core staff, which increases to around 1,200 during the summer season. Staff are employed in a wide variety of occupational disciplines ranging from stonemasons and other traditional crafts, to professional and technical specialists such as architects and inspectors, as well as front-line stewarding staff and behind-the-scene support and administration staff.

During 2012-13, a number of employees transferred to HES from Aberdeenshire Council under TUPE arrangements. Of the original 22 who transferred, two employees remain employed on the terms and conditions of previous employers under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These staff have not been included in this report.

PAY BANDS AND WORKING PATTERNS

In line with the various occupational disciplines and functions, there are a variety of grades and associated rates of pay. There are eight pay bands incorporating some 16 different occupational groups. This includes the introduction of an Apprentice pay band in 2013.

There are also a variety of working patterns including standard full-time arrangements, five out of seven day rotas, part-time arrangements (ranging from 40 hours per month to 35 hours per week and any number in between), permanent part year, temporary fixed-term and annualised hours.

Details of the pay bands and the occupational disciplines are shown at Annex A, Table A1.

PAY PROGRESSION

Of the eight pay bands, one has a progression time of two years, and the remaining six pay bands have progression times of four years.

Progression times, and respective minima and maxima for each of the Bands are detailed at Table 2, Appendix A.

PAY ON PROMOTION

All staff are placed at the minimum of the pay band on promotion irrespective of position in previous pay band or length of service.

ANALYSIS

The table below details gender pay gap information of both the mean and median hourly rate of pay for men and women within each pay band. Analysis of hourly rate of pay was based on Basic FTE Salary / 52 / 37 as at 31 August 2016.

	Gender					
	Female		Male		Female/Male	
Pay band	Mean salary	Median salary	Mean salary	Median salary	Mean	Median
Apprentice	£8.43	£8.55	£8.11	£8.06	3.74%	5.80%
Keykeeper	£8.52	£8.52	£8.52	£8.52	0.00%	0.00%
Pay Band A	£8.83	£8.81	£8.90	£9.10	-0.87%	-3.28%
Pay Band B	£10.76	£10.98	£11.06	£11.29	-2.81%	-2.87%
Pay Band C	£14.20	£15.08	£14.35	£15.08	-1.08%	0.00%
Pay Band D	£18.00	£18.59	£18.20	£18.59	-1.10%	0.00%
Pay Band E	£21.97	£22.62	£22.20	£22.62	-1.03%	0.00%
Pay Band F	£27.42	£27.75	£27.63	£27.75	-0.75%	0.00%
Pay Band G	£32.65	£33.81	£32.26	£33.81	1.19%	0.00%
TUPE terms	£9.36	£9.36	£-	£-	100%*	100%
All Staff	**£12.44**	**£10.21**	**£12.72**	**£11.29**	**-2%**	**-11%**

*there are no salaried male employees working under TUPE terms

CONCLUSION

Within HES, where men and women are undertaking work of equal value, they are paid a similar hourly rate and consequently the gender pay gap is low, with an overall pay gap of 2 per cent and 11 per cent (mean and median respectively).

HES experiences gaps in median pay within two of the lower grades. Again, these sit comfortably below national averages. Within these grades, there are a higher proportion of longer-serving men who have reached their maximum salary for the grade, for example, Pay Band A has 59 per cent of men on the maximum salary compared to only 46 per cent of woman, while Pay Band B has 74 per cent of men on the maximum salary compared to only 48 per cent of women.

There are no males working under TUPE terms within the organisation. Three of the four female apprentices (75 per cent) have reached their max compared with only 13 of the 29 male apprentices (45 per cent), leading to the imbalance.

As the mechanism for eliminating or reducing equal pay gaps will be dealt with under the pay negotiations, the affordability factors will be explored as part of future pay remits.

E. PART 2: EQUALITY OUTCOMES
INTRODUCTION

Equality is vital to achieving our vision and we have made a clear commitment to equality and diversity through our 2016-19 Corporate Plan, *For all our Futures*, and our 2017-18 Annual Operating Plan. In particular, mainstreaming equality and fulfilling the public sector equality duties is a KPI for 2016-19.

During 2016/17, we developed four equality outcomes to support our vision that 'Scotland's historic environment is cherished, understood, valued and enjoyed with pride by everyone'.

These are our first equalities outcomes and are published, as required, under the Equality Act (2010) (Specific Duties) (Scotland) Regulations 2012. They are designed to be sufficiently high level in order to further the three needs of the general equality duty and encompass a broad spread of cross-cutting activity. The activities and deliverables that support the achievement of the equality outcomes provide the opportunity to target particular protected characteristics.

Our equalities outcomes have been informed by qualitative and quantitative data from a range of sources, including employee statistics, EqIAs and research that we have carried out, as well as evidence from national surveys and published guidance from equalities groups. Between January-March 2017, we also sought in person feedback on these outcomes from the equality groups and/or networks, including:

BEMIS	Inclusion Scotland
CEMVO	Independent Living in Scotland
Deaf Action	People First
Disability History Scotland	Royal Blind
Equality Network	Stonewall

We are particularly grateful for the advice and feedback we received from Disability History Scotland, Inclusion Scotland, Independent Living in Scotland and People First. Overall, however, we elicited relatively few responses and, moving forward, we will be exploring how best to establish a more proactive approach that takes account of our needs and those of the equality groups with which we will engage.

