

MID-TERM EQUALITIES REPORT 2019



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA



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FOREWORD

We are pleased to introduce this mid-term progress report on our Equality Outcomes which were approved in April 2017. As part of this report, we would like to give you a flavour of some of the projects, partnerships and highlights from the past two years.

- British Sign Language tours are now part of our visitor tour programme at Edinburgh Castle and Stirling Castle and we are continuing to build relationships with the d/Deaf community.
- Our invitation to Sir Geoff Palmer, an acknowledged scientist and human rights activist, to speak during our Black History Month programme has inspired the development of a research project on slavery and its connections to our built environment and heritage.
- Scotland's Urban Past our HLF funded project is now drawing to its five year close and we will be looking to build our legacy from the diversity of oral and local history projects with different communities across Scotland.
- We have supported the Scottish Government 50:50 initiative seeking to achieve a representative balance of women and men on public boards and we were delighted to partner with Standard Life in the creation of a shadow board placement for one of their senior female executives.
- Over the past few months we have established our LGBT+ staff and workplace allies network which was formally launched during LGBT History Month 2019.
- We achieved Gold from Healthy Working Lives for our work on staff health and wellbeing.
- Creation of 40 workforce development roles to assist young people who have no prior sector knowledge or qualifications to access opportunities.

This is a welcome start for Historic Environment Scotland (HES), as a new public body, and we recognise the importance of building upon that work, ensuring that equality, diversity and inclusion is embedded into our strategy, policy and decision making.

This progress report sets out our 4 equality outcomes and highlights activity designed to support us achieve our ambition to mainstream equality and diversity to create an inclusive and engaged organisation.

Jane Ryder
Chair, Historic Environment Scotland

Alex Paterson
Chief Executive

INTRODUCTION

We are the lead public body for historic environment in Scotland. We are a Non-Departmental Public Body (NDPB) and a registered Scottish Charity (SC045925). Our general functions are to investigate, care for and promote Scotland's historic environment.

We are responsible for leading and enabling the delivery of Scotland's historic environment strategy, *Our Place in Time*, which sets out a high-level strategic framework with 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.

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. It also highlights our commitment to promoting equality and diversity.

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.

In April 2017 we published our first Equality Outcomes and Mainstreaming Report. This report set out four Equalities Outcomes for the period from 2017 to 2021.

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.

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.

Outcome 3 - Our Board, workforce and volunteer profile broadly reflects the demographic of Scotland.

Outcome 4 - Our workforce welcomes, values and promotes inclusiveness.

Mainstreaming equality is at the heart of our work and is central to our aspiration of being an exemplar public service provider and employer. This report highlights the progress that we have made over the last two years (2017-19) in achieving our equalities outcomes, provides pay and equalities monitoring data and a forward look to planned activity for the next two years to 2021 which aligns with the timetable of the new Corporate Plan.

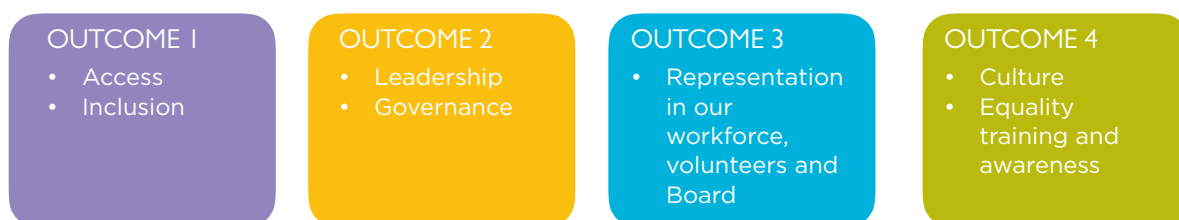
DELIVERY

The activity required to deliver our four Equalities Outcomes is identified and monitored in our Equality Action Plan. The Equality Action Plan is updated and maintained by an Equality Action Planning Group which meets quarterly and draws its membership from across the organisation. The Group's expressed aim is to be creative in its thinking and bold in its actions, going beyond risk-based compliance to an approach that ensures the richness and diversity of society are reflected and celebrated in our staff and visitor experience.

The Group has responsibility for monitoring and reporting on progress. This has involved monitoring HES activity in creating an organisation where services are accessible, responsive and appropriate to everyone, irrespective of their personal characteristics and where all HES employees can fully contribute, develop and flourish at work, irrespective of their personal characteristics.

Members of the Group provide regular updates against the actions in the Equality Action Plan ascribed to their business areas and identify new projects and activity.

The Equality Planning Group meets quarterly and comprises representatives from across HES Directorates and functions.



The Equality Planning Group has translated the four HES Equality Outcomes into themes in order to provide a focus for Directorates to report on. These themes are set out below and provide structure to this progress report.

GOVERNANCE AND REPORTING

This report has 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 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.



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.

Access and inclusion has been a focus for us over the past two years. We know from research and national surveys¹ that people with disabilities or limiting illness are much less likely to attend historical, archaeological, heritage and/or cultural events than those without.

We also know that we have an ageing population and increasing societal health issues associated with age and more sedentary lifestyles. Many more people are living alone where social isolation and loneliness not only negatively impacts on their health and well-being it can impact on their ability to connect with groups and individuals with common interests and protected characteristics.

We have partnered with Euan's Guide to promote activities at our sites and can gather useful information from their reviews to contribute to continuous improvements in the service that we provide to disabled visitors.

Our British Sign Language (BSL) Tours at Edinburgh Castle and Stirling Castle began as separate projects in 2017 and are now established elements within the tour programming. Continuing conversations with the d/Deaf² community is enabling our digital development in the use of handheld devices which will provide individuals' with greater autonomy of experience at the historic properties in our care.

Equipping our staff to understand the importance of access and inclusion for our visitors is of continuing importance and has been supported through our Accessible Tourism staff training offer.

"I'm signing using International Sign because I'm from Norway. I was very interested to see the BSL Tour by John advertised. I went on the tour and it was really wonderful to see the guide signing. I was able to pick up a lot of it. I actually came to Edinburgh Castle 7 years ago with my family and I was a bit nonplussed, but today I found the signing very engaging and I felt that I understood a lot more about my surroundings." Visitor from Norway

¹ Scottish Household Survey 2018

² The use of d/Deaf makes a distinction between people who consider themselves as part of the Deaf community with a Deaf identity and language (British Sign Language) and people who may be experiencing hearing loss.

Inclusion is not just about disability but encompasses all of the protected characteristics of the equality legislation. HES administers the Commemorative Plaque Scheme and this year was pleased to promote and make the award in recognition of Frederick Douglass that acknowledges his experience as a slave and his work in promoting the abolitionist movement here in Edinburgh and across Scotland. This was the first award to someone from a minority ethnic background and as part of the ongoing management of the Scheme we will encourage applications from other under-represented communities to promote wider historical representation and recognition.

In addition, an inspiring seminar by Sir Geoff Palmer that was organised as part of a Black History Month in October 2018 has given impetus for the development of a wider research programme focused on Slavery and its connections to our built environment and heritage.

We are working with our research team to find opportunities when reviewing our interpretative narratives at sites to identify information which reflects the interest and diversity of our visitors e.g. the Kildrummy narrative outlining the story of Isobel, Countess of Mar arranging her own marriage alliance. This story was shared as part of women's history month and in celebration of International Women's Day (IWD) in March 2019 promoting the IWD theme of 'better balance'.

Economic inequality also impacts on people's ability to experience the historic environment hence our concessionary pricing provision. In addition our involvement in 'doors open day'; which is Scotland's largest free festival that celebrates heritage and the built environment providing free access for people who might not normally visit our sites.

This work doesn't begin and end with the projects highlighted. Instead it is part of an ongoing conversation with different community groups, organisations and stakeholders which helps HES 'not to stand still' but to continue to learn from what is working well and what we can do to continuously improve.



Working in Partnership

Building relationships with a range of agencies and organisations is really important in helping us to meet our inclusive service delivery objective and here are just some of our partners in action:



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.

We believe that effective leaders and managers work hard at making inclusion a reality which benefits our staff and enables them to realise their full potential. We do this by investing in our senior leaders training as well as playing our part in addressing under-representation by making the case for diversity and supporting activities which inspire and promote inclusion.

