

# Museum Equality, Diversity and Inclusion Roadmap

Rebuilding the Foundations:  
Gloucestershire's Museums



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Introduction

This Equality, Diversity and Inclusion roadmap has been developed as part of Rebuilding the Foundations: Gloucestershire’s Museums. This project was funded by the National Lottery Heritage Fund and Arts Council England and led by South West Museum Development. (as per revision used in Resource)

The content was developed in collaboration by Sam Munday-Webb and Eleanor Moore as part of the project’s support to participant museums to prepare their organisations to reach more diverse audiences and volunteers.

As we cope with the effects of the global pandemic, there continues to be much for museums to consider in response to social and societal issues. This includes the Black Lives Matter movement, which came into the spotlight in 2020, and the mental health needs of younger generations including the effect lockdowns have had on them.

This roadmap is designed to help museums using it to:

- Grow in self-awareness and to reflect on equality, diversity, and inclusion in their setting
- Identify where the evidence shows that action is needed, in line with mission, vision and goals
- Set their ‘direction of travel’ and revisit, review and reset it regularly

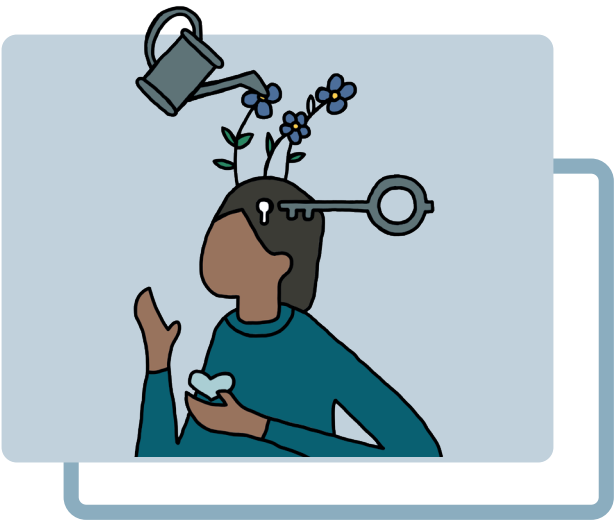
Navigation through the roadmap varies, depending on your current needs and the journey you need to go on as a museum.

The process is a cyclical one: even when you’re finished, you should aim to head back to the start of the map and consider what else needs to be done to review and challenge your work.

This roadmap aligns with [Let’s Create investment principles](#): Inclusivity and Relevance and Dynamism.<sup>1</sup>

Accredited museums and those working towards Accreditation: this roadmap will support you to meet or exceed minimum standards for running your museum and engaging with users, as set out in the museum [Accreditation scheme](#).<sup>2</sup>

The actions you agree to take through this process should be reflected in your museum’s plans. [Our guide to forward planning](#) can help you with this.<sup>3</sup>



Stage One Evaluating your organisation

Stage One is about understanding the position of your museum in relation to your Equality, Diversity, and Inclusion ambitions. This should include data on your museum and your locality.

Your organisation:

- How diverse are your trustees?
- How diverse is your volunteer workforce?
- How are you recruiting volunteers and those who engage with the museum? How do you monitor diversity as part of this?
- What is your audience data currently saying about how diverse your visitors are? Are you asking diversity questions?
- How has your organisation tried to diversify through carefully designed engagement activities and inclusive practices?

When considering these questions, consider the language you are using: is it appropriate?

Your team:

- Do you know how diverse your team is? Think about how you will monitor this sensitively. ScreenSkills offer a [useful guide](#) that may help.<sup>4</sup>
- How could you sensitively invite (not require) your team to share perspectives, skills and interests as you discuss EDI together?

Your locality:

- What is the data telling you about your local and wider area?
- Are there any local organisations encouraging good practice in the community that you can learn from?

Discuss and evaluate your findings with your governing body. Consider how you could broaden this discussion to key stakeholders. Consider approaching local education partners and inviting community groups into your museum and ask them to review and comment on your findings. This external perspective could add to your understanding of the current situation of your museum. Ensure that you explain your organisational review carefully to those who help you, updating them on your progress. Suggest and enable a range of ways to stay involved.