Our equalities outcomes are due to be reviewed prior to April 2019.

OUR EVIDENCE BASE

We recognise that good equality data is essential and are committed to improving the collection, collation and use of equality data. We have used a range of primary and secondary sources of evidence to inform the development of our equality outcomes, and in the process identified gaps in our evidence base that we intend to take steps to address. These are considered below

A. Primary sources

EMPLOYEE INFORMATION

Analysis of our employee information is provided in Part 1, and in Annex B. We capture equality monitoring data and also data from staff surveys. We ensure that we capture all employment statistics, including breakdowns by protected characteristics for staff development, recruitment and retention. We have also sought to improve the quality of the data by taking measures to reduce the number of 'not known' returns and we will continue to do so.

VOLUNTEER INFORMATION

We have many volunteers undertaking a range of activities. Volunteering is also a key way for people to engage with the historic environment across the sector, not just with regards to the direct work of HES.

In 2016, we commissioned a report by Volunteer Scotland. We also commissioned Volunteer Scotland to undertake a research study in 2016 to determine the range and scale of volunteering in the historic environment in Scotland. The research findings[10] highlighted the scale, value, importance and contribution of volunteering to HES and the sector. It also identified development potential, barriers to volunteering and opportunities for growth.

Responses to the research questionnaire highlighted included a number of observations to usefully inform approaches moving forward, for example:
"Working with delivery focused groups could enhance the uptake of volunteering from those with 'protected characteristics'. Examples of this would be to work in partnership with organisations who deliver services to minority ethnic groups or individuals with disabilities to encourage their participation in volunteering."

The research report concluded that volunteering is a major asset for the sector, but that there are a number of significant barriers to be overcome. Both the pilot project and the research study will inform how we develop an inclusive approach to growing the number of volunteer opportunities in HES, and the sector, in the future.

At present, our information on volunteers with regards to their protected characteristics is limited. We are keen to develop and implement new methods for gathering data as part of wider initiatives to improve and strengthen our internal volunteer management processes and develop new opportunities for volunteering in the historic environment sector.

THE BOARD

The HES Board is appointed through the Public Appointments process. Data on protected characteristics for Board members is held by the Scottish Government and, as the sample size is so small, it is not currently published. Only the gender split is available. At 31 December 2016, the HES Board comprised 12 members: eight men and four women.

HES is committed to the Scottish Government's '50:50 by 2020' initiative and we will explore how we can promote greater diversity of Board membership using guidance and toolkits that are available to us, for example, for developing Board succession and diversity plans.[11]

SERVICE USERS AND GENERAL PUBLIC

We have more than 160,000 members and welcome many millions of visitors to our properties, websites and online resources every year. We also engage with the public through our survey projects, our education

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10. www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=9f05922b-0aa8-46dd-be3a-a61700dc8ed5
11. www.gov.scot/Topics/Government/public-bodies/BoardChairs

and outreach programmes, and our exhibitions and publications. Internally captured data on visitors, members and service users is not comprehensive, and does not cover all services or all protected characteristics.

The Scottish Government's 2014 Historic Environment Equalities Seminar Report and accompanying Survey Monkey results that took place during the combined consultation *Our Place in Time* and the merger of Historic Scotland and the Royal Commission of the Ancient and Historical Monuments of Scotland provides some useful qualitative data.

For example, the seminar attendees considered that it is important to think about technology and its use in relation to engaging groups. Young people will be engaged by social media, but the majority of over 70s will not. It was also raised at the seminar that there was a lack of awareness, particularly among minority groups, of the opportunities to engage with heritage and the historic environment. The public consultation and EqIA for our 2016-19 Corporate Plan also provides some useful evidence, including a summary of external sources of evidence.

In 2016, we commissioned Access Research into the barriers that equalities groups faced in accessing historic properties with the aim of providing data to inform the development of our Access Policy for the historic properties in our care and our corporate approach to and reporting on accessibility and equalities, including our first equalities outcomes and associated delivery plans.

The research showed that there is a sizeable group of people who do not feel fully accepted at historic sites in Scotland and that we could do more to help people feel accepted, for example, by investing more in training staff in access issues. Research also suggested that one of the key services that we could further develop is the provision of planning tools for individuals and groups to use in advance of visiting a property.

These might include virtual tours online or an app, very clear information on physical accessibility, clear transport routes, an indication of costs that are likely to be incurred and a clear indication of on-site facilities. More and different use of technology on-site could also help increase accessibility.

Overall, the research also showed that support groups are keen to work with us to improve access and engagement, and can provide a rich source of information for planning any future initiatives and long-term collaboration opportunities.

B. Secondary sources

In developing our equalities outcomes we have considered a range of secondary sources for qualitative and quantitative evidence on which to base our outcomes, including national statistics against which we can compare ourselves. The Scottish Government Equalities Evidence finder collates much of this information[12].

