



National
Trust

Inclusion and Diversity at the National Trust



Welcome

The National Trust was founded as a charity so that everyone can benefit from nature, beauty and history.



As society becomes more diverse, we need to evolve so we continue to meet the needs of everyone. That's why one of our goals is to be an organisation where anyone who works, volunteers or visits can have an equally positive experience. We want everyone to feel included and that they belong.

Our approach is to focus on inclusion first by creating a culture which recognises, respects and values difference. We believe that diversity, through the mix of identities, experiences and perspectives we represent, is an opportunity for the Trust. It is an untapped potential which will add so much to what we do. But diversity will only flourish when we have created genuinely inclusive conditions in which everyone benefits, and everyone plays a role.

We know we have to do more to be an inclusive organisation. We call this work Everyone Welcome and it is one of our two cross-cutting strategic priorities, the other being Climate Action. We've created this document to share some of what we're doing.



Contents

4

Creating an inclusive place to work and volunteer.

6

Engaging our supporters.

7

Connecting with communities and places.

9

Measuring our progress.

10

What else we're doing to make Everyone Welcome.

11

A note from Hilary McGrady, Director General.



What we're doing

to create an inclusive and diverse place to work and volunteer.



Our four organisational values are the foundation of everything we do, guiding the way we work together and the approaches we take to make decisions.

Love people and places: we care for nature, beauty and history – for people.

Welcome everyone: we are for everyone. This means we recognise, value and respect difference, are curious and consider different perspectives.

Think now and for ever: we are creating a lasting legacy for the future by valuing what we have, and embracing positive change.

Make it happen: we move forward with purpose and focus, always aiming to simplify and improve things for people.

Here are some examples of work underway that has already made a difference:

- **Listen, hear, respond** – Our staff and volunteer survey helps us understand the experiences that everyone has in the Trust. We are determined to listen, respect and value the contributions of under-represented groups in the Trust. We have three peer networks representing LGBTQ+, Workability and Race Equity. Along with our most senior leaders we will bring these groups together through our Inclusion Council to focus our inclusion efforts across the whole organisation.
- **'This is us' Inclusion Fortnight** – We run an organisation-wide programme to celebrate and recognise our differences and stimulate respect and dialogue. The theme then continues throughout the year and for 2022 was centred around allyship: from listening to taking action.
- **Inclusion and Wellbeing calendar** – Developed with our networks to help recognise, highlight and celebrate moments which are significant to a wide range of people and cultures. We invite external speakers to support the calendar, produce guides and toolkits, and invite those who have relevant experiences to share their stories.



- **Development** – We have developed a suite of short inclusion e-learning courses available to staff and volunteers, and are integrating inclusion and wellbeing in all our core development materials.
- **Talent programmes** – We are investing in external partnership programmes to improve the development and progression of staff from under-represented groups.
- **Reasonable adjustments hub** – A new information hub on our intranet supports understanding of our reasonable adjustments process for disabled employees and job applicants.
- **NT jobs website** – With the support of our networks we have updated our jobs website to make it more inclusive and welcoming.
- **Inclusive recruitment** – We are introducing strength-based recruitment for some of our visitor-facing roles, which moves away from our current standard process of shortlisting and selecting applicants based on previous experience and education, to criteria that's based on their suitability for the role.



Examples of more to come:

- We're developing a new training approach which will improve the recruiting experience for everyone.
- We're continuing to develop our inclusion training materials from our dedicated Everyday Inclusion package, to shorter e-learning modules with external partners such as RNID, RNIB, Access4All and Alzheimer's Society.
- We're refreshing our induction process so that all new starters understand their role in making Everyone Welcome.



What we're doing

to engage existing and new supporters



We have made a commitment to ensure our communications and advertising make the Trust and its service available and accessible to all. We'll make that happen by:

- **Improving the visibility of our free to access places so more people can know about them and visit when they want to.**
We will be running national media campaigns which highlight the places anyone can access now for free. And we'll continue to build national and local partnerships which promote them to specific audiences or communities.
- **Improving our online and off-line ease of access, particularly for disabled people.**
We are improving the consistency of the accessibility information we offer online and in our handbook, as well as improving our website and app so they're accessible for all users.
- **Diversifying our supporter base by reaching more people through diverse, inclusive content that suits new and existing supporters.**
We are refreshing our brand guidelines, specifically our tone of voice and imagery, so they are more inclusive of the communities we serve.
- **Developing our brand as a trusted and inclusive charity.**
We are developing tools and producing web and social media content to share our progress, and ensuring we make it easy for people to give us their views and feedback to inform more progress in future.