Our Board and Senior Management Team set the tone in terms of our vision, values and voice as set out in our Corporate Plan. This year, as part of the Corporate Plan development, we adopted a service design approach to ensure that we obtained a range of views from different geographical communities; communities of interest and communities representing the diversity of Scotland.

The benefits of the service design approach is that it starts with understanding people's experiences of our services through active participation and aiming for more effective cross-team and cross-organisational working. It is about making our Corporate Plan more representative of user need and as such increase relevance and value. It is also about making it easier to understand, with finite resources better targeted on what our users want. In delivering this approach within HES we invested in staff training and engagement to enable our staff to maximise the interaction with our visitors and increase the impact of the engagement opportunity.

This approach has resulted in added value for HES in building a network of key equality organisations who will help us to achieve our Equality Outcomes to 2021.

Our Board has an important role in communicating the approach taken within HES at external events as well as encouraging HES participation in relevant local, regional and national initiatives.



In 2017 the HES Board participated in the Scottish Government 50/50 programme supporting both gender representation and private sector inclusion on public sector boards. This was a joint initiative between the Scottish Government and Standard Life; the aim of which was to identify a number of interested women in senior management roles, who were keen to gain public board experience over a 12 month period aiming to help Scottish Government delivery of the vision of 50:50 representation by 2020. Interested women were then matched with a public board and a senior female manager joined HES in January 2018 as part of this shadow experience.

This initiative was complementary, and not in place of, the formal recruitment route to vacancies on public boards which is managed by Scottish Government - Public Appointments Scotland.

Any Board vacancies arising in the next two years will follow the Scottish Government appointment process as set out in their Diversity Delivers programme.

Demonstrating fair decision making is an important part of our governance arrangements and during 2018 we developed and road tested our equality impact assessment process. This provides an evidence-based approach for both strategic and operational activities designed to help HES ensure that our strategies, policies, practices and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation.



Outcome 3 - Our Board, workforce and volunteer profile broadly reflects the demographic of Scotland.

We are only as good as our employees, therefore it stands to reason that a great deal of energy should be devoted to recruiting and employing the most talented people. By branching out to encourage a diverse workforce, we have access to a wider pool of talent and so improve our odds of hiring the best person.

We know that our visitor market is diverse, therefore being active about our employee and volunteer diversity can only be beneficial to our ability to provide a responsive customer service and to reach out to as yet larger untapped audiences.

We have also partnered with external organisations to promote training opportunities for people from Black and Minority Ethnic (BAME) communities and propose to continue this development into 2021.

A full breakdown of our staff and volunteer profiles is included later in this report at ANNEX B and C.

This year, for the first time, we have asked our volunteers for equality profile information. This is important as it will provide us with an informed picture of who our volunteers are and where they come from. It will enable us to promote opportunities for volunteering, as they arise, with under-represented groups and individuals.

While at work it is important to create an environment where all employees feel included and valued. This enables greater employee commitment and motivation. By recognising our employees uniqueness and appreciating their varied perspectives helps ensure an inclusive work environment where awareness of, and respect for, difference is promoted.

In the summer of 2018 our Conservation Directorate organised a 'fit for the future' event exploring a number of people, resourcing and technical issues. As a follow-up informative and thoughtful conversations have taken place with women staff in the Conservation Directorate particularly on workplace culture and workplace opportunities for advancement. It is anticipated that this discussion will help to inform our HR People Strategy and our learning and development plan. It is also anticipated this will progress towards setting the up a women's network.

We have established our LGBT+ Employee Network and joined the Stonewall Diversity Champions programme.



Board and Workforce representation

- Female: male representation on our Board is 4:6 with a female Chairperson.
- Our female: male workforce ratio is 45:55. 1% of our workforce have provided us with information on their ethnic origin. 2% of people have self-declared a disability. 3% of our workforce have provided us with information relating to their sexual orientation/identity.
- Our overall gender pay gap is virtually zero. Our 2019 figures for the mean calculation is 0.6% while the median calculation is zero.



Positive Action internship in partnership :

“From being a bit nervous about being the only black person on the training programme I’ve now changed my view. I want to be an ambassador for promoting the work that HES does with others in the African community. My experience was fantastic; I was well supported and I cannot recommend highly enough the value to me of this training experience.” Christoph Kouadou, Technical Conservation Trainee



Outcome 4 - Our workforce welcomes, values and promotes inclusiveness.

Our People Strategy sets out the ambition of the organisation and recognises the role that our people play in driving both our success and growing our organisation. HES will continue to develop our culture and create an environment to attract and retain the best people we can. We seek to deliver excellence through inspiring all to achieve their objectives in a collaborative and healthy working environment. We have an agreed action plan that sets out how we will achieve these ambitions, some this work is highlighted below under the categories Health & Wellbeing, Learning & Development & resourcing.

Health & Wellbeing

- HES has been recognised by Heathy Working Lives and awarded GOLD for the work taking place on health and wellbeing. This will enable us to measure the impact of our health and wellbeing activity on overall organisational health.
- We have highlighted our annual health and wellbeing programme for 2018 showing the variety of events and information available for staff. Studies show that work is good for our health and wellbeing. It offers financial reward as well as self-esteem with a strong social component. The results from our HIVE survey will contribute to HES being able to measure the health, productivity and positive relationships people gain from a healthy working environment.

Learning & Development

- HES delivers and is investing in a Leadership development programme that provides all Leaders in the business with an understanding of the importance of developing our workforce, underpinning our values and promoting HES as a fair and inclusive workforce.
- Over past 12 months we have supported over 40 vocational workforce development roles aimed at developing the number of participations in our workforce from differing backgrounds with particular focus on young people over the past year.
- Providing training and learning opportunities to staff as appropriate, for example
 - Providing training for our staff which aims to exceed visitor expectations; resulting in 249 staff being training across our sites.
 - Being aware of customer needs is important and even more so for our disabled customers; 92 staff have received disability awareness training.
 - 268 staff attending Mental Health at Work training over last 2 years
 - 17 staff trained as “Mental Health First Aiders within business, with an additional 11 being training in April 2019.
- Administering an E-learning platform that allows staff to access and complete assurance related training such as fire safety, GDPR, information security and in 2018 we developed an equality e-learning programme which was launched early in 2019.

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- In partnership with “Insights Discovery” we run internal programmes to increase self-awareness, helping people perform at their highest level. This programme promotes effective relationships at work, by improving communication, decreasing conflict to promote individuals understanding of their own behaviours and how these can impact and work with the wider workforce development.

Resourcing

- We are developing a skills framework that underpins every role in the organisation, allowing staff to understand their development needs and have greater openness and transparency on the skills and knowledge required for all roles in the organisation.
- We have a robust recruitment and selection policy which is applied flexibly to ensure we can attract the right people, ensuring that selection is based on skills and knowledge required for the role.

To support this on-going work we undertake regular pulse checks on employee satisfaction and engagement; it enables a test of employee motivation and involvement within the business of being HES.

Staff engagement remains important to HES and we currently run biennial staff engagement surveys. Our latest survey was carried out at the end of 2018, with the previous report being in 2016. The survey in 2018 was a new HES survey which asked staff 31 questions spread across 5 theme areas; it was delivered by an external company, Hive HR.



Included in this report is a high level analysis which has been reported to our Senior Management Team and Staff and Governance Committee.

We achieved a response rate of 58%, which was a total of 904 responses and our overall engagement score was 6.5. The survey used a mix of online and paper surveys to ensure that all staff were able to take part.

The main employee net promoter score which provide an overall engagement measure within HES was the question, “How likely are you to recommend our organisation as a good place to work?” This received a 78% favourable response; this is an increase from 52% (2016 survey).

In respect of equality relevant response rates we can report;

- Against a staff profile of 55%: 45% (men and women) the response rates were 52% for men and 65% for women
- The first 25 questions were scored on a favourable rating and within that women scored above the organisational average on all but one question and men score below the average on 21 questions
- The most engaged staff sat within the 16-19 and 65+ age groups
- The least engaged staff sat within the 30-34 and 35-39 age groups

We will continue our analysis and use this to inform appropriate organisation action.

Positive Policy at Work

The following quote from one of our employees who was in the process of adopting a child explains the importance and relevance of having policy which supports peoples personal and work lives.

“Adopting can be very daunting but HES supported me. My manager and I had prepared as the time between matching and placement can be quite short – in my case there was 10 days between the formal matching decision and my child coming to live with me.