Scotland's 2011 Census provides high-quality demographic data against which to review our employment and participation data. For example:

- Scotland has an ageing population. In many areas an increase in older people is accompanied by a decline in younger people. The estimated population of Scotland on 30 June 2011 was 5.25 million, with 17 per cent aged 65 and over. (The NRS Mid-year Population Estimate for Scotland on 30 June 2015 was 5,373,000, with 17 per cent of people estimated to be aged under 16, 65 per cent aged 16-64 and 18 per cent aged 65 and over.)[13]
- The proportion of people in Scotland with a declared disability or limiting illness was 20% (1,040,000 people), the same proportion as reported in 2001 (1,027,872 people).
- Scotland has a 4 per cent minority ethnic population, which varies greatly across different areas of the country. This presents some difficulties in terms of language skills and the use of English, and also in terms of marketing to some of those hard-to-reach communities who traditionally look to their own for support, rather than external organisations.

The Scottish Household Survey[14] (SHS) 2015 and People, Culture and Heritage in Scotland 2013[15] also provide robust, high-quality data, against which to review our employment, access and participation data, particularly as they highlight engagement with culture and heritage. For example:

- In 2014, 31 per cent of adults had visited a historic

12. www.gov.scot/Topics/People/Equality/Equalities
13. www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates
14. www.gov.scot/Publications/2016/09/7673
15. www.gov.scot/Publications/2015/01/2156

or archaeological site (up from 28 per cent in 2013).

- Attitudes to heritage vary by age. For example, in 2013, the proportion of adults who strongly agreed that 'it is important to me that heritage buildings and places are well looked after' increase with age: 48 per cent of those aged 16-24 strongly agreed compared to 63 per cent of those aged 60 to 74. There was little difference in attitudes to heritage between people with disabilities and long-term illness and people without disability/long-term illness.

- Cultural attendance at specific events or places varies by age. Those aged 25 to 59 are most likely to visit historic or archaeological places, whereas those aged 16-24 and 75 plus are less likely to visit historic or archaeological places. This pattern is similar in previous years.

- Overall cultural attendance is higher for women than men. However, in 2015, 33 per cent of both men and women visited a place of historical interest. These figures were 32 per cent for men and 31 per cent for women in 2014.

- In general, females reported slightly more positive attitudes to culture and heritage than men, although the patterning was not very strong. For example, more women than men agreed that 'culture and the arts makes a positive difference to my local areas'.

- Reasons for non-attendance varied by age. For the younger age groups, cost is an issue; poor health is a factor for older age groups and lack of time an issue for age groups in the middle. Overall, those with a disability, illness or health problems or both are much less likely to attend a cultural event or a place of historical or archaeological interest than those without. Those living with a long-term disability or long-term illness were more likely to attend the cinema, library or museum than a historic or archaeological place. The same pattern has been found in previous years.

- Cost, lack of interest and health were the three reasons for non-attendance that varied significantly by disability/long term illness. Those with a disability or long-term illness were far more likely to say the reasons for not attending was their health (64 per cent), compared to 7 per cent for those

with no disability/long-term illness. Non-attendance as 'not really interested' or 'it costs too much' were reasons given more commonly by those who were neither disabled or had a long-term illness.

It should be noted, however, that these statistics do not include the wider forms of engagement and participation that the historic environment provides, for example, digital access through online exhibitions and research.

The Sexual Orientation in Scotland 2017 – A Summary of the Evidence base[16] provides summary data on UK wide sexual identity statistics, for example:

- 1.7 per cent of the UK population described themselves as lesbian, gay or bisexual

- men were more likely to identify (2.1 per cent) than women (1.5 per cent)

- younger adults were more likely to self-identify – within the youngest category (16-24), 3.3 per cent of adults identified as LGB compared with only 0.6 per cent of those aged 65 or over

- 14 per cent of LGB adults were either in a same sex marriage or civil partnership

- 2.2 per cent of those in 'managerial and professional' occupations identified as LGB, compared to 1.6 per cent of those in 'intermediate' and 1.6 per cent of those in 'routine and manual' professions.

Other sources include research and reports from Equality Groups such as the Scottish Transgender Alliance (e.g. their report on Transgender experiences in Scotland[17]) and Stonewall Scotland. The Stonewall Workplace Equality Index suggests that only 21 per cent of LGB people in Scotland are happy being totally out in the workplace. Stonewall Scotland's *Changing for the Better Guide for Employers* that indicates that a commitment to employees and sound policies and practices helps support any individual who is undergoing or has undergone gender reassignment.

Reports and data produced by other bodies with related remits have also been of use in developing our equalities outcomes, for example, a Scottish Natural Heritage (SNH) report on barriers to access.[18] We are also cognisant of the many examples of good and improving practice elsewhere, both within and outside our sector. The museums sector is, for example,

16. www.gov.scot/Publications/2017/01/4911/3
17. www.scottishtrans.org/wp-content/uploads/2013/03/staexperiencessummary03082.pdf
18. www.snh.gov.uk/publications-data-and-research/publications/search-the-catalogue/publication-detail/?id=1542

probably more advanced in addressing equalities and diversity, with many museums having actively engaged with equality issues for many years.

CONCLUSION

The qualitative and quantitative evidence from internal and external sources, as well as the gaps in our evidence, provides the basis for our Equalities Outcomes and associated activities.