Notes

1 Arts Council, Investment Principles. <https://www.artscouncil.org.uk/lets-create/investment-principles-resource-hub>  
2 SWMD, Accreditation. <https://southwestmuseums.org.uk/what-we-do/accreditation/>  
3 SWMD, A quick guide to Forward/Business Planning for Museums. <https://southwestmuseums.org.uk/wp-content/uploads/2020/05/SWMD-Forward-Planning-for-Museums-guidance-ii.pdf>

4 ScreenSkills, Monitoring diversity and inclusion. <https://www.screenskills.com/about-us/diversity-and-inclusivity/guide-to-diversity-and-inclusivity-monitoring/>

# Stage Two Accessibility

Stage Two involves considering how accessible your museum is to current and potential visitors and volunteers. You will need to review your information online and in print, your building, practices, exhibitions, commercial offer and the spaces you are working in.

Some ideas of how to do this:

Consider the museum spaces from the moment someone seeks to engage with your museum and all the challenges relating to access. What's the experience from start to finish, including interaction with staff members?

You will need to consider this from many perspectives. Ideally you should aim to work with people who have lived experience:

- Wheelchair users
- People who are D/deaf
- People with partial or no sight
- People with a neuro diverse condition or a mental illness
- Parents and caregivers
- Pregnant women
- People who have experienced racism, homophobia, transphobia, and other prejudices.

Consider disadvantage experienced as a result of socio-economic background and class bias.

Remember, when working with those with lived experience, it is good practice to offer to fund the time of those supporting you.

Take a tour through your museum, discuss what's needed, what you do and don't have in place.

- Consider an audit of exhibitions and their accessibility
- How is information relayed to your visitors?
- Consider your spaces, is there somewhere quiet to relax, re-regulate, breastfeed?
- How does your museum prepare those with additional needs ahead of any planned visits?

Visit Britain offers a [useful guide](#) to access audits. <sup>5</sup>



## Notes

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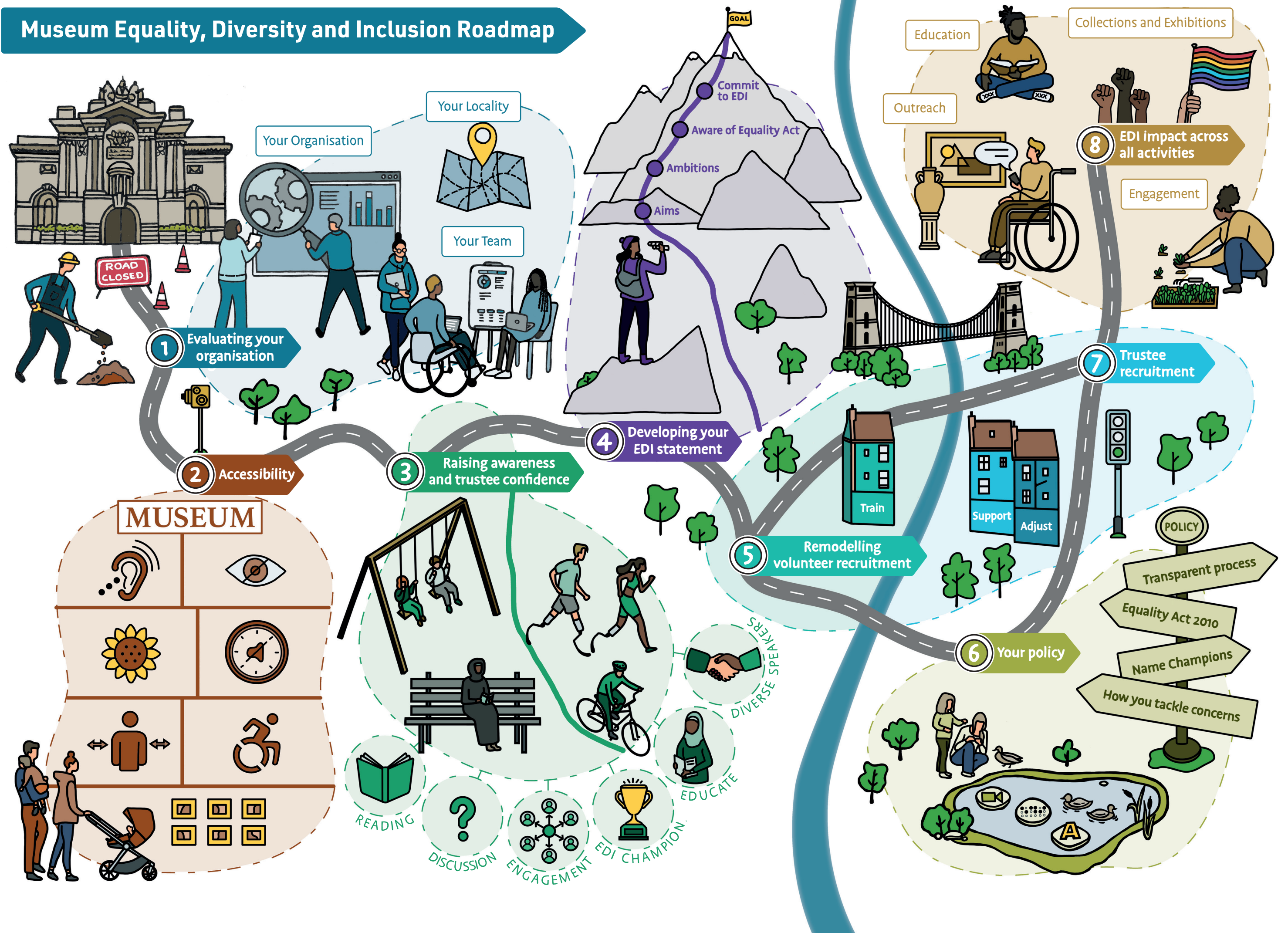
## Notes