The ability to take 12 months off to focus solely on my family allowed me to provide a constant presence and support for my child, to reassure them during the settling in period. It also allowed me to focus on completing the legal process of adoption before returning to work.” HES Employee

HES good practice recognised

Health Working Lives – Gold Award for our work on Health and Wellbeing

Highly commended – Working Families Award 2018

Nominated in the employer category – Proud Scotland Awards

Launch of our Equality E-learning programme



CONCLUSION

The obligations placed upon HES by the Equality Act 2010, and other public sector requirements and standards associated with equality, diversity and inclusion are entirely consistent with our corporate objectives and values.

We have established an appropriate equality governance structure through which we can identify, deliver and monitor our equality outcomes. At the heart of these actions is a resolve to further influence organisational culture by promoting a workplace which respects and values diversity, recognises and meets the needs of staff and our visitors who have protected characteristics. We are able to report on a number of projects, initiatives and activities that demonstrate our commitment and highlight the difference we are making in delivering our equality outcomes. This is further reflected in activity which began as a project now being mainstreamed in our operations.

In 2018, as part of our next Corporate Plan engagement we expanded our involvement with diverse communities and equality organisations. This has enabled us to build new contacts and engage in new conversations which have influenced our work to widen access and participation.

We believe that sound progress is being made. We recognise there is still work to do including:

- Researching and promoting hidden diverse historical narratives.
- Improving the diversity of our image bank to enable us to tell diverse stories of engagement.
- Promoting the use of equality impact assessment within our compliance framework.
- Improving our staff data capture, developing our employment analytics to inform our practice and opportunities to grow our workforce diversity using relevant positive action.
- Embedding equality in our organisational learning and development work.

We have a confidence that our forward plan set out below maintains our momentum and builds upon our achievements to date in mainstreaming equalities and diversity.

EQUALITY OUTCOMES 2019 – 2020

This section provides a look ahead to new actions as a result of legislative change; continuing actions for development as well as the conversations we will nurture with diverse communities in order to both confirm and challenge our approach to developing actions to endorse and promote equality of opportunity for all.

We will report on progress against the actions set out below in April 2021 which complies with our next statutory reporting period.

NEW STATUTORY REQUIREMENTS

British Sign Language (Scotland) Act 2015

Over 2019 HES will develop its action plan on BSL. The primary requirements of this legislation are to mirror where it is relevant the Scottish Government BSL National Plan 2017-2023. The key sections of this plan which are relevant to HES are:

- Training and Work
- Health, Mental Health and Wellbeing
- Culture and the Arts

The development of the HES Action Plan will build on the work which is currently taking place on BSL Tours in our Properties in Care as well as building relationships and partnerships with key Deaf and Deaf/blind organisations to enable us to make progress.

Fairer Scotland Duty (Part 1 of the Equality Act 2010)

In seeking to meet the Duty, the Scottish Government expects public bodies to tackle the range of inequalities of outcome they observe in their areas or that are specifically relevant to their core functions. Interim guidance has been produced by the Scottish government and public bodies will be invited to contribute as it is developed over the next three year implementation phase.

In terms of HES functions it is likely that this duty may need to be considered when we are:

- Producing a Corporate Plan
- Procurement – commissioning services
- Preparation of Annual Budget
- Preparation of significant policies, strategies or frameworks

This can be accommodated within the equality impact assessment process recently adopted within HES.

Support for People with experience of being in care

Within the parameters of HES functions we will contribute as part of our Learning Framework activity and in employment and training opportunities where we recruit and appoint people with experience of being in the care system. We will aim to develop this over 2019.

KEY ACTIONS 2019 – 2020

The following high level actions will enable HES to develop activity which will become part of the mainstream operation service delivery.

Mainstreaming equality within our general practice aims to effect both cultural and systemic change within HES so that equality is integrated into our day-to-day working.

It is a long-term, strategic approach to ensuring that equality, diversity and inclusion sit at the heart of HES's culture and operational delivery. It is not a quick fix, but requires time, resources, support of specialist staff and the commitment of senior management and leaders.

Mainstreaming is an effective way to ensure that the whole of HES is delivering on its public sector equality duty.

We will continue these conversations and organise a series of specific external engagement events with equality organisations to assist us in achieving our current outcomes and developing our next set of Equality Outcomes in 2020.

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

- To deliver the equality actions within the HES Framework for Learning
- To extend the programme of BSL activity to enable people from the D/deaf community to have greater autonomy of experience from digital development
- To ensure that interpretive content at PICs is developed with an awareness of diverse narratives
- To engage with equality groups and individuals in the development of our next Equality Outcomes beyond 2020
- Monitoring activity on ensuring inclusive images in HES documents; reports; strategies etc.
- To maintain the diversity legacy from Scotland's Urban Past project.

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

- To deliver the relevant action plans to meet new statutory requirements on BSL; Fairer Scotland duty, Corporate Parent duty and Website and Mobile Applications accessibility regulations.
- To action the promotion of the equality impact assessment compliance requirements within the HES corporate compliance framework
- To monitor, review and maintain the governance of activity in support of HES Equality Outcomes

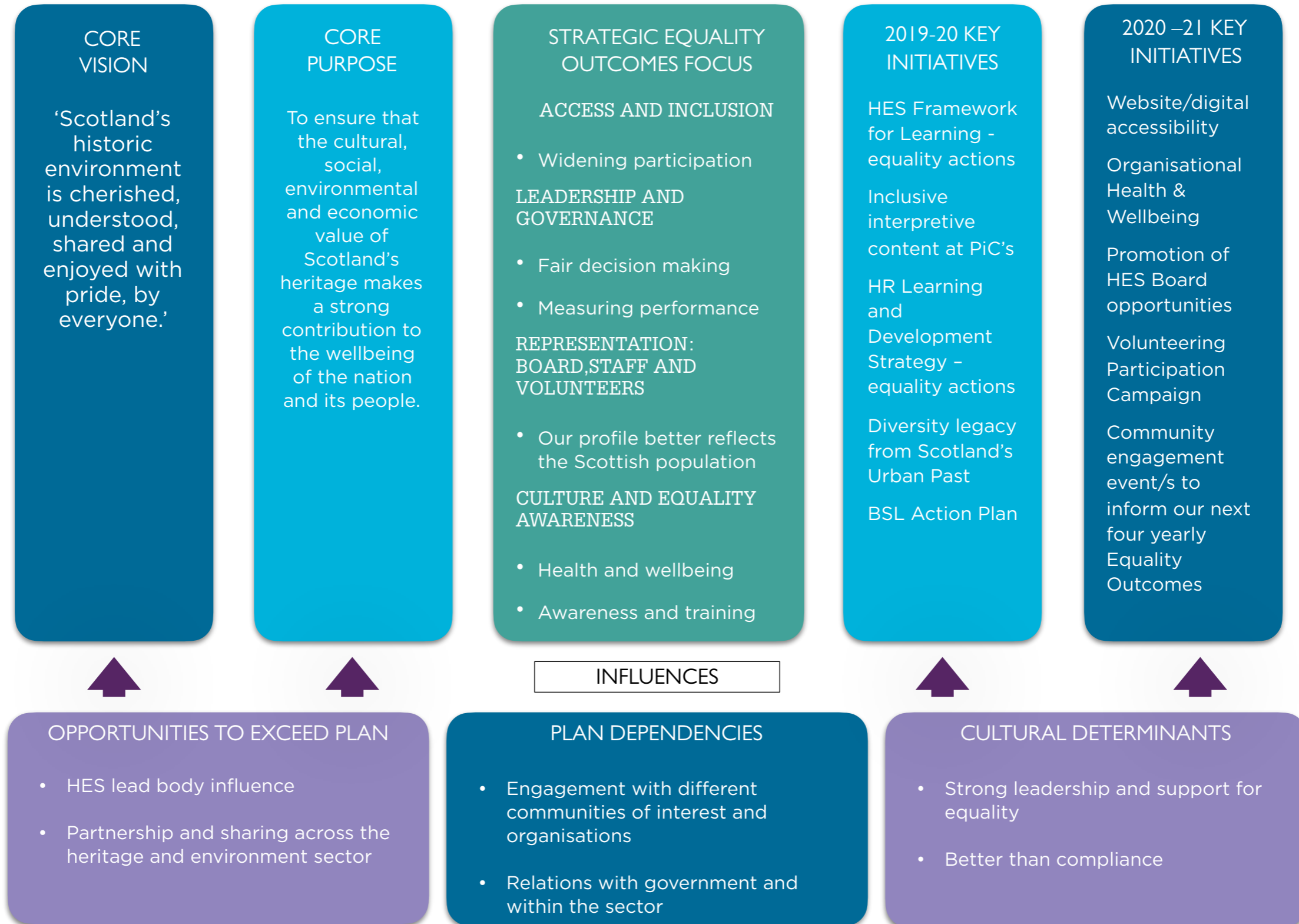
OUTCOME 3 - Our Board, workforce and volunteer profile broadly reflects the demographic of Scotland