And there's more to come:

- We're reviewing our membership products so that they are relevant to individuals, families and groups within an evolving society.
- We're creating thought-leadership papers to share our progress on inclusion and diversity topics.

What we're doing to connect with communities and places

The places in our care are already doing so much to benefit existing and new audiences, working well with local partners and having genuine impact for our supporters. Through Everyone Welcome we're focusing on some specific areas which will do even more to connect our places to the communities they serve.

Improving access for disabled people

In 2021/22 we spent £2.315 million on improving access to our places for disabled people. Improvements include ramps into Oxburgh and Castle Drogo, a boardwalk on the north Devon coast, mobility vehicles at Orford Ness and Lydford Gorge, and improved pathways at Chirk Castle.

Increasing access to the outdoors for people and nature to connect.

We aim to be brilliant at providing outdoor experiences for those who are newer to such adventures. It will take time to develop a programme to support this ambition, but in the meantime, there is plenty already underway.

Working in partnership with Sport England and other local and national organisations, our Active Outdoors programme is already creating opportunities for more diverse audiences to enjoy.

Examples include Black Dog Outdoors, our mental health walks at Dunham, and we supported our first ever Ramadan hike with the Muslim Hikers group. We're also working with Out & About to develop walks for LGBTQ+ people in Wales, and our low-cost cycle hire is ensuring that more people can access and ride around our places.

We are also supporting 15 places through funding, feasibility assessments or consultancy to develop multi-user trail or hub projects, including Attingham, Saltram, Stowe, Blickling and Ormesby. These trails offer a well surfaced, easy to navigate route, suitable for walking, running, cycling, pushchairs, wheelchairs and mobility scooters, all of which help widen access and improve connectivity with local communities.



What we're doing to connect with communities and places

Increasing engagement with children and young people.

We have identified specific places where we will test and learn how best to engage children and young people with nature, beauty and history. These include:

- **Sudbury** – The Children's Country House – Where children have been involved in every step and helped create a completely new visitor experience.
- **Erddig** – Where we are working in partnership with children's mental health services to improve access to our places for young service users.
- **Morden** – Offering exhibition space and creative expertise to support young people to present their ideas in a public space.
- **Seaton Delaval Hall, Rising Stars** – A partnership with Northumbria University as part of a National Lottery Heritage Fund project, The Curtain Rises. More than 250 students have worked with conservators, curators, gardeners, architects and ecologists on projects as part of the conservation of the Hall, and improve the visitor experience.

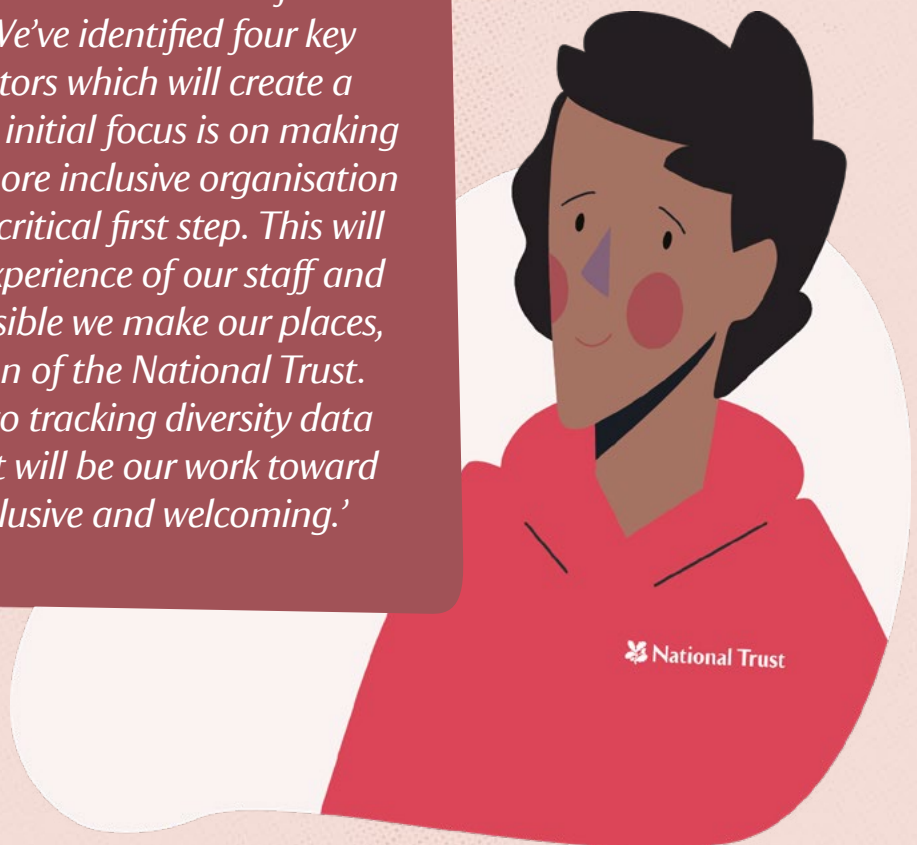
What's coming next:

- We are launching a Young Staff & Volunteer Challenge Group, so we can engage with the young people who are closest to us.
- We're embedding accessibility and inclusion into all our visitor experiences.



How we'll measure our progress

So if that's the plan, how will we know if we're making progress? We've identified four key performance indicators which will create a baseline in 2022. Our initial focus is on making the National Trust a more inclusive organisation as we believe this is a critical first step. This will involve tracking the experience of our staff and volunteers, how accessible we make our places, and public perception of the National Trust. In time, we will shift to tracking diversity data but our starting point will be our work toward becoming more inclusive and welcoming.'



- **Staff and volunteer inclusion scores:** This will be the percentage of staff and volunteers who responded positively to seven questions on the themes of inclusion, voice and trust within our annual engagement survey.
- **Brand tracker (awareness, trust and relevance):** Members of the public are asked questions in a survey relating to their awareness of the Trust, whether they think we are a trustworthy organisation and the extent to which they believe we are for 'people like me'. We will continue to monitor this carefully.
- **Investment in physical access improvements for disabled people:** In the first instance we will track spending, and then move our focus to the standard we are reaching and the impact we are having for our visitors.
- **Targeted supporter growth:** We will use the brand tracker again to identify the percentage of the population who claim to have recently supported the Trust either through visiting, being a member or making a donation. Each region and country will identify specific target demographics and gradually evolve their approaches to growing support for the Trust.

What else will support Everyone Welcome

We know there are important aspects of our ways of working that affect whether existing and new supporters are able to access our services and feel included and welcome. We're working to address these and ensure we continually consider the potential for existing and new supporters, volunteers and staff to engage with the Trust.

All our decisions about job applicants, staff members and volunteers are based solely on merit and we do not tolerate any form of prejudice, discrimination, harassment or victimisation. We always take account of different needs so that everyone feels welcome and a part of the Trust.

Some examples of what is already underway include:

Staff pay and recognition

It's vital that we're transparent and accountable in all aspects of our work, including how we recognise and reward our staff. Our reward policy and pay framework set out pay bands clearly and are openly available to staff. Our Executive Team review our diversity pay gaps annually and we intend to publish beyond the required gender pay gap reporting as soon as we have more confidence in the robustness of our data.

Supporting the wellbeing of our people

We offer support, guidance and wellbeing awareness sessions, have introduced an online Wellbeing Hub and promoted a Health-e-app. We also continue to mark national awareness days such as Time to Talk day and Mental Health Awareness week.

Providing safer places

We now have more than 90 local designated safeguarding leads across the Trust, who support our staff and volunteers with any incidents or concerns. Our commitment to safeguarding all staff, volunteers and visitors grows stronger thanks to the dedication of our people.

Developing our future talent

Our apprenticeship programme supported more than 125 apprentices in 2021.

The majority of our apprentices learned skills related to gardening, countryside management, hospitality, cookery and food preparation, project management and information technology. We plan to offer even more apprenticeships by working with partners to develop new opportunities in customer service, conservation and heritage craft skills.



A note from Hilary

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I hope this document helps you understand a bit more about Everyone Welcome, and how you might play your part in making that ambition a reality.

For me it's about being here for the whole nation – a home to everyone. Anyone should be able to enjoy and be part of the Trust's work, without barriers. It shouldn't matter where you come from, what your background is or what needs you might have. I want everyone to feel that they belong.

That's easy to say, and I know in practice it takes hard work. But when we get it right it genuinely changes lives.

All of the work we are doing on Everyone Welcome is achieved alongside our three staff and volunteer peer support networks. I would like to take this opportunity to say thank you to all network members and most particularly to those who have taken up co-Chair roles.

The places that we look after and the work that we do already brings joy to so many. Lots may have changed in the years since the Trust was first founded, but the need for nature, for beauty and for history remain common needs, shared by all. By working together, we can make sure that everyone can enjoy their benefits.

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Hilary McGrady, Director-General





**National
Trust**

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