Our employee data on protected characteristics is sound and highlights where there is an under-representation in terms of individuals with declared protected characteristics as a proportion of the workforce.

There is a robust body of high-quality evidence from external sources to inform our plans and decision-making. Data availability on, for example, age reveals that attitudes to and engagement with the historic environment are good for the sector as a whole with evidence showing that:

• cost is a barrier for younger age groups

• illness is a barrier for older age groups

• older age groups value heritage more than younger age groups.

Data on attendance at historic sites by those with a disability or long-term illness is also fair. The Scottish Household Survey provides robust evidence showing that attendance and engagement are currently lower for those with a disability or illness and we have some general information about the barriers to participation – poor health is the most common reason.

Evidence for some protected characteristics (for example, gender reassignment and religion or belief) is limited. Engagement and consultation with equalities groups during the process of our establishment, recent EqIAs and research commissioned into barriers to accessing historic properties has also provided evidence on which to plan future interventions aimed at promoting equality.

We do, however, have significant gaps in terms of protected characteristics information for volunteers, members, visitors and other users of our services. We aim to take practical steps to try to address these as part of our Equalities Action Plan.

IMPLEMENTATION AND REPORTING

Our equalities outcomes have been approved by the HES Board, who are responsible for providing the scrutiny necessary to ensure that the organisation is meeting its duties and considers potential equality impacts in everything it does.

HES's Staff Governance Committee, which is a sub-committee of the HES Board, has been delegated responsibility for overseeing our approach to equalities and monitoring progress in meeting our equalities duties and provides assurance to the HES Board.

The Staff Governance Committee meets on a quarterly basis. It is chaired by a Board member and attended by two others, as well the Chief Executive and the Director of Corporate Services.

The Director of Corporate Services is the senior manager responsible for overseeing the production of our mainstreaming report and monitoring delivery. However, the Senior Management Team as a whole recognises that it shares responsibility in respect of promoting and embedding equality in our operations and meeting our equalities duties.

Our 2016-19 Corporate Plan has an explicit Key Performance Indicator (KPI) relating to equalities, and this commitment to promoting equalities is further detailed in our 2017-18 Annual Operating Plan. Our Senior Management Team reviews performance against our KPIs and the Chief Executive reports on corporate performance to the HES Board on a bi-monthly basis.

We are committed to investing additional resources to manage and monitor equality activity across the organisation and report on our progress in delivering against our equalities outcomes. We also plan to establish a network of equalities champions across the organisation to promote and support our operations.

A more detailed Action Plan for 2017-19 will be developed and activities will be integrated into our Directorate operating plans. We will track the completion of activities and deliverables in our action plan and use the performance measures to monitor progress through our corporate performance management framework.

Our equalities outcomes are due to be reviewed prior to April 2019, when our next mainstreaming report will be published.

G. HES EQUALITY OUTCOMES AND ACTION PLAN 2017-19

We have identified four equality outcomes to achieve by April 2021. These outcomes are based on evidence we have collected and on feedback from our staff and equalities groups. They represent the result that we aim to achieve in order to meet each of the three 'needs' associated with the general equality duty and are designed to encompass all protected characteristics, with activities mapped to specific protected characteristics where appropriate.

Our equality outcomes for 2017-21 are:
1. Through the delivery of our services, people who are under-represented as a result of a protected or other characteristic are more able to engage with the historic environment.
2. The quality and impact of decision making is enhanced by giving due regard to equality in setting our strategy and policies, and in our partnership working

3. Our Board, workforce and volunteer profile broadly reflects Scotland's demographics.
4. Our workforce welcomes, values and promotes inclusiveness.

Each outcome includes summary information on strategic context, evidence, the actions that we will undertake to achieve our outcomes and performance measures. The outcomes, key activities and measures are aligned to our 2016-19 Corporate Plan and will be mainstreamed in our operating plans.

Our Senior Management Team, the HES Staff Governance Committee and the HES Board will monitor overall progress against the equality outcomes on a regular basis.

Outcome 1
Through the delivery of our services, people who are under-represented as a result of a protected or other characteristic are more able to engage with the historic environment

Strategic context	HES has a statutory duty to promote equality and diversity, in the widest sense. Our vision is that: Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone. Our 2016-19 Corporate Plan promotes an inclusive approach. Widening and promoting access, participation and/or equality are referenced under our strategic themes of Lead, Understand, Value and Perform.
General equality duty	Eliminate discrimination. Advancing equality of opportunity. Foster good relations.
Protected characteristics	All.
Evidence	1. The Scottish Population Census 2011, Scottish Household Survey 2015, People, Culture and Heritage in Scotland 2013 and a number of external other sources (e.g. Scottish Health Survey 2011/12, Capability Scotland 2011) provide robust baseline evidence against which to review our employment, access and participation data. They also provide qualitative data that highlights key barriers to accessing and participating in the historic environment. 2. Qualitative data is also provided by other sources, including e.g. our own recent EqIAs and Access Research, which highlights the barriers to access and participation and suggests where improvements could be made.