- To liaise with Scottish Public Appointments to ensure HES Board vacancies are promoted in line with the Public Appointments - Diversity Delivers programme and the requirements of the Gender Representation on Public Boards (Scotland) Act 2018
- To grow our workforce diversity using work experience placements; modern apprenticeships; internships etc.
- To deliver the specific equality actions within the OPIT Volunteering Participation Campaign (2019/24)
- To continue to develop our equality employment analytics using the opportunities presented by CMIS

OUTCOME 4 - Our workforce welcomes, values and promotes inclusiveness

- To embed equality in the development and delivery of organisational learning and development initiatives as part of the People Strategy
- To continue our health and wellbeing programme by measuring the impact this has in improving organisational health
- To work with external equality organisations and partners on developing and reviewing our equality activity to inform new Equality Outcomes over 2020.
- To continue to meet the employment reporting and equal pay statutory requirements and to address reasons for the gender pay gap.

EQUALITIES OUTCOMES - PLAN ON A PAGE



HES EQUALITY MONITORING INFORMATION

This section of the report sets out our statutory data reporting requirements.

This information is important as it helps us to measure our representation against the population within Scotland and provides hard data to support our actions.

This annex presents the employee data as at 31st December 2018 with comparison figures from 2017; thus offering a two year comparison analysis.

Reporting rules are in place to protect peoples' identity therefore numbers less than 10 will be suppressed and reported by using (0)¹. Where possible, data suppression will be avoided by grouping categories; secondary suppression may be necessary to prevent the calculation of suppressed values, also shown as (0). All tables/charts/information presentation formats will be supported by an explanation where data suppression has been applied.

DATA ANALYSIS COMMENTARY

For equality reporting and comparison purposes this data is gathered as at 31st December each reporting year and is based on actual staffing headcount.

At 31st December 2018 our workforce total was 1545. This is an increase of 166 on our 2017 total.

The analysis presented below indicates:

- Continued growth in our employment of young people
- Take up of promotions for women and men is relatively static
- We have a narrower gap between the numbers of men and women working part-time than compares with the Scottish data
- Improvement in disclosure of sexual orientation

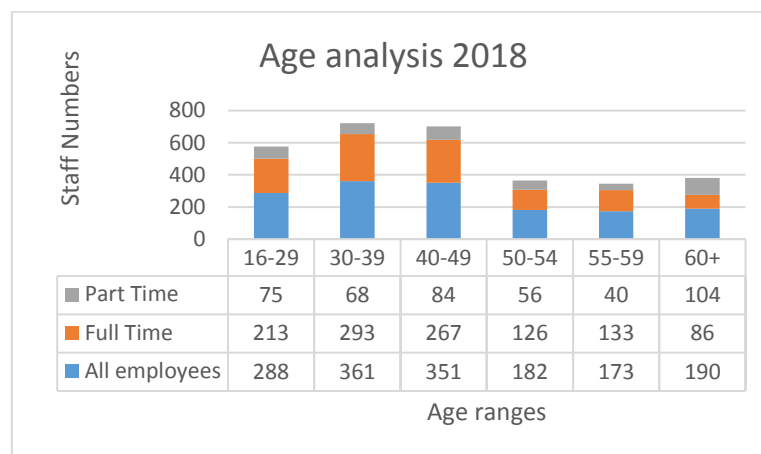
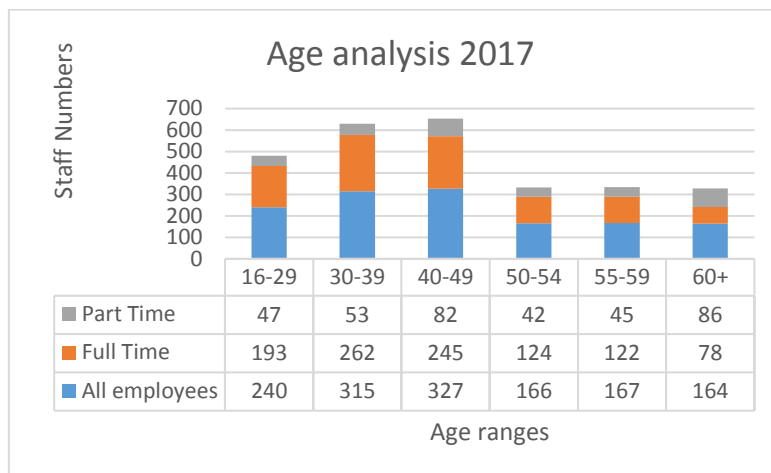
Our challenge continues to be that of;

- encouraging our staff to provide this personal sensitive information
- opening up non-traditional craft/trades to under-represented groups
- improving the awareness and promotion of shared parental leave
- improved use of exit interviews

¹ Counts of less than 10 have been suppressed and shown as (0) to prevent possible information disclosure about individuals. Secondary suppression has also been necessary to prevent the calculation of suppressed values, also shown as (0).

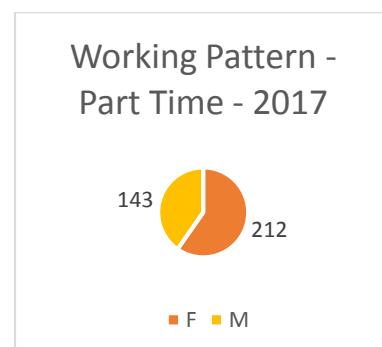
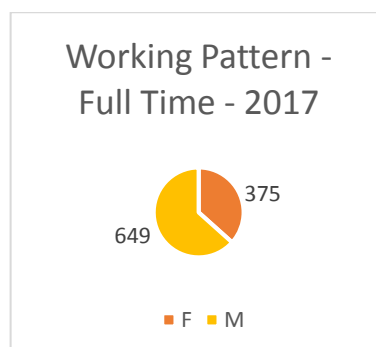
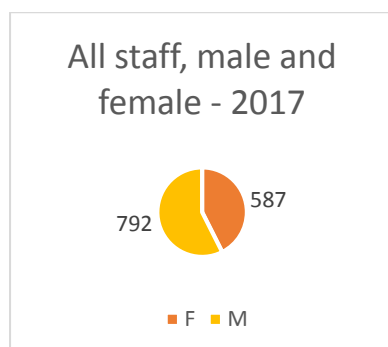
We currently have some data gaps and this will be rectified over 2019 as the new Corporate Management Information System (CMIS) comes on stream and should offer improved and more sophisticated reporting.

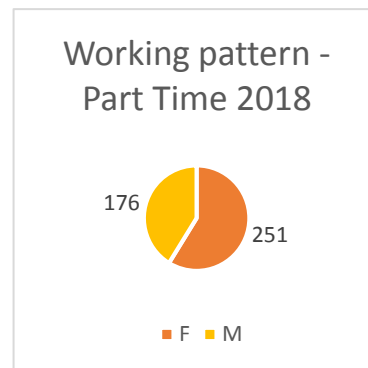
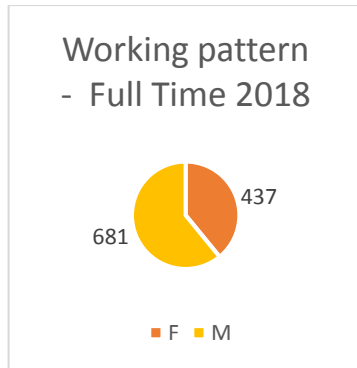
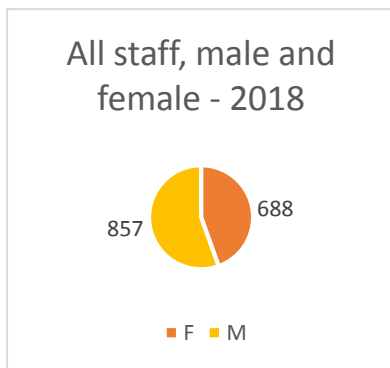
Age



Our staff has increased across all age ranges in 2018. Age bands 30 - 49 are where we have our largest number of employees. Between 2017 and 2018 our staff numbers have risen with the largest rise in the 16 - 29 range.