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<sup>5</sup> Visit Britain, A guide to Destination Access Audits. [https://www.visitbritain.org/sites/default/files/vb-corporate/Images/Business-Advice-Hub/access\\_all\\_areas\\_a\\_guide\\_to\\_destination\\_audits.pdf](https://www.visitbritain.org/sites/default/files/vb-corporate/Images/Business-Advice-Hub/access_all_areas_a_guide_to_destination_audits.pdf)



## Museum Equality, Diversity and Inclusion Roadmap



## Notes

## Stage Three **Raising awareness and trustee confidence**

Stage Three is asking you to consider the role of your governing body, and how they will ensure they are aware of the Equality, Diversity, and Inclusion agenda to be able to undertake the transformations you require.

Where can you start? Perhaps with a non-judgmental, informal discussion around EDI, so you know where you stand with your colleagues.

### Encourage the following from your trustees and management teams:

- Reading around diversity and inclusion
- A monthly agenda item for EDI, perhaps with a title or question to guide thought and discussion
- Engagement with local organisations who have begun to establish best practice
- A rolling or standing EDI Champion - or consider giving all trustees an area of EDI to focus on being a champion of
- Inviting speakers to your regular meetings to talk or develop your trustees and volunteers
- Inviting current diverse volunteers to your meetings to discuss their needs and engagement

*Be sensitive to consultation fatigue amongst people with lived experience. Ensure you are respectful of their needs, motivations, and opinions.*

The 'Know How' website has [some pointers](#) to guide trustees on EDI. <sup>6</sup>

MDUK have [a range of resources](#) that include relevant information on each of the protected characteristics named in the Equality Act as well as an easy to digest introductory film. Why not suggest that colleagues allocate time to watching this individually? <sup>7</sup>

A [public trello board](#) from the Heritage Volunteering Group has many resources to support this process. <sup>8</sup>

A suggested reading list can be found at the end of this document.

## Stage Four **Developing your EDI statement**

Once you have a strong grasp of where your organisation currently is, you should consider developing an EDI Statement which will underpin all your work, from recruitment to outreach.

### An EDI statement should set out:

- Your aims and objectives as an organisation in relation to EDI
- Your ambition to become an inclusive organisation and how you intend to do that
- Your awareness of the Equality Act and protected characteristics within it
- Your commitment to EDI and how you will achieve, review, and evaluate this on an ongoing basis

*Statements are best developed with stakeholder involvement. Consult with those around you, be outward looking and consider your ambitions.*

If you're tied into local authority policies, work alongside colleagues and try to develop an addendum statement to ensure it represents your museum. Add the statement to your public facing documents and website, to show your commitment.