How will we achieve this? (activity & deliverables)	Implement our Access Policy for the properties in our care with its commitment to: • access-led planning • access-awareness training for staff • accessible communication (e.g. through access-aware graphic design, plain English, high-quality translation, audio and audio descriptive tours, etc), • clear pre-visit information in varied media • intellectual access through inclusive design of all aspects of the visitor/user experience • inclusive interpretation of our history • improved physical access improving access whenever reasonably possible through inclusive design • improving access services to provide and improve services that remove barriers to access including, e.g. outreach activities with seldom engaged-with audiences and those unable to make physical visits. Develop our British Sign Language (BSL) Plan. Prepare an innovative programme for young people to support Scotland's Year of Young People in 2018. Develop volunteering activities and programmes, including targeted actions to increase the participation of young people and those not currently engaging with the historic environment. Deliver Scotland's Urban Past and other projects and activities that are specifically aimed to encourage the engagement of under-represented groups. Target engagement with under-represented groups as part of the 2017 Year of History, Heritage and Architecture, including participation in the Heritage Awareness Day on 6 October. Encourage and support the groups that we work with to attend and present at the Community Heritage Conference in Glasgow in November 2017, and future conferences. Deliver the What's Your Heritage project Deliver the Archaeology grants programme, promoting community archaeology work. Use of plain English across all communication materials and channels. Ensure all our websites meet at least AA Accessibility Standard. All websites to be mobile responsive to better ensure that customers can access HES services from a range of devices and locations. Promote communication, use of social media, and the use of imagery in our publications that is inclusive and promotes heritage for all. Corporate style guide on formatting publications (including digital) that promotes accessibility. Explore innovative ways of driving grant applications from under-represented groups through our newly revamped pre-application team. Deliver to the aims and objectives of our 2016-18 Procurement Strategy, which includes commitment to equalities. We will recognise Equality as a cross-cutting theme in our work towards Best Value, and report against it. Undertake activity to address the gaps in our data (e.g. for volunteers, members, users).
Measure of success	Completion of deliverables. Publication of case studies illustrative of range of activity and the impact of activity. Measures of people engaged (year on year).

Outcome 2 The quality and impact of decision making is enhanced by giving due regard to equality in setting our strategy and policies, and in our partnership working	
Strategic context	HES has a statutory duty to promote equality and diversity. Our vision is that: Scotland's historic environment is cherished, understood, shared and enjoyed with pride by everyone. Our 2016-19 Corporate Plan promotes an inclusive approach. KPI 11: We actively promote equalities.
General equality duty	Eliminate discrimination. Advancing equality of opportunity. Foster good relations.
Protected characteristics	All.
Evidence	1. The Scottish Population Census 2011, Scottish Household Survey 2015, People, Culture and Heritage in Scotland 2013 and a number of external other sources (e.g. Scottish Health Survey 2011/12, Capability Scotland 2011) provide robust baseline evidence against which to review our employment, access and participation data. In particular, they provide quantitative and qualitative data to show that some groups with protected or other (e.g. socio-economic circumstances) characteristics are under-represented in terms of engagement with culture and heritage. They also highlight some of the barriers to access and participation. 2. Qualitative data is also provided by these and other sources, including e.g. our own recent EqIAs and Access Research, which highlights the barriers to access and participation and suggests where improvements could be made. 3. There are significant gaps in our own evidence in relation to protected characteristics. 4. Guidance on best practice and research into what other public bodies do suggests that our current approach to EqIA is in need of revision and improvement.
How will we achieve this? (activity & deliverables)	Review our existing Equality Impact Assessment Procedure and learn from others to ensure that it meets the needs of the legislation and organisation. Develop and publish an EqIA plan that provides a forward look at planned future impact assessment activity. Develop and provide appropriate templates, advice, guidance and training for EqIAs for all involved in policy development and planning activity. Establish closer links with external equality groups to further promote understanding within communities of HES's role. Regularly review our complaints from members of the public to assess whether equalities issues are occurring that require action. Influence and support partner organisations to mainstream equality, as appropriate.
Measure of success	Improved approach to EQIA. Online publication of templates, advice and guidance (esp. intranet resource for staff). Online publication of an EqIA plan and all completed EQIAs.

Outcome 3 Our Board, workforce and volunteer profile broadly reflects the demographic of Scotland	
Strategic context	The Corporate Plan promotes an inclusive approach. PERFORM – We will encourage openness and transparency and promote equality – [by] promoting diversity and opportunity for all through our policies, and as an employer and service provider. KPI 11: We actively promote equalities.
General equality duty	Eliminate discrimination. Advancing equality of opportunity. Foster good relations.
Protected characteristics	All.
Evidence	Completion of deliverables. Improvement in Employee Data (using 2016 as baseline year) to show: • a reduction in the percentages of 'prefer not to say' and 'unknown' returns for protected characteristics • the representation of persons with protected characteristics as a proportion of total workforce more closely reflects Scotland's demography. Introduction of method of recording and monitoring equalities data for volunteers. (Once a baseline is established improvement targets can be set).
How will we achieve this? (activity & deliverables)	Continue work to improve ability to collect and utilise the full range of employee and volunteer information and take steps to increase the disclosure of employee protected characteristic data. Explore access to Scottish Government diversity data on HES Board members and, subject to data availability, develop a Board Diversity Plan (led by the Chair of HES). Work with Public Appointments to deliver commitment to 50/50 (men and women) by 2020 for the HES Board. Undertake an Equal Pay Audit as well as gender pay analyses as part of Pay Policy. Continue to work on modern apprenticeships, internships, placements, youth employment and graduate schemes and explore opportunities to improve our approach in terms of policy, procedures. Participating in recruitment fairs at schools and through local councils. Targeted recruitment campaigns and working with under-represented groups, including HLF-funded programmes such as Skills for the Future. Work with Age Scotland in relation to career planning and planning for the future. Work with Healthy Working Lives Scotland to run Mental Health Awareness Training for all managers to try to remove the stigma attached to mental health and encourage managers to be more proactive in supporting their staff. Regular review HR policies and practices to ensure they are accessible to existing and prospective employees, including e.g. through participating in Guaranteed Interview Schemes, reasonable adjustments during the recruitment process to support potential recruits, and adjustments in the workplace.
Measure of success	Improved approach to EQIA. Online publication of templates, advice and guidance (esp. intranet resource for staff). Online publication of an EqIA plan and all completed EQIAs.