Men and Women





We have more men (55%) working in HES than women (45%). This is explained in part by our traditional craft and labouring trades. Our apprenticeship and internship programmes are offering routes to attract young women and we are starting to see some gradual increase in females in these areas of work.

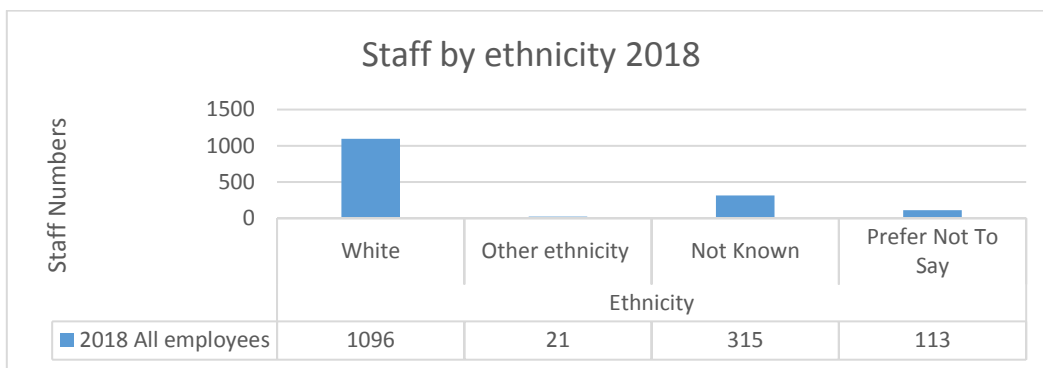
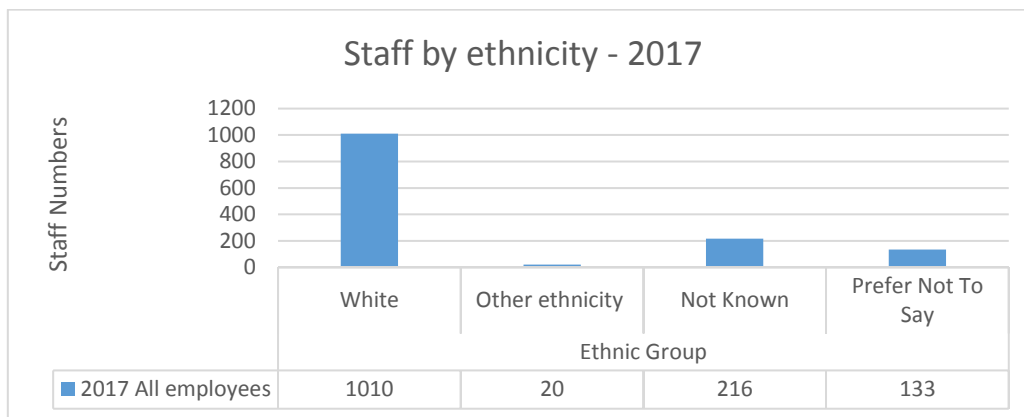
More men (61%) work full-time than women (39%). For part-time working the picture reverses, with a narrower gap where (59%) of women work part-time compared with (41%) of men. Comparison with 2017 shows an overall 2% difference for full-time working with an overall difference of 1% for part-time working.

When we compare this with the Scottish picture the full and part time difference between men and women is, full-time(89:58) between men and women; part-time (11:42) between men and women². This suggests that HES mirrors the Scottish picture for full-time but has a much more even picture for part-time working.

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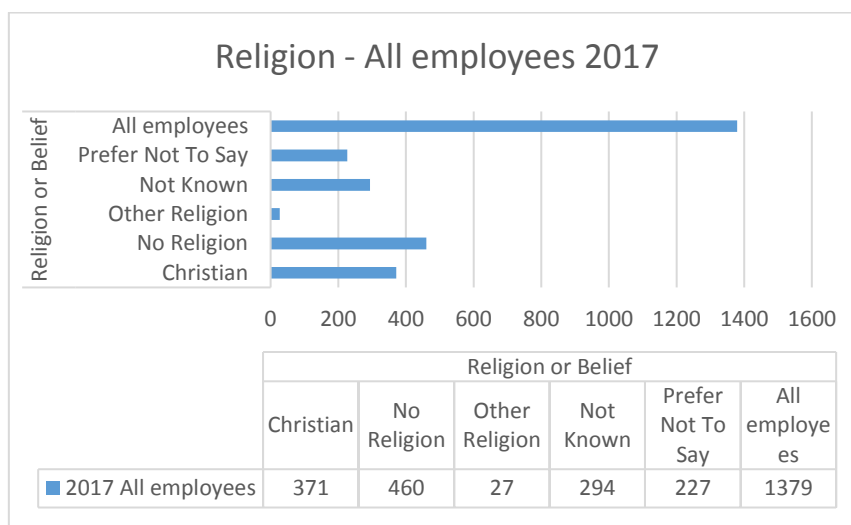
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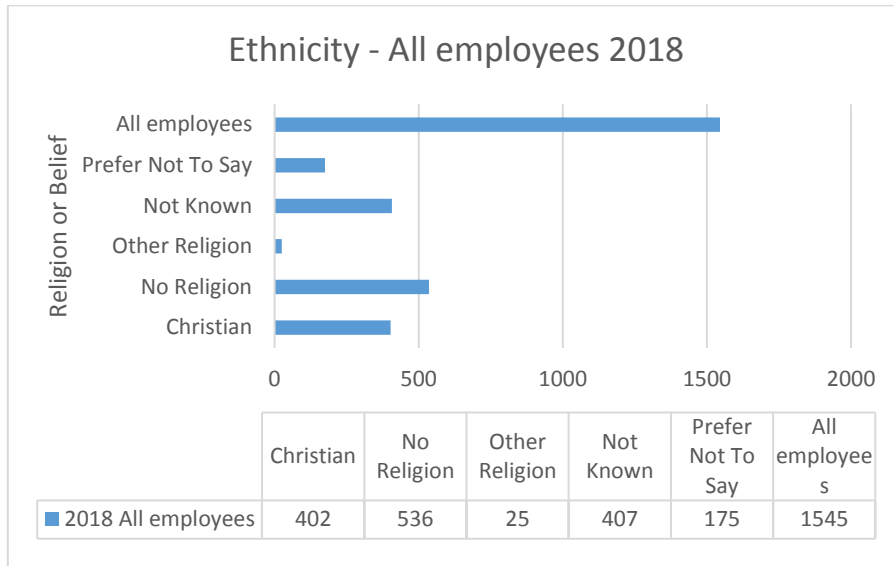
Ethnicity



1% of our employees in 2018 (21) have provided us with information on their minority ethnic origin. This figure is comparable for 2017. The minority ethnic population of Scotland at the last Census in 2011 was reported as 4%. There are regional differences in larger conurbations for example, in Glasgow (12%) and Edinburgh (9%) and Dundee (6%). 27% of HES employees have not provided any information on ethnic origin and this remains an area for improvement.