There are some great examples from a range of different organisations. <sup>9, 10, 11, 12</sup>

<sup>6</sup> NCVO, Questions to guide a board discussion on diversity. <https://knowhow.ncvo.org.uk/governance/improving-your-governance-practice/trustee-diversity/questions-to-guide-a-board-discussion-on-diversity>

<sup>7</sup> Museum Development UK, Equity and Inclusion for Museums: introductory resources. <https://mduk.org.uk/wp-content/uploads/2022/01/Equity-and-Inclusion-Resources-FINAL.pdf>

<sup>8</sup> Heritage Volunteering Group, EDI Trello Board. <https://trello.com/b/Y8o5YTBj/hvg-edi-board>

<sup>9</sup> Museum of the Home, Equality, Diversity and Inclusion policy. <https://www.museumofthehome.org.uk/media/dzlbkuq4/equality-diversity-and-inclusion.pdf>

<sup>10</sup> National Museums Scotland, Equality, diversity and inclusion. <https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>

<sup>11</sup> British Council, Equality, diversity and inclusion. <https://www.britishcouncil.org/about-us/our-values/equality-diversity-inclusion>

<sup>12</sup> Creative and Cultural Skills, Diversity and fair access. [https://ccs.rooftop.io/sites/413/2020/03/26162645/Diversity\\_and\\_Fair\\_Access3.pdf](https://ccs.rooftop.io/sites/413/2020/03/26162645/Diversity_and_Fair_Access3.pdf)



## Stage Five Remodelling volunteer recruitment

Ensuring that you are advertising, recruiting, and inducting in an inclusive way is imperative for your success. You may want to use the Volunteer Recruitment Cycle produced as part of Rebuilding the Foundations. This will help you plan for inclusion at every stage of volunteer involvement.

### Consider these questions:

- Where are you advertising for volunteers? Are there other places that might reach a more diverse range of people?
- Are your adverts and application form accessible? Are they available in different formats such as braille and audio versions?
- Is your application process accessible? Can people apply via phone or video?
- If you ask for CVs, is it possible to redact them so there's no bias applied to your recruitment process - for example, names, age, and qualifications? Actively assess applicants on criteria linked to the aptitudes you need for a role.
- What training have you given to those involved in the volunteer recruitment process? Are they aware of the needs of EDI in recruitment? Are they aware of how to support inclusion?
- Do you offer a range of adaptations for the interview process to make it more accessible?
- Do you give candidates information in advance of their interview/recruitment process to support them?
- How inclusive and accessible is the on-boarding (induction) process? Do you make your organisational values clear?
- Can buddies be offered from the volunteer pool to support new volunteers into their roles?
- Can you work together towards an 'accountable' space where you are comfortable to 'call each other out'; for example over use of language or casual comments that may be micro aggressions, in some cases? This is a sensitive area, and you need to work to build trust and openness to achieve this.

Produce a SMART action plan to support this part of the process and make sure this plan is reflected in your forward plan.

[Inclusion Barnet's blog](#) on equality and diversity has some great ideas.<sup>13</sup>

## Stage Six Your policy

By now you will have done a fair amount of work around EDI and where you hope your museum will be. It's now time to formulate and formalise your thoughts and processes into a policy document.

Ensure you use your EDI statement as a starting point. What are you going to do to ensure your policy objectives - your desired outcomes - are met? It's recommended that you review your policy annually in the first three years, and every 2-3 years after that.

### In developing your policy:

- Ensure you note and respond to current legislation on EDI
- Ensure you cite the Equality Act 2010
- Ensure you name your champions or champion process, if you opt for a rolling champion
- Ensure you discuss how you will tackle concerns relating to EDI that are raised by staff, volunteers, stakeholders and audiences. Aim for a transparent response

*Throughout policy development, consider who you will continue to consult with as part of the process.*

Museums Association have a good example of an [accessible EDI policy](#)<sup>14</sup>

### To ensure your policy is accessible, can you offer:

- A recorded version
- A braille version
- A large print version

<sup>13</sup> Inclusion Barnet, Volunteers: Equality and Diversity Guidance. <https://www.inclusionbarnet.org.uk/volunteers-equality-diversity/>

<sup>14</sup> Museums Association, Equality, Diversity and Inclusion Policy. <https://www.museumsassociation.org/about/our-policies/edi-policy/#>

## Stage Seven Trustee recruitment

Stage Seven relates very closely to Stage Five as it deals with governance and trustees. To ensure your organisation remains inclusive, it's as important to have representation at trustee level as it is at every level of the organisation.

Consider the role that trustees play in making your organisation inclusive. The value of lived experience is critical at this level. How will you recruit and retain a group who are diverse?