Outcome 4 Our workforce welcomes, values and promotes inclusiveness	
Strategic context	The Corporate Plan promotes an inclusive approach. PERFORM – We will encourage openness and transparency and promote equality – [by] promoting diversity and opportunity for all through our policies, and as an employer and service provider. KPI 11: We actively promote equalities.
General equality duty	Eliminate discrimination. Advancing equality of opportunity. Foster good relations.
Protected characteristics	All.
Evidence	1. The Scottish Population Census 2011 and a number of external other sources (e.g. Scottish Health Survey 2011/12, Capability Scotland 2011) provide robust baseline evidence against which to review our employment data. 2. Employee data shows that our demographic does not reflect that of the Scottish population. Significant percentage of non-disclosure. 3. Staff surveys indicate areas where changes in our culture and the way we do things can have a positive effect on people's experiences and wellbeing at work. 4. Limited extent of equalities training for staff.
How will we achieve this? (activity & deliverables)	Awareness raising activity e.g. management/staff team briefings, dedicated intranet pages, training, embedding equality in the corporate induction process. Use equality data and analysis more effectively to inform planning, policy development, delivery, monitoring and evaluation. Embed in business procedures e.g. in Board/SMT papers and/or reporting; in programme/project planning structure at initial stage; in procurement; in audits. Establish closer links with external equality groups to inform policy development and planning.
Measure of success	Record training activity, including: nature of training activity, evaluation of feedback from attendees, number of training days and numbers attending. Improvement in staff statistics and staff survey responses (using 2016 as baseline year). Report on engagement with external equality groups. (qualitative and quantitative). Document evidence of equalities being factored into in decision-making, including EqIAs. Low level of complaints. Publication of case studies of initiatives to improve accessibility of workplace.

ANNEXES
ANNEX A – PAY BAND INFORMATION

TABLE A1: PAY BAND DESCRIPTION AND OCCUPATIONAL DISCIPLINES

Pay band	Occupational types
Apprentice	Apprentice Stonemasons Apprentice Electricians Apprentice Gardeners Apprentice Joiners Apprentice Painters
Keykeepers	Keykeepers
BAND A	Stewards Labourers Apprentices Retail Assistants Administrators
BAND B	Senior Stewards Plumbers Stonemasons Painters Joiners Electricians Administrators
BAND C	HR Managers Works Managers Regional Tourism & Community Manager Senior Heritage Management Officers Architectural Technicians Retail Supervisors Conservators Photographers Public Services Officers HLA Officers

Pay band	Occupational types
BAND D	District Works Managers Inspector of Historic Buildings Senior Heritage Management Officers HR Business Partners Conservators Commercial Business Managers Retail & Admissions Manager Project Managers Health & Safety Advisors
BAND E	Senior Conservators Regional Works Managers District Architects Heritage Management Team Leaders Head of HR Teams Branch Heads Operational Managers
BAND F	Regional Architects Castle Executive Manager Heads of Groups
BAND G	Directors

TABLE A2: PAY BAND PROGRESSION TIMES (31 AUGUST 2016)

Pay progression			
Pay band	**MIN**	**MAX**	**Progression Time (YRS)**
Apprentice	£13,853	£16,455	4-year programme
BAND A (Keykeepers stay on min)	£16,400	£17,514	2
BAND B	£18,963	£21,723	4
BAND C	£22,809	£29,020	4
BAND D	£30,471	£35,766	4
BAND E	£37,555	£43,520	4
BAND F	£45,696	£53,396	4
BAND G	£56,066	£65,057	4

ANNEX B – EMPLOYEE INFORMATION

This Annex shows the employee diversity statistics for HES as at 31 December 2016

TABLES

The tables below show employee diversity statistics for HES as at 31 December 2016 as well as summary data at 31 December 2015. The December 2015 data covers the period from HES's commencement date of 1 October to 31 December 2015. The December 2016 data includes a breakdown by work pattern (full-time or part-time) and by pay band.

The tables contain staff headcounts and row percentages, in other words the percentage of the total HES staff in each category. The sum of the percentages in each row will be 100 per cent.