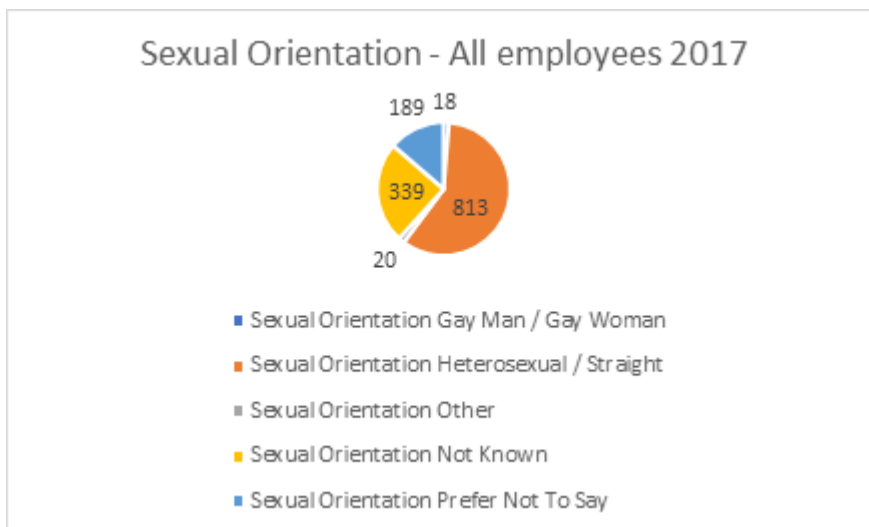
Religion or Belief

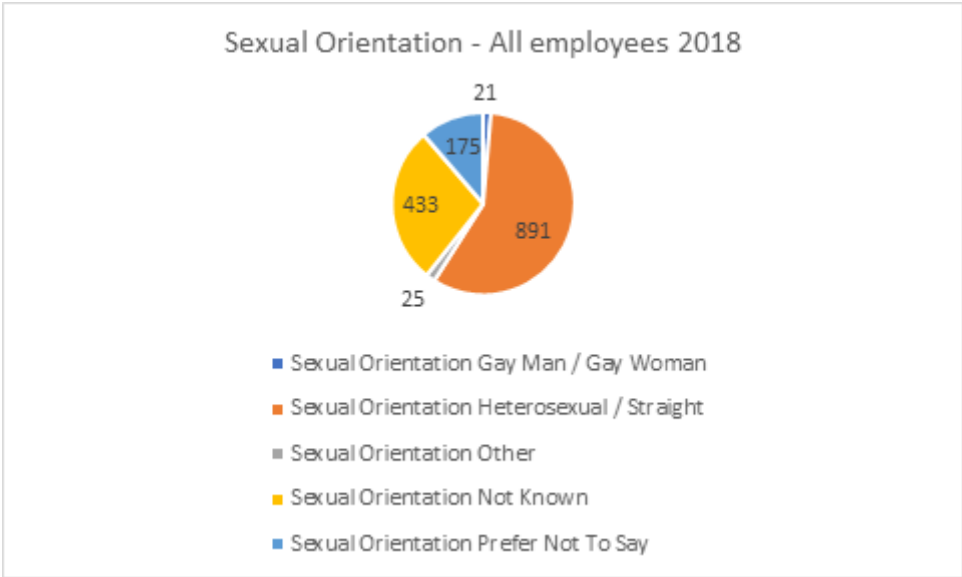




35% of our employees have declared no religion with 26% identifying as Christian and 2% identifying other religion. There remains small percentage differences in reporting from 2017 of between 1% and 2%. The Census reported that more than half of the population in Scotland (54%) identified as Christian with 37% stating no religion. 37% of HES employees have not provided any information on religion or belief and remains an area for improvement.

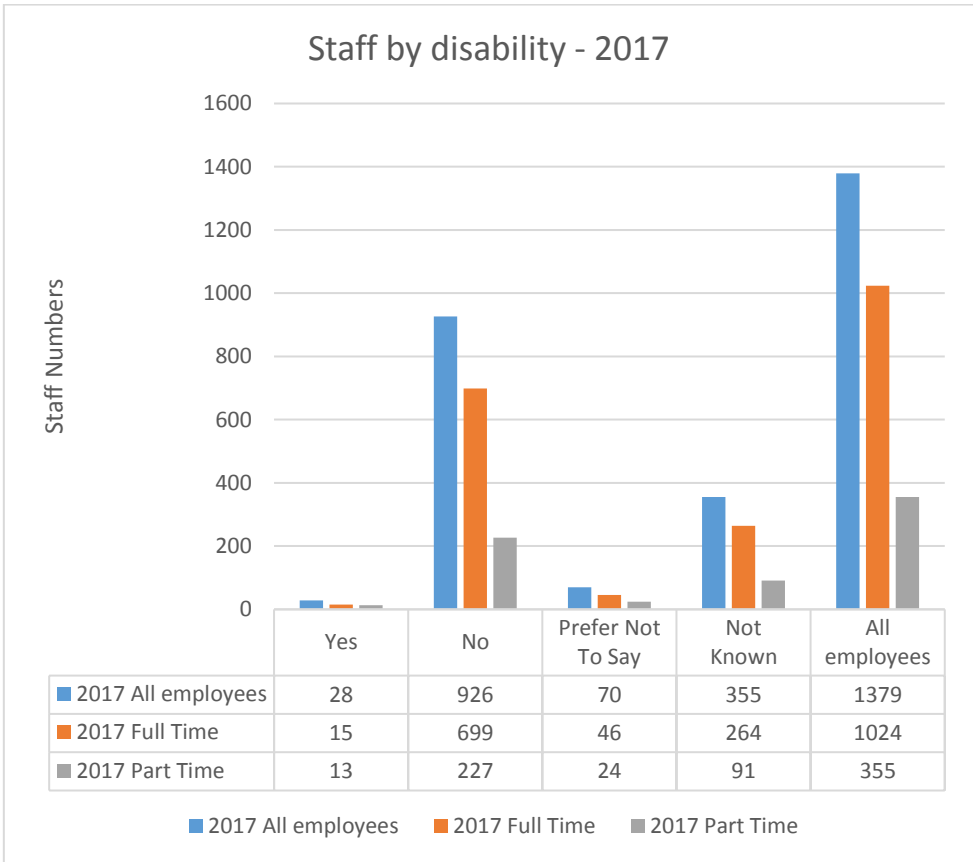
Sexual orientation

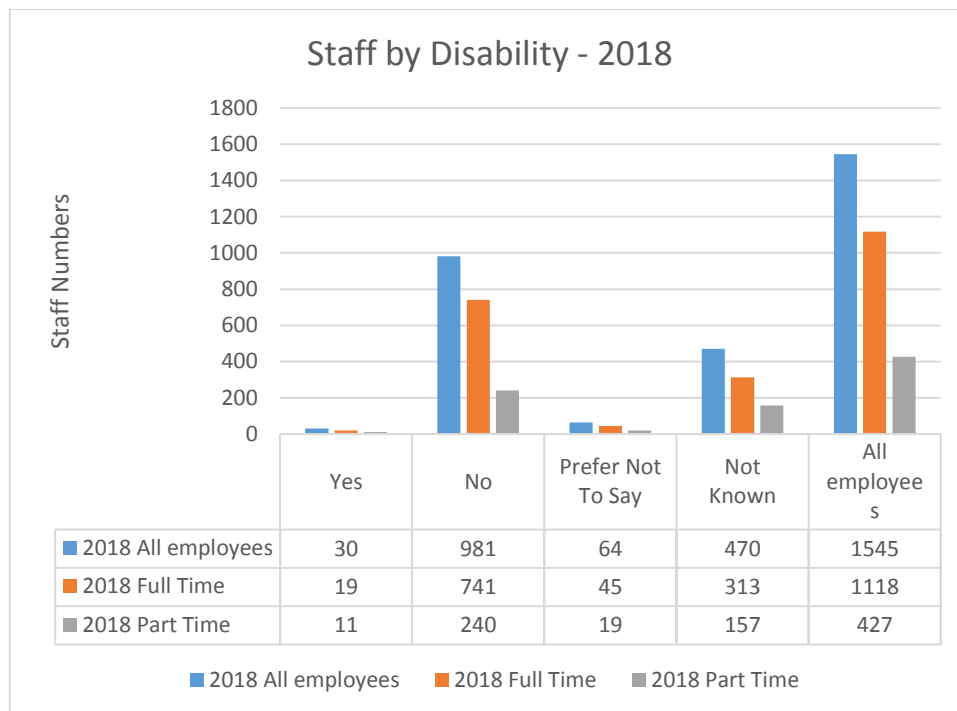




1% of our employees (21) have declared their Lesbian Gay or Bi-sexual (LGB) identity with a further 25 (2%) declaring other non-heterosexual orientation. This is an increase from the 2017 data of 1% for LGB and 1% for other non-heterosexual orientation. 39% of HES employees have not provided any information on sexual orientation.