NPC offer [some guidance](#) on how to go about the diversifying process.<sup>15</sup>

Check out [Reach Volunteering's blog](#) on board diversity for more insights.<sup>16</sup>

Once you have a more diverse range of trustees, begin to develop your working ethos, and how EDI will be embedded throughout.

Consider: what is the onboarding process for trustees? When inducted are they upskilled to the same level (as suggested in Stage Three)?

## Stage Eight EDI impact across all activities

You are well read and knowledgeable, you have an EDI statement, policy and are undertaking diverse recruitment. Now it's time to consider the impact that a vastly improved approach to EDI can have across your organisation. Here are some ideas:

### Education

- Where is the representation in your educational workshops?
- What range of inclusive approaches are you offering?
- Are the stories being told relevant, interesting, and honest?
- How accessible is the process from booking to engagement?
- To what extent are your processes around work experience inclusive?
- Is there diversity in the delivery of your education workshops and offerings?

### Outreach

- When developing outreach, are you considering the spaces and places where these activities are offered?
- How are you ensuring outreach is accessible and inclusive to participants?
- How are you making your online offer accessible and inclusive?

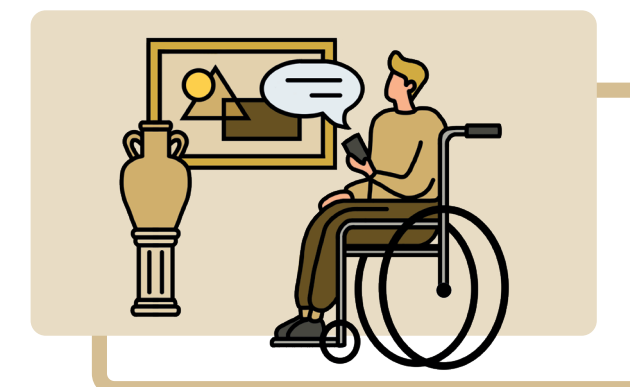
### Collections and Exhibitions

- Are you actively reviewing your collecting, collections information and exhibition content to ensure it is representative of your community and beyond? A good place to start is: <https://collectiontrust.org.uk/decolonisation/>
- How accessible is your content?

### Engagement

- Are there any other activities you can offer or host, to support the community, such as a foodbank or community event which may attract a new or diverse crowd?

*Now, when you're ready, go back to Stage 1 and see what you can do next. Your actions will have made further progress possible.*



<sup>15</sup> NPC, How to improve diversity and inclusion on trustee boards. <https://www.thinknpc.org/blog/how-to-improve-diversity-and-inclusion-on-trustee-boards/>

<sup>16</sup> Reach Volunteering, Board diversity: The candidates are there, the problem is how charities recruit. <https://reachvolunteering.org.uk/blog/board-diversity-candidates-are-there-problem-how-charities-recruit>

## Suggested reading

A list of books to support your journey towards a more inclusive environment.

### Easy Reads

**This Book Is Anti-Racist: 20 lessons on how to wake up, take action, and do the work (1) (Empower the Future)** by Tiffany Jewell (ISBN 978-0711245204)

**This Book Is Feminist: An Intersectional Primer for Next-Gen Changemakers (3) (Empower the Future)** by Jamia Wilson ISBN 978-0711256415

### Further Reads

**Feminisms: a global history** by Lucy Delap (ISBN 978-0241398142)

**Why I'm no Longer Talking to White People About race** by Reni Eddo-Lodge (ISBN 978-1408870587)

**Inclusion: The Ultimate Secret for an Organization's Success** by Perrine Farque (ISBN 978-1946425836)

**Building an Inclusive Organization: Leveraging the Power of a Diverse Workforce** by Stephen Frost (ISBN 978-0749484286)

**Belonging: The Key to Transforming and Maintaining Diversity, Inclusion and Equality at Work** by Kathryn Jacob, Sue Unerman and Mark Edwards (ISBN 978-1472979612)

**Disability and Equality Law in Britain: The Role of Reasonable Adjustment** by Anna Lawson (ISBN 978-1841138282)

**Messengers: Who We Listen To, Who We Don't, and Why** by Stephen Martin and Joseph Marks (ISBN 978-1847942371)

**Me and White Supremacy: How to Recognise Your Privilege, Combat Racism and Change the World** by Layla F. Saad and Robin DiAngelo (ISBN 978-1529405118)

**Diversify** by June Sarpong (ISBN 978-0008242084)



## For more information contact

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