DISCLOSURE CONTROL

To avoid the possible disclosure of information about individual members of staff, data suppression has been necessary to prevent the calculation of the suppressed values by differencing. Suppressed values are shown as an asterisk (*).

Where possible, data suppression has been avoided by grouping the categories in some manner. Where the only small counts in a table refer to the 'prefer not to say' category, no data suppression is done. Where data suppression has been applied in any table, an explanatory note is provided.

TABLE B1: STAFF NUMBERS BY AGE

		Age group												
		16-29		**30-39**		**40-49**		**50-54**		**55-59**		**60+**		**Total**
2015	All employees	204	16.2%	263	20.9%	329	26.2%	162	12.9%	151	12.0%	149	11.8%	1258
2016	All employees	210	17%	281	22%	310	25%	171	14%	141	11%	146	12%	1259
	Full-time	168	80%	227	80.8%	240	77.4%	132	77.2%	100	70.9%	68	46.6%	935
	Part-time	42	20%	54	19.2%	70	22.6%	39	29.5%	41	29.1%	78	53.4%	324
	Pay Band A	91	43.3%	78	27.8%	64	20.6%	45	26.3%	45	31.9%	68	46.6%	391
	B	54	25.7%	68	24.2%	66	21.3%	47	27.5%	38	27%	29	19.9%	302
	C	26	12.4%	63	22.4%	54	17.4%	28	16.4%	19	13.5%	15	10.3%	205
	D	*	*	55	19.6%	67	21.6%	27	15.8%	16	11.3%	*	*	179
	E	*	*	13	4.6%	38	12.3%	*	*	18	12.8%	*	*	83
	F and above	*	*	*	*	*	*	*	*	*	*	*	*	32
	Others, e.g. TUPE & Apprentices	34	16.2%	*	*	*	*	*	*	*	*	16	11%	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)

TABLE B2: STAFF NUMBERS BY GENDER

		Gender				
		Females		Male		Total
2015	All employees	524	41.7%	734	58.3%	1258
2016	All employees	536	42.6%	723	57.4%	1259
	Full-time	334	62.3%	601	83.1%	935
	Part-time	202	37.7%	122	16.9%	324
	Pay Band A	179	33.4%	211	29.2%	390
	B	118	22%	184	25.4%	302
	C	92	17.2%	113	15.6%	205
	D	81	15.1%	98	13.6%	179
	E	28	5.2%	46	6.4%	74
	F and above	19	3.5%	22	3%	41
	Others, e.g. TUPE & Apprentices	19	3.5%	48	6.6%	67

TABLE B3: STAFF NUMBERS BY ETHNIC GROUP

		Ethnic Group							
		White		Other ethnicity (incl. Asian, Black Caribbean, Mixed background)		Prefer not to say		Not known	Total
2015	All employees	987	78.5%	15	1.2%	166	13.2%	90	7.2%	1258
2016	All employees	950	75.5%	16	1.3%	138	11.0%	155	12.3%	1259
	Full-time	717	75.5%	*	*	103	74.6%	103	66.5%	935
	Part-time	233	24.5%	*	*	35	25.4%	52	33.5%	324
	Pay Band A	270	28.4%	*	*	54	39.1%	60	38.7%	390
	B	249	26.2%	*	*	19	13.8%	31	20%	302
	C	164	17.3%	*	*	21	15.2%	18	11.6%	205
	D	139	14.6%	*	*	27	19.6%	*	*	179
	E	53	5.6%	*	*	*	*	12	7.7%	74
	F and above	34	3.6%	*	*	*	*	*	*	41
	Others, e.g. TUPE & Apprentices	41	4.3%	*	*	*	*	21	13.5%	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)

TABLE B4: STAFF NUMBERS BY SEXUAL ORIENTATION

		Sexual Orientation									
		Heterosexual/ straight		Gay man / gay woman		Other		Prefer not to say		Not known		Total
2015	All employees	793	63.0%	23	1.8%	16	1.3%	185	14.7%	241	19.2%	1258
2016	All employees	769	61.1%	18	1.4%	15	1.2%	184	14.6%	273	21.7%	1259
	Full-time	581	75.6%	*	*	*	*	120	65.2%	207	75.8%	935
	Part-time	188	24.4%	*	*	*	*	64	34.8%	66	24.2%	258
	Pay Band A	217	28.2%	*	*	*	*	76	41.3%	88	32.2%	391
	B	217	28.2%	*	*	*	*	26	14.1%	51	18.7%	302
	C	125	16.3%	*	*	*	*	31	16.8%	46	16.8%	205
	D	108	14%	*	*	*	*	20	10.9%	43	15.8%	179
	E	46	6%	*	*	*	*	*	*	20	7.3%	74
	F and above	24	3.1%	*	*	*	*	*	*	*	*	41
	Others, e.g. TUPE & Apprentices	32	4.2%	*	*	*	*	19	10.3%	*	*	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)