Disability





Between 2017 and 2018 figures show there is a slight increase in the numbers of people declaring a disability however, the percentage remains constant at 2%. The Census of 2011 revealed that the percentage of people in Scotland living with a long term activity limiting health issue or disability was 20% which is equivalent to just over 1 million people. In terms of people who are economically active and have a disability the percentage in work who have a disability is (42%) compared with people without a disability and in work (80%). 34% of HES employees have not provided any information on disability and remains an area for improvement.

Marital Status

35% of HES employees have declared that they are married compared with 38% in 2017. The numbers of single people has dropped from 33% in 2017 to 30% in 2018.

Maternity/adoption/shared parental leave

For reporting purposes we have combined this information to meet our disclosure responsibilities to prevent people being identified. Over 2017 a total of 24 people took maternity, paternity and shared parental leave. In 2018 this figure was 25. The take up of shared parental leave is particularly low and reflects the low take up generally. The UK Government estimates that 285,000 people could be eligible but the take up is 2%.

Promotions

In 2017 there were 94 promotion opportunities which were taken up by 41 women and 53 men. In 2018 the number of opportunities were 71; taken up by 39 women and 32 men. Across our different pay bands the ratio between men and women favours men in pay bands A, B, E and F and above. Band C has a slightly higher ratio in favour of women while Band D is equal.

Grievance & Discipline

Over 2017 and 2018 there were a small number of formal grievance and discipline cases (less than 10 in each year) which were managed using the appropriate formal policy and procedure.

Conclusion

Data on the current workforce within HES is robust in terms of age and sex. Data on the protected characteristics of ethnicity, disability, religion and belief, sexual orientation and gender reassignment continues to be limited, due to the numbers of staff leaving questions unanswered or stating that they would prefer not to answer. Work must continue to increase awareness throughout the workforce of the benefits of disclosing protected characteristic data as well as reassuring staff that this information is kept confidential.

The accuracy of our equality profile data is important as it can assist our Board and SMT to plan the workforce of the future and provides justification for allowable positive action to make improvements leading to a workforce that reflects the population and geographical locations we have a presence in.

HES has acknowledged the work required on equality and diversity monitoring in setting its 2017-21 equality outcomes and has identified actions to try to overcome some of the limitations from the available data.

We anticipate that the developments emerging from our CMIS system development will help to address existing reporting gaps and advance the sophistication of our future reporting. We do need to improve our internal communications to explain why we capture, monitor and use this information. By investing in activity on this it is expected that this will increase staff comfort in providing their personal data as well as there being a greater understanding of why this is crucial in order to ensure that we are providing an equal service for all of our workforce.

EQUAL PAY STATEMENT

Historic Environment Scotland (HES) is the lead public body established to investigate, care for and promote Scotland's historic environment.

HES is an equal opportunities employer and is committed to ensuring that all staff are treated equally regardless of their age, sex, sexual orientation, gender reassignment, race, marital/civil partner status, religion or belief, disability, pregnancy or maternity. We support the principles that all employees should receive equal pay for the same or like work or work of equal value and will operate a pay and reward system which is fair, transparent and free from bias.

Our objective is to ensure that we implement fair, just and lawful practices with regards to pay and in order to meet this we will;

- Continue to capture and report on our equal pay position with regard to men and women and where it is possible within our reporting profile extend this to cover race and disability for our 2021 report.
- Ensure the application and maintenance of our Job Evaluation guidance and practice.
- Provide advice and guidance to those involved in determining staff salaries in line with HES Pay Procedures
- Provide information to staff on our pay system in line with our pay procedures as set out below.
- Conduct an equal pay audit which will help inform our practice.

Equal Pay Gap Reporting

Men and Women

Overall there is a higher proportion of males than females, in 2018 (55:45). The difference from 2017 (57:43) indicating slight improvement. 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.

It is difficult to compare HES with the wider public sector due to the higher proportion of employment which is orientated towards women e.g. health, social care and education etc. However making a comparison with employment rates in Scotland as at 2018³ indicate the following in work ratio between men and women (78:71).

The tables below detail the pay gap information of both the mean and median hourly rate of pay for men and women within each pay band. Our previous report in March 2017 presented the information Female: Male however in line with national good practice we are reporting Male: Female and have re-calculated the March 2017 data accordingly for comparison purposes.

Pay Gap data from 2017 to 2019

Pay Band	Male		Female		All		Male/Female	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2017	12.99	11.50	12.81	11.50	12.91	11.50	1.4%	0.0%
2018	13.01	11.50	12.84	11.50	12.94	11.50	1.3%	0.0%
2019	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Apprentice	9.16	9.10	9.03	9.10	9.14	9.10	1.4%	0%
Keykeeper	9.10	9.10	9.10	9.10	9.10	9.10	0%	0%
Band A	9.36	9.59	9.37	9.39	9.36	9.39	-0.1%	2.1%
Band B	11.40	11.84	11.07	11.10	11.26	11.84	2.9%	6.2%
Band C	14.32	15.69	14.03	13.96	14.17	14.71	2.1%	11%
Band D	18.43	19.34	18.01	18.58	18.22	19.34	2.3%	3.9%
Band E	22.18	22.45	22.11	22.45	22.16	22.45	0.3%	0%
Band F	27.81	28.59	27.80	28.59	27.80	28.59	0%	0%
Band G	34.83	34.83	33.63	34.83	34.15	34.83	3.5%	0%
CEO	63.20	63.20	0.00	0.00	63.20	63.20	100%	100%
Total	13.34	11.84	13.26	11.84	13.30	11.84	0.6%	0%

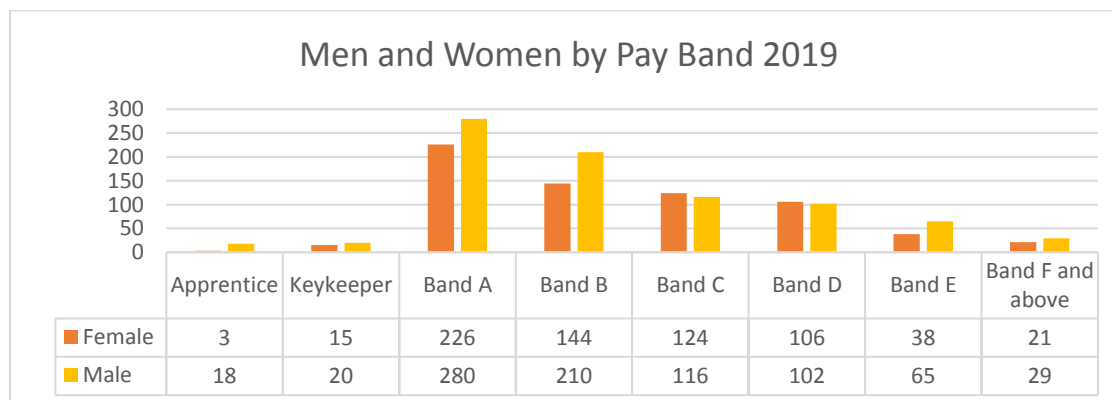
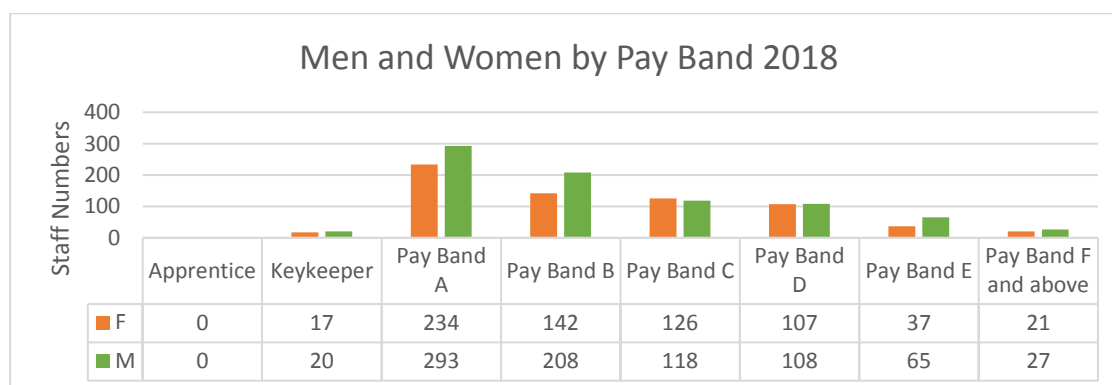
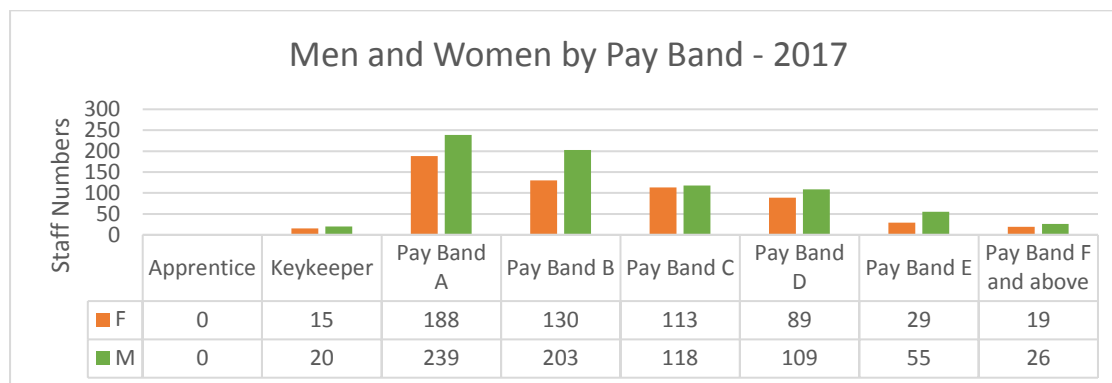
Over the three years our comparison indicates that our overall gender pay gap has remained static in terms of both the mean and median calculations,