TABLE B5: STAFF NUMBERS BY DISABILITY STATUS

		Disability status								
		Disabled		Not disabled		Prefer not to say		Not known		Total
2015	All employees	28	2.2%	952	75.7%	43	3.4%	235	18.7%	1258
2016	All employees	29	2.3%	907	72.0%	40	3.2%	283	22.5%	1259
	Full-time	17	58.6%	683	75.3%	28	70.0%	207	73.1%	935
	Part-time	12	41.4%	224	24.7%	12	30.0%	76	26.9%	324
	Pay Band A	*	*	273	30.1%	10	25%	100	35.3%	391
	B	12	41.4%	218	24%	*	*	64	22.6%	302
	C	*	*	149	16.4%	10	25%	42	14.8%	205
	D	*	*	134	14.8%	*	*	35	12.4%	179
	E	*	*	57	6.3%	*	*	16	5.7%	74
	F and above	*	*	27	3%	*	*	12	4.2%	41
	Others, e.g. TUPE & Apprentices	*	*	49	5.4%	*	*	14	4.9%	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)

TABLE B6: STAFF NUMBERS BY MARITAL / CIVIL PARTNERSHIP STATUS

		Married		Single		Other status		Not known		Prefer not to say		Total
2015	All employees	513	40.8%	447	35.5%	113	9.0%	152	12.1%	33	2.6%	1258
2016	All employees	496	39.4%	453	36.0%	111	8.8%	186	14.8%	13	1.0%	1259
	Full-time	354	71.4%	372	82.1%	74	66.7%	125	67.2%	*	*	935
	Part-time	142	28.6%	81	17.9%	37	33.3%	61	32.8%	*	*	324
	Pay Band A	117	23.6%	144	31.8%	36	32.4%	89	47.8%	*	*	391
	B	129	26.0%	110	24.3%	25	22.5%	36	19.4%	*	*	302
	C	82	16.5%	82	18.1%	15	13.5%	22	11.8%	*	*	205
	D	90	18.1%	57	12.6%	20	18.0%	10	5.4%	*	*	179
	E	37	7.5%	27	6.0%	*	*	*	*	*	*	74
	F and above	25	5.0%	*	*	*	*	*	*	*	*	41
	Others, e.g. TUPE & Apprentices	16	3.2%	*	*	*	*	20	10.8%	*	*	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *). The categories of Civil Partnership, Common Law Partner, Divorced, Separated and Widowed have been grouped and shown as 'Other Status'.

TABLE B7: STAFF NUMBERS BY RELIGION OR BELIEF

		Christian		Other religion/belief		No religion/belief		Undeclared		All employees
2015	All employees	381	30.3%	23	1.8%	414	32.9%	440	35%	1258
2016	All employees	362	28.8%	22	1.7%	407	32.3%	468	37.2%	1259
	Full-time	260	71.8%	*	*	326	80.1%	331	70.7%	935
	Part-time	102	28.2%	*	*	81	19.9%	137	29.3%	324
	Pay Band A	112	30.9%	*	*	109	26.8%	163	34.8%	391
	B	91	25.1%	*	*	118	29%	86	18.4%	302
	C	64	17.7%	*	*	65	16%	75	16%	205
	D	48	13.3%	*	*	62	15.2%	63	13.5%	179
	E	22	6.1%	*	*	24	5.9%	27	5.8%	74
	F and above	10	2.8%	*	*	12	2.9%	19	4.1%	41
	Others, e.g. TUPE & Apprentices	15	4.1%	*	*	17	4.2%	35	7.5%	67

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)

TABLE B8: STAFF ON MATERNITY LEAVE DURING THE PERIOD

Period		On maternity / adoption leave during the period	
		Count	% of all staff
Oct 15-Dec 15	All employees	17	1.35%
Jan 16-Dec 16	All employees	27	2.14%

TABLE B9: STAFF ON MATERNITY LEAVE AT THE END OF THE PERIOD

Period		On maternity / adoption leave during the period	
		Count	% of all staff
Oct 15-Dec 15	All employees	16	1.27%
Jan 16-Dec 16	All employees	11	0.87%

Due to the small figures, it is unable to provide a breakdown by grade or working pattern.

TABLE B10: STAFF PROMOTIONS BY GENDER

Period		Gender				Total
		Female		Male		
2015	All promotions	*	*	*	*	*
2016	All promotions	16	47.1%	18	52.9%	34

TABLE B11: LEAVERS BY PAY BAND

Marital Status															
	Reason	Pay band A		Pay band B		Pay band C		Pay band D		Pay band E		Pay band F		Others, e.g. TUPE & Apprentices		Total
2015	All leavers	17	54.8%	*	*	*	*	*	*	*	*	*	*	*	*	31
2016	All leavers	182	69.7%	29	11.1%	17	6.5%	11	4.2%	*	*	*	*	*	*	261
	Resignation	74	40.7%	12	41.4%	10	58.8%	*	*	*	*	*	*	*	*	110
	Retirement / Voluntary Exit	10	5.5%	*	*	*	*	*	*	*	*	*	*	*	*	31
	End of casual appointment	95	52.2%	*	*	*	*	*	*	*	*	*	*	*	*	106
	Dismissal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Other*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Counts of less than 10 have been suppressed and shown as * to prevent the possible disclosure of information about individuals. Secondary data suppression has also been necessary to prevent the calculation of the suppressed values by differencing (also shown as *)
'Other' includes death in service and transfer to other dept

HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
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