Banda A to D over the period show a growing median gap. We believe that this is as a result of a combination of internal moves and more men than women with long service reaching the top of the pay band. In order to fully interrogate the differences at different pay bands we will be carrying out an equal pay audit over 2019 and will report on this separately.

The tables below show the pay bands for 2017 and 2018 by men and women.

³ <https://digitalpublications.parliament.scot/ResearchBriefings/Report/2018/3/26/Labour-Market-Update--March-2018-1#Employment-by-gender>

Men and Women by Pay Band



Over the three year period we see a static picture of employment across the pay bands where more men are employed in A and B. Bands C and D indicate a rising trend of slightly more women with numbers narrowing across the remaining pay bands.

Pay Progression

PAY PROGRESSION					
PAY BAND	Min	Step 1	Step 2	Step 3	Step 4
Apprentice	17100	17500	18057		18451
BAND A	17500	18057			18451
BAND B	20063	20655	21365	22107	22787
BAND C	24102	25491	26857	28311	30189
BAND D	31699	33076	34454	35752	37208
BAND E	39068	40226	42482	43202	44834
BAND F	47076	49059	50809	52909	55009
BAND G	57760	60075	62390	64707	67022

Of the 8 pay bands, Pay Band A has a progression time of 2 years, the Apprentice band has a journey time of 3 years and the remaining 5 pay bands have progression times of 4 years.

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.

Staff benefits

As part of our pay and reward offer to staff we include a range of benefits listed below which provide discount and favourable purchasing opportunities for staff; access to occupational health and well-being services and positive work life balance policies.

- Employee Assistance Programme (see below)
- Occupational health
- Health and wellbeing awareness events, activities and information
- Discounted health plans
- Wellbeing therapists⁴
- Access to CSSC sports and leisure membership
- Discounted gym memberships (local council and private)
- Competitive pension schemes

⁴ currently in Edinburgh and working towards offers for other regions

Childcare vouchers⁵
Contractual sickness absence pay
Contractual maternity, paternity, adoption, and shared parental leave and pay
Interest-free loans
Salary advance for travel season ticket or bike
Flexible working patterns if appropriate to your role
Career breaks
Membership to SCRAN
Discounted mobile phone deals – Vodafone
Staff pass for free entry to HES properties
Staff pass allows free entry to English Heritage, Manx and CADW Properties
20 per cent discount in HES shops and cafés
Cycle to Work scheme

CONCLUSION

Within Historic Environment Scotland 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 1.3% and 0.0% (mean and median respectively) in favour of male pay.

Gaps in median pay are evident within two of the lower to middle management grades; Pay Band B and Pay Band C. These sit comfortably below the national average which is 17.9%. 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 B has 66% of men on the maximum salary compared to only 44% of woman while Pay Band C has 55% of men on the maximum salary compared to only 43% of women.

⁵ After April 2018 the scheme will be unavailable to new entrants. Contact HR for details

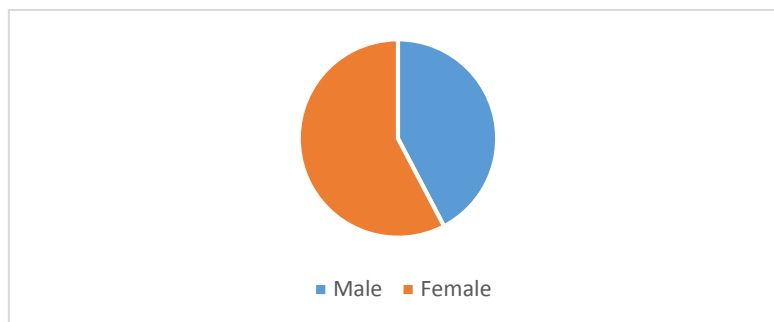
VOLUNTEER EQUALITY MONITORING

This is the our first year of capturing equality data from our volunteers. The survey was issued early in 2019 with a closing date to ensure inclusion of the results in this report. The survey was designed as an online survey to 167 volunteers. The response rate was 20% which now provides us with a base line from which to understand the profile of our volunteers based on survey returns evidence. All questions included a 'prefer not to say option'.

Using this response rate as our base line we have presented the analysis below.

The high level data from this year's exercise indicates:

Female/Male



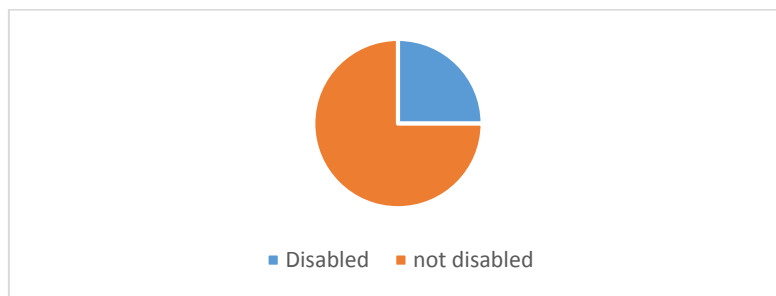
50% of respondents were female with 37% male.

Our survey included a separate question on gender identity to which a small number of responses were received. Our reporting rules to protect peoples' identity are that numbers less than 10 will be suppressed to ensure data protection.

Age Profile

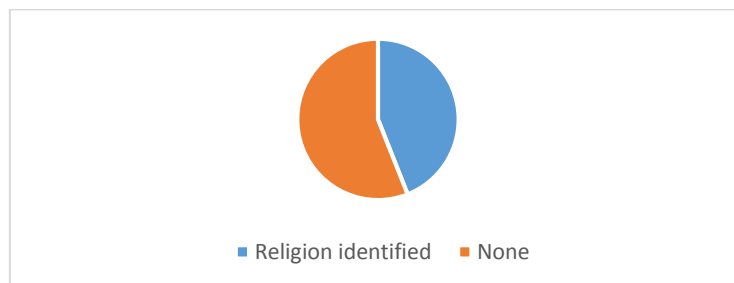
56% of our volunteers are in the 65+ age bracket which backs the premise that people who are likely to be retired or not in full time employment have the most time to volunteer. The percentage from combining other age profiles is 36%.

Disability



The percentage of respondents who declared a disability is 23% which correlates with Census data.

Religion



The percentage of respondents reporting no religion is 46% which is higher than that recorded in the last Census. 36% of respondents identified the religion followed.

Nationality

46% of our volunteers have described themselves as Scottish with a small number from European and Non European backgrounds.

Sexual Orientation

The majority of our respondents have described themselves as heterosexual/straight (76%) with 13% describing themselves as homosexual/gay.

Conclusion

Our intention is to use this data to assist in the promotion of opportunities to under-represented groups and to ensure that information on volunteering is promoted at external community events attended by HES as well as partnership events we are involved in.

Historic Environment Scotland is the lead public body established to investigate, care for and promote Scotland's historic environment.

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